WORLD ANIMAL PROTECTION

England & Wales · Charity number 1081849

Details

Other names	THE WORLD SOCIETY FOR THE PROTECTION OF ANIMALS, WORLD ANIMAL PROTECTION, WSPA
Status	Registered
Legal form	Charitable company
Company number	04029540
Registered	2000-08-04
Register	View on the Charity Commission register

Contact

Address	3rd Floor 86 - 90 Paul Street London EC2A 4NE
Phone	02072390525
Email	info@worldanimalprotection.org.uk
Website	www.worldanimalprotection.org

Activities

Objects: THE OBJECTS FOR WHICH THE SOCIETY SHALL BE TO PREVENT OR SUPPRESS CRUELTY AND TO RELIEVE THE SUFFERING OF ANIMALS AND TO DO ALL SUCH LAWFUL ACTS AS THE SOCIETY MAY CONSIDER TO BE CONDUCIVE OR INCIDENTAL TO THE ATTAINMENT OF THOSE OBJECTS.

Activities: We move the world to protect animals. We work globally with local partners, animal welfare organisations and businesses, and we influence decision makers internationally, nationally and locally. We have formal relationships with key international bodies including the Food and Agriculture Organization, the UN Environment Programme, the Council of Europe and the World Organisation for Animal Health.

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Classification

- **How:** Makes Grants To Organisations, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Overseas Aid/famine Relief, Animals, Environment/conservation/heritage
- **Who:** Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- Australia
- Belgium
- Brazil
- Canada
- China
- Costa Rica
- Denmark
- India
- Italy
- Kenya
- Netherlands
- New Zealand
- Philippines
- Romania
- Sweden
- Thailand
- United States
- Vietnam
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£30,869,000	£33,994,000	£16,978,000	137
2023-12-31	£29,636,942	£36,145,924	£19,655,701	231
2022-12-31	£38,313,950	£31,823,441	£26,135,116	211
2021-12-31	£32,599,717	£27,804,605	£19,871,705	208
2020-12-31	£31,372,000	£31,279,000	£14,701,000	249

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Trustees

Name	Role	Appointed
Berangere Andree Mireille Michel		2018-06-06
DEARBHAIL ADRIENNE USHER		2023-06-15
Franc Cortada		2018-06-06
Jamie Craig		2020-06-02
Ka Keung Christopher Fung		2023-06-15
Maria Sol Oyuela Jefferies		2023-06-15
Sandra Lynn Bereti		2018-06-06
Sarah Ireland		2016-05-09
Svetlana Ignatieva		2020-06-02
Tigere Chagutah		2023-06-15

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WORLD ANIMAL PROTECTION

England & Wales - Charity number 1081849

Accounts

Trustees' report and accounts

2024

Trustees' report and accounts 2024

Our vision:
A world where animals live free from cruelty and suffering

Our purpose:
We move the world to protect animals

Our brand statement:
Together, we are changing the way the world works to end animal cruelty and suffering. Forever.

World Animal Protection is registered with the Charity Commission as a charity and with Companies House as a company limited by guarantee. World Animal Protection is governed by its Articles of Association.

Charity registration number:
1081849

Company registration number:
4029540

Registered office:
3rd Floor
86-90 Paul Street,
London WC1X 8HB

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About the front cover:

A piglet on a Swedish farm happily experiences the outdoors. Thankfully, its life is very different from the lives of billions of animals condemned to factory farms.

Credit: Shutterstock/talesN

Cruel confinement: Pigs suffer intensely on factory farms worldwide; this farm is in South America.

Credit: World Animal Protection/Emi Kondo

Foreword

Making powerful connections to save our world

A young adult tapir, his feet so badly burned he cannot stand, lies alone in a black, still-smoking landscape desecrated by deliberately set fires. This was once this beautiful animal's lush wetland home, part of the Pantanal in Brazil – one of our planet's most biodiverse places. But by the end of August an estimated 2 million hectares had burned. Soon, much of it will be used to grow soy and grain to feed the billions of animals so cruelly confined to factory farms.

Thousands of kilometres away in Europe, mother pigs lie on their sides trapped in individual crates closely packed together in factory farms. For up to a month they cannot stand, turn around or nuzzle the newborn piglets urgently feeding from them, restrained by steel bars.

These heart-rending examples of animal suffering may seem distinct and separate. Yet they are tightly connected through the destruction that factory farming and demand for cheap meat is inflicting on our world.

Sharing bold solutions

During 2024 your generosity helped us powerfully tell the story of these connections and share our workable solutions for change. We urged delegates at the UN climate conference – COP29 – to transform our world's farming systems. We called on them to recognise that the treatment of animals in our food system is central to our species survival. And that the answers to climate change lie in the just transition to agroecological food systems that are equitable, humane and sustainable.

We also asserted the importance of women to agriculture and system change through our presentation at COP29's China Pavilion. Research shows that when women are involved in decision-making, agricultural practices become more sustainable, food security improves, and resilience against climate impacts increases. Yet, still their contributions often go unrecognised.

Women have a vital role in food production; they manage more than 43% of the world's agricultural land and must be included in decisions about our planet's future.

Preparing for COP30

Despite all of our input backed by strong research and science, and our lobbying expertise, COP29 was massively disappointing – a missed opportunity for our world. Leaders didn't formally recognise that supporters of industrial farming – governments, businesses and financial institutions – have climate responsibilities to own up to. The fact that factory farms account for 14.5% of global greenhouse gas emissions was largely ignored.

But we will not give up and are preparing for COP30 in Brazil in November. Here, in the home territory of deforestation and habitat loss it will be hard not to have factory farming and climate change as one of the top agenda items.

Targeting corporate giants

One of the world's biggest perpetrators of habitat loss is JBS – the world's largest meat producer with a strong base in Brazil. It is linked with clearing large swathes of the Amazon and Cerrado for the soy and grain that feeds factory farmed animals.

During 2024 our exposure of this corporate giant's false green and sustainability claims, with our partner the Drop JBS Coalition, continued to stop them listing on the New York Exchange. Such a listing would give them access to even more finance to invest in factory farming. With your help, we will continue to fight their listing every step of the way until they agree to stop the ways of farming that are responsible for great cruelty to animals and the desecration of our world.

We also continued to target TUI, one of the world's largest travel operators, who shamelessly still promotes captive dolphin and whale entertainments. It was exciting to see our lobbying of the company at their Berlin headquarters with 14 other NGOs from nine countries and the incredible publicity gained.

We will not give up until TUI stops profiting from captive wildlife entertainment for good.

Working as One

During the year we looked at the way we work through our Working as One project. We considered our structure, our people, how we represent value for money and what we can do better. The result is changing from a more traditional hierarchical organisation into a global network. This means our international team facilitates our global strategy and engagement, but the actual delivery of change and impact for animals will be in the hands of our 12 country offices.

Diversity, equity and inclusion are firmly embedded in Working as One and are the lynchpins to our success. We will resist calls from elsewhere to stamp out their importance. Our strength as a global organisation is within the diversity of our people. We will continue to look after them regardless of who and where they are.

Celebrating our people

We said goodbye to two truly inspiring people in 2024. Steve McIvor, our CEO for eight years, left us in June. Joanna Kerr, our chair for four years, handed over the baton in December. Both have so much to be proud of.

Steve helped changed our focus. Thanks to him we are now an organisation campaigning for system change where animals are affected most – our approach centres on the maximum impact for the most animals. This fundamental shift of focus, brought about by Steve's leadership, enables us to disrupt the systems that cause cruelty and suffering to so many animals. It has placed us in the strong strategic position we're in today.

Joanna joined our organisation when we were going through a global pandemic. She skilfully guided us through that fast-changing external world. Her clear vision of the connectedness of animals to our planet's future and how World Animal Protection can change the world for animals and humans will remain a guiding light for us.

Finally, we must thank and celebrate an incredible group of people – you – our supporters. Your generosity, your messages via social media, email, letters and phone calls are so uplifting. We deeply appreciate your motivation and loyalty in these difficult financial times and know we would all do so much more if we could.

One supporter thanked us recently for being their "hope in the world". This is an amazing tribute and one we strive to live up to every day.

Thank you so much for being our hope in the world.

Tricia Croasdell
Chief executive

Sarah Ireland
Chair

Moving the world in numbers through systems change – 2024

5.5 billion

We revealed that around **5.5 billion** wild animals live in cruel conditions on commercial wildlife farms through our shocking report 'Bred for profit: The truth about global wildlife farming'. It grabbed worldwide attention by featuring in more than 300 media articles.

181 million

Media coverage of our work at COP29, where we urgently pressed for system change, featured in more than **50** media articles and reached more than **181 million** people worldwide.

1.8 million

Our New Era Conversationist film made with Kenya's GreenTalkArt, telling the powerful story of a baby elephant and his poet rescuer, was seen more than **1.8 million** times.

350,000

More than **350,000** people signed our petition urging TUI Group, one of the world's largest travel organisations, to stop offering cruel cetacean entertainments. The campaign against TUI involved **15** animal protection organisations across **9** countries.

172,000

We galvanised more than **172,000** supporters from **26** countries to call for an end to captive elephant breeding in Thailand. Their efforts captured strong public and governmental attention.

25,000

When we exposed the 'greenwashing' done by Rabobank – the Netherlands' second biggest bank –more than **25,000** people joined us in asking them to divest from factory farming. Rabobank is one of the world's largest agricultural lenders.

1,000

We placed more than **1,000** slower growing chicks on **11** high-welfare farms in Thailand through our Farm Champion Project with Suranaree University of Technology. The project supports farmers to upgrade their farms to allow natural chicken behaviours and activity.

191

By the end of 2024, **191** bears were getting the best of care at sanctuaries that we support in Pakistan and Romania. Most have been rescued from cruel activities and entertainments.

20

We convinced **20** Nigerian civil society organisations to oppose a Memorandum of Understanding (MOU) between the Nigerian government and factory farming giant JBS. Fulfilment of the MOU would require factory farming's massive roll out in the country.

2

Our generous supporters helped fund the expert care, treatment and rehabilitation of **2** tapirs – Melancia and Valente – who were severely burned in horrific wildfires in Brazil in August. By the end of the year they were recovering well thanks to our partner Onçafari.

A new world for animals... 2021–2030. Our strategy made simple.

Change starts with us.

There is a deepening crisis facing animals around the world. Its scale is alarming.

1.6 trillion

At least 1.6 trillion wild animals are killed and suffer through people's actions every year.

80 billion

More than 80 billion land-based farm animals are consumed annually. Most are cruelly confined to industrial, low-welfare systems.

Under pressure

Our growing population, urbanisation, increasing economic prosperity and addiction to meat are driving greater demand for animal products and placing more pressure on animal habitats.

If left unchecked, this demand for animals and their scale of suffering will continue to accelerate.

The global wildlife trade and farming systems...

Inflict suffering and anguish on animals.

Devastate habitats.

Cause public health crises – like COVID-19, SARS, Ebola, Swine and Avian Flus and antibiotic resistance.

Our 10-year strategy connects 4 elements for long-lasting change...

Animal sentience

Science shows animals are sentient – thinking, feeling beings with individual personalities, needs and the capacity to suffer. We encourage people to understand this and change their behaviour to improve the lives of animals and ultimately their own.

Transforming broken systems

The factory farming and wildlife trade systems, supported by powerful institutions and governments worldwide, treat animals as commodities. This causes well-documented cruelty and irreparable damage to our world. By changing attitudes and raising animal protection to a global priority issue we will take billions of animals out of this cruel cycle of abuse.

Change at scale

We are focussed on transforming the lives of the greatest numbers of animals, both now and in the future, prioritising those enduring the most severe and long-lasting suffering.

Sustainability

We demonstrate how the health and lives of animals, people and planet share a deep interconnection, ensuring people realise that how we treat animals affects us all. We endorse a 'One Health – One Welfare' approach.

We have 2 urgent goals...

Goal 1

Ensure farmed animals live good lives by transforming the global food system

With your help we will...

Expose the hidden costs of factory farming and shine a light on the collusion and corruption that allow it to thrive.

Demonstrate irrefutably that factory farming harms, rather than feeds, the world.

Accelerate the shift to a humane and sustainable food system that prioritises plant-based proteins and high welfare farming by working with industry, its regulators and communities.

Reveal the hidden financial systems propping up factory farming and seek to redirect this money to humane, sustainable food production.

Work with our ever-increasing number of allies demanding change to a food system that damages animals, people and our planet. Before it's too late.

Goal 2

Stop wild animals being cruelly exploited as commodities by changing the systems that allow this

With your support we will...

Expose the harm industries inflict on our precious wildlife, so that commercial exploitation is universally condemned.

Champion wildlife-friendly alternatives by working with partners to research and promote the development of alternative wildlife friendly products and experiences.

Encourage the private sector to invest in solutions – from plant-based ingredients for traditional wildlife-based medicine, to responsible, humane wildlife experiences.

Involve local communities and support organisations and industry to find a clear route out of wildlife exploitation, turning the problem into the solution.

Influence government to enact a global package of wildlife laws, policies and practices that will permanently protect wildlife and their habitats across the world.

We are making world-moving connections

Our two goals are inextricably linked. Intensive agriculture, fuelled by the growth of animal feed production, is the single greatest cause of wildlife habitat destruction around the world. It causes great cruelty to farm and wild animals and threatens the extinction of entire species.

Our strategy seeks to disrupt the exploitation of wildlife habitats caused by the agribusiness industry and end factory farming.

People power is vital to our success.

We will galvanise a movement of millions to become advocates for change and will not stop until we all succeed in ending animal cruelty. We will not stand for the status quo – we will speak out with courage and determination.

What does system change actually mean?

Billions of animals are suffering; environments continue to be destroyed, and the next pandemic looms ever closer because of the factory farming and wildlife trade systems.

These systems, supported by powerful institutions and governments worldwide, cause well-documented cruelty and environmental devastation which most people, either wittingly or unwittingly, make possible.

At World Animal Protection we emphasise the urgency of 'system change', to address our global crisis, but what does it actually mean?

System change addresses the root causes of problems – why things happen. Our 'New world for animals' strategy aims to elevate animal protection to a priority issue of global importance. It commits us to changing attitudes and mindsets. This means ensuring that animals are no longer seen as commodities for people to exploit and transforming the systems that fuel their abuse.

Systems embedding cruelty

For example, in factory farming, animal cruelty is caused by and embedded in complex, interconnected systems and networks that people have created. These relate to food production, global markets and finance.

Globally, billions of animals live short, painful lives in the name of industrialised meat production.

However, a focus on improving their welfare alone can't produce the scale of impact or the change they need.

Let's consider the 80 million mother pigs exploited for breeding and the demand for cheap meat in the global farming system. They endure the process of pregnancy and giving birth on average more than twice a year. Many are confined to farrowing crates for around a week before birth and then usually a month afterwards. These crates cruelly stop them building their nests and turning around and behaving naturally.

But simply giving them bigger crates or adjusting the time they spend in them doesn't challenge or end the system in which these sentient beings are trapped.

Tackling root causes

To make a real difference for farm animals, we must tackle the root cause of their suffering. This means shifting the system that creates demand for cheap animal protein, destroys forests, absorbs government subsidies and generates profit for investors such as banks and pension funds.

Governments and big businesses must be held accountable for their continued investment in broken systems and persuaded to change.

But system change doesn't just come from governments – lots of people making small behaviour changes such as reducing meat consumption or coming together to demand change can add up to an important shift. Likewise conscious choices about pensions and investments can potentially shift power away from unethical providers.

United and individually, we all have the power to create change and overturn the systems that fuel animal cruelty.

Animal welfare must be placed at the heart of sustainable solutions, to build new world for animals and a better world for all

Under threat: Maned wolves are just some of the animals severely threatened by legal and illegal land clearance in Brazil to support factory farming.

Credit: Shutterstock/Rob Jansen

Transforming the broken farming system

Nearly 80 billion land-based farmed animals endure unimaginable stress and suffering in factory farming systems. They are highly sentient – they feel, they think. Yet they are confined to a cruelty that deprives them of even a glimpse of a natural life. They can never roam freely, feel sunlight and fresh air on their bodies and grass and soil beneath their feet.

With our supporters we are determined to ensure farmed animals live good lives by transforming the global food system.

Together we are building a world where respect for animals, people and the planet sits at the heart of a food system that is just. It must be equitable, sustainable, resilient, and capable of feeding the world.

Together we are implementing global solutions to address global problems.

The welfare, treatment, and attitude towards farmed animals across the world must change. Forever.

What we said we would do in 2024...

Focus our campaign on JBS, the world's largest meat processor, to fundamentally challenge factory farming, improve animal welfare and press for this global giant to adopt sustainable practices.

We'll expose how their sourcing of animal feed contributes to habitat destruction. This will build public opposition against factory farming, helping us powerfully advocate for a moratorium on factory farming, zero-deforestation commitments, global trade restrictions and regulations on deforestation-linked products.

What we did...

Delayed JBS's New York Stock Exchange (NYSE) listing by at least 18 months. We did this with the Drop JBS Coalition through sustained advocacy and strategic lobbying of the Securities and Exchange Commission (SEC), which regulates admission to the NYSE. The Drop JBS Coalition is a powerful alliance of campaign groups, lawyers and policy makers dedicated to exposing JBS' greenwashing and effectively disrupting their access to capital. Securing a listing on the New York Stock Exchange (NYSE) would give JBS access to billions of dollars to expand its global, climate-wrecking operations.

Our work in delaying the listing also included...

Submitting authoritative reports to the SEC and leading credit rating agencies including Moody's, Fitch Ratings and Standard and Poor's. Our reports detailed the undisclosed deforestation and habitat loss tied to JBS's animal feed sourcing.

Securing a $50,000 test grant (an initial small grant with potential for larger funding) from a communications foundation. The grant was awarded to strengthen our SEC-focused advocacy, investigate JBS's corporate governance and tax affairs, and mobilise networks to deter its NYSE listing. The foundation also promised to provide pro bono communications support (in addition to the funding) to help ramp up our campaign and increase pressure on JBS.

Convincing the Science-Based Targets Initiative (SBTi) to remove JBS's 'commitment' to net-zero status on its website's dashboard. The information we provided, and SBTi's subsequent decision, reinforced JBS's reputation as a major global polluter and undermined their bid for a NYSE listing.

SBTi was established in 2015 to help companies to set emission reduction targets in line with climate sciences and Paris Agreement goals. It developed and launched the world's first net zero standard in 2021.

Highlighting systemic risks of factory farming at the UN's June climate meeting (SB60) negotiations. Here we successfully advocated for the removal of phrases such as 'sustainable intensification' from UN draft texts. UN texts can significantly influence how countries and organisations develop and implement their agricultural policies, especially concerning sustainability and climate action. Our evidence clearly shows that there is nothing sustainable about intensive farming. However, such phrases, when previously published in UN texts, have been used by companies like JBS as grounds for promoting industrial farming practices.

Clear destruction: A soy field eats into Brazil's tropical rainforest.

Credit: Shutterstock/Front Page

What we said we would do in 2024... (cont.)

Focus our campaign on JBS, the world's largest meat processor, to fundamentally challenge factory farming, improve animal welfare and press for this global giant to adopt sustainable practices.

We'll expose how their sourcing of animal feed contributes to habitat destruction. This will build public opposition against factory farming, helping us powerfully advocate for a moratorium on factory farming, zero-deforestation commitments, global trade restrictions and regulations on deforestation-linked products.

What we did...

Met with JBS's chief sustainability officer after multiple attempts to arrange a meeting to discuss their latest deforestation policies. The meeting revealed new details about JBS's plans for expanding their food production operations. We'll be using this crucial information to plan our future strategy and campaigns to hold JBS accountable for environmental and animal welfare failings. As the world's largest meat processing company JBS embodies the worst practices of factory farming.

Exposed JBS's deforestation footprint in Dutch supermarkets through the report, 'Deforestation: meat our on your plate'. This report from our Netherlands team revealed the connection between beef products sold in Dutch supermarkets and deforestation caused by JBS's supply chain. It mobilised the public in calling for retailers and policymakers to divest from JBS. It also prompted public responses from large supermarket chains Albert Heijn and Lidl; they both reinforced their commitments to source deforestation-free beef supplies.

We also...

Amplified the call for food system reform through our workshops and presentations on industrial agriculture's environmental and health impacts at prestigious global conferences. These conferences included the 8th World One Health Congress and SB60 negotiations. It is vital that food system reform is viewed as critical in international dialogues.

Revealed factory farming's shocking environmental impacts through investigative collaborations. Our work with We Animals Media in Brazil, highlighted poor animal welfare and deforestation linked to major corporations like JBS. We expect to use the investigations' findings in our campaign work in 2025.

"Over the years we have compiled evidence against JBS. Our evidence shows the link between JBS' activities, produce and profit, with deforestation, illegal farming and the exploitation of traditional communities. To date, JBS has refused to change their practices in response to the evidence of destruction and harm we have presented to them.

"Earlier this month we sent a joint letter to the Science Based Targets initiative, proving that JBS falsely declared zero deforestation in the latest CDP Forest disclosure, and called on them to remove JBS from its net zero commitment dashboard."

Ricardo Mora
World Animal Protection campaign strategist

Sharp focus: JBS's links with animal suffering and climate change was highlighted by projections on buildings throughout Sao Paulo, Brazil during the annual meeting of JBS shareholders.

Credit: Projectemos

Spotlight

It's a fact – JBS is killing our world

JBS is the world's factory farming giant and biggest meat producer. It depends on factory farming and legally and illegally deforested land for animal feed. JBS products are used by the world's best- known brands. At the end of 2023 its net revenue stood at $72.9 billion

From 2019–2020, JBS was linked to more than 125,000 hectares of deforestation in Brazil – an area nearly as large as Sao Paulo.

Through livestock and commodities, the company drives deforestation in Brazil and beyond. It also slaughters millions of chickens, pigs and cows every day. Most live in misery in their billions on factory farms.

JBS's woefully inadequate pledge to be deforestation-free by 2035 doesn't account for all its supply chains and simply gives free rein for another decade of destruction. Since 2017, JBS has paid billions in fines for corruption, environmental harms and human rights abuses.

Spotlight

Calling for factory farming's end at COP29

"We remain steadfast in our mission to ensure equitable, humane and sustainable food systems are at the heart of global climate policy. We'll build on the momentum from this year's advocacy at COP29 and push for transformational change at COP30 in Belem, Brazil. We'll continue to call on governments, industries, and individuals to join us in demanding a future where animals, people, and the planet thrive together."

Kelly Dent
World Animal Protection global director of external engagement and media

During COP29, the UN's climate conference held in Baku, Azerbaijan in November, we powerfully spoke up for animals. We continued our call for an end to factory farming – a major contributor to climate change.

Through one-to-one advocacy, side events, presentations and media interviews we pressed for urgent change in the world's industrial approach to farming. We highlighted how the industrial livestock sector accounts for 14.5%* of global greenhouse gas emissions. And we showed how global climate policies can tackle these emissions which are driven by methane from animals, deforestation for feed crops, and other harmful practices.

During the 11-day event, attended by more than 50,000 people including representatives from over 200 countries, we also...

Met the COP29 Azerbaijan Presidency in a discussion on the need to tackle emissions from food systems and industrial animal agriculture. This is the second year where we have had direct engagement with the Presidency to present our asks.

Focussed on the critical role women play in agriculture and food systems through an inspiring speech given by our CEO, Tricia Croasdell. She emphasised women's success in driving sustainable farming practices and highlighted how listening to their voices and learning from their experiences can strengthen climate resilience and accelerate solutions to the climate crisis.

Her speech featured prominently in China. This success helped us gain access to Chinese government officials with the power to develop, implement and influence initiatives that empower women in agriculture and promote sustainable farming practices.

Presented at the Action on Food Hub Pavillion where we addressed the environmental damage caused by factory farming. Our team spotlighted solutions such as increasing plant-rich diets to reduce emissions, and using agroecological farming practices that support biodiversity and resilience.

Launched our briefing paper 'Towards equitable, humane, and sustainable food systems'. This took centre stage in a fireside discussion with Tricia Croasdell and sustainable food systems consultant Nika Moeini. Nika is also executive director of Youth Climate Save Canada. Their discussion underscored the pressing need to address the dual crises of climate change and industrial farming.

Our efforts inspired more than 50 media articles with a global reach of more than 181 million viewers. The influential Climate Action Network (CAN) also responded by adopting language supporting a moratorium on factory farming in their latest briefs for COP29. CAN is a global network of 1,900 civil society organisations in more than 130 countries. Together they drive collective and sustainable action to fight the climate crisis and achieve social justice.

*FAO (2017). Livestock solutions for climate change. FAO, Rome, Italy. Available at: https://openknowledge.fao.org/handle/20.500.14283/i8098en

What challenged us during the year

It was very difficult to connect with the JBS business customers that we wanted to influence. There were delays, cancellations and rescheduling of meetings. Despite our persistence we couldn't make the progress we wanted.

We had hoped to expose JBS' direct influence on local supply chains in Canada. However, although we believe JBS products are widely used, we couldn't get accurate information. This limited our ability to generate impactful campaigns or attract media interest and so undermined our efforts to build local pressure on JBS.

Influencing JBS's internal policies on animal welfare and deforestation was very challenging. Despite our multiple attempts to engage them, JBS was still unresponsive or non-committal to improving their practices at the end of the year. We believe we may need to use more disruptive tactics to pressure them into making meaningful policy changes.

The expansion of JBS into China and other less scrutinised, governance-weak markets also poses a challenge. Limited resources within our China office and elsewhere will make it difficult for us to monitor JBS's activities effectively and proactively address emerging risks.

What we said we would do in 2024...

Mobilise a movement to act for the urgent need of equitable, humane, and sustainable alternatives to factory farms and to press for increased production and consumption of plant-based foods. In Asia, with like-minded organisations, we'll call for the adoption of responsible minimum farming standards, to improve the lives of animals on existing factory farms and use it to restrict factory farming's further growth.

What we did...

Celebrated the Australian government's live sheep export ban and its defined implementation date of 1 May 2028. This decision, after more than a decade of campaigning by ourselves and other groups, strengthens global efforts to restrict inhumane trade practices; it sets a precedent for other countries to follow. The government has agreed AU$107m to complete the phase out of this brutal trade over the next five years. The ban will save millions of Australian sheep from having to endure long, hot and overcrowded voyages of cruelty that can last up to 35 days.

Pressed for agroecology and policy reform at the Africa Protein Summit that we hosted in Nairobi in November. The summit involved more than 80 participants including academics, producers, nutritionists, and other animal welfare organisations. During the summit we presented the 'Just transition white paper and roadmap' to highlight the world-saving benefits of agroecological practices and smallholder farming.

We also...

Forged key partnerships with organisations attending the Africa Protein Summit. These included The AGNES (African Group of Negotiators Experts Support) which gathers scientific expertise and evidence to inform a common African position in climate change negotiations, and the Alliance for Food Sovereignty (AFSA) in Africa. Together we are dedicated to strengthening sustainable farming advocacy across Africa.

In October 2024 we signed an MOU with AFSA which marks a pivotal milestone for food systems advocacy. It spells out how we will drive climate action and animal welfare in Africa. Our agreement with AFSA commits to pushing for the necessary changes to move Africa towards a more equitable, humane, and sustainable food system. Through this ambitious collaboration we are aiming for the integration of animal welfare into agroecological farming practices across the continent. Such integration will address the intertwined challenges of climate change, food justice and security, and result in the humane treatment of animals.

Strengthened advocacy and the calls for food systems change in Africa by identifying and lobbying champion countries like Uganda and Kenya which have already made agroecology part of their national policies. Champion country governments will work with us to strengthen our asks at the United Nations, specifically our call to end industrial animal agriculture.

Strengthened regional alliances in Asia by joining Thailand's Food System Network. The Food System Network is an important platform. Through it we can connect with key NGOs including Climate Justice Thailand, Alternative Agriculture Network, and BioThai. Together we can powerfully pressurise the Thai government and major agribusinesses, including Charoen Pokhand (CP) Foods, to adopt the agroecological strategies of our 'Just transition white paper and roadmap'.

Thailand's livestock sector is one of the largest in Southeast Asia with approximately 318.75 million broiler chickens and nearly 70 million laying hens farmed in 2023 – mostly in factory farms. The country's intensive livestock system also includes large pig and cattle farms. The scale of intensive farming in the country poses clear threats to the environment, animal welfare and public health.

"This is more than just an agreement [The AFSA MOU]–it's a rallying call for Africa to embrace a future where humane treatment of animals goes hand-in-hand with agroecological practices that respect both people and the planet. Together, we can lead the charge for a food system that is humane, equitable, and sustainable."

Tennyson Williams
World Animal Protection Africa country director

What we said we would do in 2024... (cont.)

Mobilise a movement to act for the urgent need of equitable, humane, and sustainable alternatives to factory farms and to press for increased production and consumption of plant-based foods. In Asia, with like-minded organisations, we'll call for the adoption of responsible minimum farming standards, to improve the lives of animals on existing factory farms and use it to restrict factory farming's further growth.

What we did...

Spotlighted animal-friendly climate crisis solutions with plant-based foods, innovative events, and games during NYC Climate Week in September. These activities opened up conversations with thousands of people about industrial animal agriculture's link with climate change, and the solutions.

Highlights included teaming up with Plantega, a trailblazing NYC-based company that has brought plant-based menus to more than 50 bodegas throughout the city. Together we held a vibrant community plant-based food event at Ebbs Brewing Coin Brooklyn. We also captured people's attention with our giant, climate change Jenga game. It asked provocative questions sparking meaningful conversations about how factory farming devastates animals and the environment.

Convinced 10 out of 15 Danish elected Members of the European Parliament (MEPs) to endorse stronger animal welfare measures. We mobilised more than 10,000 citizens to email candidates about animal welfare ahead of the 2024 EU elections. This resulted in candidates speaking up for animals by signing the 'Vote for Animals' pledge urging political parties and candidates to commit to stronger animal welfare policies. This strengthened our credibility and momentum at the EU policy level.

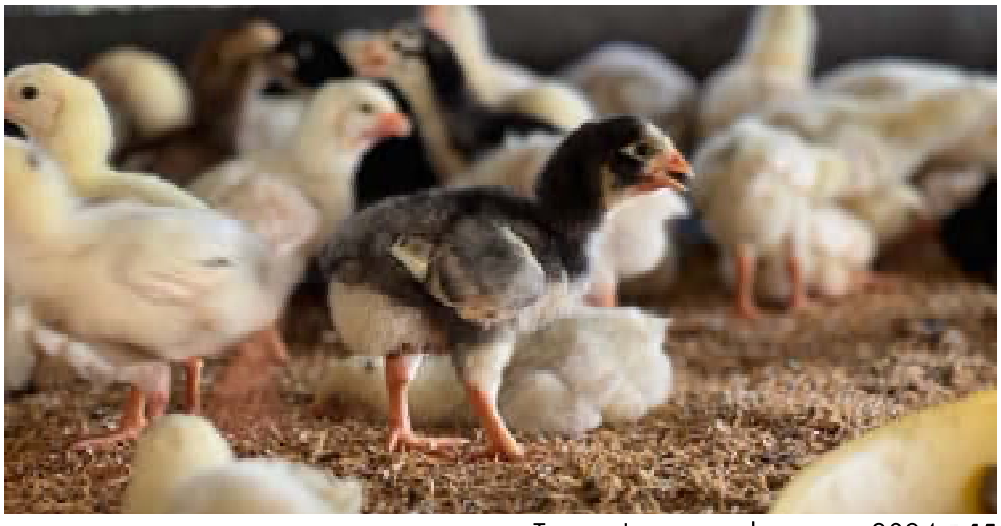
Focussed on the links between antibiotic use, antimicrobial resistance (AMR) and animal welfare through our Open Philanthropy-funded research. Overuse of antibiotics in farmed animals is responsible for 1.6 million people dying globally each year because of antimicrobial resistance caused by food-borne bacteria originating from factory farms

The research, launched in October 2023, is a collaboration with the Nyeri County Antimicrobial Stewardship Interagency Committee (CASIC) and Dr Maina Ngotho of Jomo Kenyatta University of Agriculture and Technology. It concentrates on a group of small-scale poultry, pig, aquaculture and dairy farmers in Nyeri County and aims to measure the impact of improved animal welfare on their farms. The ultimate objective is to develop an example – a demonstration model – of a high welfare farm that could then be rolled out nationally.

The grant is also helping fund the establishment of more CASICs in other counties, their training and that of local journalists in the link between animal welfare and AMR. We expect this will increase the expertise of authorities and increase informed reporting on this issue.

Showcased high-welfare farming via our Farm Champion project in Thailand. Here, we are working with our partner Suranaree University of Technology and 11 smallholder farms to raise 1,000 Korat chicks (slower growing meat chickens) in high-welfare environments. During the year, the farmers received technical guidance and grants to buy the chicks and to upgrade the farms to standards promoting natural chicken behaviours and activity.

By November, the farms were showing better productivity and animal health. We expect that those involved in the project will show how high-welfare smaller farms contribute to sustainable local livelihoods. We also hope that the research papers from the project will ultimately lead to the development and adoption of higher welfare standards in industrial farms.



Chicken champion: A Korat chick being reared in a high-welfare environment through our Farm Champion project in Thailand.

Credit: World Animal Protection

What we said we would do in 2024... (cont.)

Mobilise a movement to act for the urgent need of equitable, humane, and sustainable alternatives to factory farms and to press for increased production and consumption of plant-based foods. In Asia, with like-minded organisations, we'll call for the adoption of responsible minimum farming standards, to improve the lives of animals on existing factory farms and use it to restrict factory farming's further growth.

What we did...

Developed the Animals for Climate Tool with the World Federation for Animals – United Nations Framework Convention on Climate Change (UNFCCC) working group, which we co-chair. This unique online tool provides practical recommendations for governments to boost their climate resilience and increase their carbon sequestration by integrating animal welfare into national climate and biodiversity strategies.

Animals for Climate clearly links sustainable agriculture practices and diets and the need for just transitions away from industrial animal agriculture and wildlife and habitat protection. It is supported by more than 75 animal welfare organisations worldwide and was launched in November at COP29 in Baku, Azerbaijan.

Launched food systems awareness campaigns aimed at the public in India, Kenya and Thailand. These included...

- Workshops in India at Delhi Public School International and Miranda House at the University of Delhi that emphasised animal welfare and sustainable food practices. These events inspired more than 1,000 participants to sign our 'Eat less meat' pledge.
- A 'Poetry after lunch' event held in Kenya in May. This involved training more than 70 participants in how poetry, storytelling, music and visual art can help raise awareness about animal welfare, evoke empathy and inspire action.
- An advertisement design competition – 'Behind the feed' – held in Thailand to raise awareness of the global animal feed industry's world destroying impact. This attracted more than 200 submissions. An exhibition of the shortlisted 30 was held at the Bangkok Art and Culture Centre from 29 October–3 November.

Campaigned to give animals a stronger voice in Europe through our support of the EU for Animals campaign. This successful campaign mobilised nearly 310,000 people and 200 MEPs during the 2019–2024 term of the Parliament to call for an EU Commissioner with Animal Welfare in their title.

Previously, responsibility for animal welfare was under the remit of the Commissioner for Health and Food Safety, but this was not reflected in their job title. This changed on September 17, 2024, with the title change to European Commissioner for Health and Animal Welfare, announced by EU President Ursula von der Leyen.

"This vital resource [the Animals for Climate tool] shows clearly, we cannot tackle one crisis without addressing the other. By safeguarding animal welfare and biodiversity, policymakers can create resilient food systems, fulfil their climate change commitments and secure a thriving planet for future generations. Protecting animals is key to closing the huge emissions gap threatening our climate goals–and this tool can help governments achieve this."

Angel Flores
World Animal Protection external affairs manager

Spotlight

Protecting animals – pressing for Just Protein

We led the development of the 'Just transition white paper and roadmap' with the Center for Biological Diversity and launched it at the Bonn Climate Conference in June. This pivotal publication advocates for a shift from industrial animal agriculture to equitable, humane, and sustainable food systems.

By the end of the year, the White Paper had had considerable global and national impact. It triggered key discussions at COP29, the sixth United Nations Environment Assembly and the 3rd Africa Protein Summit. And key global coalitions including Demand Climate Justice and Climate Action Network have adopted our policy asks into their strategies.

We also launched a Just Protein grants programme for local civil society organisations to accompany the White Paper across Nigeria, Kenya, Togo, the Philippines, and Paraguay. Our aim is to foster awareness of the local destructive impact of industrial animal agriculture and inspire local people to become Just Protein advocates and farm accordingly.

By the end of the year Just Protein had inspired more than 20 local civil society organisations in Nigeria to oppose a Memorandum of Understanding between the Nigerian government and JBS. Fulfilment of the Memorandum would result in a significant expansion of factory farming in the country.

What challenged us during the year

We made limited progress while pressing for plant-based foods to be procured by Canadian government federal institutions. Our initial conversations with government representatives showed promise, but we encountered a complex bureaucracy of policy making. This delayed tangible progress.

There were delays in getting aspects of the 'Just transition white paper and roadmap' rolled out locally in some parts of Africa. For example, there were administrative bottlenecks in Togo and Nigeria that slowed down grant allocations. This in turn slowed down the regional adaptation of agroecological principles and policy recommendations.

Intensive suffering: Meat chickens farmed on a typical factory farm in Thailand fuelling the demand for cheap meat

Credit: Haig/World Animal Protection/We Animals Media

What we said we would do in 2024...

Target the financiers behind factory farming, urging these taxpayer-funded development banks and high street banks to stop funding its cruelty and planetary destruction. We'll also work with communities to uncover the true costs of financial institutions' failure to invest in humane and sustainable farming systems. From these we'll develop case studies that we'll share to bring about change.

What we did...

Secured a major investment policy shift at ABP, one of the world's largest pension funds. In early 2024 it agreed to steer its portfolio away from big meat companies like JBS and adopt a new biodiversity/animal welfare policy. This truly groundbreaking result sets a powerful precedent for the finance sector.

We have been campaigning for this policy change since 2022 when we mobilised more than 14,000 supporters to send an SMS to ABP demanding they stop investing in factory farming. Our research report: 'ABP: Investing in an uninhabitable world' detailed how the company was investing more than US$8bn in companies that either (financially) support or are directly involved in factory farming.

Since 2023 we have worked with ABP to develop their new policy. The company has already divested from Tyson foods and we are following up to ensure their divestment from JBS.

Exposed the misuse of public funds with our report 'Your taxes, their farms; funding factory farming abroad' that we launched in October. We revealed that more than £116m of UK taxpayer money supported factory farming via multilateral development banks including the International Finance Corporation (IFC). The report covers shares held by the UK government in five global development banks between 2018 -2023 and 1,885 projects.

Factory farming is propped up globally by the world's private and public development banks. Around US$4.6m of public money has been invested in factory farming over the past 10 years by public development banks. 'Your taxes, their farms; funding factory farming abroad' gained national attention through an exclusive feature in 'The Independent', pressuring the UK government to reconsider its funding practices.

Celebrated the Asian Development Bank's (ADB) integration of animal welfare into their standards and their recognition of our work as driving this change. Since 2021, we've worked with ADB to influence this process. Between 2019-2024, ADB's agriculture portfolio accounted for approximately US$10bn and a significant portion of this was allocated to industrial farming.

With animal welfare integrated into ADB's updated safeguards, high-risk factory farming practices (eg extreme confinement, routine antibiotic misuse) will no longer be funded. Millions of farmed and wild animals are expected to benefit if projects supported by ADB prioritise higher welfare and sustainable practices.

Before investing, ADB will now require projects involving livestock and feed production to meet stricter criteria to mitigate antimicrobial resistance, zoonotic disease risks and animal suffering. Their decision represents great progress, but, ADB could still fund industrial farming operations that comply with the new standards. This reinforces the need for our continued efforts to achieve systemic change.

United with other members of the Stop Factory Farming Coalition (S3F) to target the World Bank's persistent funding of factory farming. Coalition members agreed at their meeting in Oaxaca, Mexico in to plan major campaign and advocacy actions around the World Bank's 2025 spring meetings.

The World Bank's financing of factory farming is in direct opposition to its stated goal to combat climate change and its mission to "end extreme poverty and boost shared prosperity on a liveable planet." In 2023 it invested US$ 1.5bn in animal agriculture, including US$ 750m in industrial agriculture through its private-sector arm, the International Finance Corporation (IFC). This runs counter to the World Bank's own recommendations to reduce subsidies for red meat and dairy, and makes it responsible for the suffering of billions of animals.

S3F is an influential coalition of 25 organisations including Bank Information Center, Friends of the Earth USA, the Global Forest Coalition and the International Accountability Project.

What we said we would do in 2024... (cont.)

Target the financiers behind factory farming, urging these taxpayer-funded development banks and high street banks to stop funding its cruelty and planetary destruction. We'll also work with communities to uncover the true costs of financial institutions' failure to invest in humane and sustainable farming systems. From these we'll develop case studies that we'll share to bring about change.

What we did...

Made sure animals had a voice at Canada's leading responsible investment conferences. We highlighted to banks, pension funds, asset managers and investors how industrial animal farming threatens efforts to reduce emissions and reach our climate targets.

Our work included presenting at the Responsible Investor Conference in Toronto, Canada in September which was attended by 1,700 representatives. These included asset managers, investment managers, banks, financial regulators and data providers looking to play a meaningful role in supporting a sustainable, net zero economy. Our presentation focussed on the risks of intensive animal farming, especially when trying to reduce greenhouse gas emissions to net-zero. We also facilitated a roundtable discussion called 'The cow in the room: addressing industrial animal agriculture is a necessity for climate mitigation'.

This and other financial and investor conferences we attended during the year gave us valuable contacts and opportunities to put factory farming on the agenda as a critical issue in sustainable finance discussions.

Natural lives: Pigs happy in the mud on an organic farm.

Credit: Shutterstock/Christian Schwier

"The UK government is not only jeopardising the country's ability to meet its climate commitments by allowing taxpayer money to fund factory farming operations abroad, but it is also allowing billions of sentient animals to suffer on a global scale."

Lindsay Duncan
World Animal Protection campaign manager, animals in farming

Spotlight

Targeting Rabobank – uncovering false claims

Rabobank, the Netherland's second biggest bank, holds around a quarter of the balance sheet total and the savings of millions of Dutch people. It also claims to be working for a better and more sustainable world.

However, our 2024 report, 'Blocking a better world together' uncovered Rabobank's shocking catalogue of greenwashing and unsustainable finances. We exposed billions of euros invested in large scale animal cruelty, in worldwide meat processing companies including JBS and Tyson Foods.

Overall, Rabobank has financial links with 52 big companies in the animal protein supply chain. It invested at least €23.5bn euros in companies that cause massive animal suffering and deforestation, such as meat company JBS, in the period 2016–2024.

We launched a campaign in May, urging our supporters to send postcards to Rabobank asking them to stop these investments. Several influential Dutch people also participated in our video to spread the news to social media.

Investing in cruelty

On 25 June, the day of Rabobank's stock certificate holders meeting, representatives from our Netherlands team stood outside the company's headquarters. Rabobank employees and certificate holders were given goody bags including our report summary, a snack and campaign information.

We also used moving billboards to inform visitors, employees and bystanders about the bank's investments. Many Rabobank workers showed genuine interest and shock when we told them about their employer's investments, and some of them promised to speak to their supervisor.

By the end of December more than 26,000 people had signed our petition calling on the bank to adopt responsible investment practices. We handed this to its chief sustainability officer in December. Television presenter and Rabobank customer Anita Witzier also called on the bank to stop making animal-unfriendly investments.

We will continue to encourage Rabobank's investors, savers and employees to pressurise the institution and question their investments. We will campaign until Rabobank drops JBS and other meat production-linked companies that put profit before sustainability.

What challenged us during the year

We find it very difficult to influence financial institutions. Like Rabobank they downplay their role in financing industrial agriculture and shift the responsibility to governments. This makes it hard for us to get divestment commitments from them.

Wildlife victim: Valente, a young tapir rescued from Brazil's devastating Pantanal wildfires, receives care for severe burn injuries at a rehabilitation center.

Credit: Fernando Faciole

Saving wild lives from industrial devastation

"World Animal Protection supporters make me feel we are together in our mission, like we are part of their family, part of their team... I've had sad days, when I think, 'Everything is burned. The poor animals. How can I make difference?'

"But then I feel better, because I know I am here, I am making a difference for Valente, Melancia and the other animals we have rescued. And when the World Protection team tells me: 'You're doing a great job – we're so proud of what you are doing, please keep fighting.' It boosts all of our morale and keeps us going."

When wildlife veterinarian Rick Arrais, from our partner Onçafari, first saw Valente, the young adult tapir was alone, badly burned and lying in a desecrated landscape. Valente had been caught in the horrific wildfires which spread through the beautiful grasslands and forests of the Pantanal, in Brazil in August 2024.

Around 2 million hectares of natural habitat were destroyed as fires blazed for nearly eight days. Such fires are becoming increasingly regular and are strongly linked with land clearance by agribusinesses destroying natural habitat for livestock grazing areas and to grow soy and grain. These crops are food for billions of industrially farmed animals condemned to the horrors of factory farms.

Rick is Onçafari's lead vet for Onçafari a Brazilian NGO dedicated to protecting the country's biodiversity. During the fires, he and other Onçafari team members in the Refúgio Ecológico Caiman and Reserva Santa Sofia, found themselves in a fierce race against time to save as many wild animals as they could from the relentless blazes.

"I have never seen fires so fast and so strong – it was a very scary, stressful situation – nothing could hold back the flames."

Searching for survivors

When it was finally safe to travel the Onçafari team set off in around 15 vehicles searching for surviving animals in need. And that is when they found Valente.

"Tapirs are normally very shy of humans, but Valente's need for care was so great he immediately accepted our presence. We could see he was in great pain and really dehydrated. We offered him water in a bucket and he drank 15 litres at once. When you see a really shy animal like this allowing humans to give them water in a bucket, it's like they know it's their only option to live."

Valente was anaesthetised and transported on a 40-minute journey to a special treatment facility and enclosure at the Refúgio Ecológico Caiman, in Mato Grosso do Sul state.

An examination revealed that his feet were badly burned and that he would have to be regularly anaesthetised to treat them. But the true extent of the burns became frighteningly apparent in a couple of weeks. As the dead skin peeled away, it was clear that the burns had destroyed skin and muscle – right down to the bone.

Caring for Valente

Under Rick's guidance the Onçafari team, with funding from World Animal Protection and other partners, embarked on a complex and highly effective treatment plan.

"Because the burns were so serious we had to anaesthetise Valente periodically so we could do what was needed. We had to clean the burns more intensively and use healing ointments. Laser and ozone therapy were important to the treatment too," says Rick.

By the end of the year, the Onçafari team were very pleased with Valente's progress and looking forward to his anticipated release in the first part of 2025.

"When he is ready, we'll release him into the exact same place he was rescued. He will already have pre-established territory there, and contact with other tapirs – members of his family," says Rick.

World Animal Protection support also helped fund the treatment of Melancia a burned baby tapir who was found alone in the desecrated landscape. She too is recovering and is being prepared for a wild return when she is healthy and old enough.

Working with local partners

Brazil is home to the world's richest and most biodiverse regions – the Amazon, Cerrado and Pantanal. All are being destroyed by industrial agriculture. As well as our bold, global actions to stop factory farming's relentless march we are supporting local partners like Onçafari and the Tamandua Institute. They are in a desperate race against time to fight for the survival of their region's precious wildlife.

Our work involves:

- wildfire monitoring in key areas
- partnering with animal rescue experts
- helping local partners evaluate the impact of fires and other problems caused by industrial agriculture in specific wild animal populations such as maned wolves
- supporting local groups to cover food and medicine for recently rescued animals – jaguars, giant anteaters and tapirs are just some of the animals our supporters have helped.

Transforming the world for wildlife

Billions of wild animals globally experience unbearable cruelty inflicted on them for people's entertainment, for their body parts and through destruction of their habitats.

Such abuse is unacceptable. Wild animals have a right to live wild and free. They must be protected from cruel exploitation and not owned. They must feel safe and secure, and have the freedom to thrive in abundant, lush natural habitats that are protected for the benefit of us all.

Wild animals are born to be wild – not to be used by people or be exploited for profit.

We must share our planet fairly. We have a duty to safeguard wild animals to ensure they thrive for future generations to come.

With our supporters we are working tirelessly to protect them.

Together, we are changing the way the world works – to address how animals in the wild are treated.

Together, we can end wildlife cruelty and suffering. Forever.

What we said we would do in 2024...

Ramp up our people-powered campaigns to convince key travel companies to stop promoting and selling harmful wildlife entertainment; we have already convinced 160 companies to do so. TUI Group and GetYourGuide, will be our main targets during the year; their commitment is critical in making such cruelty commercially non-viable.

What we did...

Intensified pressure on travel giant TUI to end partnerships with dolphin and cetacean entertainment venues. TUI Group is one of the largest travel companies in the world. They sell tickets to at least 25 venues profiting from the captivity of more than 400 dolphins that endure cruel training and captivity for tourist entertainment.

Our campaign, involving 15 animal protection organisations across nine countries, secured the support of 341 travel agents. It also gathered more than 350,000 petition signatures that we delivered to TUI HQ. And our high-impact public stunts in Berlin, outside TUI's flagship store and Berlin office, generated significant great media coverage and heightened public opposition to TUI's captive wildlife offerings. Our campaign action in the UK mobilised 17,000 supporters to pledge a boycott of TUI until they end partnerships with dolphin venues.

Convinced Jet2holidays, a major holiday provider in the UK to drop captive cetacean entertainment. We also worked with easyJet holidays, which has never promoted entertainments featuring captive wild animals, to publicly adopt and share a robust animal welfare policy. This achieved wide media coverage. These actions from such leading UK holiday providers leave TUI isolated in their decisions to continue to promote cruel dolphin entertainments.

Miserable life: A dolphin captured in the Taji dolphin hunt held captive in a tiny pool in an entertainment venue in China.

"Dolphin shows involve incredibly intelligent animals doing circus-style tricks and then going straight to the trainer to get a fish as a reward. And the visitors don't necessarily realise that in the wild, dolphins would be swimming in a territory of around 100km², free to explore, hunt their own food and socialise with their pod. In captivity a dolphin cannot display its natural behaviours and is really just a shell of itself."

Katheryn Wise
World Animal Protection wildlife campaigns manager

What we said we would do in 2024... (cont.)

Ramp up our people-powered campaigns to convince key travel companies to stop promoting and selling harmful wildlife entertainment; we have already convinced 160 companies to do so. TUI Group and GetYourGuide, will be our main targets during the year; their commitment is critical in making such cruelty commercially non-viable.

What we did...

Prompted travel platforms Klook and TripAdvisor to say they would remove Taiji dolphin hunt-related offerings after the release of 'Waves of profit'. This report, produced with our partner Action for Dolphins, features our investigation into the annual and brutal six-month long hunt by Japanese hunters and its links with the entertainment and tourist industries.

'Waves of profit' documents the hundreds of dolphins slaughtered annually and those captured and sold to entertainment venues. While dolphin meat only generates modest profits, a fully trained dolphin can fetch up to US$150,000 when sold internationally to a dolphin entertainment venue.

We found 107 dolphin entertainment venues across 17 countries, including China, Thailand, Mexico, Russia, Egypt, Bahrain and Saudi Arabia, with links to purchasing dolphins from Taiji's dolphin hunts.

Since the 2018/2019 hunts, 663 animals have been captured live from the wild in Taiji, most of which were bottlenose dolphins. We will keep the pressure on travel companies that promote dolphin entertainments to implement wildlife-friendly policies. We'll also work with existing wildlife-friendly travel companies to promote wildlife-friendly alternatives in key destinations.

Achieved an official eviction order for the Miami Seaquarium in the USA – a landmark step toward ending dolphin captivity for entertainment. We have campaigned for Seaquarium's shut down since 2019 because of the deaths, cruelty and neglect inflicted on dolphins and other sea life kept there. The US Department of Agriculture has also repeatedly called out its poor conditions including poor water quality, dilapidated enclosures, crumbling tanks, and lack of veterinary support.

The eviction notice was finally served in March. However, Seaquarium failed to respond. The week before their eviction date of 21 April we released drone footage showing dolphins, rays, and sharks still swimming in barren, filthy concrete pools. Despite the eviction notice and public pressure to close, Seaquarium was still open at the end of December 2024 and owners, The Dolphin Company, still hadn't made any effort to relocate the animals.

Celebrated reaching 179 wildlife-friendly travel pledges from travel businesses by the end of 2024. Through the pledges, which we started tracking in 2018, the companies commit to not offering unethical animal attractions where captive wild animals are used for experiences. Their commitments are critical in helping end wildlife exploitation for tourism.

With our encouragement Medini Homestay in India, one of our newest pledge members, also publicly announced that they would end their promotion of elephant rides to their guests. Such public actions are important because they not only reduce tourist demand for cruel attractions, they persuade other businesses to follow suit.

"Based on the disastrous animal welfare impacts, and absolute brutality involved in these hunts, it is completely indefensible for global travel companies to continue sending unsuspecting travellers to venues who have sourced dolphins from Taiji. This is corporate irresponsibility at its worst."

Suzanne Milthorpe
World Animal Protection head of campaigns

Spotlight

Pledging to be wildlife-friendly

By taking our wildlife-friendly pledge companies agree to...

- Review product offers to determine if they are supplying anything where wild animals are being used anywhere primarily for entertainment.
- Create a time-bound plan to help protect wild animals by influencing significant changes in supplier practices and / or phasing-out wildlife entertainment from our promotions and offers.
- Adopt an animal welfare policy for their business and share this policy with customers and staff.
- Provide customers, if possible, with responsible wildlife offers where animals in the wild, at genuine sanctuaries or wildlife-friendly settings, have the freedom and ability to exhibit a wide range of natural behaviours and tourists can observe them from a safe and respectful distance.
- Promote responsible tourism among our customers to enable them to be wildlife-friendly travellers and advocates.

What we said we would do in 2024... (cont.)

Ramp up our people-powered campaigns to convince key travel companies to stop promoting and selling harmful wildlife entertainment; we have already convinced 160 companies to do so. TUI Group and GetYourGuide, will be our main targets during the year; their commitment is critical in making such cruelty commercially non-viable.

What we did...

Delivered more than 172,000 petition signatures from 26 countries in May to Thailand's government. The petition was part of our campaign calling for an end to captive elephant breeding and to stop delaying the draft Elephant Protection Bill. Every year, thousands of elephants in most of the country's elephant venues endure cruel handling and brutal training methods. These force them into performing elephant rides, bathing and other out-dated 'circus' performances for unsuspecting, fee-paying tourists.

Our Thailand team led the legislation's drafting, working with politicians, government legal experts, academics, NGOs and the Thai public. Their aim is to create a workable law which seeks to end captive elephant breeding for commercial purposes. Media events and influencer partnerships highlighted the campaign, attracting broad public and governmental attention. The bill has faced setbacks due to political transitions and national emergencies like flooding, delaying progress. However, our commitment remains strong. In 2025, we will re-establish government linkages, push for a breeding ban, and persuade the tourism industry to drive meaningful change.

Started an exciting new project with Sappraiwan Elephant Sanctuary in Thailand that will give the six elephants in its care better lives. The grant and technical advice we give will improve the sanctuary's facilities, boost the venue's staff numbers and its ability to promote its work. The elephants in its care will have more freedom to behave naturally without daily chaining. We are committed to revolutionising elephant tourism in Thailand allowing captive elephants to live more natural and cruelty free lives.

Since 2018 we have been supporting venues to adopt our elephant welfare standards and provide more ethical options for tourists. Such options do not inflict riding and other close tourist contact on the animals. As a Thai-owned partner, Sappraiwan serves as a strong model for expanding our elephant welfare approach. It will join nine other venues we have helped transform.

Elephant friendly: Our new project with Sappraiwan Elephant Sanctuary in Thailand is giving the elephants in their care better lives.

Credit: World Animal Protection/Chanklang Kanthong

"I am thrilled at the prospect of adding Sappraiwan Elephant Sanctuary to the growing list of high welfare venues that will help transform elephant tourism in Thailand. These beautiful elephants will have a haven to thrive in, after so many years of suffering in their past."

Roatchana Sungthon
World Animal Protection country director, Thailand

What we said we would do in 2024... (cont.)

Ramp up our people-powered campaigns to convince key travel companies to stop promoting and selling harmful wildlife entertainment; we have already convinced 160 companies to do so. TUI Group and GetYourGuide, will be our main targets during the year; their commitment is critical in making such cruelty commercially non-viable.

What we did...

Completed the first year of the Wildlife Heritage Areas (WHA) programme with 11 designated and seven candidate sites across 13 countries on every continent except Antarctica. The 18 WHAs protect diverse species including cetaceans, gorillas, orangutans, bald-headed uakaris, Nancy Ma's night monkeys, Asian elephants, and brown bears. Together, the areas cover approximately 31,350 km², and attract an estimated 11.9 million visitors annually

The WHA programme is dedicated to encouraging communities world-wide to develop responsible tourism to protect their precious wildlife and habitats. Created with our partner the World Cetacean Alliance it connects specialist NGOs, wildlife experts, responsible travel companies and local communities to designate outstanding places for wildlife and people.

To achieve the designation Wildlife Heritage Area applicants must fulfil animal welfare, wildlife conservation, community wellbeing and sustainability criteria.

Celebrated the sentience and uniqueness of our world's amazing wildlife with the third edition of our Wild Animal Unique Personality Award. By the competition's closing date we had received 20 applications from rescue centres and inspired more than 24,000 supporters to vote for one of the five finalists.

Sundara, a tiger rescued from the entertainment industry by the Safe Haven Wildlife Sanctuary in Nevada, USA, was declared the winner on 8 November. Sundara's prize is US$10,000 that will be used to enhance the care and protection of wild animals at Safe Haven.

The Wild Animal Unique Personality Award is dedicated to Audrey Mealia, a beloved and respected member of World Animal Protection's wildlife team who passed away in 2021.

Heritage candidate: A mountain gorilla in the Volcanoes National Park, Rwanda.

Credit: Emma Chapman and Scott Liffen

Spotlight

Profiting from cruelty – GetYourGuide

We exposed GetYourGuide and its support for captive wildlife entertainments during the Skift Global Forum in New York City in September. Each year, the Forum welcomes the industry's top CEOs and leaders – including GetYourGuide's co-founder Tao Tao – to discuss the future of travel.

Based out of Berlin, Germany, GetYourGuide sells guided travel tours, tickets to tourist attractions, experiences and excursions around the world – more than 60,000 products in 150 countries. Some of these experiences involve animal cruelty – including dolphin entertainments, elephant rides and wild animal performances.

Our 2024 report, 'Waves of profit', identified GetYourGuide as one of six travel companies selling tickets to dolphin entertainment venues featuring dolphins originating from the Taiji dolphin hunts. It also promotes Miami's notoriously cruel Seaquarium and elephant riding venues posing as sanctuaries in Thailand. For every ticket sold on its platform to these types of venues, GetYourGuide receives commission and so is essentially profiting from cruelty.

Hiding the truth

Our demonstration outside the Forum focussed on exposing GetYourGuide's lies. In response to our campaign for travel companies to end exploitation, the company regularly tells the media that it removes activities from its listings that do not align with its policies. However, it is hiding the grim truth that its policies do not include protections for captive wild animals in the first place.

We used posters, leaflets, and a 1.5 metre captive elephant collage to get our message across. We urged hundreds of attendees to give Tao Tao our information and to ask him to stop offering captive wildlife entertainments. Executives from major companies such as Airbnb, Expedia, Google, and Mastercard were all in attendance and made aware of GetYourGuide's shame.

And before the event we launched 50 sidewalk decals around Manhattan – with the text GetYourGuide LIED and a QR code. The lie? Telling the media the company removes activities that do not align with its policies. However, GetYourGuide policies clearly do not exclude activities involving captive wild animals.

We will continue to urge consumers to boycott GetYourGuide and mobilise our supporters to demand the company adopt a public animal-friendly policy. GetYourGuide must stop profiting from animal exploitation once and for all.

Confronting GetYourGuide: Our protesters call out the travel company's lies in New York at the Skift Global Forum.

Credit: World Animal Protection/Elena Amoroso

What challenged us during the year

Our UK-focussed TUI campaign suffered because of an unexpected election timing – an earlier UK general election forced us to direct our resources and communications to parliamentary advocacy.

The powerful industry supporting dolphin entertainments is getting better at producing films and other materials to fight against our campaigns. For example, Loro Parque in Tenerife, Spain, marketed by TUI, holds an estimated eight dolphins captive. It produced a counter messaging video to our campaign which attracted 6,000 views. We need to prepare ourselves well to deal with such approaches. It's clear that efforts to target TUI and broader systemic challenges, require substantial coordination and foresight.

We found it very difficult to engage our key corporate targets during the year. For example, our efforts to contact Groupon's CEO on wildlife-friendly policies were ignored. Similarly, Rotherham Council and the Magna Science Centre in the UK refused meetings to discuss their support for reptile markets. This blocked our hoped-for progress on policy discussions and public awareness campaigns.

Caged life: A captive lion bred for profit in South Africa – one of more than 8,000 held on South African farms.

Credit: World Animal Protection/Roberto Vieto

What we said we would do in 2024...

Focus on more ways to end wildlife's exploitation by key industries.

This will involve:

1. securing pro-plant support from traditional Asian medicine companies in China, then Chinese government endorsement in 2026
2. gaining wildlife-friendly commitments from major fashion entities by 2025 and persuading key pet trade players to cease their activities, while raising public awareness about the associated cruelty
3. exposing the public to the habitat destruction and harm to wild animals caused by agribusinesses.

What we did...

Worked hard to convince consumers, doctors, and businesses in China to move away from cruelly produced wildlife-based traditional medicine, such as bear bile medications, to plant-based alternatives. Officially, there are 70 different wild animal species used in traditional Asian medicine, but scientists have estimated that around 2,200 wild animal species are used. These include endangered species like tigers, pangolins, rhinoceros, Reeves turtles, Tokay geckos, seahorses and pipefish.

During 2024 we inspired wildlife-friendly medicine commitments from

- 48,802 consumers
- 3 pharmaceutical and healthcare companies
- 1,597 doctors

Since 2019, we have moved 6,350 clinicians to pledge not to prescribe or recommend pharmaceuticals and supplements containing wildlife ingredients to their patients.

We also...

Introduced the 'Wildlife-friendly Medicine Network' to the 2024 Health China Healthcare Industry Conference in Shenyang, China, in August. The network encourages collaboration among pharmaceutical companies, industry associations, research institutions, doctors, and experts. The aim is to explore humane and wildlife-friendly alternatives to wildlife-derived medicinal ingredients and involve members in wildlife protection.

This influential network is a platform we set up with Guangzhou Hanfang Pharmaceutical Company, Yun TCM and Chunyu Doctor, one of China's largest online medical service providers.

New network members in 2024 included Wujiang Culture, a leading health and wellness business and lifestyle brand and Orange One, a digital healthcare service company.

Advanced policy reforms in China to end wildlife use in traditional medicine by successfully submitting a proposal to the National People's Congress, supported by two Congress members. In response, the National Medical Products Administration (NMPA) reaffirmed its commitment to developing wildlife-free substitutes. It also introduced two new technical guidelines to support research and development for these alternatives. This greatly strengthened policy discussions on ending wildlife farming.

Gained commitment from several more Fashion Weeks, by working with our partner Collective Fashion Justice, to ban wild animal body parts from the fashions featured in their shows. In April Copenhagen Fashion Week agreed to ban wildlife skins including crocodile skins, snake skins, and ostrich feathers from its 2025 shows. This prestigious week banned fur from its catwalks in 2023. Similarly, Berlin Fashion Week adopted wildlife-free policies. We also secured a wildlife-free policy at Melbourne Fashion Festival, leading to a complete ban on wild animal feathers and reinforcing ethical fashion standards.

And in November the British Fashion Council announced it would extend its ban on fur to now also include a ban on wild animal skins across all London Fashion Week events. Any brands applying to appear on the official London Fashion Week schedule must now commit to not use any fur or wild animal skins in their collections. We will continue to press London Fashion Week and others to ban the use of feathers too. Most feathers come from ostriches farmed in South Africa where there is very little protection for their welfare.

"We are really pleased that the British Fashion Council has extended its ban on fur to include wild animal skins. This is a significant milestone, one which will hopefully set an important example for other international fashion weeks. Exploiting animals for their skins is unethical and unnecessary.

Millions of animals continue to suffer and die for fashion when there are so many innovative and exciting animal-friendly materials designers and clothing companies can choose to create with instead. We congratulate the British Fashion Council on their positive action for animals and look forward to continuing our work with them to secure similar protections for wild birds exploited for their feathers."

Olivia Charlton
World Animal Protection wildlife campaign manager

Farming No: Copenhagen Fashion Week has banned ostrich feathers from its 2025 shows.

Credit: Johan Swanepoel/Shutterstock

What we said we would do in 2024... (cont.)

Focus on more ways to end wildlife's exploitation by key industries.

This will involve:

1. securing pro-plant support from traditional Asian medicine companies in China, then Chinese government endorsement in 2026
2. gaining wildlife-friendly commitments from major fashion entities by 2025 and persuading key pet trade players to cease their activities, while raising public awareness about the associated cruelty
3. exposing the public to the habitat destruction and harm to wild animals caused by agribusinesses.

What we did...

Reached more than 450,000 viewers with our compelling song and music video 'Defaunação' (Defaunation). The song is soundtrack of our new campaign in Brazil – Defaunation, no. Refaunation now! which exposes the destructive path of industrial agriculture and the harm it brings to wild animals.

'Defaunação' is a reminder that animals are sentient, and capable of feeling complex emotions like fear, joy and pain. It features top Brazilian singers Ney Matogrosso, Letrux, Frejat, Zahy Tentehar and Mahmund. Together, the artists have more than 4.2 million monthly listeners on Spotify. We shared the Defaunação'music video with the singers' fans by playing it on screens at their show venues in Sao Paulo.

Won two awards and widespread recognition for our documentary 'BR-123' which is also part of Defaunation, no. Refaunation now! Launched in September it won two awards: 'Best Script' at the Webseries and Film Festival 2024 in Lima, Peru, and 'Best Movie' in the Ataíde film show at the Cine Amazônias festival in Pará, Brazil. Matto Grosso is a key deforestation region, and the 'BR-123' is a vital advocacy tool in our work to raise awareness of the link between agribusiness operations and wildlife displacement in Mato Grosso. In total, it was recognised by four film festivals across Brazil, Peru, Singapore, and the USA – where we also received an Honourable Mention from a film festival in Missouri. By the end of the year, it had achieved more than 377,000 views.

Released our 'Fauna legal framework' with Brazil's Ministry of Environment. This publication, which we have worked on since 2023, is now recognised as a key reference for improving wildlife protection laws and countering habitat destruction by agribusiness. It also helps us press for our solutions regarding how to restore native vegetation and creating eco-tourism routes.

We also...

Celebrated the end of koala cuddle experiences at Lone Pine Sanctuary, a major Australian venue in Queensland. The venue announced the end of this activity in July explaining that reduced customer demand was behind their decision. The ban means more than 100 koalas at their venue will finally be free from stressful human/koala encounters and marks a significant step towards more ethical wildlife tourism practices.

This significant win comes not too long after our 2022 investigative report 'Too close for comfort' exposing the cruelty behind human-wildlife encounters. With our supporters we have persistently called on the Lone Pine Sanctuary and other venues in Queensland to stop offering koala cuddle experiences.

Welcomed the end of human-tiger interactions at Dreamworld, also in Queensland for which we have long campaigned. The venue holds nine Sumatran and Bengal tigers in its Tiger Island enclosure. The interactions previously offered included handlers feeding tigers milk from bottles for tourist entertainment. In September this resulted in a handler being attacked. In December, Dreamworld announced the end of such activities. We'll continue to urge it to review other wildlife practices that involve contact with people, including koala cuddling already banned in several Australian states such as New South Wales and Victoria, and being phased-out in Queensland.

Mobilised our supporters to put the pressure on municipalities in the province of Ontario, Canada to adopt resolutions calling for provincial licensing of zoos. Ontario has the largest number of roadside zoos in Canada, and yet, no tracking of how many of these facilities exist or the types of wild animals they house. Animals, including bears, tigers, wolves, kept at roadside zoos are typically forced to live in small, ramshackle cages with little more than a water bowl and a food bowl, and a shelter box for sleeping. Most enclosures are so small, animals must eat and defecate in their own living space.

By the end of 2024, only half of the 444 municipalities had regulations of any kind. We'll continue to press municipalities to call for licensing, and the provincial authorities to push for legislative change. We'll also mobilise members of the public to put the pressure on policymakers to ban private ownership of wild animals and tighten regulations that would result in the phasing out of roadside zoos.

Spotlight

A new life for Chinh with FOUR PAWS

A bear farmed for its bile and forced to live alone in a tiny 1.5m x 1.5m steel cage for 20 years in Vietnam was finally released to safety in May after his owner was persuaded to surrender him.

Chinh, an Asiatic black bear – or moon bear – was rescued by FOUR PAWS, with our support and that of the Vietnam Forest Protection Department (FPD). After the rescue he was taken to the FOUR PAWS Bear Sanctuary in Ninh Binh for specialist care. The sanctuary is a semi-wild location, allowing the resident bears a wide-open space of 5.5 hectares to roam and play freely, and is designed with enrichments to stimulate the bears' natural behaviours.

Chinh's rescue is part of a long-term World Animal Protection and FPD project which has been microchipping and monitoring bears on bear bile farms across Vietnam since 2006. Bears found without a microchip and/or registration papers are deemed illegal and confiscated.

This ensures no new bears from the wild or other sources enter captivity for the bile industry, which uses bear bile in traditional Asian medicine. The project also works to persuade bear owners to voluntarily surrender their animals to sanctuaries.

Chinh was the 15th and final bear to be rescued from this particular farm. The bear bile industry has been illegal in Vietnam since 2005. However, a legal loophole allows bears like Chinh to be kept as 'pets' meaning that some 200 bears in the country still suffer a tortuous life in captivity. This situation has provided cover for illegal bile extraction in Vietnam.

Bear bile is used in traditional Asian medicine and is believed to treat abscesses, haemorrhoids, epilepsy and cysts. The suffering is wholly unjustified as herbal and synthetic alternatives are all readily available. The bear bile industry has led to poaching of wild bears over the past 40 years leading to a sharp decline in the numbers of bears in the wild in Asia.

Ending bear bile farming

For almost 20 years, we, alongside other NGOs, have worked with the Vietnamese government to end the cruel practice of bear bile farming, and to protect the small population of bears remaining in the wild. Collective efforts have resulted in a 95% reduction in the number of bile bears in Vietnam, from 4,300 bears recorded in 2005 to 200 bears on farms today.

Bears identified without a microchip and/or registration papers, deeming them illegal, are confiscated. They are then moved by authorities to government rescue centres or by Four Paws, Free the Bears and Animals Asia Foundation, to one of their sanctuaries.

We continue to work with the authorities and our local partner, Education for Nature Vietnam, to identify and confiscate illegal bears or convince bear owners to voluntarily surrender them. Our aim is to ensure Vietnam's government closes all bear farms and transfers any remaining animals to sanctuaries and rescues centres by the end of 2025.

This must be last generation of bears to suffer a life in captivity.

"The exploitation of captive bears for their bile is one of the worst examples of animal cruelty in the world today. Each and every bear freed from small, barren cages is a massive win...

The Vietnamese government must close all remaining legal loopholes to end the suffering of bile bears for good. We must ensure this is the last generation of bears to suffer in appalling captive conditions. Chinh deserves the rehabilitation on offer at FOUR PAWS sanctuary in Ninh Binh, and a life of greater dignity."

Eugenia Morales
World Animal Protection international campaign strategist

New life: Chinh enjoying the freedom of the FOUR PAWS Bear Sanctuary.

Credit: FOUR PAWS Viet/Jeremy Lamberton

What challenged us during the year

Slow responses from the National Medical Products Administration in China hindered our efforts to accelerate our wildlife-friendly medicine initiatives. This means uncertainty surrounds the timeline for implementing measures to replace wildlife products in traditional Asian medicine.

It has been hard to persuade smaller fashion brands to adopt wildlife-friendly policies, so progress has been slow. Many have cited resource constraints and lack of consumer demand as reasons for not making immediate changes. Regardless, we will continue pushing them to develop humane and sustainable solutions. We will also increase our consumer education efforts highlighting the importance of ethical sourcing.

There were delays in signing the WHO Pandemic Agreement which was expected to be agreed in 2024. It is a difficult time for advancing multilateral agreements, partly because of certain changes in government, and trends towards unilateralism. We continue to follow negotiations and use strategic opportunities for influence. We started our involvement with the Pandemic Agreement in 2021 after our G20 End Wildlife Trade campaign in 2020. Pandemics cannot be prevented without addressing the drivers that touch human lives such as poor animal welfare, wildlife trade, and land-use change linked to agribusiness.

What we said we would do in 2024...

Launch our Wildlife. Not Profit campaign, underpinned by our 'Bred for profit' report. We will demand an end to global wildlife farming which supplies exploitative industries like tourism and traditional Asian medicine.

Central to the campaign will be a global call to action asking the Thai government to stop breeding elephants for cruel entertainment activities. We'll also identify and promote sustainable humane alternatives that do not involve the capture and killing of wild animals for commercial gain.

What we did...

Released 'Bred for profit: The truth about global wildlife farming' in March. This distressing report revealed an estimated 5.5 billion wild animals are kept in cruel conditions on commercial wildlife farms worldwide. It provides three specific case studies of wild species exploited by commercial industries: lion farms in South Africa, elephant camps in Thailand and bear farms in China, all of which exemplify decades-long suffering for commercial use.

We gathered findings from Freedom of Information requests and other research and found an astonishing lack of transparency and inadequate monitoring across the industry. It revealed high numbers of animals living in cramped, unhygienic conditions, putting their caretakers and the public at risk of zoonotic diseases.

Halted government approval of a US$2.6m captive lion breeding project in Uganda requested by the Uganda Wildlife Education Centre (UWEC) – also known as Entebbe Zoo. The requested funding was to breed lions in captivity for release into the wild to boost lion numbers in three of Uganda's major wildlife national parks.

We pointed out that such a breeding programme would be responsible for more problems than it would solve and presented the following hard facts.

- Wild animals bred in this way can suffer from malnourishment, disease, stress-induced behaviours, injuries, infected wounds, and even cannibalism.
- Wildlife farms also pose a risk to human health. The conditions in which animals are kept –high density, poor hygiene, close contact with people – increase the chance for disease emergence and transmission of infectious diseases such as COVID-19.
- The low prices of farmed wildlife products may spur increased demand and enable the illicit laundering of wild-caught animals through farms.

Research from our 'Bred for profit: the global truths about wildlife farming' report was launched to the media to galvanise the public to condemn the proposal.

Welcomed South Africa's Cabinet approval of the 'Policy position on the conservation and sustainable use of elephant, lion, leopard, and rhinoceros'. This policy aims to end the captive keeping of lions for commercial purposes, close captive lion facilities, halt intensive lion breeding in controlled environments, and stop the commercial exploitation of captive and captive-bred lions.

Since 2020 we have campaigned for an end to the captive breeding of lions for commercial purposes with Blood Lions and Lion Coalition. Our evidence has shown that captive lion breeding in South Africa involves more than 8,000 lions on commercial farms. It is linked with a horrendous animal welfare problems including starvation, cannibalism and disease. We have also exposed the industry's ties to international crime syndicates, and the high risks of disease to local people involved in the trade.

What we said we would do in 2024... (cont.)

Launch our Wildlife. Not Profit campaign, underpinned by our 'Bred for profit' report. We will demand an end to global wildlife farming which supplies exploitative industries like tourism and traditional Asian medicine.

Central to the campaign will be a global call to action asking the Thai government to stop breeding elephants for cruel entertainment activities. We'll also identify and promote sustainable humane alternatives that do not involve the capture and killing of wild animals for commercial gain.

What we did...

Celebrated our role in ethical tourism, when Following Giants, an elephant camp in Koh Lanta Thailand, received a prestigious Tripadvisor 2024 Travelers' Choice Award. We began working with Mr Charae 'Ray' Sangkaow, the owner of Following Giants, in 2019 to help transform his elephant camp in Koh Lanta, Thailand into a sustainable, elephant-friendly, observation-only venue. The seven elephants now live and behave as naturally as possible in a beautiful rainforest environment. Previously the camp offered visitors elephant rides, bathing experiences and direct interactions with tourists.

Our 'Bred for profit' report states that in 2020 there were 2,798 elephants used in the tourist industry and kept in 246 camps. Most elephants in these camps are captive and used for riding. They endure injuries caused by restraint equipment and saddles, foot and nail problems caused by long periods spent carrying tourists on hard or rough ground. They also have little access to proper health and veterinary care.

Following Giants is one of six venues in Thailand that we have supported to become elephant friendly to encourage industry-wide adoption of elephant-friendly practices.

Reached more than 1.8 million people with the 'New Era Conservationist' film. This up-lifting 17-minute film, launched in Kenya in August. It is a unique collaboration between World Animal Protection and GreenTalk Art – a collective of young Kenyan artists – and is inspired by a heartwarming story of a poet rescuing an injured elephant. It blends the beauty of spoken word poetry with music, aiming to connect with audiences emotionally and spark a conversation about the importance of protecting wildlife.

Signed a 10-year technical cooperation agreement with IBAMA to renovate the Wild Animal Screening Centre (CETAS) in Pará. This facility will address wildlife rescue and rehabilitation needs in a critical deforestation hotspot. CETAS are public facilities responsible for receiving wild animals who may be seized from trafficking, rescued from fires, road accidents, abuse, and vulnerability, or voluntarily handed over by the public. They carry out services involving the identification, tagging, screening, evaluation, treatment, recovery, rehabilitation, and eventual release of wildlife.

Spotlight

Lottery funds our work for animals

Thanks to National Postcode Lottery players in the Netherlands, we received a wonderful contribution of €750,000 for our work for animals in 2024. We are incredibly grateful for this recognition. We will spend the Postcode Lottery contribution spread over three years on different projects in Asia, Brazil and Europe. It will help make our organisation stronger so we can make many more improvements for animals.

Spotlight

Caring for bears in Romania and Pakistan

Thanks to the dedication of our generous supporters we have supported Romanian NGO Asociația Milioane de Prieteni (AMP) since 2012. By the end of 2024 it was caring for 123 bears in its beautiful Libearty sanctuary near Zarnesti in Carpathian Mountains. The bears have mostly been rescued from cruel entertainments and cannot be returned to the wild.

AMP has been working hard to ensure financial sustainability with our support. They had a target of 78% self-sufficiency in 2024 and exceeded this by 10% – an exciting achievement. Their success enables them to continue to support the bears to live their best possible lives, without a complete reliance on our funding.

In total, 36,991 people visited the sanctuary in 2024. This is a slight decrease from 2023 where 37,518 people visited.

Supporting Balkasar bears

We also continued to support the Balkasar Sanctuary in Punjab Province, Pakistan with our partners the Bioresource Research Centre (BRC). By the end of the year, the sanctuary was giving expert care to 68 bears rescued and confiscated from the horrific entertainments of bear dancing and baiting. We have worked with BRC and wildlife authorities since 1997 to end these cruel entertainments, working with bear owners to take up alternative livelihoods has been a lynchpin of this work.

By the end of year Balkasar was caring for 68 bears.

There are an estimated 25 – 35 bears still owned in Pakistan. This number has reduced significantly since the last estimate in 2021, of 85 bears.

Unlike the Romanian Bear Sanctuary, it not possible for BRC to find alternative income streams and so will continue to rely on World Animal Protection funding.

We supported a range of new developments at the sanctuary during 2024. These included completing the tiling of all 27 quarantines, office, kitchen and bread preparation area – important for improving hygiene and cooler temperatures. Brassica was also sown in new fields – this a rich source of oils and nutrients for bears. And new sprinkler and mobile water shower systems helped keep the bears cool during extreme hot weather.

What challenged us during the year

Coordination for delivering the petition calling for an end to captive elephant breeding in Thailand was disrupted by last-minute changes to government representatives. We also had some delays in producing materials which we felt affected the campaign's execution and visibility.

Nationwide protests in Kenya disrupted our planned community engagement activities including the postponement of the 'New Era Conservationist' film's physical launch. This delay affected plans to engage local communities and gather momentum for the Wildlife. Not Profit campaign. However, once launched the film achieved 1.8 million views.

Permit delays because of bureaucracy affected our work to secure an ocean sanctuary in the Greek islands for dolphins – the Lipsi Dolphin Sanctuary. With other European NGOs and the Jane Goodall institute we sent a jointly signed letter to pressurise the Greek government to speed things up. Lipsi will provide a safe haven for dolphins currently used for entertainment in European venues.
Sanctuaries are a cornerstone of our Wildlife. Not Profit campaign. They provide an important safe haven and rehabilitation centre for animals rescued and retired from the horrors of the entertainment industry. They also help us showcase humane alternatives for release.

How we'll move the world in 2025

Goal 1:

Ensure farmed animals live good lives by transforming the global food system

We'll...

Target major corporate customers of JBS like McDonald's. We'll highlight the reputational and material (financial and business)_risks of factory farming, while advocating for stricter international trade regulations and environmental standards. Such regulations and standards will restrict JBS's global market access. Our approach will drive consumer demand toward plant-based alternatives, limit the expansion of intensive industrial animal agriculture and promote sustainable farming practices.

Take full advantage of COP30 in Brazil to push for recognition that an equitable, humane, and sustainable food system is vital to achieving the Paris Agreement. Our collaboration with civil society and governments will strengthen advocacy for agroecology, high-welfare practices and for a global dietary shift to half animal protein consumption by 2040. Our 'Just transition white paper and roadmap' will guide investors and policymakers, clarifying factory farming as a no-go area for sustainable investment and paving the way for transformative food system changes.

Disrupt the financial underpinnings of factory farming. We'll do this by ensuring that investors, banks, and credit rating agencies fully understand the damage it is doing to billions of animals, human health and our planet. Through evidence-based campaigning we'll encourage divestment and defunding of JBS. Our 'Big meat exit list' will be a vital tool for redirecting capital towards equitable, humane, and sustainable food solutions.

Goal 2:

Stop wild animals being cruelly exploited as commodities by changing the systems that allow it

We'll...

Move TUI Group and Klook to end the sale and promotion of captive wildlife entertainment by 2025. We'll do this through galvanising people-powered pressure, maximising media coverage and linking with other allied animal welfare organisations. We'll highlight to companies the risks to their reputations posed by such cruel entertainments and we'll drive consumer demand for wildlife-friendly tourism. Our work will mean captive wildlife entertainment will no longer be seen as an industry norm.

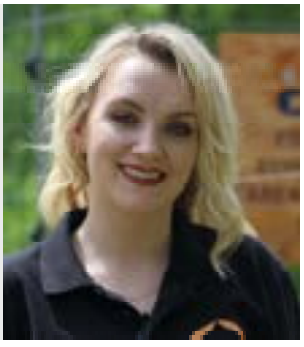
Encourage our corporate partners and allies, already committed to wildlife-friendly travel, to adopt and promote sustainable tourism practices and examples that safeguard animal welfare. We will prioritise elephant venue transitions in key tourist destinations, using these successes to inspire other industry leaders and catalyse a broader shift toward ethical practices.

Ensure that our organisation effectively gathers impactful stories of animal suffering in the entertainment industry and inspiring examples of wildlife-friendly tourist venues that have changed animal lives. We will use these stories to mobilise our supporters and funders by gathering and releasing them in a co-ordinated and strategic way. Strategic, joined-up planning is vital to make our calls to action powerful and compelling, build public and industry momentum, and put the pressure on our targets.

"I am honoured and excited to partner with World Animal Protection as a global ambassador. Animals have always held a special place in my life, and I want to help create a world where they live free from suffering.

"Working to support World Animal Protection means we can make meaningful changes and progress needed to ending animal cruelty and suffering."

Evanna Lynch
World Animal Protection ambassador, actress and writer



Our global reach

World Animal Protection is a truly global organisation, working in more than 50 countries across the world, with offices in every habited continent.

Our offices

1 Costa Rica[1]	4 Brazil[3]	7 Denmark[3]	10 India[3]	13 Australia[2]
2 Canada[3]	5 UK[1]	8 Sweden[3]	11 Thailand[1]	14 New Zealand[4]
3 USA[2]	6 Netherlands[3]	9 Kenya[1]	12 China[1]	

1 These offices form part of the UK-registered charity and are included in the 'charity' accounts.

2 These offices are subsidiaries of the UK charity and are included in the 'consolidated' accounts.

3 These offices are affiliates.

4 New Zealand is a branch of the Australian office.

Financial review

Our income

Every donation fuels our work to protect animals

World Animal Protection is committed to generating sustainable and reliable income in alignment with our mission to protect animals and improve the wellbeing of people and our planet. We are building a worldwide movement of people who value animals and take action to help protect them, including providing the funding that is crucial to our ability to deliver our work.

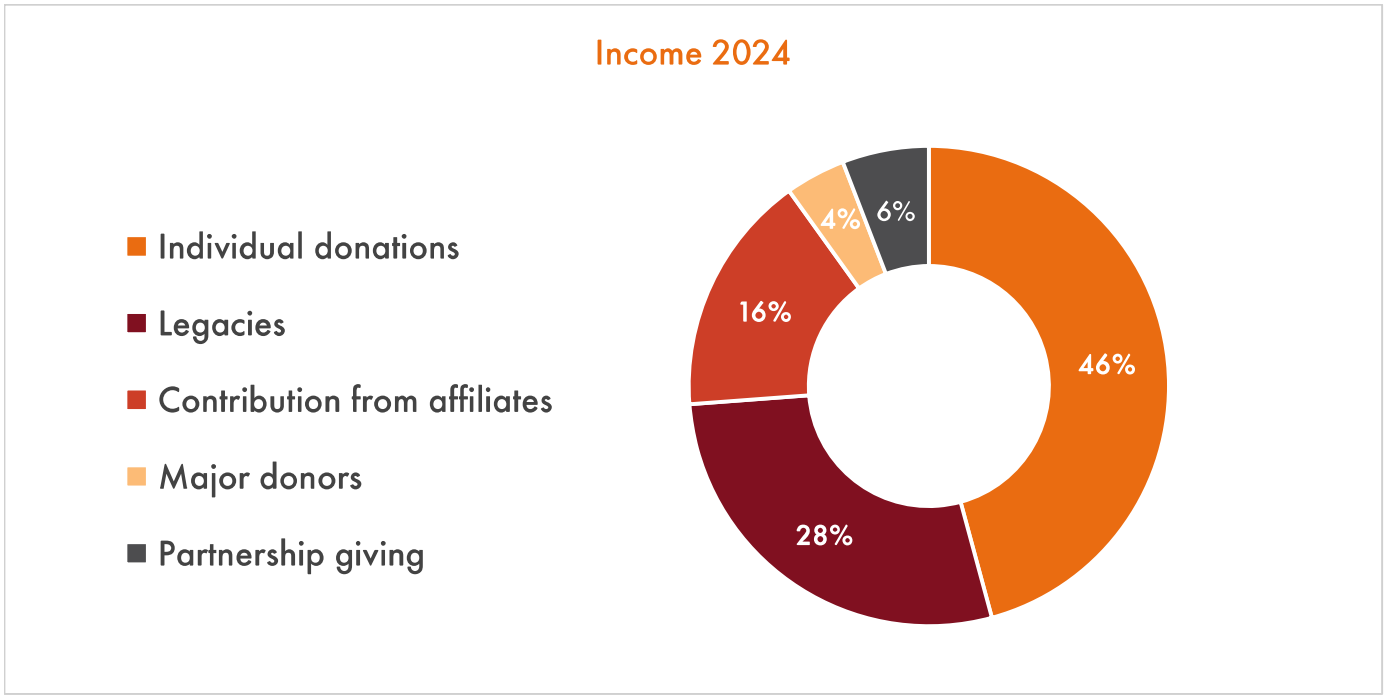
In 2024, our donors generously provided £30.3m in donations, legacies and grants, which was 4% higher than the previous year. To all our supporters, we are deeply thankful for your commitment to animals and your vital contributions to our work to protect them.

The generosity of our many supporters, who give regular gifts and make one-off donations in response to our appeals, contributed £13.5m in 2024. This is a decrease of 2.6% compared to 2023, which reflects the continued impact of the rising cost of living and other economic challenges in several countries. Legacy income decreased by £0.9m (9.7%) compared to 2023. It is humbling to receive notifications about people who value animals and who wish to continue to help protect them after their own death.

Major gifts and grants from individuals, governments, businesses and trusts and foundations totalled £2.9m, which is an increase of 167% compared to 2023. In 2024, continued funding was secured from Open Philanthropy to cover work on animals in the farming system in Southeast Asia and China over couple of years. In line with normal accounting practice, this income was all recognized as income in 2024, with the corresponding expenditure being incurred over multiple years.

In 2024, our network of affiliated World Animal Protection entities in Canada, Denmark, Netherlands, and Sweden, contributed £4.9m to our animal protection mission; and this was 8.7% higher than the previous year.

For more information on our fundraising, please refer to our the 'fundraising practices and performance' section on page 43.



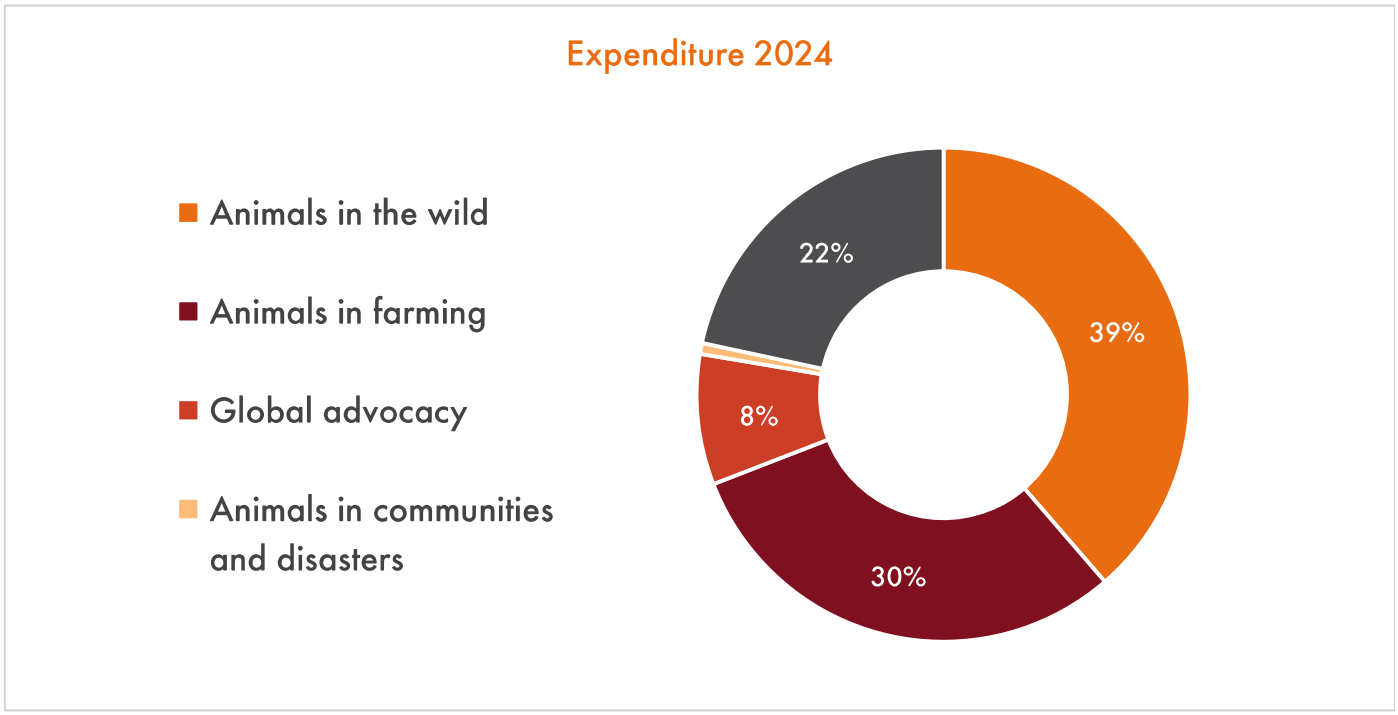
Our expenditure

During 2024 our total expenditure decreased by 6% from £36.1m to £33.9m. In common with other charities, businesses and individuals, we have seen prices rise more quickly in 2024 than previous years, pushing up our costs. Additionally, we have invested in our digital capabilities and accelerated implementation of our 2021-2030 strategy to ensure we continue to tackle the causes of animal suffering, examples of which are described in the earlier part of this annual report.

In the context of an increasingly challenging fundraising environment and increasing costs, we have worked hard to ensure that our fundraising is as effective as it can be. In 2024, we spent £7.3m on fundraising activities, which is a 3% increase compared to 2023. Price inflation across the world has resulted in our fundraising activities now costing more to generate donations than they used to and for 2024, the rate of return within the year was £3.45 for every £1 spent (2023: £3.45). Our growth strategy to 2030 seeks to increase the income that is available to spend on improving animal welfare worldwide and we remain committed to that strategy.

Expenditure on charitable activities in 2024 was £26.6m, representing 78.4% of total expenditure, compared to 80.3% in 2023. Staffing costs represented 43.3% of total expenditure in 2024, compared to 38.6% in 2023.

In support of our two key programmatic areas of 'animals in the wild' and 'animals in farming', we also engage in global advocacy. This is key to our theory of change in order to move the world to protect animals and these costs relate to communication, education, and advocacy across the world.



Going concern

The trustees have reviewed the consolidated position of World Animal Protection. They have taken into account the level of reserves and cash, the annual business plan and forecast process, and the systems of financial and risk management.

The trustees have considered the potential impact of a reduction in future income and the consequential effect on expenditure. The scenarios considered have assumed a minimum reduction of 5% and a maximum reduction of 40% in Group income until December 2026. The trustees have also assumed a reduction in expenditure within six months after the initial drop in income, to allow time for the group to implement necessary actions to maintain a sustainable financial position.

As a result, the trustees believe that World Animal Protection is well placed to manage operational and financial risks successfully. Accordingly, the trustees expect that World Animal Protection has adequate resources to continue in operational existence for the foreseeable future. Consequently, it can continue to adopt the 'going concern' basis of accounting in preparing the financial statements.

Our fundraising approach

Fundraising practices and performance

The lasting change for animals highlighted throughout this report is possible because of our supporters. Thanks to our supporters' dedication we have called for an end to captive elephant breeding in Thailand and given captive elephants lives worth living. We have protected wild animals and their habitats from fires *and* tackled the root causes of these fires and of farmed animals' suffering, by working to stop the advance of factory farming in Brazil and around the world.

Our fundraising aims to increase our resources to enable our strategic goals for farmed and wild animals by raising more income, balanced across our income streams, so that we can scale up our work and impact for animals. We plan to do that by:

- reaching more people and involving them in our mission
- putting our supporters at the heart of what we do
- establishing strong, long-term partnerships.

We are always mindful of how we spend our income and we ensure that our fundraising is effective and efficient. We re-invest a proportion of the donations we receive in finding new supporters and raising more funds to make sure we can deliver our animal protection work now and into the future.

In 2024, thanks to the engagement and generous contributions from our supporters we increased the level of donations we received. In 2024, World Animal Protection secured £30.3m of donations and legacies across UK, Australia, New Zealand, USA and Thailand (compared to £29.1m in 2023) and donations from other World Animal Protection organisations in our network.

Most of this income was given by our individual supporters. We continue to improve our fundraising results through acting on insights from our donors and testing different ways to message our animal protection work and show the impact for animals we achieve with our donors. This total also includes £8.5m Legacy Giving income from the thoughtful bequests we receive from supporters in their Will to protect animals now and in the future (this is somewhat lower than last year, which was £9.4m)

Major gifts and grants from people, businesses, governments and trusts and foundations was £2.9m, which is higher than £1.1m in the previous year. We are continued our single largest partnership with the US-based Open Philanthropy and the work supported by Open Philanthropy is designed to make lasting change for farmed animals at scale, across Southeast Asia and China. In addition, we completed our commitments in partnership with Defra (UK).

Total restricted funds increased to £3.4m compared to £2.2m in the previous year.

Fundraising standards

We continued to adhere to the highest standards of fundraising practice and all fundraising and data protection regulations. We review how we communicate with the public, donors, and organisations to request support and we continue to maintain our membership of fundraising and other relevant bodies. Specifically, we voluntarily subscribe to the Fundraising Regulator and its Code of Fundraising Practice and we have maintained our membership in the UK with the DMA (Data and Marketing Association), the Lotteries Council, and the Withers Indemnity Project.

World Animal Protection UK is also licensed by the Gambling Commission for the purposes of our weekly UK fundraising lottery.

Our fundraising approach (cont.)

Working with third party fundraisers

Most of our fundraising activity is undertaken by our own directly employed colleagues and volunteers. The specialist nature of some of our activity means that there are some areas where we contract with external agencies. Talking to individuals in person and on the telephone are important ways of engaging the public with our mission and raising funds. In some markets, we work with external organisations who have specific expertise in face-to-face fundraising (although we have not undertaken this type of fundraising in the UK since 2016) or telephone fundraising, so that we can talk to as many individuals as possible in a timely, efficient and effective way.

We work closely with these partners, including monitoring and supporting their performance through providing training and information; listening to recorded telephone calls and keeping a close eye on feedback or complaints from supporters This is supported by contracts requiring that individuals who carry out these activities are trained to adhere to applicable laws and codes, such as in the UK the Fundraising Regulator's Code of Fundraising Practice, as well as data protection laws.

We did not have any commercial participators in 2024 in the UK. These are corporate partner organisations who provide charitable contributions to us from the sale of their goods or services and fundraise from customers and employees.

Feedback and complaints

To ensure we provide a relevant and a positive experience to supporters, we continue to monitor all feedback, queries and complaints closely. In 2024, the total supporter interactions in the UK ran into the millions, which resulted in a total of 75 complaints, this is a decrease compared to those we received in 2023 (101) and 2022 (81). This was broken down into 61 fundraising complaints and 14 non-fundraising complaints (compared to 83 and 18 respectively in 2023).

Proportionally the complaints we received were similar to previous years. We continued to have a low number of online, addressed mailing and television fundraising complaints despite their reach. We have seen a slight increase in complaints relating to our television advertising with supporters mostly upset by the images or content of the ads. We have seen a decrease in complaints from email fundraising, online givers, addressed mailings. The key theme for this reduction has been fewer complaints relating to content and fulfilment issues.

We appreciate that complaints and supporter feedback provide us with insights and lessons for our future fundraising communications and activity. We were not subject to any complaint investigations through the Fundraising Regulator in 2023/24 (nor in the previous period 2022/23).

Protecting vulnerable people

In the course of our fundraising, we know that we will come into contact with people who may be in vulnerable circumstances. We aim to be honest, responsible and committed to high standards and we have guidance in place to ensure colleagues are sensitive when engaging with vulnerable people, including the CARE model check-list (Comprehend; Assess; Retain; Evaluate).

Further information on our fundraising and supporter care can be found on each of our dedicated national websites. For example, our Complaints Policy on our UK website https://www.worldanimalprotection.org.uk/about/our-policies

Financial policies

Reserves policy

The World Animal Protection Group will establish reserves and designated funds in accordance with national statutory and legal requirements and the principles contained in this policy. Reserves are defined as that portion of unrestricted funds that have not been designated for a specific purpose by the trustees.

Reserves are established to ensure that the World Animal Protection Group is:

- able to meet its financial commitments and obligations as they fall due (i.e., fund working capital),
- able to fund unexpected expenditure until adjustments can be made, for example when unplanned events or shocks occur, and
- resilient to uncertainty over future income.

The target level of reserves is set at an amount sufficient to cover unfunded expenditure from unrestricted funds for a period of 10 months in the event of a 40% fall in unrestricted income.

Reserves will only be depleted to a level below that calculated with the approval of the board of trustees and, in such an instance, World Animal Protection will seek to replenish the reserves to the target level as quickly as is feasible following any approved depletion below the target level.

Designated funds are established at the discretion of the board of trustees for specific purposes which are in the best interests of the charity as determined by the trustees from time to time.

The Group holds the following designated funds:

- Accelerator fund – £724,368 ($1m) was set aside in 2021 to enable us to explore opportunities which can accelerate the achievement of our strategic goals for animals. In 2022, £105,184 and in 2023, £619,184 was spent from this fund to build the organisation's digital capabilities and improve our brand presence with the remaining £9,000 to be spent in 2024 to pilot a volunteer project in Brazil. At the end of 2024, this fund is fully utilised.
- Remuneration and grading project –an amount of £217,391 ($300k) to cover costs of the project and changes in salary costs as a result of the review was set aside in 2021. In 2022, £196,208 of this fund was utilised with the remaining £21,183 to be used in 2023 towards further work on this project. At the end of 2023, this designated fund had been fully utilized.

Reserves performance

The total funds of the group amount to £16.9m (2023: £19.7m) of which £5.4m (2023: £4.5m) is restricted or endowed, and £0.3m (2023: £0.4m) is a revaluation fund representing the cumulative uplift in the value of investments held. Designated funds amounted to £nil (2023: £0.01m). The remainder are 'general funds' of £11.3m (2023: £14.8m), which corresponds to the definition of 'reserves' in the reserves policy.

The target reserve levels are calculated based on the budget for the following year rather than retrospectively on historical results. The level of reserves sufficient to cover expenditure from unrestricted funds for a period of 10 months in the event of a 40% fall in unrestricted income would be £12.6m. If there was no income at all, this is equivalent to 4 months of expenditure based on the 2025 budget.

Recognising that reserves would be above the level set out in the reserves policy, the 2025 budget has been set to expend some of the carried over reserves in a controlled way for our charitable purposes, returning to a balanced or surplus budget position from 2026.

Investment policy

The investment policy of the charity is to balance the liquidity requirements between on-demand and fixed-term deposits held with our banks and the longer term returns that are possible through fixed asset investments.

Funds which are not expected to be needed except in the longer term are held by an investment management company, whose role is to protect World Animal Protection's investments and generate a return while observing our investment restrictions. As part of the trustees' oversight of this portfolio, the Audit & Finance Committee regularly reviews the performance of the investment portfolio, the investment principles and objectives, the charity's attitude to risk and advise the board of trustees on the selection of the charity's investment managers.

Investment performance

Our investment portfolios held in the UK and USA performed adequately in comparison to relevant benchmarks in the face of continued global economic challenges. Net investment gains in 2024 were £459k, a decrease of 0.1% on the market value of investments at the end of 2023.

Grant-making policy

We make grants to other entities in the global World Animal Protection network to contribute to their running and programme costs. We also give grants on a proactive basis to independent partner organisations and institutions to support joint work on strategic campaigns and projects. We may occasionally offer financial support to other bodies for their own activities which align with fulfilling our strategic animal welfare objectives.

Grants to entities within the World Animal Protection network are routinely monitored through narrative and financial management reports which include explanations of variances from agreed budgets. Grants to other organisations are awarded only after a due diligence process has been carried out with them in accordance with the procedures that sit beneath our Partnership and Finance policies. This process is aimed at giving us assurance that grantees are financially stable and that they can reliably manage and account for all the funds they may receive from us. Grants are subsequently governed by formal agreements which lay out agreed terms of reference and requirements for regular reporting, which provides assurance of the effective use of funds and contribution to our strategic objectives.

Fraud resilience

We are clear in our policies that we do not tolerate fraud or corruption. Our approach and policies aim to empower our people and other stakeholders to prevent and identify fraud and corruption through robust anti-fraud and whistleblowing policies.

We provide training to staff and publish articles in our internal communications channels to raise awareness of how to spot and report suspected frauds or scams.

We signed up to the Charity Finance Group Counter Fraud Pledge when it was launched and used the resources produced by them and the Fraud Advisory Panel to promote a fraud aware culture and resilience.

Data protection

The organisation continued to monitor our data protection procedures and compliance in the context of the General Data Protection Regulations (GDPR), the 'UK GDPR' and Data Protection Act 2018.

Remuneration policy

We operate a World Animal Protection group pay policy, approved by the board of trustees, which includes an annual review of all salaries. Reviews take into account salary benchmarks for each country in which the group operates, with the objective of being able to attract and retain high calibre people and to pay them fairly in line with market rates for the work they do.

Aligned with our overall pay policy, we benchmark the chief executive's salary against salaries of chief executives in global charities of a similar size and income. For the global leadership team (key management personnel), salaries are based on data relating to equivalent senior roles in comparable organisations in their respective countries.

Any proposed increases are made in the context of the budgets approved by the board of trustees as part of the annual budgeting process. Where there are changes to salaries, these are awarded to staff in July.

Safeguarding

As an organisation we have always taken seriously our duty to protect the welfare of our staff and partners. Within the charity sector there has been increased scrutiny from regulators and the media to ensure high levels of transparency and integrity. We regularly review our safeguarding policy and the most recent version was reviewed by the board in September 2023. The policy outlines our approach to protect the health, safety and welfare of all staff, volunteers, beneficiaries and others who come into contact with the organisation. This policy sets standards of behaviour and accountability for our staff and partners to ensure a workplace free from abuse and harassment. Aside from the primary purpose to protect individuals, this is essential if World Animal Protection is to remain a credible partner for the major global stakeholders we hope to influence as we seek to deliver our mission.

Our effort is not just focused on delivering the maximum impact for the animals we serve, but we seek to ensure that the way we go about our work reflects who we are and what we stand for as an organisation. This is reflected in a set of shared principles, values and behaviours that we have developed together, and reflect those standards expected of the charity sector more widely.

Modern slavery statement

World Animal Protection has a zero tolerance approach to modern slavery and human trafficking. We are fully committed to acting ethically and with integrity in all our business dealings and relationships. We are committed to implementing and enforcing effective systems and controls towards ensuring that no modern slavery or human trafficking is taking place anywhere in our operations or in our supply chains.

World Animal Protection has a robust governance and risk management framework in place and policies which contribute to minimising the risk of modern slavery in relation to our work. These include:

- Recruitment – as an equal opportunities' employer, we have a rigorous recruitment process. Our recruitment practices include 'right to work' checks for all prospective employees.
- Procurement – our processes ensure we take into consideration the different risks associated in our supply chains. We carry out due diligence checks on key suppliers and ensure we are satisfied that they have appropriate policies in place.

Risk and uncertainties

We believe that sound risk management is integral to both good management and good governance practice. In the last two years we have enhanced our risk management policy and incorporated it within strategic and operational planning.

Our risk management strategy ensures...

- Risk assessments are conducted on all new activities and projects to ensure they are in line with the charity's objectives and mission.
- Any risks or opportunities arising are identified, analysed and reported at an appropriate level.
- A risk register covering key strategic risks is maintained as a living document and brought to each Board and Audit & Finance Committee meeting.
- More detailed operational risk registers are maintained in aspects where this is considered appropriate, taking account of the impact of potential risk and the cost benefit of the exercise.
- All staff are provided with adequate training on risk management and their role and responsibilities in implementing this.
- We regularly review and monitor the effectiveness of our risk management framework and update it as considered appropriate.
- The Board receives regular reports on continuing and emerging high concern risks and those where priority action is needed to bring the risk within our stated risk appetite.

Our current significant risks include...

- Ability to retain and attract staff. Our people are the heart of our organisation. It is only through our dedicated and committed teams that we can deliver our mission to move the world to protect animals. We are strongly focussed on creating the right culture for our employees and volunteers to grow and flourish. We want to be able to attract, recruit and retain the very best people to work for World Animal Protection and ensure they have the right support and development to nurture them to work flexibly across the globe.
- Ability to deliver strategy. 2021 was the start of a new ten-year global strategic period and as with any pivoting of strategy, this comes with a change in the ways in which we work, partly through a material programme across the charity. We engage frequently and openly as we seek to harmonise the ways in which we work together.
- Strength of affiliate relationships. Our World Animal Protection affiliates play a key role in implementing our global strategies. We work closely and collaboratively with our affiliates to maximise the impact we have collectively.
- Operational complexity. We take all reasonable steps to comply with the laws and regulations applicable to UK registered charities, and the relevant regulations where our subsidiaries and branches are located and ensure that we have follow best practice in governance. We engage local professional advice where necessary to supplement the local staff we employ in those locations. We work to enhance the effectiveness and efficiency of our decision-making.
- Financial stability. In an uncertain financial environment resulting from the fast-changing political and economic context, we closely monitor the ongoing financial health of the organisation and donor giving and mitigate risks by incorporating scenario planning into our budget setting, diversifying income, maintaining careful control on expenditure, and increasing the flexibility of that expenditure.

Structure, governance and management

Our structure

World Animal Protection is a registered UK charity and a company limited by guarantee and the legal parent of three overseas subsidiaries, a UK trading subsidiary and three branches.

The Board of trustees consists of no less than nine and no more than 13 people and is responsible for the governance of World Animal Protection ensuring it is effectively and properly run and is meeting its overall purposes as set out in its Articles of Association (governing document).

Charity governance

The Board is committed to taking good governance and leadership to a higher level and aspire to comply with the Charity Governance Code. The latest review highlighted a good level of compliance overall and has led to some proactive steps being taken to address areas of improvement identified.

Governance structure

The Board meets at least four times a year to review the performance of the charity and make any decisions necessary to its governance and strategic direction. The Board has the following committee structure:

Audit and Finance Committee
Duties:

- Oversee, with delegated authority on behalf of the Board, all financial aspects of the charity, and report back to the Board as appropriate
- Guide, advise and make recommendations to the Board regarding the approval of budgets, accounts and financial statements and relevant financial policies
- Advise the Board on the financial implications of the organisation's strategic plans and its on-going financial viability
- Review the performance of charity investments
- Oversee the processes related to risk management and internal control and
- Oversee the internal and external audit processes.

Mission committee
Duties:

- Review the quality of progress and impact of the organisation's strategic programme areas, ensuring they are consistent with the global strategy, its theory of change, strategic objectives and goals
- Keep under review the organisation's animal welfare policy ensuring that it is consistent with international best practice and evidence, external policy developments, and World Animal Protection's global strategy and brand.

Nominations and Governance Committee
Duties:

- Keep the governance and assurance framework of World Animal Protection under review in order to ensure it enables effective governance by the International Board;
- Recommend enhancements to ensure the systems in place are suitably robust, reflect legislative and regulatory requirements together with best practice in the sector and elsewhere, and most effectively support the needs of the organisation now and in the future;
- Monitor and plan for Board succession, identifying skills and experiences needed and attract candidates for appointment and/or reappointment to the Board;
- Keep under review the performance of individual trustees and the Board as a whole on a regular basis, making recommendations to the Board as appropriate.

People and Culture Committee
Duties:

- Review the CEO's performance, remuneration and appraisal process
- Ensure that the people and culture strategy is driven by and contributes to the achievement of the organisational mission and strategy
- Maintain oversight of World Animal Protection's people policies and pay to ensure they are consistent with the needs of the business, current legislation and best practice and the Board's requirements as expressed from time to time and
- Maintain an oversight of the organisation's development and culture and people performance.

Standing Committee
Duties:

- Work with the CEO to understand the material issues, opportunities, and risks that warrant discussion by the Board and its committees and ensure that they receive sufficient time for strategic discussion.
- Ensure that statutory and regulatory duties of the Board also receive sufficient time for discussion and action at the Board or its committees.
- In exceptional circumstances, if the full Board approves a temporary mandate, to meet to deliver advice on specific matters.

The Board appoints the CEO who has delegated responsibility for the day to day running of the charity in accordance with policies and strategy set by the Board.

Trustee recruitment

World Animal Protection will act positively to create and maintain a skilled, balanced and effective Board. Every effort will be made to ensure that there are strong candidates to fill any vacancies that arise. This will include:

- reviewing the Board's collective skills, knowledge and experience
- attracting candidates with identified skills and experience that the charity's needs, and
- interviewing candidates to explore their commitment, knowledge and skills etc.

Trustee induction

All new trustees are provided with training and support necessary to fulfil their responsibilities effectively. An induction pack is issued, and a programme implemented to ensure they:

- understand their roles and responsibilities as a trustee, and charity law
- have access to our governance documentation, structures and all our approved policies and procedures
- are provided with background information that enhances their understanding of World Animal Protection
- meet staff through office visits or presentations.

Management

- The CEO is appointed by the Board of Trustees to manage the day-to-day operations of the charity. The CEO works with a Global Leadership Team (GLT) which comprises the directors of the key functions.
- The full list of members of the GLT and Board can be found on page 50 under Reference and administrative details.

Reference and administrative details

World Animal Protection is registered with the Charity Commission as a charity and with Companies House as a company limited by guarantee. World Animal Protection is governed by its Articles of Association.

Charity registration number 1081849

Company registration number 4029540

Registered office 3rd Floor, 86 – 90 St Pauls Road, London EC2A 4NE, United Kingdom

Board of trustees

(who are directors for Companies Act purposes)

Sarah Ireland (Chair)

Bérangère Michel (Deputy Chair)[1,4]

Sandra Bereti[2,4]

Tigere Chagutah[1,3]

Franc Cortada[3,4]

Jamie Craig[1,2]

Ka Keung Fung[2]

Svetlana Ignatieva[1,4]

Sol Oyuela[1]

Dearbhail Usher[2,3]

[1]Member of the Audit and Finance Committee;
[2]Member of the People and Culture Committee
[3]Member of the Mission Committee;
[4]Member of the Nominations & Governance Committee.

Chief Executive Officer: **Tricia Croasdell**

Investment managers
Vanguard Asset
Management Limited
4th floor, The Walbrook Building
25 Walbrook
London EC4N 8AF

Bankers
Barclays Bank PLC
99 Hatton Garden
London EC1N 8DN

Solicitors
Bates Wells and Braithwaite LLP
10 Queen Street Place
London EC4R 1BE

Auditor (External)
Crowe UK LLP
55 Ludgate Hill
London EC4M 7JW

Auditor (Internal)
RSM
25 Farringdon Street
London EC4A 4AB

Global leadership team

Tricia Croasdell
Chief Executive Officer from 1st July 2024

Steve McIvor
Chief Executive Officer until 30th June 2024

Lena Aahlby
Global Director of Campaigns & Advocacy

Rachel Briggs
Global Director of People, Culture, and Organisational Development

Stephen Sibbald
Global Network Delivery Director

Hok Pang
Global Director of Finance & Resources until 12th March 2025

Thomas Schultz-Jagow
Global Director of Fundraising and Engagement until 7th September 2024

Our public benefit requirement

Under the Charities Act 2011, charity trustees have a duty to explain in their annual report how they meet the requirement to demonstrate public benefit within the meaning of the Act. They are also obliged to explain the charity's achievements, measured by reference to the charity's aims and to the objectives set by the board of trustees. The advancement of animal welfare is specified as an admissible charitable purpose and is taken to include any purpose directed towards the prevention or suppression of cruelty to animals or the prevention or relief of suffering by animals. Examples of the charitable purposes falling within this description include:

- charities promoting kindness and seeking to prevent or suppress cruelty to animals
- animal sanctuaries
- the provision of veterinary care and treatment
- charities concerned with the care and rehoming of animals that are abandoned, mistreated or lost
- feral animal control, e.g. neutering.

In accordance with the requirements of the Charities Act 2011, the board of trustees has paid due regard to the Charity Commission's guidance on public benefit when deciding on and planning the activities of World Animal Protection.

This report demonstrates how we met our charitable purposes in 2024 and our principal achievements under our respective strategic priority areas of work.

Vladimir Turkenich / Shutterstock

Statement of trustees' responsibilities

The board of trustees (who are also directors of World Animal Protection for the purposes of company law) is responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and regulations. Company law requires the board of trustees to prepare financial statements for each financial year.

Under that law, the board of trustees has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Northern Ireland. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period.

In preparing these financial statements, the board of trustees is required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice SORP (FRS102)
- make judgements and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements including Financial Reporting Standard FRS 102;
- prepare the financial statements on a 'going concern' basis unless it is inappropriate to presume that the charitable group will continue in business.

The board of trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In the case of trustees in office at the date the Trustees' Annual Report is approved:

The trustees confirm that:

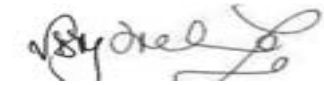
- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have each taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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

Auditor

Crowe UK LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

This report, including the Strategic Report, was approved by the board of trustees on 26 August 2025 and signed on their behalf by:



Sarah Ireland
Chair

Independent auditor's report to the members of World Animal Protection

Opinion

We have audited the financial statements of World Animal Protection ('the charitable company') and its subsidiaries ('the group') for the year ended 31st December 2024 which comprise Consolidated Statement of Financial Activities, Group and Parent Balance Sheets, Consolidated Statement of Cashflow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 December 2024 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act requires us to report to you if, in our opinion:

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

Responsibilities of trustees for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud (continued)

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

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Nicola May

Senior Statutory Auditor

for and on behalf of Crowe U.K. LLP

Statutory Auditor

London

Date:

Consolidated financial statements

Consolidated statement of financial activities for year ended 31 December 2024

	Note	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2024 £'000	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £ '000	Total 2023 £'000
Income and endowment from:									
Donations and legacies	2	**26,920**	**3,379**	-	**30,299**	26,953	2,175	-	29,128
Other trading activities	4	**1**	**0**	-	**1**	12	-	-	12
Investments	3	**554**	**15**	-	**569**	492	5	-	497
Total		**27,475**	**3,394**	-	**30,869**	27,457	2,180	-	29,637
Expenditure on:									
Raising funds	5	**(7,060)**	**(293)**	-	**(7,353)**	(6,867)	(264)	-	(7,131)
Charitable activities	6	**(24,519)**	**(2,122)**	-	**(26,641)**	(25,659)	(3,355)	-	(29,014)
Total		**(31,579)**	**(2,415)**	-	**(33,994)**	(32,526)	(3,619)	-	(36,145)
Net (losses)/gains on investments		**459**	**-**	-	**459**	548	-	-	548
Net income		**(3,645)**	**979**	-	**(2,666)**	(4,521)	(1,439)	-	(5,960)
Transfer between funds		**87**	**-**	**(87)**	**-**	(310)	-	310	-
Foreign exchange movement		**(45)**	**29**	**3**	**(13)**	(404)	(80)	(33)	(517)
Net movement in funds		**(3,603)**	**1,008**	**(84)**	**(2,679)**	(5,235)	(1,519)	277	(6,477)
Fund balances brought forward		**15,210**	**2,036**	**2,411**	**19,657**	20,445	3,555	2,134	26,134
Fund balances carried forward		**11,607**	**3,044**	**2,327**	**16,978**	15,210	2,036	2,411	19,657

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 61 to 76 form part of these accounts.

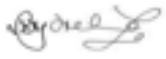
Consolidated financial statements

Consolidated and charity balance sheets at 31 December 2024

	Note	Consolidated 2024 £'000	Charity 2024 £'000	Consolidated 2023 £'000	Charity 2023 £'000
Fixed assets					
Tangible assets	11	544	511	741	681
Investments	12	4,088	2,307	5,118	3,544
		4,632	2,818	5,859	4,225
Current assets					
Stock		-	-	13	-
Debtors	13	3,551	2,377	2,523	3,140
Cash on deposit	24	718	-	757	-
Cash at bank and in hand	24	11,416	4,478	13,911	4,184
		15,685	6,855	17,204	7,324
Creditors: amounts falling due within one year	14	(2,146)	(1,545)	(2,308)	(1,541)
Net current assets		13,539	5,310	14,896	5,783
Provisions	15	(1,193)	(340)	(1,098)	(97)
Net assets		**16,978**	**7,788**	**19,657**	**9,911**
Unrestricted funds	16				
Designated funds		-	-	9	9
Revaluation funds		276	276	415	415
General funds		11,331	3,916	14,786	5,948
		11,607	4,192	15,210	6,372
Restricted funds	17	3,044	2,094	2.036	1,950
Endowments	18	2,327	1,502	2,411	1,589
Total funds		**16,978**	**7,788**	**19,657**	**9,911**

The notes at pages 61 to 76 form part of these accounts. The Charity-only net deficit for the year was £1,787,272 (2023 net deficit: £4,709,569).

The financial statements were approved and authorised for issue by the trustees on 26 August 2025.



S Ireland

Chair

Registered company no: 4029540

Consolidated financial statements

Consolidated statement of cash flows for year ended 31 December 2024

	Note	2024 £'000	2024 £'000	2023 £'000	2023 £'000
Cash flows from operating activities:					
Net cash generated by operating activities			(4,537)		(5,871)
Cash flows from investing activities:					
Interest received	3	99		220	
Investment income	3	470		277	
Purchase of tangible assets	11	(53)		(580)	
Sale of tangible assets		-		-	
Purchase of investments	12	(15)		(56)	
Sale of investments	12	1,502		66	
Net cash generated in investing activities			2,003		(73)
Change in cash and cash equivalents in the reporting period			(2,534)		(5,944)
Cash and cash equivalents at the beginning of the reporting period			14,668		20,612
Cash and cash equivalents at the end of the reporting period	24		12,134		14,668

Reconciliation of net income to net cash flow from operating activities

Net movement in funds for the reporting period (as per Statement of Financial Activities)			(2,666)		(5,961)
Adjustments for:					
Depreciation charges	11		218		122
Net losses/(gains) on investments			(450)		(551)
Foreign exchange differences			13		(419)
Investment income	3		(569)		(497)
Loss on disposal of fixed assets					-
Increase in stocks			13		6
(Increase)/decrease in debtors			(1,029)		879
Increase/(decrease) in creditors			(67)		550
Net cash generated by operating activities			**(4,537)**		**(5,871)**

The notes on pages 61 to 76 form part of these accounts.

Notes to the consolidated financial statements

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

World Animal Protection meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

These financial statements are for the legal entity which is World Animal Protection, a charity incorporated in the UK, registered with the Charity Commission and with Companies House as a company limited by guarantee. All figures have been converted into sterling.

Going concern

After discussions with key management personnel and reviewing the Group's forecasts and projections, the trustees have a reasonable expectation that the Group has adequate resources to continue its activities for the foreseeable future.

The trustees have considered the potential impact of a reduction in future income and the consequential effect on expenditure. The scenarios considered have assumed a minimum reduction of 5% and a maximum reduction of 40% in Group income until December 2026. The trustees have also assumed a reduction in expenditure within six months after the initial drop in income, to allow time for the group to implement necessary actions to maintain a sustainable financial position.

Accordingly, the trustees continue to adopt the going concern basis in preparing the financial statements as outlined in the Trustees' responsibilities statement.

b) Basis of consolidation

The consolidated financial statements of the group incorporate the accounts of the charity including branches in Costa Rica, China, Thailand and Kenya, and its wholly owned trading subsidiary World Animal Protection Trading Company Limited. The branches are also registered as legal entities in their local jurisdictions to comply with the relevant laws and regulations.

The charity is the sole member of World Animal Protection USA and World Animal Protection Australia. These are included in the consolidated accounts as subsidiaries. The registered offices for the subsidiaries are listed on our website: https://www.worldanimalprotection.org/contact-us

A separate Statement of Financial Activities (SOFA) is not presented because the charity has taken advantage of the provisions of Section 408 of the Companies Act 2006.

c) Fixed asset investments

Fixed asset investments are stated at their market value at the balance sheet date. Any gain/loss on revaluation is recognised in the consolidated SOFA.

d) Tangible fixed assets

Tangible fixed assets acquired with a fair value over £5,000 are capitalised and depreciated on a straight-line basis over their expected useful lives as follows:

- Computer equipment – 5 years
- Software – 3 to 5 years
- Office equipment – 3 years
- Short leasehold property – The life of the lease

e) Fund accounting

Funds held by the charity are:

Unrestricted funds – funds which can be used in furtherance of the charity's objectives at the discretion of the board of trustees.

Designated funds – funds which have been designated by the board of trustees for a particular purpose, but this designation does not legally restrict the board of trustees' discretion to apply the funds.

Restricted funds – funds which can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Endowment funds – funds that have been given to the charity to be held as capital. Endowments can either be permanent endowment funds which means that they cannot be converted to funds, or expendable endowment funds where the trustees do have a discretionary power to use the funds as income. The endowment funds are accounted for on the basis of any restrictions imposed by the donors.

f) Income

Appeals, grants and donations

Income from appeals, grants and donations is included in incoming resources when: the charity has entitlement to funds, any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably.

Legacies

Entitlement to legacies is taken as the earlier of the date on which either: the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution.

Where legacies have been notified to the charity, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised, and reference should be made to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable

Interest is included when receivable by the charity.

Commercial trading activities

Income from commercial activities of World Animal Protection Trading Company Limited is included in the period in which the group is entitled to receipt.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following headings:

- Costs of raising funds comprise the costs incurred in generating donations, the costs of trading for fundraising purposes and the costs directly attributable to managing the investments
- Expenditure on charitable activities comprises those costs directly related to the objects of World Animal Protection. It includes both the costs which can be directly allocated to such activities and the costs of an indirect nature necessary to support them. These costs are apportioned on an appropriate basis as set out in Note 6
- Other expenditure represents those items not falling into any other heading.

Grants

Grants payable are accounted for as expenditure in the period in which an irreversible binding commitment to make payment has been entered into and upon receipt of satisfactory management reports.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs. These costs have been allocated between costs of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated have been set out in Note 8. Redundancy payments are recognised when offered to staff in line with UK regulation.

h) Stock

Stocks are valued at the lower of cost and net realisable value.

i) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

j) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

k) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

l) Financial instruments

The charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments comprise fixed asset investments measured at fair value through profit or loss, and financial assets and liabilities that are initially recognised at transaction value and subsequently measured at their settlement value.

m) Foreign currency

Transactions in foreign currencies are translated at the exchange rate in effect at the time of the transaction. Monetary assets and liabilities in foreign currencies are translated at the rates of exchange prevailing at the balance sheet date. Exchange differences are included in the consolidated SOFA for the period in which they are incurred.

n) Pensions

The charity operates a defined-contribution pension scheme. The assets of the scheme are held separately from the charity in an independently administered fund. The amount charged in the SOFA represents the contributions payable to the scheme in respect of the accounting period.

World Animal Protection USA operated a defined benefit plan which was closed to new entrants on 31 December 2009. Since 1 January 2010 World Animal Protection USA has operated a defined contribution scheme and contributions payable are recognised in the SOFA in the accounting period to which it relates.

o) Significant accounting estimates and judgments

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually. The main estimates in the financial statements relate to depreciation, legacies and provisions. Further information about key assumptions concerning the future, and other key sources of estimation of uncertainty, are set out in the notes.

World Animal Protection/Tracks Investigations

2. Income from donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2023 £'000
Appeals and gifts (individual donations)	12,562	1,014	13,576	12,784	1,157	13,941
Legacies	8,162	323	8,485	9,200	201	9,401
Corporate donations, trusts, foundations, and society grants	176	1,591	1,767	86	111	197
Governments	-	-	-	-	-	-
Major donors	1,014	217	1,231	651	275	926
Gifts in kind	28	-	28	3	-	3
Other income	267	-	267	110	-	110
Income from World Animal Protection affiliates	4,711	234	4,945	4,119	431	4,550
	26,920	**3,379**	**30,299**	26,953	2,175	29,128

3. Investments

	Unrestricted funds £'000	Restricted funds £'000	Total 2024 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2023 £'000
Interest receivable	**84**	**15**	**99**	215	5	220
Investment income from investments	**470**	**-**	**470**	277	-	277
	554	**15**	**569**	492	5	497

4. Subsidiary companies

	Trading company		USA		Australia*	
	2024	2023	2024	2023	2024	2023
	£'000	£'000	£'000	£'000	£'000	£'000
Income	**1**	12	**5,680**	4,642	**7,552**	7,706
Expenditure	**(11)**	(26)	**(6,363)**	(5,577)	**(7,551)**	(7,702)
Net incoming/(outgoing) resources before gains and losses and gift aid	**(10)**	(14)	**(683)**	(935)	**1**	4
Gift aid	**-**	-	**-**	-	**-**	-
Net (outgoing)/incoming resources before gains and losses	**(10)**	(14)	**(683)**	(935)	**1**	4
Net (losses)/gains on investments	**-**	-	**190**	271	**-**	-
Net movements in funds	**(10)**	(14)	**(493)**	(664)	**1**	4
Assets	**3**	19	**10,944**	11,743	**1,837**	2,923
Liabilities	**(23)**	(17)	**(2,475)**	(2,797)	**(1,170)**	(2,217)
Funds	**(20)**	2	**8,469**	8,946	**667**	706

*Includes the results for New Zealand, which is a branch of Australia.

5. Expenditure on raising funds

	Total 2024 £000	Total 2023 £000
Appeals and gifts (individual giving)	**6,573**	6,410
Legacies	**115**	100
Corporate donations, trust foundations	**473**	473
Major donors	**174**	114
Fundraising trading	**11**	26
Investment managers' fees	**7**	8
Total	**7,353**	7,131

Included in the above are governance costs of £188,245 (2023: £145,467)

6. Charitable Activities

	Animals in communities	Animals in farming	Animals in disasters	Global advocacy for animals	Animals in the wild	Total 2024 £'000	Total 2023
Grants *(see note 7)*	80	298	-	-	1,161	**1,539**	1,431
Direct expenditure	86	7,300	15	2,052	8,305	**17,758**	19,450
Support costs	55	2,428	-	755	3,015	**6,253**	7,053
Governance costs	8	319	-	100	664	**1,091**	1,080
Total 2024	**229**	**10,345**	**15**	**2,907**	**13,145**	**26,641**	29,014
Total 2023	244	11,699	12	2,598	14,461	29,014	

Credit: World Animal Protection/Jolt Studios

7. Grants

Grants were made to the following institutions: Institution name:	2024 £'000	2023 £'000
Asociatia Milioane de Prieteni	**333**	274
Bioresource Research Centre	**266**	187
International Companion Animal Management Coalition	**73**	73
World Cetacean Alliance	**63**	80
Collective Fashion Justice	**61**	21
Following Giants	**46**	-
Sappraiwan Elephant Sanctuary	**38**	-
Jakarta Animal Aid Network (JAAN)	**37**	-
World Federation for Animals	**36**	-
Blood Lions	**34**	24
Centre for Marinelife Conservation and Community Development	**31**	16
World Parrot Trust	**30**	-
Education for Nature Vietnam	**20**	24
Vietnam National University of Agriculture	**18**	-
Sociedad Peruana de Derecho Ambiental	**16**	-
Patom Organic Living	**16**	32
Philippine Animal Welfare Society	**16**	-
Tambuyog Development Center, Inc	**16**	32
Alliance for Animals	**15**	-
The Asia Academy of Philanthropy	**14**	11
Perkumpulan Ayam Sejahtera Indonesia	**12**	-
The International Cooperation Committee of Animal Welfare	**11**	17
UNIVERSIDADE CATOLICA	**11**	-
Kindness Project	**10**	-
Center for Energy, Environment and Development	**8**	-
Safe Haven Wildlife Sanctuary	**8**	-
Luvin Arms Animal Sanctuary	**8**	-
Jeunes Volontaires pour l'Environnement (JVE)	**8**	-
Biodiversity And Biosafety Association of Kenya	**8**	-
Youth in Agroecology Restoration Network	**8**	-
Chunyu Doctor	-	11
Elephant Aid International	-	104
Bring the Elephant Home	-	56
Yayasan Lembaga Konsumen Indonesia	-	37
Manchester Metropolitan University	-	36
University of Pretoria	-	33
The Philippine Animal Welfare Society	-	32
Following Giant	-	32
Evergreen Labs	-	28
E.L.I.E	-	25
Tiger Tops	-	25
Boon Lott Elephant	-	24
Mahouts Elephant Foundation	-	19
Kindred Spirit Elephant Sanctuary	-	15
Other grants to institutions (all under £7,000)	**268**	163
	1,539	1,431

World Animal Protection awards grants which are multiyear in nature but retains the right to withhold tranches of grant payments until satisfactory performance related conditions and reporting have been met by the grantee. Therefore, no grant liability is recognised at the balance sheet date unless these performance related conditions have been met. The total amount of such awarded grants at the balance sheet date is £537,244 (2023: £758,190).

8. Analysis of support and governance costs

	Animals in communities £'000	Animals in farming £'000	Animals in disasters £'000	Global advocacy for animals £'000	Animals in the wild £'000	Consolidated 2024 £'000	Consolidated 2023 £'000
CEO and executive management	10	618	-	190	795	**1,613**	1,545
Finance	8	469	-	129	573	**1,179**	1,232
IT	6	240	-	71	286	**603**	697
Facilities	16	625	-	197	776	**1,614**	2,119
HR	14	476	-	168	584	**1,242**	1,461
Governance	8	319	-	100	664	**1,091**	1,080
	62	**2,747**	**-**	**855**	**3,678**	**7,342**	8,134

In the table above, the basis of apportionment for support costs has been the proportion of the direct expenditure for each charitable activity compared to total expenditure. In 2024 Facilities costs include provision for an onerous lease commitment relating to the USA office (see note 15).

9. Net incoming resources

This is stated after charging	2024 £'000	2023 £'000
Operating lease expense	**1,007**	2,095
Depreciation charges	**218**	122
Auditor's remuneration:		
Fees payable to the charity's auditor for the audit of the charity's annual accounts	**139**	109
Fees payable to the charity's auditor and its associates for other services:		
- Audit of the accounts of subsidiaries (excluding US office)	**24**	27
- Other non-audit services	**-**	-
Amounts paid to US office auditors - CBIZ Marks Paneth	**46**	38
Investment managers' fees	**7**	8

- Audit remuneration in relation to the group audit was £117,138 (2023: £103,860) and this was paid to Crowe UK LLP.
- Audit remuneration for overseas offices was £45,616 (2023: £56,656) and this was paid to Crowe Global member firms.

10. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

	Consolidated 2024 £'000	Consolidated 2023 £'000
Wages and salaries	**12,676**	12,074
Social security costs (national insurance and other taxes)	**1,220**	1,110
Other pension costs	**815**	767
	14,711	13,951

In addition, a great amount of time, the value of which is impossible to reflect in these financial statements, was donated by our volunteers. Our volunteers helped to raise funds and provided office administration and support.

The average number of contracted employees throughout the year, calculated on a full-time equivalent (FTE) basis, was:	2024 No. of FTE	2024 Headcount	2023 Number of FTE	2023 Headcount
Charitable activities, campaigns and publicity	**137**	**140**	124	127
Fundraising	**42**	**43**	46	46
Managing and administration	**40**	**41**	46	48
Leadership and governance	**9**	**9**	10	10
	228	**233**	226	231

The emoluments of members of staff, including benefits in kind within the range of £60,000 to £169,999, are:	2024 Number	2023 Number
£60,000 - £69,999	**20**	15
£70,000 - £79,999	**11**	15
£80,000 - £89,999	**16**	12
£90,000 - £99,999	**7**	4
£100,000 - £109,999	**7**	7
£110,000 - £119,999	**5**	3
£120,000 - £129,999	**2**	4
£130,000 - £139,999	**2**	-
£140,000 - £149,999	**1**	1
£150,000 - £159,999	**-**	2
£160,000 - £169,999	**1**	-
	72	63
The pension costs paid in respect of these employees amounted to	**£324,648**	£300,022

Within our branches and subsidiaries, we employ staff with the required skills and experience to enable our organisation to meet our goals. We attract and retain staff and the salaries are based on the local market. Many of our staff team could make use of their skills elsewhere in the charitable or private sector for considerably higher salaries and of the high earners' number quoted above, only 22 out of 72 staff were employed within the UK.

The key management personnel of the charity are considered to be the Global Leadership Team (GLT). The GLT comprises the CEO, the global director of programmes, the global director of fundraising and engagement, the global people director, the global director of finance and resources and the global director of strategic delivery. The key management personnel of the charity received £869,820 (2023: £824,813) in salaries and fees. The employer contributions into the charity's pension scheme with respect to key management personnel amounted to £45,828 (2023: £49,705). The total employee benefits of the key management personnel of the charity were £10,473 (2023: £4,866).

Redundancy and termination payments	2024	2023
Redundancy/Termination payments (£'000)	**£216,996**	-

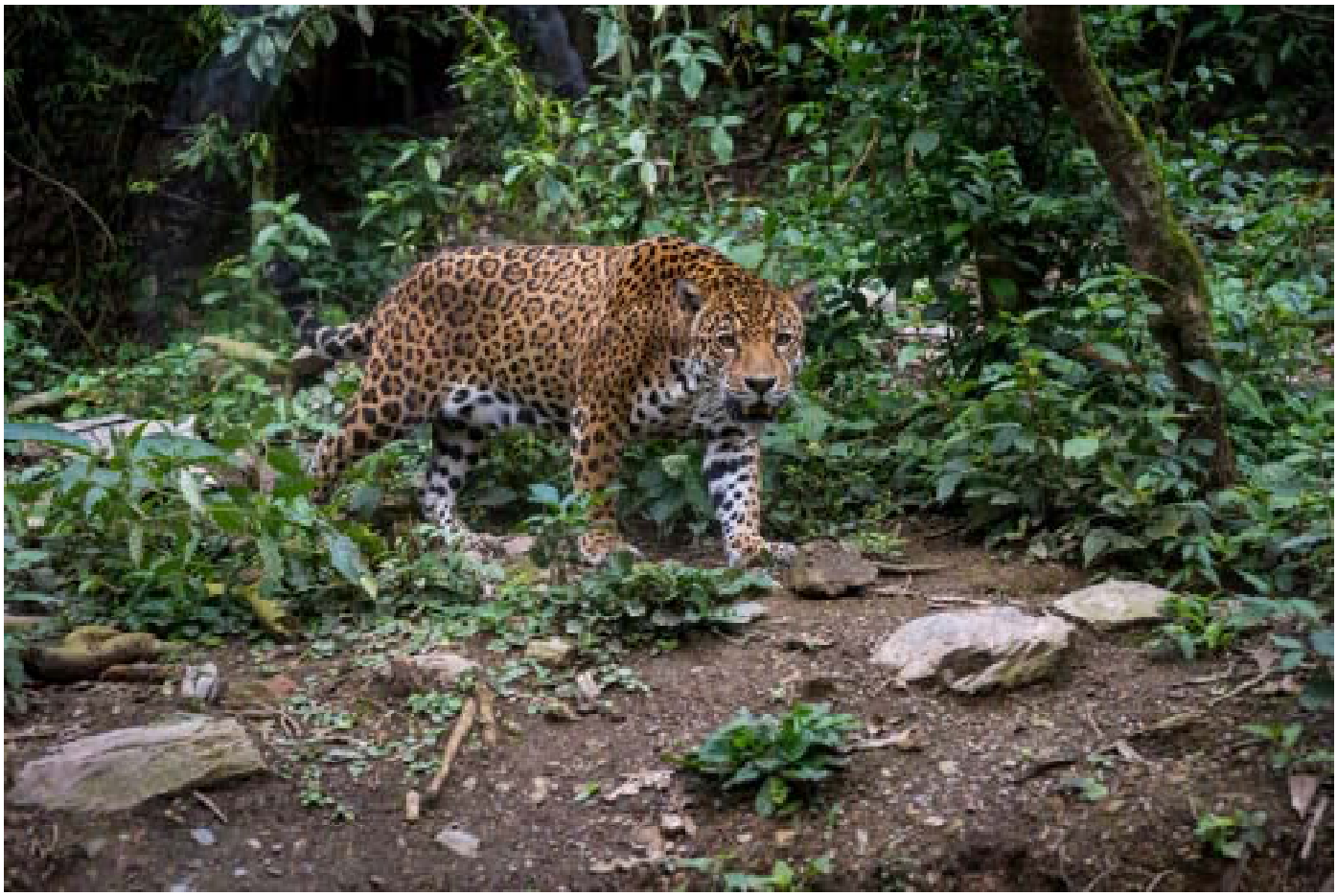
Trustee expenses

Total board/committee expenses incurred in respect of travel, accommodation and subsistence was £46,034 (2023: £26,986).

Included in the above are £11,835 (2023: £4,574) of expenses reimbursed to seven trustees (2023: four).

None of the trustees receive any remuneration for their services as trustees of the charity.

Credit: World Animal Protection/Emi Kondo



11. Tangible fixed assets (consolidated)

	Short leasehold property £'000	Office equipment £'000	Computer equipment £'000	Software £'000	Total £'000
Cost					
At 1 January 2024	911	209	354	796	2,270
Additions	-	9	44	-	53
Foreign exchange differences	2	(3)	(28)	(2)	(31)
Disposals	-	-	-	-	-
At 31 December 2024	913	215	370	794	2,292
Depreciation					
At 1 January 2024	825	184	281	239	1,529
Disposals	-	-	-	-	-
Foreign exchange differences	(1)	3	0	(1)	1
Depreciation in year	44	11	37	126	218
At 31 December 2024	868	198	318	364	1,748
Net book amount at 31 December 2024	45	17	52	430	544
Net book amount at 31 December 2023	86	25	73	557	741

Tangible fixed assets (charity)

	Short leasehold property £'000	Office equipment £'000	Computer equipment £'000	Software £'000	Total £'000
Cost					
At 1 January 2024	736	59	147	733	1,675
Additions	-	8	3	-	11
Foreign exchange differences	6	(2)	6	-	10
Disposals	-	-	-	-	-
At 31 December 2024	742	65	156	733	1,696
Depreciation					
At 1 January 2024	681	34	103	176	994
Foreign exchange differences	4	3	6	-	13
Disposals	-	-	-	-	-
Depreciation in year	25	10	17	126	178
At 31 December 2024	710	47	126	302	1,185
Net book amount at 31 December 2024	32	18	30	431	511
Net book amount at 31 December 2023	55	25	44	557	681

12. Fixed Asset Investments (consolidated and charity)

	Consolidated 2024 £'000	Charity 2024 £'000	Consolidated 2023 £'000	Charity 2023 £'000
Market value as at 1 January 2024	5,118	3,544	4,631	3,274
Add: acquisitions at cost	15	-	56	-
Less: investment manager's fees	(6)	(6)	(7)	(7)
Foreign exchange differences	4	-	(56)	-
Less: disposals at opening book value	(1,502)	(1,500)	(66)	-
Unrealised (losses)/gains on revaluation	459	269	560	277
Market value at 31 December 2024	4,088	2,307	5,118	3,544
Historical cost at 31 December 2024	2,429	1,516	3,439	2,527

An analysis of the market value of investments at 31 December 2023 is as follows:	Consolidated 2024 £'000	Charity 2024 £'000	Consolidated 2023 £'000	Charity 2023 £'000
Overseas equities	1,075	1,075	1,651	1,651
UK stock/bond mixed indexed funds	420	420	645	645
US stock indexed funds	1,623	-	1,198	-
Bonds and bond indexed funds	922	812	1,603	1,248
US fixed-interest stock	48	-	21	-
	4,088	2,307	5,118	3,544

At 31 December 2024, the charity owned the entire issued share capital of World Animal Protection Trading Company Limited (£2 cost), a company which supports the charity by carrying out ancillary trading activities. The trading results are set out in Note 4. At 31 December 2024, the amount of this company's assets, liabilities, share capital and reserves was:

	2024 £'000	2023 £'000
Current assets	**3**	20
Creditors: amount falling due within one year	**(23)**	(17)
Creditors: amount falling due after more than one year	**-**	-
	(20)	3
Called-up share capital – (£2 rounded down to nil)	**-**	-
Profit and loss account	**(20)**	3
	(20)	3

13. Debtors

	Consolidated 2024 £'000	Charity 2024 £'000	Consolidated 2023 £'000	Charity 2023 £'000
Trade debtors	**602**	**5**	86	0
Amounts owed by subsidiary undertakings	**-**	**343**	-	1,261
Amounts owed by other WAP entities	**226**	**223**	299	299
Accrued income	**1,241**	**944**	467	293
Prepayments	**1,133**	**755**	1,217	1,040
Other debtors	**349**	**107**	454	247
	3,551	**2,377**	2,523	3,140

14. Creditors: amounts falling due within one year

	Consolidated 2024 £'000	Charity 2024 £'000	Consolidated 2023 £'000	Charity 2023 £'000
Trade creditors	**808**	**527**	1,021	752
Other creditors	**188**	**18**	185	18
Taxes and social security	**287**	**236**	300	245
Accruals and deferred income	**863**	**442**	802	323
Amounts owed to other World Animal Protection entities	**-**	**-**	-	-
Amounts owed to subsidiary undertakings	**-**	**322**	-	203
	2,146	**1,545**	2,308	1,541

15. Provisions

	Consolidated 2024 £'000	Charity 2024 £'000	Consolidated 2023 £'000	Charity 2023 £'000
Opening balance	**1,098**	**97**	151	97
Provision released during the year	**(153)**	**(5)**	1	-
Foreign exchange differences	**(1)**	**-**	(2)	-
Provision built up in the year	**249**	**248**	948	-
Closing balance	**1,193**	**340**	1,098	97

The provision relates to lease dilapidations for the London and Australian offices. In 2023 a new provision has been made for an onerous lease commitment relating to the USA office which has been deemed to be surplus to requirements and sublet with effect from 1 March 2024 at a reduced rate until the lease ends in October 2029. The provision represents the net present value of the future lease payments less the rent receivable from the sublease in accordance with the principles in FRS102.

16. Unrestricted funds (Consolidated and Charity)

Consolidated

	Balance at 1 January 2024 £'000	Income £'000	Expenditure £'000	Realised and Unrealised gains and losses £'000	Transfers £'000	Balance at 31 December 2024 £'000
Designated funds	9	-	-	-	(9)	0
General & revaluation funds	15,201	27,474	(31,579)	415	96	11,607
Total unrestricted Funds	15,210	27,474	(31,579)	415	87	11,607

Charity

Designated funds	9	-	-	-	(9)	0
General & revaluation funds	6,363	19,334	(21,881)	280	96	4,192
Total unrestricted funds	6,372	19,334	(21,881)	280	87	4,192

17. Restricted funds

Consolidated	Balance at 1 January 2024 £'000	Income £'000	Expenditure/ transfers £'000	Exchange differences £'000	Balance at 31 December 2024 £'000
Animals in farming	572	1,181	(64)	-	1,689
Animals in the wild	10	876	(653)	9	242
Animals in communities	-	1	(1)	-	-
Animals in disasters	-	13	(10)	-	3
Geographical restrictions	1,454	1,323	(1,687)	20	1,110
	2,036	**3,394**	**(2,415)**	**29**	**3,044**

Charity	Balance at 1 January 2024 £'000	Income £'000	Expenditure/ transfers £'000	Exchange differences £'000	Balance at 31 December 2024 £'000
Animals in farming	486	470	(64)	-	892
Animals in the wild	10	734	(653)	1	92
Animals in communities	-	1	(1)	-	-
Animals in disasters	-	10	(10)	-	-
Geographical restrictions	1,454	1,323	(1,687)	20	1,110
	1,950	**2,538**	**(2,415)**	**21**	**2,094**

The balance of restricted funds includes £864,259 from US-based Open Philanthropy project funds to make lasting change for farmed animals in Southeast Asia and Africa. Multiple small grants from various donors totalling £117,741 will be spent mainly in Thailand for wildlife work. The remaining balance of £1,110,717 comprises World Animal Protection Thailand reserves which can only be used for our work in Thailand.

18. Endowments

Consolidated	Italy/ Isle of Capri £'000	General Operations £'000	Eberle Capital £'000	Ruth Whist Capital £'000	Total £'000
Balance at 1 January 2024	37	785	1,230	359	2,411
Net realised and unrealised losses	-	-	(235)	148	(87)
Sale of assets – realised gains/losses	-	-	-	-	-
Foreign exchange differences	-	3	-	-	3
Balance at 31 December 2024	**37**	**788**	**995**	**507**	**2,327**

Charity	Eberle Capital £'000	Ruth Whist Capital £'000	Total £'000
Balance at 1 January 2024	1,230	359	1,589
Net realised and unrealised losses	(235)	148	(87)
Sale of assets – realised gains/losses	-	-	-
Balance at 31 December 2024	**995**	**507**	**1,502**

The Eberle Capital Investment Fund arises from a legacy received in 1991 for the protection of small animals "if possible". The capital of the fund cannot be used for other charitable purposes unless prior approval is given by the trustees. The income arising from this fund is part of unrestricted investment income.

The Ruth Whist Capital Cash Fund arises from a donation for use in work for animals in need. The capital of the fund cannot be spent, and interest should be withdrawn annually for use at the discretion of World Animal Protection's global director of programmes. The income arising from this fund is part of unrestricted investment income.

In World Animal Protection USA, since 1980, numerous donors have contributed to the endowment fund for General Operations. In 1990 the estate of Mona Bismarck contributed an endowment gift for Italy/Isle of Capri. For both funds, the capital amounts must be held in perpetuity and cannot be spent. The income arising from these funds are part of investment income.

The net realised gains and unrealised losses during the year have been reallocated from the revaluation funds.

19. Analysis of net assets between funds

For 2024

Consolidated	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	515	29	-	544
Investments	1,761	-	2,327	4,088
Net current assets	10,524	3,015	-	13,539
Provisions	(1,193)	-	-	(1,193)
	11,607	**3,044**	**2,327**	**16,978**

Charity	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	481	30	-	511
Investments	805	-	1,502	2,307
Net current assets	3,246	2,064	-	5,310
Provisions	(340)	-	-	(340)
	4,192	**2,094**	**1,502**	**7,788**

For 2023

Consolidated	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	694	47	-	741
Investments	2,708	-	2,410	5,118
Net current assets	12,872	2,023	-	14,895
Provisions	(1,098)	-	-	(1,098)
	15,176	**2,070**	**2,410**	**19,656**

Charity	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	634	47	-	681
Investments	1,956	-	1,588	3,544
Net current assets	3,845	1,937	-	5,782
Provisions	(97)	-	-	(97)
	6,338	**1,984**	**1,588**	**9,910**

20. Commitments

Capital commitments: There were no capital commitments by the charity or group, contracted or authorised, at 31 December 2024 or 31 December 2023.

21. Operating lease commitments

Operating lease payments relate to total minimum contractual rent commitments for premises within the group, over the remaining life of the leases.

	Consolidated 2024 £'000	Charity 2024 £'000	Consolidated 2023 £'000	Charity 2023 £'000
Due in one year or less	794	477	1,192	816
Between one and five years	1,405	166	1,870	609
In five years or more	272	-	272	-
	2,471	**643**	**3,334**	**1,425**

22. Related party transactions

	Paid by World Animal Protection £'000	Received by World Animal Protection £'000	Amounts owed by World Animal Protection £'000	Amounts owed to World Animal Protection £'000
World Animal Protection Brazil	1,282	-	-	-
World Animal Protection Canada	-	198	-	99
World Animal Protection (Thailand) Foundation	-	-	-	-
World Animal Protection Denmark	-	2,780	-	2
World Animal Protection India	313	-	-	95
World Animal Protection Netherlands	-	1,042	-	1
World Animal Protection Sweden	-	925	-	28
	1,595	**4,945**	**-**	**225**

The first column shows the grants given to those affiliate entities that carry out programme delivery work but do not fundraise locally. The second column shows the donations and grants received from fundraising affiliate offices. The balances owed to and from the affiliate entities at the end of the year are also disclosed.

Affiliate entities are governed by their own separate board of directors and are related parties by virtue of their representation on this charity's Senior Leadership Team and the collaboration arrangement between the entities.

23. Guarantee

The charity is also a company limited by guarantee. In the event of winding up, its members would be liable to pay an amount not greater than £1.

24. Analysis of cash and cash equivalents

	At 1 January 2024 £'000	Cash flows £'000	At 31 December 2024 £'000
Cash at bank and in hand	13,911	(2,495)	11,416
Cash on deposit	757	(39)	718
	14,668	**(2,534)**	**12,134**

Some of the year-end cash balances are held in a number of foreign currency accounts including US dollars and euro.

25. Pensions

The charity contributed £603,769 towards a defined contribution scheme for the benefit of employees. The charity contribution is charged to the SOFA as they become payable and are allocated to the same funds as the salary costs to which they relate.

Prior to 31 December 2009, World Animal Protection USA provided a defined benefit pension plan covering salaried permanent employees. Benefits were based on years of service and the employee's remuneration. Effective 31 December 2009, all benefits under the defined benefit pension plan were frozen. Following 31 December 2009, no employees were eligible to participate in the defined benefit pension plan and vested employees in the plan are no longer accruing additional benefits. World Animal Protection U.S.'s participation in the Plan was less than 2% and not considered significant. No liability or expenses related to the Plan have been reflected in the accompanying financial statements as of and for the years ended December 31, 2023 and 2022. The Plan terminated effective 31 August 2023 and paid out all benefits owed to participants in December 2023.

Since 2010, World Animal Protection USA has provided a group tax-deferred 403(b) plan covering all permanent employees. The assets are held for each employee in an individual account maintained by an investment firm. Eligible employees may contribute to the plan up to allowable levels. World Animal Protection USA matches employee contributions to the plan up to 3% of each employee's bi-weekly salary. Employees forfeit employer contributions if they terminate in the first three years of employment.

26. Legacies

The value of legacies notified to the Charity, but which do not meet the recognition criteria (and so are not accounted for within the financial statements) is approximately £5.7million (2023: £3.9 million).

Thank you

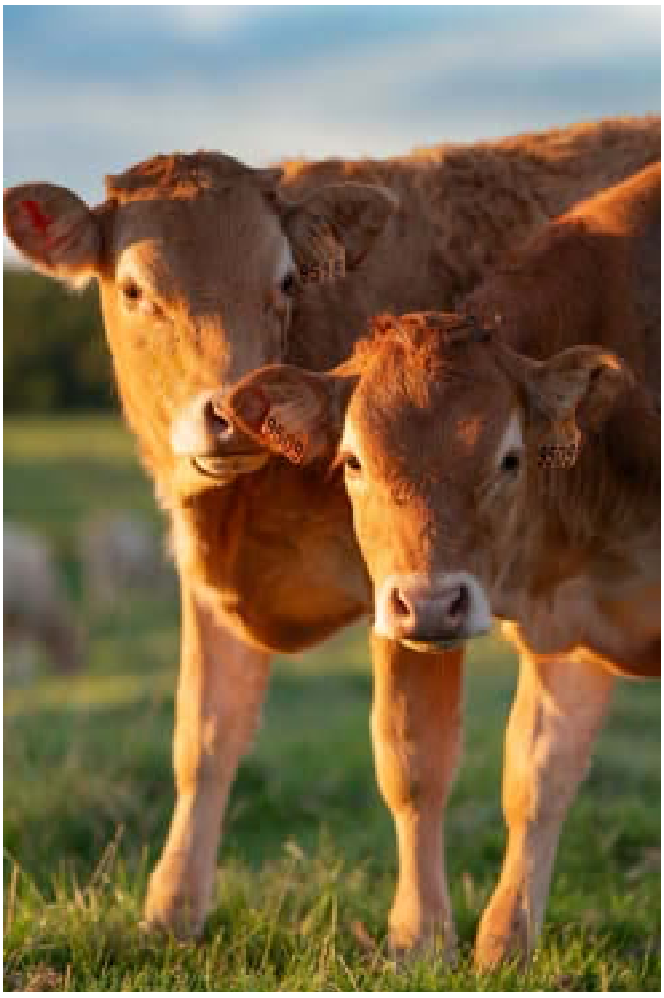
To our supporters

We would like to say a sincere thank you to all our supporters. Ending animal suffering starts with moving people to care and contribute; you have made life-changing work for animals possible in 2024.

With your continued generous support, we will work hard in 2024 and beyond to move the world to join us in protecting animals.

To our volunteers

Volunteers are important to World Animal Protection in many ways, from raising vital funds to helping with office administration and support. Many thousands give their time and support by engaging with us in forms of campaign action. So, we would like to express our warmest thanks to you all for your dedication and hard work during 2024. You make a fundamental contribution to our mission to move the world to protect animals.



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WORLD ANIMAL PROTECTION

England & Wales - Charity number 1081849

Accounts

Trustees' Report and Accounts

2023

Our vision:
A world where animals live free from cruelty and suffering

Our purpose:
We move the world to protect animals

Our brand statement:
Together, we are changing the way the world works to end animal cruelty and suffering. Forever.

World Animal Protection is registered with the Charity Commission as a charity and with Companies House as a company limited by guarantee. World Animal Protection is governed by its Articles of Association.
Charity registration number 1081849
Company registration number 4029540
Registered office 222 Gray's Inn Road, London WC1X 8HB

About the cover:
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Foreword

Changing the way the world works. Together

"Do you think that I'm thinking? And if you do, do you think this is right?" These provocative questions asked by 'The Thoughtful Pig', our powerful 2023 film, firmly focus on the sentience of farmed animals and their abilities to think, feel pain, joy and even play games. 'The Thoughtful Pig', seen by millions of people globally, highlights that each and every one of the 80 billion farmed animals condemned to the horrific confines of factory farms are individuals with their own stories to tell.

Individuality and animal sentience is something that agribusinesses, whose wealth depends on such cruelty, work hard to conceal. It's not in their interests for consumers to see the animal products in their shopping baskets as feeling individuals. It's also not in their interests for people to connect their purchases with the havoc factory farming is wreaking on our health and planet.

Yet the connections with farmed animal suffering and our planetary crisis are clear.

Making world killing links

We boldly highlighted these connections at COP28 – the UN climate change conference in Dubai in November. This was the first COP with an explicit focus on food and how we produce it. Backed by our investigations and robust scientific research, we persistently detailed factory farming's links with the nitrates, superbugs and other effluent polluting our rivers and streams, soils and air. A pollution which affects everyone in our world.

We also outlined factory farming's role in the relentless destruction of huge swathes of natural habitat – home to precious wildlife – for the production of animal feed. And we showed how it causes at least 11% of the global greenhouse gases fuelling climate change – the horrific droughts, food insecurity, death and suffering in some of the world's poorest countries.

Our broken food system is now clearly at the forefront of the global agenda. The Emirates-led declaration on sustainable agriculture, resilient food systems and climate action signed by 160 countries acknowledged the significance of putting food and agriculture at the centre of climate.

However, it did not include a just transition to a food system to reduce the damaging greenhouse gas emissions produced by industrial animal agriculture. Nor did it mention the need for an increase in plant-based diets.

Confronting the causes of animal suffering

We still have much work to do. Without a commitment to change the way we produce food or the introduction of a 10-year ban on building new factory farms, the lives of billions of animals and people are in jeopardy. Factory farming continues to be the biggest cause of animal suffering in the world. Our role in transforming the global food system to benefit animals, people and the planet is critical.

Throughout the year we also continued to fulfil our strategy to stop wild animals being cruelly exploited as commodities by changing the systems that allow it. The launch of our Wildlife Heritage Areas Network in 2023 is a world-moving achievement. This unique initiative, developed with our partner World Cetacean Alliance, truly brings wildlife-friendly solutions to the travel industry. It showcases keeping animals wild – celebrating and protecting them in wild spaces, their habitats where they belong.

Every designated Wildlife Heritage Area is driven by a community of passionate people protecting wild animals in the incredible places that they call home. By the end of the year, we had welcomed eight responsible wildlife watching destinations around the globe to the project. They include an Amazon Night Monkey Heritage Area, an Apennines Marsican Bear Heritage Area and whale watching sites in Australia, the USA, South Africa, Costa Rica, Maderia and the Canaries.

As well as this wide-ranging systems change work for wildlife, our supporters' generosity and loyalty helped us continue to protect individual wild animals from being victims of cruelty.

Protecting individual animals

With Vietnam's Forest Protection Department and Four Paws, we supported the rescue of Na, a female black bear from a bile farm in Ho Chi Minh. And our supporter-funded rescue of Mundi the elephant enabled her relocation to a safe haven in Georgia, USA, after decades of suffering and isolation in a substandard Puerto Rican zoo. The joy of her release touched the hearts of our supporters worldwide.

Thank you for everything you have done to move the world for animals in 2023. We are proud to have your support and will continue to inspire global change by tackling the root causes of animal cruelty.

Together we can transform the global food system. Together we can free wild animals from exploitation. Forever.

Steve McIvor
Chief executive

Joanna Kerr
Chair

Moving the world in numbers through systems change – 2023

627 million

Released at COP28, our report 'How factory farming emissions are worsening climate disasters in the global South', achieved great media coverage reaching more than **627 million** people globally.

300 million

The media also picked up our research into the US$400 billion lost to the global health economy caused by factory farm antibiotic overuse. This story was seen by more than **300 million** people worldwide.

1.3 million

More than **1.3 million** farmed animals are living better lives in South East Asia thanks to our Investing in Others project funded by Open Philanthropy. Eight local projects across the region are involved.

500,000

We exposed the terrible suffering of dairy cows farmed in Canada who are ill, injured or unable to produce milk. More than **500,000** are sent for slaughter annually on journeys that can last 82 hours.

75,200

Over **75,200** people signed our petition calling for the Oceanogràfic of Valencia, Spain to end their cruel commercial exploitation of dolphins. The venue keeps 18 dolphins in captive misery.

41,000

Our investigation video into horrendous conditions on factory farms used by KFC in Thailand mobilised **41,000** people to sign our petition calling for KFC to give chickens better lives.

1,300

We exposed the appalling exploitation of more than **1,300** wild animals, including elephants and dolphins across Bali and Lombok, through our 'Holidays that harm' report.

160

To date **160** travel companies have agreed to stop profiting from cruel wildlife entertainment because of our campaigning since 2015.

150

We inspired global Italian restaurant group, Vapiano, which has more than **150** restaurants globally including 56 in Europe, to sign up to the Better Chicken Commitment. Their decision will improve the lives of hundreds of thousands of chickens in their supply chain.

70

70 bears saved from the brutality of bear baiting and dancing continued to receive expert care throughout 2023 thanks to our support of the Balkasar Bear Sanctuary in Pakistan.

1st

With our partner Collective Fashion Justice we convinced Melbourne Fashion Week to become the **1st** Fashion Week worldwide to ban clothing featuring wild bird feathers.

A new world for animals... 2021–2030. Our strategy made simple.

Change starts with us.

There is a deepening crisis facing animals around the world. Its scale is alarming.

1.6 trillion

At least 1.6 trillion wild animals are killed and suffer through people's actions every year.

80 billion

More than 80 billion land-based farm animals are consumed annually. Most are cruelly confined to industrial, low-welfare systems.

Under pressure

Our growing population, urbanisation, increasing economic prosperity and addiction to meat are driving greater demand for animal products and placing more pressure on animal habitats.

If left unchecked, this demand for animals and their scale of suffering will continue to accelerate.

The global wildlife trade and farming systems...

Inflict suffering and anguish on animals.

Devastate habitats.

Cause public health crises – like COVID-19, SARS, Ebola, Swine and Avian Flus and antibiotic resistance.

Our 10-year strategy connects 4 elements for long-lasting change...

Animal sentience

Science shows animals are sentient – thinking, feeling beings with individual personalities, needs and the capacity to suffer. We encourage people to understand this and change their behaviour to improve the lives of animals and ultimately their own.

Transforming broken systems

The factory farming and wildlife trade systems, supported by powerful institutions and governments worldwide, treat animals as commodities. This causes well-documented cruelty and irreparable damage to our world. By changing attitudes and raising animal protection to a global priority issue we will take billions of animals out of this cruel cycle of abuse.

Change at scale

We are focused on transforming the lives of the greatest numbers of animals, both now and in the future, prioritising those enduring the most severe and long-lasting suffering.

Sustainability

We demonstrate how the health and lives of animals, people and planet share a deep interconnection, ensuring people realise that how we treat animals affects us all. We endorse a 'One Health – One Welfare' approach.

We have 2 urgent goals...

Goal 1

Ensure farmed animals live good lives by transforming the global food system

With your help we will...

Expose the hidden costs of factory farming and shine a light on the collusion and corruption that allow it to thrive.

Demonstrate irrefutably that factory farming harms, rather than feeds, the world.

Accelerate the shift to a humane and sustainable food system that prioritises plant-based proteins and high welfare farming by working with industry, its regulators and communities.

Reveal the hidden financial systems propping up factory farming and seek to redirect this money to humane, sustainable food production.

Work with our ever-increasing number of allies demanding change to a food system that damages animals, people and our planet. Before it's too late.

Goal 2

Stop wild animals being cruelly exploited as commodities by changing the systems that allow this

With your support we will...

Expose the harm industries inflict on our precious wildlife, so that commercial exploitation is universally condemned.

Champion wildlife-friendly alternatives by working with partners to research and promote the development of alternative wildlife friendly products and experiences.

Encourage the private sector to invest in solutions – from plant-based ingredients for traditional wildlife-based medicine, to responsible, humane wildlife experiences.

Involve local communities and support organisations and industry to find a clear route out of wildlife exploitation, turning the problem into the solution.

Influence government to enact a global package of wildlife laws, policies and practices that will permanently protect wildlife and their habitats across the world.

We are making world-moving connections

Our two goals are inextricably linked. Intensive agriculture, fuelled by the growth of animal feed production, is the single greatest cause of wildlife habitat destruction around the world. It causes great cruelty to farm and wild animals and threatens the extinction of entire species.

Our strategy seeks to disrupt the exploitation of wildlife habitats caused by the agribusiness industry and end factory farming.

People power is vital to our success.

We will galvanise a movement of millions to become advocates for change and will not stop until we all succeed in ending animal cruelty. We will not stand for the status quo – we will speak out with courage and determination.

What does system change actually mean?

Billions of animals are suffering; environments continue to be destroyed, and the next pandemic looms ever closer because of the factory farming and wildlife trade systems.

These systems, supported by powerful institutions and governments worldwide, cause well-documented cruelty and environmental devastation which most people, either wittingly or unwittingly, make possible.

At World Animal Protection we emphasise the urgency of 'system change', to address our global crisis, but what does it actually mean?

System change addresses the root causes of problems – why things happen. Our 'New world for animals' strategy aims to elevate animal protection to a priority issue of global importance. It commits us to changing attitudes and mindsets. This means ensuring that animals are no longer seen as commodities for people to exploit and transforming the systems that fuel their abuse.

Systems embedding cruelty

For example, in factory farming, animal cruelty is caused by and embedded in complex, interconnected systems and networks that people have created. These relate to food production, global markets and finance.

Globally, billions of animals live short, painful lives in the name of industrialised meat production.

However, a focus on improving their welfare alone can't produce the scale of impact or the change they need.

Let's consider the 80 million mother pigs exploited for breeding and the demand for cheap meat in the global farming system. They endure the process of pregnancy and giving birth on average more than twice a year. Many are confined to farrowing crates for around a week before birth and then usually a month afterwards. These crates cruelly stop them building their nests and turning around and behaving naturally.

But simply giving them bigger crates or adjusting the time they spend in them doesn't challenge or end the system in which these sentient beings are trapped.

Tackling root causes

To make a real difference for farm animals, we must tackle the root cause of their suffering. This means shifting the system that creates demand for cheap animal protein, destroys forests, absorbs government subsidies and generates profit for investors such as banks and pension funds.

Governments and big businesses must be held accountable for their continued investment in broken systems and persuaded to change.

But system change doesn't just come from governments – lots of people making small behaviour changes such as reducing meat consumption or coming together to demand change can add up to an important shift. Likewise conscious choices about pensions and investments can potentially shift power away from unethical providers.

United and individually, we all have the power to create change and overturn the systems that fuel animal cruelty.

Animal welfare must be placed at the heart of sustainable solutions, to build new world for animals and a better world for all.

Photo credit:
World Animal Protection / Katie Bryden

Transforming the broken farming system

Nearly 80 billion land-based farmed animals endure unimaginable stress and suffering in factory farming systems. These highly sentient – feeling and thinking – beings are confined to a cruelty that deprives them of any hope of a natural life. A life where they can roam freely, feeling sunlight and fresh air on their bodies and grass and soil beneath their feet.

With our supporters we are working to ensure farmed animals live good lives by transforming the global food system

Together we are building a world where respect for animals, people and the planet sits at the heart of a food system, which is equitable, sustainable, resilient, and capable of feeding the world.

Together we are implementing global solutions to address global problems.

The welfare, treatment, and attitude towards farmed animals across the world must change. Forever.

What we said we would do in 2023…

Focus our bold people-powered campaigning on the world's biggest meat processor, JBS. With our campaigners we'll call for an end to the habitat destruction caused through their animal feed sourcing and expose the climate-destroying nature of their business.

We'll also raise public concern by shining a stark light on the harms imposed on the world by the global factory farming industry. And through our work with civil society groups, we'll create a united people-powered political push for a moratorium on factory farming. The UN's climate conference for governments (COP28) will be a key rallying moment.

What we did…

Ensured the Nairobi Declaration, representing Africa's position on climate change for COP28, clearly linked factory farming with our overheated world. The Declaration was the major outcome of the Africa Climate Summit convened by Kenya's President William Ruto, from 4 – 6 September. This summit was the largest gathering of African leaders, ministers, UN agencies, humanitarian and development partners, the private sector and young people in the continent's history.

Our preparation work involved developing a joint statement from civil society organisations during the second Africa Protein Summit. This was submitted to the Climate Change Envoy in the Africa Climate Summit Secretariat at the Kenyan President's office.

We called for a moratorium on factory farming and for sustainable, restorative livestock systems in Africa and increased support for smallholder farmers who are crucial to the region's food security. We were delighted when these principles were entrenched in the Declaration and expect that such recognition will result in support for local food systems that put animal sentience first. This will ensure sustainability, environment protection and a climate safe future.

Pressed for a moratorium on factory farming and for sustainable, welfare-friendly food systems at the UN's climate conference (COP28) in November and December. This was the UN's biggest ever climate conference attended by more than 80,000 people and representatives from more than 197 countries. Throughout the conference we formally presented and advocated on issues including:

- the inextricable links between the health of people, animals, and our planet – the One Health concept
- the urgent need for development banks to invest in high welfare farming instead of factory farming
- tackling the deforestation crisis linked with clearing land for animal feed production through sustainable and animal-friendly farming policies and actions, focusing on Brazil's influential role. Brazil assumes COP presidency in 2025.

Welcomed the engagement of representatives from five nations – Brazil, Senegal, Togo, Uganda, and the United Arab Emirates (COP28 Presidency) – at our side events in the Food4Climate Pavilion. Their presence not only indicated our growing influence, but also hopefully laid foundations for potential future partnerships and policy shifts towards more sustainable and animal-friendly practices.

Investigated, with our partner Repórter Brasil, the detrimental effects of the meat industry on the environment and animal welfare. Together we exposed four instances of forest destruction in the Amazon and Cerrado linked to the animal feed supply chain of JBS, the world's biggest meat processor. This global giant's profits depend on factory farming.

"We want to avoid factory farming from taking a foothold in the continent. There is an urgent need to scale-up and transition towards agroecological food systems that recognise animal sentience and shift consumption patterns. Embracing sustainable practices that promote biodiversity, respect our ecosystems, and empower local communities is not just an option; it is an imperative for our survival."

Tennyson Williams
Africa country director, World Animal Protection

What we said we would do in 2023…	What we did…
(cont.) Focus our bold people-powered campaigning on the world's biggest meat processor, JBS. With our campaigners we'll call for an end to the habitat destruction caused through their animal feed sourcing and expose the climate-destroying nature of their business. We'll also raise public concern by shining a stark light on the harms imposed on the world by the global factory farming industry. And through our work with civil society groups, we'll create a united people-powered political push for a moratorium on factory farming. The UN's climate conference for governments (COP28) will be a key rallying moment.	We produced a powerful 13-minute documentary showing the devastating effects of soy and grain production on both Brazilian wildlife and farmed animals. The film included proof of illegal deforestation and violence against traditional communities and was released to coincide with JBS' Annual General Meeting in April. Subsequently, we published the investigation's evidence of deforestation and land clearance in our report 'Profiting from cruelty and killing our world'. **Kept** the pressure on JBS through our role as part of the DropJBS coalition during Climate Week New York City. Our Climate Crimes campaign, featuring posters and street installations, vividly highlighted the severe threats of factory farming to wildlife. We positioned them outside the New York Stock Exchange to influence policymakers and gain media coverage of our efforts to stop JBS achieving a public listing. Such a listing would mean access to even more capital and undeserved credibility, enabling them to grow their meat-heavy business. By the end of 2023 we were still waiting to hear the outcome. Also, during the week, Our Give a Cluck about Climate event at Washington Square Park supported by companies Meati and PLNT Burger, exposed thousands of people to factory farming-climate change connections. It also introduced them to the appeal of animal-free proteins. And our expert panel at Columbia University ignited discussions on the necessity of transforming the food system to safeguard animals, people, and the planet.

Speaking up for animals at the UN climate conference – COP 28

Factory farming inflicts horrendous cruelty on animals and is firmly linked with climate change. It emits 11% of the world's greenhouse gases strongly linking it with the increasing number of disasters such as droughts and floods affecting some of the world's poorest countries.

We drove home this powerful message at COP28 – in Dubai in November and December – with our new report, 'How factory farming emissions are worsening climate disasters in the global South' and accompanying film. Launched at our Food4Climate Pavilion, the report called for a factory farming moratorium by 2030. It attracted extensive media coverage (including Reuters) and reached more than 627 million people globally.

Our co-hosting of the Food4Climate Pavilion, with NGO ProVeg International and plant-based food company Upfield, enabled us to unite thousands of COP28 attendees pressing for food system transformation.

"Our joined-up approach had an impact," said Kelly Dent, World Animal Protection's global director of external engagement and leader of our COP28 team. "The need for food systems change is squarely on the map and we have used this to raise the alarm about industrial farming."

But she explained that current commitments by world leaders are inadequate and so the lives of billions of people and animals remain in jeopardy.

"The Declaration on Sustainable Agriculture, Resilient Food Systems and Climate Action", signed by nearly 160 countries, puts food and agriculture at the centre of climate. However, it does not mention moving away from factory farming to reduce greenhouse gas emissions, and the urgency of increasing plant-based diets.

"We need a just transition to a new food system which does not rely on factory farming and requires rich countries to eat less meat. Crucially, we need to protect and support small scale systems of food production."

We will continue to work with governments, institutions, civil society, and the private sector to keep food transformation on the table and firmly on the agenda for COP29.

"The relentless expansion of industrial agriculture threatens the future of our planet, and local and Indigenous communities are leading the way in the fight to protect it. By putting these groups at the centre of their strategies, philanthropists can build new relationships and channel their resources to tackle factory farming, safeguard animal species, and protect the planet's precious remaining biodiversity. A new approach is long overdue."

Lisa Gunn
Brazil country director, World Animal Protection

What we said we would do in 2023…

Mobilise people to secure commitments for higher welfare in farmed animal systems from ten companies with the power to influence the whole industry. And we'll continue our work to give high meat consuming countries and companies a clear path to meat reduction. We'll also develop and present our global solutions and compelling arguments fostering reduced meat consumption, and humane and sustainable protein consumption. In doing so we'll turn the world away from factory farming.

What we did…

Educated more than 40,000 visitors on higher-welfare animal farming's impact through our powerful exhibition with India's National Science Centre. The exhibition, 'Eat Better, End Superbugs', emphasised how animal welfare can tackle antimicrobial resistance caused by the overuse and misuse of antibiotics in food systems. It illuminated the stark contrasts between higher and lower-welfare animal farms and targeted a broad audience including youth, families, and school groups.

The exhibition culminated in a panel discussion with experts from government, veterinary and development backgrounds. Concerns about consumption of factory farmed meat and antimicrobial resistance in a post-COVID world were a particular focus.

Since 2021 our research has persistently highlighted the critical links between antibiotic overuse in factory farmed animals and the escalating superbug crisis which kills around 1.6 million people annually. Seventy five percent of the world's antibiotics are used on factory farmed animals to keep them alive in the farms' filthy, cramped, and highly stressful conditions.

Celebrated a legislative milestone in Canada as the government's House of Commons advanced MP Nathaniel Erskine-Smith's private member's bill to committee stage. The bill, championed by our Canada team, proposes the creation of a Pandemic Prevention and Preparedness Act. This Act aims for a One Health approach and requires government action to address critical pandemic drivers which include wildlife trade, factory farming, and antimicrobial resistance.

We mobilised our NGO allies and put the pressure on MPs to secure the requisite votes for the bill's committee passage. We also provided testimony at the committee, successfully propelling the bill past its third reading.

Targeted the UK government by giving vital evidence used by politicians and policy makers through our UK-specific research and report: 'Life-threatening superbugs: how factory farm pollution risks human health'. We are urging the UK to follow the EU and ban antibiotic overuse in healthy herds as part of its antimicrobial resistance national action plan.

Welcomed an Open Philanthropy grant to document existing animal production, animal husbandry, animal welfare and antimicrobial use among small-scale farmers in Nyeri County, Kenya. We want to show how higher welfare farming reduces antimicrobial use and drive businesses towards it.

Exposed the secret and shameful suffering of chickens on two typical factory farms rearing chickens for meat in Thailand. Investigators filmed chickens crammed into vast sheds in their thousands, some were unable to stand because of the weight of their bodies. Many had burns to their legs and skin from the ammonia and waste in which they are forced to sit due to their inability to stand. The investigators also filmed dead chickens, rotting beside surviving shed mates, and brutal handling by farm workers.

Launched the investigation video 'The real secret recipe', across our online platforms on YouTube, Instagram and Facebook in July 2023, to illustrate the suffering of animals on factory farms. The film is a typically shocking example of the suffering that animals experience on factory farms. By the end of 2023 it had been viewed over 471,000 times. Furthermore, 41,000 people had signed our petition calling on KFC, in their role as a nationally and globally important brand, to lead the change in revolutionising chicken welfare on factory farms. We are urging the company to implement the Better Chicken Commitment throughout its supply chain.

"We cannot condone the suffering of animals raised for food. We must call for industry stakeholders to endorse the Better Chicken Commitment, ultimately advancing chicken welfare. We demand transparent follow-up reports, open for public scrutiny."

Roatchana (Nui) Sungthong
Thailand country director, World Animal Protection

What we said we would do in 2023...

Mobilise people to secure commitments for higher welfare in farmed animal systems from ten companies with the power to influence the whole industry. And we'll continue our work to give high meat consuming countries and companies a clear path to meat reduction. We'll also develop and present our global solutions and compelling arguments fostering reduced meat consumption, and humane and sustainable protein consumption. In doing so we'll turn the world away from factory farming.

What we did...

Applauded restaurant chain Vapiano's decision to adopt the higher welfare European Chicken Commitment. This change in company policy will improve the lives of hundreds of thousands of chickens annually across Vapiano's 150 branches. Their decision was triggered by the combined effort of working with partners and our annual report 'The European pecking order 2023'. This report, first launched in 2019, ranks fast food companies on how they approach the welfare of chickens they use in their business.

'The European pecking order 2023' featured evaluations of 69 companies. It showed a trend of improvement in chicken welfare standards compared to 2022. However, many chains still fell short in meeting expectations or lacked transparency. Those which had made progress included Buffalo Grill France, Quick France, Burger King Italy, and O'Tacos France. Steps forward involved committing to the European Chicken Commitment or publishing broiler chicken welfare policies. This demonstrates our crucial role in driving policy changes and improving animal welfare.

Asked the questions "Do you think that I'm thinking? And if you do, do you think this is right?" with our innovative Thoughtful Pig campaign and launched on World Animal Day 4 October 2023. Its compelling message drives home animal sentience – the point that animals are thinking, feeling beings and deserve respectful treatment and care. By the end of 2023 this powerful film had reached more than 60 million people.

"At World Animal Protection our work is to convince people that if they want to continue consuming animal products, then we have to end the factory farming system. We must stop the unacceptable ways the animals are kept.

"So, we can say: 'The only acceptable way to raise farmed animals for production is within systems that guarantee a good life for them, not just bare survival. We have the power and the responsibility to become more responsible, conscientious consumers."

Monica List
Head of research and animal welfare, World Animal Protection

Factory farms behind global superbug crisis

Throughout 2023 we championed farmed animal welfare and sustainable agriculture in South East Asia through our Investing in Others project, through a US$1.1m grant from US donor Open Philanthropy. The funding enabled us to invest in eight local projects across the region. Funding is based on small-scale grants to improve farmed animal welfare with a focus on broiler chickens and layer hens, and aquatic animals. Our overall aim is to build and empower a network of farmed animal advocates across the region.

To date the collective impact of our grantees has been direct change for more than 1,374,000 million farmed animals including farmed shrimp. The potential impact if high level corporate and policy changes are secured across the region could be as high as 4,990,157,396 billion animals. This can only be achieved if we build on the successes to date of these small, highly committed grass root organisations.

We have witnessed the impact one small organisation can have on policy and corporate change; The Philippine Animal Welfare Society (PAWS) is in discussion on the full adoption of The Better Chicken Option animal welfare standards into national Philippines law. Furthermore, PAWS worked directly with 249 national fast-food outlets, to offer higher welfare chicken on the menu, supplied by chickens raised on a pilot farm working with higher welfare standards.

In Thailand, grantee Patom Organic Living collaborated with a small-scale broiler chicken producer, Kid Dee farm. Patom Organic Living recognises improved consumer awareness and demand for higher welfare chickens is key to building a movement for organic, higher welfare foods.

"Raising animals without the use of chemicals proves the undeniable connection between the environment and improved health for both growers and consumers, creating a ripple effect that has the potential to transform the entire industry.

"Kid Dee farm and Patom Organic Living's dedication to our guidelines as part of our Investing in Others programme is a shining example of their commitment to higher welfare standards. It illuminates a path toward a brighter, more compassionate future, one that uplifts all those dedicated to humane chicken production," said Khemratch Amornwatpong, project manager, Investing in Others.

Photo: Chicken-friendly: Varakorn Laohasereekul owner of Kid Dee Farm – a free-range, organic chicken farm – in Thailand, proudly sits with his flock. Credit: World Animal Protection / David Hogsholt

What we said we would do in 2023…

Continue campaigning against the development banks who continue to fund new cruel factory farms. Our research will document the problems these projects cause, and rank, name and shame the worst banking offenders.

We'll also continue to push commercial banks and pension funds to improve animal welfare by moving their investment and lending capital away from harmful animal industries. Our public campaigns and one-to-one dialogue with financial institutions will focus on the importance of a protein transition and humane and sustainable farming in saving our world.

What we did…

Launched our 'Banking on welfare' report which examined the financial policies of 10 of the largest banks in the UK according to the 2023 Fair Finance Guide Methodology. We revealed that financial institutions including Barclays, HSBC, Lloyds, Metro Bank, and Santander are potentially channelling customers' funds into activities associated with animal cruelty. These activities encompass areas such as factory farming, captive animal entertainment, which includes practices like elephant riding, and involvement in animal testing.

Our findings indicate that Barclays, HSBC, Lloyds, Metro Bank, and Santander do not incorporate any mention of animal welfare in their respective policies.

Banks that demonstrated a stronger commitment to animal welfare included Triodos – securing the top position, followed by Standard Chartered, The Co-operative Bank, NatWest, and Virgin Money. While none of these banks have a dedicated animal welfare policy, they do emphasise animal welfare in various other policy documents. Notably, Triodos stood out by highlighting animal welfare in a greater number of policy documents compared to all other banks.

"By not having a dedicated animal welfare policy, these banks are likely to be investing their customers' money into cruel practices such as industrial scale factory farming. We are calling on customers to write to their bank urging them to put in place a dedicated animal welfare policy to stop them investing in animal cruelty."

Lindsay Duncan
UK farming campaign manager, World Animal Protection

Exposing the cost of funding factory farming

Development bank money fuels factory farming when it should fund animal-friendly sustainable alternatives. During 2023 we investigated development bank links with factory farming expansion in Argentina, Vietnam, and Zambia.

In Zambia our investigators focussed on Zambeef an agribusiness which has factory farms throughout the country and receives significant funding from the International Finance Corporation (IFC). IFC is the world's largest development institution and focusses exclusively on the private sector in developing countries.

But rather than contributing responsibly to development, IFC is funding Zambeef's large-scale factory farms, depriving small-scale farmers of water and land. Zambeef is also linked with deforestation and monocultures – taking the homes of animals including leopards, lions, impala, monkeys, buffaloes, and warthogs. And their promises to local people of employment, better roads and schools have not materialised. We captured compelling evidence via drone that illustrates the land changes resulting from funding Zambeef.

We'll develop all case studies gathered in 2023 to push for stricter criteria for financing agricultural projects, pressing for adherence to animal welfare standards and sustainable farming practices.

What we said we would do in 2023…

(cont.) Continue campaigning against the development banks who continue to fund new cruel factory farms. Our research will document the problems these projects cause, and rank, name and shame the worst banking offenders.

We'll also continue to push commercial banks and pension funds to improve animal welfare by moving their investment and lending capital away from harmful animal industries. Our public campaigns and one-to-one dialogue with financial institutions will focus on the importance of a protein transition and humane and sustainable farming in saving our world.

What we did…

We also…

Revealed the distressing plight of more than 500,000 dairy cows farmed in Canada. These animals known as 'cull dairy cows' are ill, injured, or unable to produce milk. They are sent for slaughter every year within the country or transported to the USA. Cull dairy cows endure horrific conditions on journeys lasting up to 82 hours. They experience inadequate rest times, little or no food and water and no milking, which causes painful swollen udders.

Our report, 'Milking the Cow', powerfully exposed their plight. It sparked media attention and opened doors to discussions with dairy businesses, retailers, farming groups and the government. Reduced transport times and local slaughter points are critical in sparing the cows' arduous journeys. Several dairy processors and other companies involved in the dairy supply chain have agreed to sign our letter showing support for more local slaughter options. We are pressing them to improve the cows' welfare.

Urged the Australian government to legislate a phase-out date for the cruel live transport of sheep. This unacceptable trade, although declining, still condemns around 500,000 sheep annually to horrendous sea journeys and slaughter in Asia and the Middle East. The government set up an independent panel in March to advise on discontinuation of live sheep exports, but an actual phase-out date is still pending.

During November, with our partners, we met with politicians, advisors, and government officials to represent the thousands of our supporters who want live exports banned. Our Ban Live Sheep Export truck took their message to the streets of Canberra, Australia's national capital, and circulated around Parliament House and the Department of Agriculture. This campaign mobilised 12,800 of our supporters who generously donated nearly $AU12,000 to support the truck and ensure the issue remained a priority for politicians.

What challenged us

We secured commitments to improve animal welfare from seven out of an intended 10 companies in the food industry. KFC in Thailand ignored our call to action to implement the urgently needed changes to improve chickens' lives. Despite the release of our investigation video into the terrible conditions on two standard broiler farms common in the fast-food industry supply chain, KFC remains silent.

We also faced significant challenges elsewhere, including in Indonesia where campaigners were threatened with legal action if we continued our campaigns against well-known corporate giants.

JBS continues to be a challenging target to move, due to their lack of meaningful engagement and business expansion plans, as demonstrated through their proposed listing on the New York Stock Exchange. Our ongoing push requires a global approach and continued collaboration with civil society organisations, all seeking positive change to safeguard human health, animal welfare and our planet.

We have had considerable success with our research linking antimicrobial resistance with factory farming – particularly the factory farming of pigs and chickens. However, our attempts in Australia to test the effluent run off from a beef feedlot did not provide usable outcomes and was a high cost, low impact exercise. This learning has guided our focus areas going into 2024.

Transforming the world for wildlife

Billions of wild animals across the world experience unbearable cruelty. We believe they should have the right to a wild life.

Wild animals must be protected from cruel exploitation. They must feel safe and secure, and have the freedom to thrive in abundant, lush natural habitats that are protected for the benefit of all.

Wild animals are born to be wild – not to be used by people or be exploited for profit.

They must be protected, not owned. We must share our planet fairly. We have a duty to safeguard wild animals to ensure they thrive for future generations to come.

With our supporters we are working tirelessly to safeguard wild animals. Together, we are changing the way the world works – to address how animals in the wild are treated and end wildlife cruelty and suffering. Forever.

What we said we would do in 2023…	What we did…
Launch our new Wildlife Not Profit campaign to make this the last generation of wild animals to suffer from cruel commercial exploitation. In 2023, we'll push for bear, elephant and lion farming and breeding bans in China, Thailand and South Africa. We will also continue to build our case and evidence for a new agenda that protects wild animals' right to a wild life.	**Continued** to support the work in Vietnam to stop the cruel bear bile farming that fuels the traditional Asian medicine trade. Phuc Tho in Hanoi, a bile farming hotspot, was a particular focus. By the end of the year 49 bears had been freed from their terrible suffering. **Moved** the government in China to establish an expert working group to promote alternatives to wildlife in traditional Chinese medicine. We are also working hard with consumers, medical professionals and businesses and the Chinese government to end the demand. **Called** on South Africa's government to honour their 2021 commitment to end South Africa's commercial captive lion breeding industry. We launched our campaign on World Lion Day, 10 August, with 'Putting a stop to cruelty: why South Africa's commercial captive lion industry should be shut down for good'. This shocking report outlined the suffering of the lions – detailing starvation and cannibalism – the industry's ties to international crime syndicates, and the high risks of disease to local people involved. Our campaign generated 39 media stories in South Africa and more than 90 worldwide. We also held an art extravaganza to support the campaign at the Uganda National Theatre with performances from Kenyan and Ugandan artists. This event was reported by 35 news outlets. **Released research** in November from our survey revealing that travellers favour an in-bound 'lion protection fee' for tourists to protect lions from being killed by hunters for sport. One thousand people from countries that frequently visit South Africa, including the African continent and overseas, were involved in the survey conducted by South African and UK researchers. **Worked** with famous Thai rapper, TangBadVoice, to create a song – 'No elephant show' – and video. These powerful creations called out the distressing cruelty inflicted by the travel industry on almost 4,000 elephants in Thailand. Released just before World Elephant Day (12 August) in Thailand, the video also starred our ambassador celebrity Maria Poonlertlarp and was seen by around 190,000 people. As part of our campaign, we also designed a new version of the traditional and highly popular Thai 'elephant pants'. Our design featured the suffering inflicted on elephants by the entertainment industry and sold out in the first two weeks of the campaign. **Continued** our advocacy work to ensure understanding and global action regarding the role of animals in pandemics and the transmission of disease from animals to people. Poor animal welfare, the wildlife trade and the use of land for agribusinesses – factory farming – are key drivers. During the year we participated in the first ever United Nations General Assembly High-Level Meeting on Pandemic Prevention, Preparedness and Response. Here we strengthened alliances with like-minded NGOs, built new relationships with stakeholders, and engaged with government representatives. We also advocated, with our NGO coalition partners, for primary prevention, animal welfare and One Health to be included in the final WHO Pandemic Agreement (anticipated May 2024).

"Even as experienced researchers, we were deeply disturbed by the cruel practices taking place. It is sickening to see these majestic mammals [lions] reduced to mere commodities kept in merciless conditions."

Dr Neil D'Cruze,
World Animal Protection global head of wildlife research

What we said we would do in 2023…	What we did…
(cont.) Launch our new Wildlife Not Profit campaign to make this the last generation of wild animals to suffer from cruel commercial exploitation. In 2023, we'll push for bear, elephant and lion farming and breeding bans in China, Thailand and South Africa. We will also continue to build our case and evidence for a new agenda that protects wild animals' right to a wild life.	**Celebrated** when the Animals (Low Welfare Activities Abroad Bill), for which we had lobbied hard in the UK, passed committee stage in the House of Lords and received royal assent. The legislation, once implemented, will ban the sale and promotion of low welfare wildlife activities overseas within the markets of England and Northern Ireland. It relates to wild animals kept in captivity or confinement, subjected to cruel and brutal training methods, forced to take selfies or are ridden, drugged and de-clawed. Our work particularly focussed on ensuring that entertainment involving whales and dolphins was included at various stages of the bill's readings. **Collaborated** on the Fur Free Europe campaign via our teams in Denmark, Netherlands and Sweden. Our efforts helped achieve more than 1.5 million signatures on the campaign petition two months before the closing date. Submitted to European Commission in June, the petition called on the EU to ban fur farming and end the placement of farmed fur products on the market once and for all. Animals including foxes and mink are still farmed for their fur in Europe. **Progressed** our 'Frontline Community Protectors' projects in Peru, India and South Africa. These unique projects aim to make local communities, currently benefiting from the exploitation of wildlife, central to wild animal and habitat protection. Our vision is that these communities not only become advocates of these solutions, but they also become influential global voices and representatives for the protection of wildlife globally. During the year we continued to scope out and research the projects. In Peru this involved conducting a training workshop for journalists to help raise awareness on the negative impacts of the international wildlife trade. We also published two scientific papers based on the findings from our consumer attitude research. This revealed that campaigns to reduce demand can be effective if they focus on animal suffering, the zoonotic disease risks, and the need to conserve Peruvian wildlife.

"In Australia, 135,000 native saltwater crocodiles are suffering in farms in the Northern Territory, exceeding their estimated population in the wild. Similarly, thousands of elephants and big cats are bred into captivity for tourism around the world, contributing to a cycle of cruelty.

"Even in supposedly well-managed facilities, profit often takes precedence over animal welfare. It is disgraceful for wild animals to endure such misery for industries like the pet trade, trophy hunting, tourism, traditional medicine, or in Australia's case, high-end handbags."

Suzanne Milthorp
World Animal Protection head of campaigns

What we said we would do in 2023…	What we did…
(cont.) Launch our new Wildlife Not Profit campaign to make this the last generation of wild animals to suffer from cruel commercial exploitation. In 2023, we'll push for bear, elephant and lion farming and breeding bans in China, Thailand and South Africa. We will also continue to build our case and evidence for a new agenda that protects wild animals' right to a wild life.	**Celebrated** the decision by the Australian Government to finally review their outdated 15-year-old Crocodile Farming Code of Practice. Every year thousands of crocodiles are farmed for fashion products across Australia. These highly sentient animals are subjected to intensely cruel conditions – small, barren plastic-lined pens – which completely ignore their natural behaviours. In the wild crocodiles can live up 70 years and enjoy large territories. The industry brutally slaughters them when they are just two or three years old, using three or four to make a single Hermès handbag. **We also…** **Exposed** how feather use in fashion inflicts suffering, mutilation and cruel slaughter on ostriches, peacocks, pheasants and other birds. Our hard hitting 2023 report – 'Feathers are the new fur' produced with our partner Collective Fashion Justice prompted a fashion first. Melbourne became the first Fashion Week worldwide to ban clothing featuring wild bird feathers, adding to their existing fur and wild animal skin ban for which we had also strongly advocated. And in Copenhagen, Fashion Week organisers revised their 2024 sustainability requirements to ban skin and feathers from wild animals. Copenhagen Fashion Week introduced a fur ban in 2023. **Began** a new partnership in Brazil with environmental conservation organisation Onçafari to monitor and protect maned wolves who are drowning in irrigation channels. The channels are created by farmers who are growing soy and grain on legally and illegally deforested land; the soy and grain are then turned into animal feed for factory farms. The effect on wildlife caused by such deforestation and cultivation is devastating. Our involvement in the maned wolf project will not only help protect these rare and beautiful animals, but it will also help us drive home the far-reaching effects of factory farming.

Exposing prison support for illegal jaguar trade

'Jaguar spirit: An awakening journey' our powerful, investigative documentary, revealed Bolvia's central role in the illegal wildlife trade. Launched in August, the film shockingly revealed how even prisons are behind the cruelty and profiting from it. Secret footage showed inmates at Mocovi prison, Trinidad making bags, wallets and hats from jaguar skins and other endangered wild animals including snakes, caiman and peccary. These were destined for local markets.

We presented the film, produced by World Animal Protection multimedia manager Emi Kondo with National Geographic, to the Bolivian Ministry of Environment. We demanded implementation of laws to protect all wildlife, especially threatened jaguars.

What we said we would do in 2023…

Build global, people-powered campaign momentum to disrupt and secure commitments from key outstanding travel industry laggards still profiting from cruel wildlife entertainment. Three hundred companies have already made these changes; commitments from TUI, Trip.com and Groupon, will further make the cruel wildlife industry commercially non-viable.

Innovate new solutions for wild animals. These will include building a pro-plant alliance to secure the end of wild animal use in wildlife-based traditional medicine and a 'Wildlife Heritage Areas Network'. This will bring wildlife-friendly solutions to the travel industry.

What we did…

Launched our Wildlife Heritage Areas project in October which encourages communities world-wide to develop responsible tourism to protect their precious wildlife and habitats. This unique venture, created with our partner the World Cetacean Alliance, tackles the absence of standards for wildlife watching destinations available to the travel industry. It connects specialist NGOs, wildlife experts, responsible travel companies and local communities to designate outstanding places for wildlife and people.

To achieve the designation Wildlife Heritage Area applicants must fulfil animal welfare, wildlife conservation, community wellbeing and sustainability criteria. By the end of the year eight projects, ranging from whale watching in Australia to night monkey watching in Peru, were involved in, or had successfully completed the application process.

Published 'The real responsible traveller' report urging holidaymakers to check before they book to make sure their travel company is not exploiting animals. It includes a step-by-step guide for travel companies on becoming wildlife-friendly, and information on drafting an effective animal welfare policy. We commissioned the report from the University of Surrey; their researchers independently analysed the public commitments travel companies have (and haven't) made to ending wild animal exploitation.

Joined forces with Elephant Aid International (EAI) to relocate Mundi, a 41-year-old female African savannah elephant. She had spent nearly 35 years in isolation being cruelly trained and exploited for entertainment at Mayaguez Zoo in Puerto Rico. When the zoo was finally ordered to shut down, due to numerous failures to meet required animal welfare standards, we were able to help end Mundi's suffering. In her specially designed transport crate, she travelled by air and road in May to Elephant Refuge North America, EAI's beautiful elephant refuge, in Georgia, USA. Here, she will live the rest of her life in peace and safety.

Urged the Chief Minister of Rajasthan, India to end elephant rides at Amer Fort in Jaipur and and retire the elephants to a wildlife-friendly sanctuary. More than 500 people participated in a rally on World Elephant Day (12 August) to highlight the plight of captive elephants used for rides.

Also on World Elephant Day, the China team displayed an awareness-raising video on large outdoor screens in multiple places in Beijing using the video and 'No elephant show' rap from our supporter Thai rapper, TangBadVoice.

Produced a video for Nordic Leisure Travel Group, the largest Nordic travel company working in Denmark, Sweden, Norway, and Finland. It sells around 1.3m holidays annually and operates Sunclass – its own airline. The video is showing on Sunclass flights to Thailand, the Canary Islands and Cape Verde, and features animal-friendly tourist sites with which we have been involved. These include the Following Giants elephant sanctuary in Thailand, and Whale Heritage Sites in La Gomera and Tenerife. The video also highlights Whale Heritage Sites and general tips on how to be an animal-friendly tourist.

Released our report 'Holidays that harm' to turn travellers and the tourist industry away from holiday cruelty. Through our investigations for the report, we directly observed and exposed the exploitation of more than 1,300 wild animals, including elephants, orangutans and dolphins kept in appalling conditions across 34 venues in Bali and Lombok. We also visited Bali with Dutch television presenter Floortje Dessing to film a documentary that exposes the lies that are being sold to tourists.

Helped YHA Australia, the Australian arm of Hostelling International and the country's largest budget accommodation provider create wildlife guidelines for implementation across its brand and network.

"Implementing these guidelines has been an important step for YHA, aligning with our push to expose our guests to more authentic and purpose-driven experiences. We're already seeing the positive change they have brought about across the YHA network, and we hope the industry continues moving in the right direction to preserve the natural world that travellers are so eager to explore."

Paul McGrath
CEO Youth Hostelling Australia

What we said we would do in 2023...

(cont.) Build global, people-powered campaign momentum to disrupt and secure commitments from key outstanding travel industry laggards still profiting from cruel wildlife entertainment. Three hundred companies have already made these changes; commitments from TUI, Trip.com and Groupon, will further make the cruel wildlife industry commercially non-viable.

Innovate new solutions for wild animals. These will include building a pro-plant alliance to secure the end of wild animal use in wildlife-based traditional medicine and a 'Wildlife Heritage Areas Network'. This will bring wildlife-friendly solutions to the travel industry.

What we did...

Commended Klook, one of our campaign travel targets, on their first animal welfare policy. The policy – which will end the sale of circus-style performances involving elephants, dolphins, and tigers – is a good first step in the right direction. However, it falls short of being truly wildlife friendly as the policy has not eliminated all cruel wildlife entertainment attractions from the Klook platform.

Worked hard to promote wildlife-friendly and plant-based medicine in China.

By the end of 2023 we had inspired wildlife-friendly medicine commitments from...

- **35,024** consumers
- **8** pharmaceutical and healthcare companies
- **1** traditional Chinese medicine foundation
- **1,375** doctors from the Chunyu Doctor's platform, one of China's largest online medical service providers
- These amazing commitments and the government' s agreement for an expert wildlife-friendly working group, lay firm foundations for China's move away from wildlife-based medicine.

Ending bear bile cruelty

Tens of thousands of bears are subjected to lifelong confinement to tiny cages and excruciatingly painful bile extractions to supply the traditional Asian medicine trade.

Vietnam's government outlawed bear bile farming in 2005. Since 2006 we have worked with authorities and our local partner, Education for Nature (ENV) to microchip, register and monitor bear farms in the country.

Thanks to this monitoring, bears are moved by authorities to rescue centres or by fellow animal welfare organisations to one of their Vietnam sanctuaries. Forty nine bears were saved from bear bile farming in 2023.

These included Na, a female black bear. Na had been confined in a tiny cage for more than 20 years. She was suffering health problems including broken teeth, glaucoma, crumbling bones, and heart disease. After her rescue she was transferred by Four Paws to their sanctuary in Ninh Binh, where she is finally getting the expert care and treatment she deserves.

In 2005 there were 4,300 bears on farms in Vietnam, by the end of 2023, 208 bears remain. Our aim is for the Vietnam government to close all bear farms and transfer any remaining bears to sanctuaries and rescues centres by 2025.

Shockingly, 20,000 bears are still condemned to bile farms in China. There we are working hard with consumers, medical professionals, businesses and the government to end the demand that so cruelly keeps bears confined.

What we said we would do in 2023…	What we did…
Disrupt industries most responsible for exploiting wild animals for profit. We'll do this by galvanising people power to convince more travel companies to stop profiting from cruel wildlife entertainment and to commit to wildlife friendly alternatives.	**Disrupt** our database of Spanish supporters from zero to 85,300 as part of our people-powered Innovation Hub project in Spain. We achieved this growth by well-targeted meaningful ways of engaging people to participate in our campaigns. Throughout the year we ensured these supporters received inspiring information and calls to action catalysing their involvement in our campaigns. **Moved** one of our supporters, who is a teacher, to develop their own campaign project targeting the Oceanogràfic, a venue in Valencia that holds more dolphins than any other in Spain. He produced a video and petition calling on the academic community to stop organising visits to places like the Oceanogràfic on the basis they are deeply anti-educational.

Targeting dolphin holiday cruelty shame

Throughout 2023, we galvanised our supporters to highlight the horrendous suffering of dolphins held captive in entertainment venues. More than 3,600 dolphins and whales are cruelly confined to tanks around the world for tourist entertainment; a typical dolphin tank is around 200,000 times smaller than their natural range.

By the year's end more than 120,000 people had signed our petition asking TUI Group to stop selling and promoting dolphin cruelty. Nearly 6,000 emails were also sent to the company in protest. And in the UK, 320 independent travel agents signed an open letter to TUI UK & Ireland.

We also called out financial institutions for supporting the companies that perpetuate such entertainments. Our report 'Amused to death: Financing wildlife entertainment' urged Dutch financial institutions to divest from TUI Group and other corporates investing in the cruel exploitation of dolphins and other animals for entertainment. We reported US$474m was invested by seven Dutch financial institutions, with a large chunk going to TUI Group.

Spain – captive dolphin hotspot

Also, during the year, we targeted Europe's number one dolphin cruelty hotspot – Spain. This popular holiday destination keeps 93 dolphins in cruel confinement – more than any other country in the EU. The Oceanogràfic in Valencia which holds 18 dolphins, the highest number of any Spanish venue, became the focus of our people-powered campaign through our Innovation Hub in the country.

More than 75,200 people were galvanised to sign the petition asking the Oceanogràfic to end dolphin suffering and to stop breeding them in captivity. Supporters also kept up the pressure though regular online action. They left bad reviews on Google; sent mass emails, posted on social media and telephoned the Oceanogràfic to protest.

To get the attention of passers-by we placed a 3-metre high 'falla', made by a local artist, in front of the venue. This bold work powerfully highlighted the cruelty of dolphin captivity; it generated hundreds of petition signatures, and great interest in our work on social media. A falla is a traditional Valencian sculpture made of wood and papier mâché.

Supporting bear sanctuaries in Romania and Pakistan

We have supported Romanian NGO Asociația Milioane de Prieteni (AMP) since 2012. By the end of 2023 it was caring for 123 bears in its Libearty sanctuary near Zarnesti in Carpathian Mountains. The bears have mostly been rescued from cruel entertainments and cannot be returned to the wild.

Our continued support has helped AMP increase and diversify their income. This is helping them along the road to financial sustainability, making the lives of the bears safe and secure for the future.

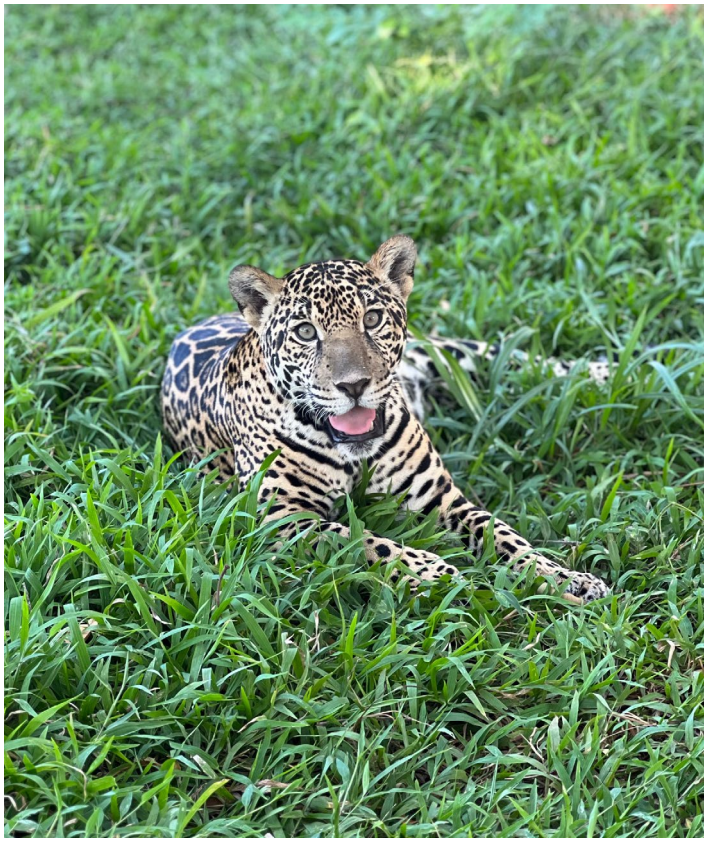
During 2023, visitors to the Libearty sanctuary increased by nearly 23% from 30,577 visitors in 2022 to 37,518. This led to a 29% increase in fundraised income. Consequently, AMP has achieved a 74% self-sustainability rate for the year, a 2% increase from 2022. Such success enables them to continue to support the bears to live their best possible lives, without a complete reliance on our funding.

We also support the Balkasar Sanctuary in Pakistan with our partners the Bioresource Research Centre. Balkasar, in Punjab Province, is a safe haven for 70 bears saved from the brutality of bear baiting and dancing. By the end of 2023, the sanctuary team had built new environmental enrichment structures for the bears. They also increased their own production of fruits and crops as well as sourcing quality food from elsewhere. Diverse and balanced diets are essential to the bears' good health.

Calling for Baloo's release

During 2023 we mobilised more than 178,000 people worldwide to sign a petition demanding the removal of Baloo, a brown bear caged beside Romanian ski lift, to the Libearty sanctuary. Despite numerous calls for his release, Baloo has been held in cruel captivity for 23 years and endures shocking mistreatment. He has no exercise, is fed cornflakes, lemonade and alcohol, and people often poke him with sticks through the cage bars.

We met with Romania's ministry of environment in December to call for Baloo's release and presented the petition. Our next steps are building a legal case for his removal to the Libearty sanctuary.



Winning jaguar personality helps Costa Rica centre

Celeste, a playful young jaguar cub, resident of Las Pumas Sanctuary and Rescue Centre in Costa Rica scooped our 2023 Wild Animal Unique Personality Award. The award was launched in 2022, in memory of Audrey Mealia, a much-loved member of our wildlife team. Celeste's US$10,000 prize money will go to Las Pumas to help support its wildlife care and rehabilitation work. Award nominations for 2024 open in April.

Photo: Celeste the jaguar, winner of the 2023 Wild Animal Unique Personality Award, set up in memory of Audrey Mealia. Credit: Las Pumas Sanctuary and Rescue Centre

What challenged us

Due to organisational budgetary cuts we had to delay some elements of work.

- The launch of our 'Bred for Profit: The truth about global wildlife farming' report was pushed back to launch in early 2024.
- This is also the case for the UK campaign pressing Pets at Home to stop selling wild species as pets in their stores, such as reptiles and amphibians.
- The Wildlife Heritage Areas launch was pushed back from its scheduled launch in September and then successfully launched in October.
- The Innovation Hub project in Spain was limited in its activities. Therefore, did not reach our supporter engagement targets for disruption, mass mobilisation and offline organising for campaigning against captive animals in entertainment.

The Thai government was dissolved in March before the general election in early May. This meant we had to postpone our advocacy of the Elephant Bill, which will give captive elephants better protection. This, however, gave us more time to modify the proposal, giving it a better chance of passing through government.

We had planned to launch our Wildlife-Friendly Medicine Network in China in 2023 but had to delay it until 2024 due to local government health sector issues. The project includes a network website, a short film and case studies highlighting the issues and cruelty surrounding wildlife used as traditional Asian medicine.

More than 20 million people saw our 'Real responsible traveller' report and campaign via our paid-for online ads. And more than 500,000 people visited our 'Real responsible travel webpages. These numbers, however, did not translate into people taking the actions needed to create enough pressure to make our travel company targets stop selling and marketing wildlife entertainments. We are investigating why the response to our call to action was much lower than expected.

We were not able to increase public pressure on our global travel company targets GetYourGuide, Trip.com and Traveloka. During the year there were too many activities across our regions to allow us to run joint public mobilisation actions and speak effectively with one global voice.

In 2024 we will work together across the network in a more coordinated way to effectively create pressure on our agreed priority travel company targets.

Photo credit:
Moving Animals / Amy Jones

How we'll move the world in 2024

Our goal:

Ensure farmed animals live good lives by transforming the global food system

We'll...

Focus our campaign on JBS, the world's largest meat processor, to fundamentally challenge factory farming, improve animal welfare and press for this global giant to adopt sustainable practices. We'll expose how their sourcing of animal feed contributes to habitat destruction. This will build public opposition against factory farming, helping us powerfully advocate for a moratorium on factory farming, zero-deforestation commitments, global trade restrictions and regulations on deforestation-linked products.

Mobilise a movement to act for the urgent need of equitable, humane, and sustainable alternatives to factory farms and to press for increased production and consumption of plant-based foods. In Asia, with like-minded organisations, we'll call for the adoption of responsible minimum farming standards, to improve the lives of animals on existing factory farms and use it to restrict factory farming's further growth.

Target the financiers behind factory farming, urging these taxpayer-funded development banks and high street banks to stop funding its cruelty and planetary destruction. We'll also work with communities to uncover the true costs of financial institutions' failure to invest in humane and sustainable farming systems. From these we'll develop case studies that we'll share to bring about change.

Our goal:

Stop wild animals being cruelly exploited as commodities by changing the systems that allow it

We'll...

Ramp up our people-powered campaigns to convince key travel companies to stop promoting and selling harmful wildlife entertainment; we have already convinced 160 companies to do so. TUI Group and GetYourGuide, will be our main targets during the year; their commitment is critical in making such cruelty commercially non-viable.

Focus on more ways to end wildlife's exploitation by key industries.

This will involve:

- **securing** pro-plant support from traditional Asian medicine companies in China, then Chinese government endorsement in 2026
- **gaining** wildlife-friendly commitments from major fashion entities by 2025 and persuading key pet trade players to cease their activities, while raising public awareness about the associated cruelty
- **exposing** the public to the habitat destruction and harm to wild animals caused by agribusinesses.

Launch our Wildlife Not Profit campaign, underpinned by our 'Bred for profit' report. We will demand an end to global wildlife farming which supplies exploitative industries like tourism and traditional Asian medicine. Central to the campaign will be a global call to action asking the Thai government to stop breeding elephants for cruel entertainment activities. We'll also identify and promote sustainable humane alternatives that do not involve the capture and killing of wild animals for commercial gain.

Our global reach

World Animal Protection is a truly global organisation, working in more than 50 countries across the world, with offices in every habited continent.

Our offices

1 Costa Rica[1]
2 Canada[3]
3 USA[2]
4 Brazil[3]
5 UK[1]
6 Netherlands[3]
7 Denmark[3]
8 Sweden[3]
9 Kenya[1]
10 India[3]
11 Thailand[1]
12 China[1]
13 Australia[2]
14 New Zealand[4]

1 These offices form part of the UK-registered charity and are included in the 'charity' accounts.

2 These offices are subsidiaries of the UK charity and are included in the 'consolidated' accounts.

3 These offices are affiliates.

4 New Zealand is a branch of the Australian office.

Financial review

Our income

Every donation fuels our work to protect animals

World Animal Protection is committed to generating sustainable and reliable income in alignment with our mission to protect animals and improve the wellbeing of people and our planet. We are building a worldwide movement of people who value animals and take action to help protect them, including providing the funding that is crucial to our ability to deliver our work.

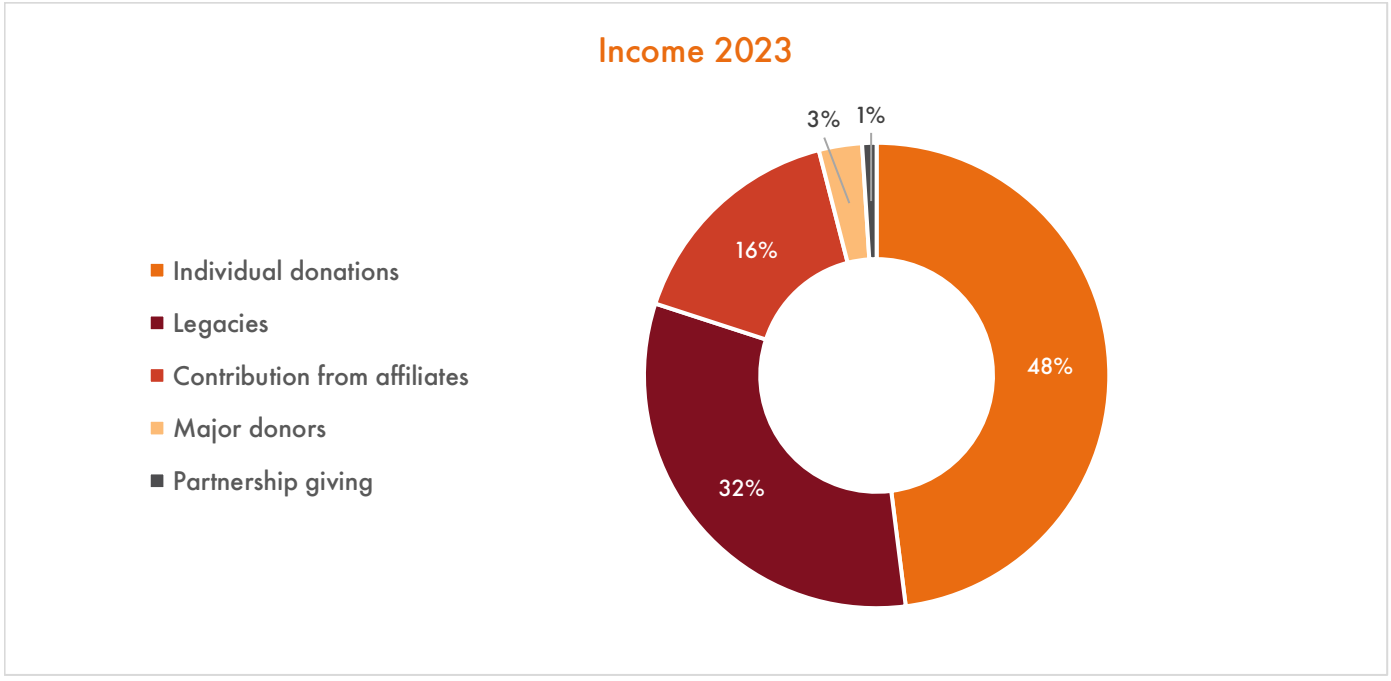
In 2023, our donors generously provided £29.1m in donations, legacies and grants, which was 24% less than the previous year. This decrease was a reflection of the more challenging economic environment across the countries in which we fundraise, but also because the previous year was exceptional for legacies gifts which would not be expected to be the case every year. To all our supporters, we are deeply thankful for your commitment to animals and your vital contributions to our work to protect them.

The generosity of our many supporters, who give regular gifts and make one-off donations in response to our appeals, contributed £13.9m in 2023. This is a decrease of 4.4% compared to 2022, which reflects the continued impact of the rising cost of living and other economic challenges in several countries. Legacy income decreased by £4.1m (30.4%) compared to 2022 which included a few large legacies in the US and the UK. It is humbling to receive notifications about people who value animals and who wish to continue to help protect them after their own death.

Major gifts and grants from individuals, governments, businesses and trusts and foundations totalled £1.1m, which is a decrease of 69% compared to 2022. In 2022, continued funding was secured from Open Philanthropy to cover work on animals in the farming system in Southeast Asia and China over couple of years. In line with normal accounting practice, this income was all recognized as income in 2022, with the corresponding expenditure being incurred over multiple years.

In 2023, our network of affiliated World Animal Protection entities in Canada, Denmark, Netherlands, and Sweden, contributed £4.6m to our animal protection mission; and this was 29% lower than the previous year.

For more information on our fundraising, please refer to our the 'fundraising practices and performance' section on page 29.



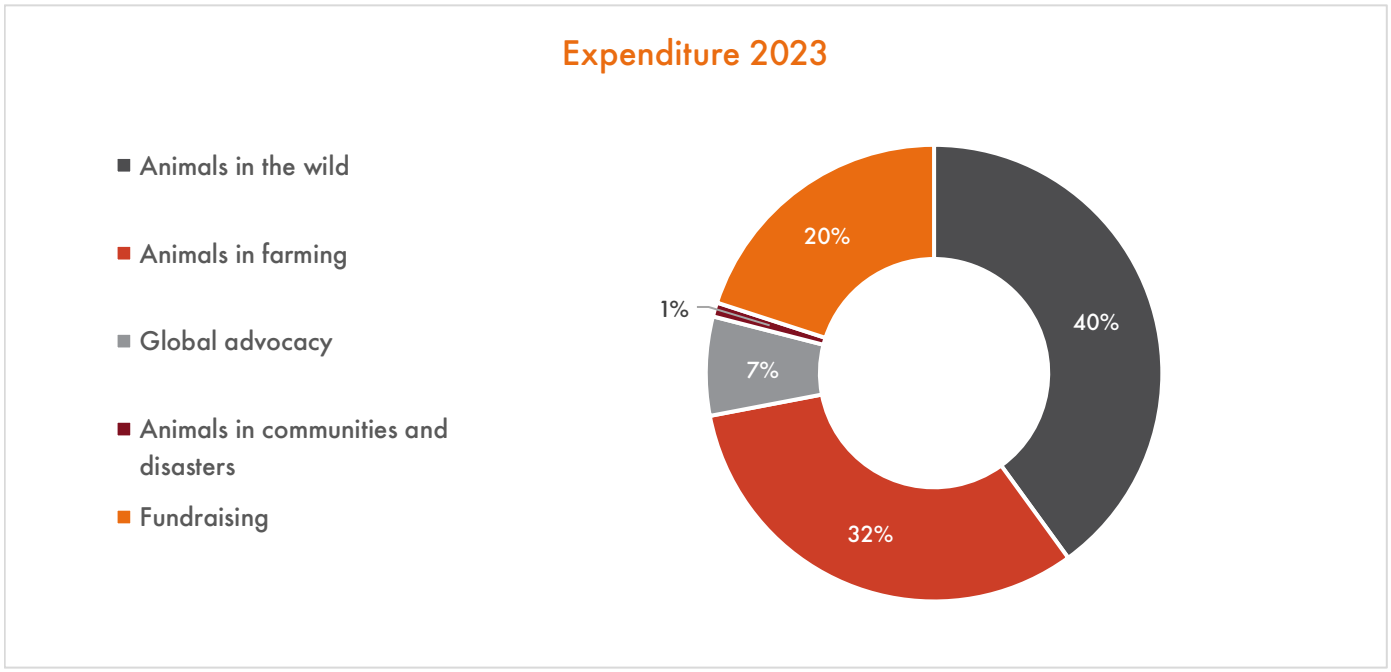
Our expenditure

During 2023 our total expenditure increased by 14% from £31.8m to £36.1m. In common with other charities, businesses and individuals, we have seen prices rise more quickly in 2023 than previous years, pushing up our costs. Additionally, we have invested in our digital capabilities and accelerated implementation of our 2021-2030 strategy to ensure we continue to tackle the causes of animal suffering, examples of which are described in the earlier part of this annual report.

In the context of an increasingly challenging fundraising environment and increasing costs, we have worked hard to ensure that our fundraising is as effective as it can be. In 2023, we spent £7.1m on fundraising activities, which is an 18% increase compared to 2022. Price inflation across the world has resulted in our fundraising activities now costing more to generate donations than they used to and for 2023, the rate of return within the year was £3.45 for every £1 spent (2022: £5.45). Our growth strategy to 2030 seeks to increase the income that is available to spend on improving animal welfare worldwide and we remain committed to that strategy.

Expenditure on charitable activities in 2023 was £29.0m, representing 80.3% of total expenditure, compared to 81.0% in 2022. Staffing costs represented 38.6% of total expenditure in 2023, compared to 37.7% in 2022.

In support of our two key programmatic areas of 'animals in the wild' and 'animals in farming', we also engage in global advocacy. This is key to our theory of change in order to move the world to protect animals and these costs relate to communication, education, and advocacy across the world.



Going concern

The trustees have reviewed the consolidated position of World Animal Protection. They have taken into account the level of reserves and cash, the annual business plan and forecast process, and the systems of financial and risk management.

The trustees have considered the potential impact of a reduction in future income and the consequential effect on expenditure. The scenarios considered have assumed a minimum reduction of 5% and a maximum reduction of 30% in Group income until December 2025. The trustees have also assumed a reduction in expenditure within six months after the initial drop in income, to allow time for the group to implement necessary actions to maintain a sustainable financial position.

As a result, the trustees believe that World Animal Protection is well placed to manage operational and financial risks successfully. Accordingly, the trustees expect that World Animal Protection has adequate resources to continue in operational existence for the foreseeable future. Consequently, it can continue to adopt the 'going concern' basis of accounting in preparing the financial statements.

Our fundraising approach

Fundraising practices and performance

The positive and lasting change for animals highlighted throughout this report is possible because of our supporters. Thanks to their dedication we have given captive elephants lives worth living in Asia, protected wild animals and their habitats from fires in Brazil. We have also tackled the root causes of these fires, and of farmed animals' suffering, by working to stop the advance of factory farming in Brazil itself and globally.

Our fundraising is part of our 2030 aim to double our reach, visibility and resources to enable our strategic goals for farmed and wild animals. In 2023, we built further foundations to support that aim, and made progress towards it thanks to the engagement and generous contributions from our supporters. The difficult economic environment in many of the countries in which we work is putting pressure on our growth ambitions, but we remain resolute in our drive to reach our stated strategic goals by 2030.

Our aim is to raise more income, balanced across our income streams, so that we can scale up our work and impact for animals. We plan to do that by:

- innovating to reach more people – involving them in our mission
- putting our supporters at the heart of what we do
- establishing strong, long-term partnerships.

We are always mindful of how we spend our income and ensure that our fundraising is effective and efficient. We re-invest a proportion of the donations we receive in finding new supporters and raising more funds to make sure we can deliver our animal protection work now and into the future.

In 2023, World Animal Protection secured £29.1m of donations and legacies across UK, Australia, New Zealand, USA and Thailand (this is reduced compared to £32.5m in 2021 and £38.2m in 2022).

Most of our income was given by our individual supporters. This was just under £13.9m (this was less than the £15.1m raised in 2021 and £14.6m in 2022). This reflects the continuing impact of inflation meaning our fundraising activities cost more and other factors. We continue to improve our fundraising results through acting on insights from our donors and testing different ways to message our animal protection work and show the impact for animals we achieve with our donors.

We also focus on Legacy Giving and Partnership Giving – that is major gifts from people, businesses, governments and trusts and foundations.

Gifts and grants from partnership giving and major donors was £1.1m. (this is £2.4m lower than in 2022). We continued our single largest partnership with the US-based Open Philanthropy Project, the income from which was included in 2022. The project is designed to make lasting change for farmed animals at scale, across Southeast Asia and China. In addition, we delivered on our commitments in partnerships with the Oak Foundation (Switzerland) and Defra (UK).

We received £9.4m from thoughtful bequests given by individuals in their wills to secure a better future for animals. This follows an exceptional year in 2022 (£13.5m) and is higher than 2021 (£9.2m).

Total restricted funds were £2.2m, which represented 7% of income. Proportionally this is a decrease compared to previous years when restricted funds were 12% of income in 2022 and 9% in 2021.

Fundraising standards

We continued to adhere to the highest standards of fundraising practice and all fundraising and data protection regulations. We review how we communicate with the public, donors, and organisations to request support and we continue to maintain our membership of fundraising and other relevant bodies. Specifically, we voluntarily subscribe to the Fundraising Regulator and its Code of Fundraising Practice and we have maintained our membership in the UK with the DMA (Data and Marketing Association), the Lotteries Council, the Institute of Legacy Management, the Withers Indemnity Project and NCVO (National Council for Voluntary Organisations).

World Animal Protection UK is also licensed by the Gambling Commission for the purposes of our weekly UK fundraising lottery. And members of our team are an active member with the Chartered Institute of Fundraising and other relevant fundraising forums.

Our fundraising approach (cont.)

Working with third party fundraisers

Most of our fundraising activity is undertaken by our own directly employed colleagues and volunteers. The specialist nature of some of our activity means that there are some areas where we contract with external agencies. Talking to individuals in person and on the telephone are important ways of engaging the public with our mission and raising funds. In some markets, we work with external organisations who have specific expertise in face-to-face fundraising (although we have not undertaken this type of fundraising in the UK since 2016) or telephone fundraising, so that we can talk to as many individuals as possible in a timely, efficient and effective way.

We work closely with these partners, including monitoring and supporting their performance through providing training and information; listening to recorded telephone calls and keeping a close eye on feedback or complaints from supporters This is supported by contracts requiring that individuals who carry out these activities are trained to adhere to applicable laws and codes, such as in the UK the Fundraising Regulator's Code of Fundraising Practice, as well as data protection laws.

We did not have any commercial participators in 2023 in the UK. These are corporate partner organisations who provide charitable contributions to us from the sale of their goods or services and fundraise from customers and employees.

Feedback and complaints

To ensure we provide a relevant and a positive experience to supporters, we continue to monitor all feedback, queries and complaints closely. In 2023, the total supporter interactions in the UK ran into the millions, which resulted in a total of 101 complaints, this is an increase compared to those we received in 2022 (80) and 2021 (75). This was broken down into 83 fundraising complaints and 18 non-fundraising complaints (compared to 61 and 19 respectively in 2022).

Proportionally the complaints we received were similar to previous years and we continued to have low number of online fundraising, telemarketing, TV television complaints despite their reach. We have seen an increase in complaints from our online givers, television advertising and addressed mail. Online givers and television advertising complaints are due to increase in the number of supporters reached and were mostly upset by the images or content of the ads. Addressed mail also saw an increase in the number of supporters reached but notably there were two issues with the processing of supporters' gifts which caused the increase in complaints. The issues have been addressed with changes made to our processes to prevent the issue from occurring again. All these complaints were successfully resolved.

We appreciate that complaints and supporter feedback provide us with insights and lessons for future fundraising communications and activity. We were not subject to any complaint investigations through the Fundraising Regulator in 2022/23 (nor in the previous period 2021/22).

Protecting vulnerable people

In the course of our fundraising, we know that we will come into contact with people who may be in vulnerable circumstances. We aim to be honest, responsible and committed to high standards and we have guidance in place to ensure colleagues are sensitive when engaging with vulnerable people, including the CARE model check-list (Comprehend; Assess; Retain; Evaluate).

Further information on our fundraising and supporter care can be found on each of our dedicated national websites. For example, our Complaints Policy on our UK website https://www.worldanimalprotection.org.uk/about/our-policies

Financial policies

Reserves policy

The World Animal Protection Group will establish reserves and designated funds in accordance with national statutory and legal requirements and the principles contained in this policy. Reserves are defined as that portion of unrestricted funds that have not been designated for a specific purpose by the trustees.

Reserves are established to ensure that the World Animal Protection Group is:

- able to meet its financial commitments and obligations as they fall due (i.e., fund working capital),
- able to fund unexpected expenditure until adjustments can be made, for example when unplanned events or shocks occur, and
- resilient to uncertainty over future income.

The target level of reserves is set at an amount sufficient to cover unfunded expenditure from unrestricted funds for a period of 10 months in the event of a 40% fall in unrestricted income.

Reserves will only be depleted to a level below that calculated with the approval of the board of trustees and, in such an instance, World Animal Protection will seek to replenish the reserves to the target level as quickly as is feasible following any approved depletion below the target level.

Designated funds are established at the discretion of the board of trustees for specific purposes which are in the best interests of the charity as determined by the trustees from time to time.

The Group holds the following designated funds:

- Accelerator fund – £724,368 ($1m) was set aside in 2021 to enable us to explore opportunities which can accelerate the achievement of our strategic goals for animals. In 2022, £105,184 was spent from this fund with the remaining £619,184 to be spent in 2023 to build the organisation's digital capabilities, improve our brand presence and pilot a volunteer project in Brazil. At the end of 2023, £9,000 remained in this fund and will be expended in 2024.
- Remuneration and grading project –an amount of £217,391 ($300k) to cover costs of the project and changes in salary costs as a result of the review was set aside in 2021. In 2022, £196,208 of this fund was utilised with the remaining £21,183 to be used in 2023 towards further work on this project. At the end of 2023, this designated fund had been fully utilized.

Reserves performance

The total funds of the group amount to £19.7m (2022: £26.1m) of which £4.5m (2022: £5.7m) is restricted or endowed, and £0.4m (2022: £0.5m) is a revaluation fund representing the cumulative uplift in the value of investments held. Designated funds amounted to £0.01m (2022: £0.6m). The remainder are 'general funds' of £14.8m (2022: £19.4m), which corresponds to the definition of 'reserves' in the reserves policy.

The target reserve levels are calculated based on the budget for the following year rather than retrospectively on historical results. The level of reserves sufficient to cover expenditure from unrestricted funds for a period of 10 months in the event of a 40% fall in unrestricted income would be £11.9m. If there was no income at all, this is equivalent to 4 months of expenditure based on the 2024 budget.

Recognising that reserves would be above the level set out in the reserves policy, the 2024 budget has been set to expend some of the carried over reserves in a controlled way for our charitable purposes through to 2025, returning to a balanced or surplus budget position from 2026.

Investment policy

The investment policy of the charity is to balance the liquidity requirements between on-demand and fixed-term deposits held with our banks and the longer term returns that are possible through fixed asset investments.

Funds which are not expected to be needed except in the longer term are held by an investment management company, whose role is to protect World Animal Protection's investments and generate a return while observing our investment restrictions. As part of the trustees' oversight of this portfolio, the Audit & Finance Committee regularly reviews the performance of the investment portfolio, the investment principles and objectives, the charity's attitude to risk and advise the board of trustees on the selection of the charity's investment managers.

Investment performance

Our investment portfolios held in the UK and USA performed adequately in comparison to relevant benchmarks in the face of continued global economic challenges. Net investment gains in 2023 were £487k, an increase of 10.5% on the market value of investments at the end of 2022.

Grant-making policy

We make grants to other entities in the global World Animal Protection network to contribute to their running and programme costs. We also give grants on a proactive basis to independent partner organisations and institutions to support joint work on strategic campaigns and projects. We may occasionally offer financial support to other bodies for their own activities which align with fulfilling our strategic animal welfare objectives.

Grants to entities within the World Animal Protection network are routinely monitored through narrative and financial management reports which include explanations of variances from agreed budgets. Grants to other organisations are awarded only after a due diligence process has been carried out with them in accordance with the procedures that sit beneath our Partnership and Finance policies. This process is aimed at giving us assurance that grantees are financially stable and that they can reliably manage and account for all the funds they may receive from us. Grants are subsequently governed by formal agreements which lay out agreed terms of reference and requirements for regular reporting, which provides assurance of the effective use of funds and contribution to our strategic objectives.

Fraud resilience

We are clear in our policies that we do not tolerate fraud or corruption. Our approach and policies aim to empower our people and other stakeholders to prevent and identify fraud and corruption through robust anti-fraud and whistleblowing policies.

We provide training to staff and publish articles in our internal communications channels to raise awareness of how to spot and report suspected frauds or scams.

We signed up to the Charity Finance Group Counter Fraud Pledge when it was launched and used the resources produced by them and the Fraud Advisory Panel to promote a fraud aware culture and resilience.

Data protection

The organisation continued to monitor our data protection procedures and compliance in the context of the General Data Protection Regulations (GDPR), the 'UK GDPR' and Data Protection Act 2018.

Remuneration policy

We operate a World Animal Protection group pay policy, approved by the board of trustees, which includes an annual review of all salaries. Reviews take into account salary benchmarks for each country in which the group operates, with the objective of being able to attract and retain high calibre people and to pay them fairly in line with market rates for the work they do.

Aligned with our overall pay policy, we benchmark the chief executive's salary against salaries of chief executives in global charities of a similar size and income. For the global leadership team (key management personnel), salaries are based on data relating to equivalent senior roles in comparable organisations in their respective countries.

Any proposed increases are made in the context of the budgets approved by the board of trustees as part of the annual budgeting process. Where there are changes to salaries, these are awarded to staff in July.

Safeguarding

As an organisation we have always taken seriously our duty to protect the welfare of our staff and partners. Within the charity sector there has been increased scrutiny from regulators and the media to ensure high levels of transparency and integrity. We regularly review our safeguarding policy and the most recent version was reviewed by the board in September 2023. The policy outlines our approach to protect the health, safety and welfare of all staff, volunteers, beneficiaries and others who come into contact with the organisation. This policy sets standards of behaviour and accountability for our staff and partners to ensure a workplace free from abuse and harassment. Aside from the primary purpose to protect individuals, this is essential if World Animal Protection is to remain a credible partner for the major global stakeholders we hope to influence as we seek to deliver our mission.

Our effort is not just focused on delivering the maximum impact for the animals we serve, but we seek to ensure that the way we go about our work reflects who we are and what we stand for as an organisation. This is reflected in a set of shared principles, values and behaviours that we have developed together, and reflect those standards expected of the charity sector more widely.

Modern slavery statement

World Animal Protection has a zero tolerance approach to modern slavery and human trafficking. We are fully committed to acting ethically and with integrity in all our business dealings and relationships. We are committed to implementing and enforcing effective systems and controls towards ensuring that no modern slavery or human trafficking is taking place anywhere in our operations or in our supply chains.

World Animal Protection has robust governance and risk management framework in place and policies which contribute to minimising the risk of modern slavery in relation to our work. These include:

- Recruitment – as an equal opportunities' employer, we have a rigorous recruitment process. Our recruitment practices include 'right to work' checks for all prospective employees.
- Procurement – our processes ensure we take into consideration the different risks associated in our supply chains. We carry out due diligence checks on key suppliers and ensure we are satisfied that they have appropriate policies in place.

Risk and uncertainties

We believe that sound risk management is integral to both good management and good governance practice. In the past years we have enhanced our risk management policy and incorporated it within strategic and operational planning.

Our risk management strategy ensures...

- Risk assessments are conducted on all new activities and projects to ensure they are in line with the charity's objectives and mission.
- Any risks or opportunities arising are identified, analysed and reported at an appropriate level.
- A risk register covering key strategic risks is maintained as a living document and brought to each Board and Audit & Finance Committee meeting.
- More detailed operational risk registers are maintained in aspects where this is considered appropriate, taking account of the impact of potential risk and the cost benefit of the exercise.
- All staff are provided with adequate training on risk management and their role and responsibilities in implementing this.
- We regularly review and monitor the effectiveness of our risk management framework and update it as considered appropriate.
- The Board receives regular reports on continuing and emerging high concern risks and those where priority action is needed to bring the risk within our stated risk appetite.

Our current significant risks include...

- Ability to retain and attract staff. Our people are the heart of our organisation. It is only through our dedicated and committed teams that we can deliver our mission to move the world to protect animals. We are strongly focussed on creating the right culture for our employees and volunteers to grow and flourish. We want to be able to attract, recruit and retain the very best people to work for World Animal Protection and ensure they have the right support and development to nurture them to work flexibly across the globe.
- Ability to deliver strategy. 2021 was the start of a new ten-year global strategic period and as with any pivoting of strategy, this comes with a change in the ways in which we work. Through 'working as one', we will enhance the ways in which we engage and co-create across our global network and increase our effectiveness and impact for animals.
- Strength of affiliate relationships. Our World Animal Protection affiliates provided 15.6% of 2023 group income and play a key role in implementing our global strategies. We work closely and collaboratively with our affiliates to maximise the impact we have collectively.
- Operational complexity. We take all reasonable steps to comply with the laws and regulations applicable to UK registered charities, and the relevant regulations where our subsidiaries and branches are located. We engage local professional advice where necessary to supplement the local staff we employ in those locations.
- Financial stability. In an uncertain financial environment resulting from high inflation and global geopolitical pressures, we closely monitor the ongoing financial health of the organisation, which depends on the ability to generate income and the efficiency of our expenditure. We mitigate risks by incorporating scenario planning into our budget setting, diversifying income streams and increasing the focus and flexibility of our expenditure.

Structure, governance and management

Our structure

World Animal Protection is a registered UK charity and a company limited by guarantee and the ultimate controlling party of three overseas subsidiaries, a UK trading subsidiary and three branches.

The Board of Trustees consists of no less than 9 and no more than 13 people and is responsible for the governance of World Animal Protection ensuring it is effectively and properly run and is meeting its overall purposes as set out in its Articles of Association (governing document).

Charity governance

The Board is committed to taking good governance and leadership to a higher level and seeks to comply with the Charity Governance Code at all times.

Governance structure

The Board meets at least four times a year to review the performance of the charity and make any decisions necessary to its governance and strategic direction. The Board has the following committee structure:

Audit and Finance Committee:

- to oversee, with delegated authority on behalf of the Board, all financial aspects of the charity, and report back to the Board as appropriate
- to guide, advise and make recommendations to the Board regarding the approval of budgets, accounts and financial statements and relevant financial policies
- to advise the Board on the financial implications of the organisation's strategic plans and its on-going financial viability
- to review the performance of charity investments
- oversee the processes related to risk management and internal control and
- to oversee the internal and external audit processes.

Mission committee:

- Review the quality of progress and impact of the organisation's strategic programme areas, ensuring they are consistent with the global strategy, its theory of change, strategic objectives and goals
- keep under review the organisation's animal welfare policy ensuring that it is consistent with international best practice and evidence, external policy developments, and World Animal Protection's global strategy and brand.

Nominations and Governance Committee:

- keep the governance and assurance framework of World Animal Protection under review in order to ensure it enables effective governance by the International Board;
- recommend enhancements to ensure the systems in place are suitably robust, reflect legislative and regulatory requirements together with best practice in the sector and elsewhere, and most effectively support the needs of the organisation now and in the future;
- Monitor and plan for Board succession, identifying skills and experiences needed and attract candidates for appointment and/or reappointment to the Board;
- Keep under review the performance of individual trustees and the Board as a whole on a regular basis, making recommendations to the Board as appropriate.

People and Culture Committee:

- review the CEO's performance, remuneration and appraisal process
- ensure that the people and culture strategy is driven by and contributes to the achievement of the organisational mission and strategic objectives,
- maintain oversight of World Animal Protection's people policies and pay to ensure they are consistent with the needs of the charity, current legislation and best practice and the Board's requirements as expressed from time to time and
- Maintain an oversight of the organisation's development and culture and people performance.

The Board appoints the CEO who has delegated responsibility for the day to day running of the charity in accordance with policies and strategy set by the Board.

Trustee recruitment

World Animal Protection will act positively to create and maintain a skilled, balanced and effective Board. Every effort will be made to ensure that there are strong candidates to fill any vacancies that arise. This will include:

- reviewing the Board's collective skills, knowledge and experience
- attracting candidates with identified skills and experience that the charity's needs, and
- interviewing candidates to explore their commitment, knowledge and skills etc.

Trustee induction

All new trustees are provided with training and support necessary to fulfil their responsibilities effectively. An induction pack is issued, and a programme implemented to ensure they:

- understand their roles and responsibilities as a trustee, and charity law
- have access to our governance documentation, structures and all our approved policies and procedures
- are provided with background information that enhances their understanding of World Animal Protection
- meet staff and develop greater understanding through discussions and presentations.

Management

- The CEO is appointed by the Board of Trustees to manage the day-to-day operations of the charity. The CEO works with a Global Leadership Team (GLT) which comprises the directors of the key functions.
- The full list of the GLT and Board who have been in post during 2023 and to the date of signing these accounts can be found on page 36 (Reference and administrative details).

Photo credit: World Animal Protection / Valerie Kuypers

Reference and administrative details

World Animal Protection is registered with the Charity Commission as a charity and with Companies House as a company limited by guarantee.
World Animal Protection is governed by its Articles of Association.

Charity registration number 1081849

Company registration number 4029540

Registered office 222 Gray's Inn Road, London WC1X 8HB

Board of trustees

(who are directors for Companies Act purposes)

Joanna Kerr Chair
Sandra Bereti [2,4]
Tigere Chagutah (appointed 15th June 2023)[3]
Franc Cortada[3,4]
Jamie Craig[1]
Ka Keung Fung, (appointed 15th June 2023)[2]
Svetlana Ignatieva[1]

Sarah Ireland [3]
Christine Lloyd [2, 3]
Berangere Michel[1,4]
Mwikali Muthiani[2]
Sol Oyuela (appointed 15th June 2023)[1]
Dearbhail Usher (appointed 15th June 2023)[3]

[1]Member of the Audit and Finance Committee;
[2]Member of the People and Culture Committee
[3]Member of the Mission Committee;
[4]Member of the Nominations & Governance Committee.

Chief Executive Officer until 30th June 2024: **Steve McIvor**

Chief Executive Officer from 1st July 2024: **Tricia Croasdell**

Investment managers
Vanguard Asset
Management Limited
4th floor, The Walbrook Building
25 Walbrook
London EC4N 8AF

Bankers
Barclays Bank PLC
99 Hatton Garden
London EC1N 8DN

Solicitors
Bates Wells and Braithwaite LLP
10 Queen Street Place
London EC4R 1BE

Auditors (External)
Crowe UK LLP
55 Ludgate Hill
London EC4M 7JW

Auditors (Internal)
RSM
25 Farringdon Street
London EC4A 4AB

Global leadership team

Steve McIvor
Chief Executive Officer until 30th June 2024

Tricia Croasdell
Chief Executive Officer from 1st July 2024

Lena Aahlby
Global Director of Programmes

Rachel Briggs
Global Director of People

Hok Pang
Global Director of Finance & Resources

Thomas Schultz-Jagow
Global Director of Fundraising and Engagement

Stephen Sibbald
Global Director of Strategic Delivery

Our public benefit requirement

Under the Charities Act 2011, charity trustees have a duty to explain in their annual report how they meet the requirement to demonstrate public benefit within the meaning of the Act. They are also obliged to explain the charity's achievements, measured by reference to the charity's aims and to the objectives set by the board of trustees. The advancement of animal welfare is specified as an admissible charitable purpose and is taken to include any purpose directed towards the prevention or suppression of cruelty to animals or the prevention or relief of suffering by animals. Examples of the charitable purposes falling within this description include:

- charities promoting kindness and seeking to prevent or suppress cruelty to animals
- animal sanctuaries
- the provision of veterinary care and treatment
- charities concerned with the care and rehoming of animals that are abandoned, mistreated or lost
- feral animal control, e.g. neutering.

In accordance with the requirements of the Charities Act 2011, the board of trustees has paid due regard to the Charity Commission's guidance on public benefit when deciding on and planning the activities of World Animal Protection.

This report demonstrates how we met our charitable purposes in 2023 and our principal achievements under our respective strategic priority areas of work.

Photo credit: Vladimir Turkenich / Shutterstock

Statement of trustees' responsibilities

The board of trustees (who are also directors of World Animal Protection for the purposes of company law) is responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and regulations. Company law requires the board of trustees to prepare financial statements for each financial year.

Under that law, the board of trustees has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Northern Ireland. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period.

In preparing these financial statements, the board of trustees is required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice SORP (FRS102)
- make judgements and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements including Financial Reporting Standard FRS 102;
- prepare the financial statements on a 'going concern' basis unless it is inappropriate to presume that the charitable group will continue in business.

The board of trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In the case of trustees in office at the date the Trustees' Annual Report is approved:

The trustees confirm that:

- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have each taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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

Auditors

Crowe UK LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

This report, including the Strategic Report, was approved by the board of trustees on 14 June 2024 and signed on their behalf by:

Joanna Kerr
Chair

Independent auditor's report to the members of World Animal Protection

Opinion

We have audited the financial statements of World Animal Protection ('the charitable company') and its subsidiaries ('the group') for the year ended 31st December 2023 which comprise Consolidated Statement of Financial Activities, Group and Parent Balance Sheets, Consolidated Statement of Cashflow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 December 2023 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act requires us to report to you if, in our opinion::

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

Responsibilities of trustees for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud (continued)

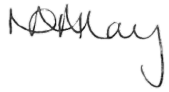
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Nicola May

Senior Statutory Auditor

for and on behalf of Crowe U.K. LLP

Statutory Auditor

London

Date: 19/08/24

Consolidated financial statements

Consolidated statement of financial activities for year ended 31 December 2023

	Note	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2023 £'000	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £ '000	Total 2022 £'000
Income and endowment from:									
Donations and legacies	2	**26,953**	**2,175**	**-**	**29,128**	33,499	4660	-	38,159
Other trading activities	4	**12**	**-**	**-**	**12**	27	-	-	27
Investments	3	**492**	**5**	**-**	**497**	123	5	-	128
Total		**27,457**	**2,180**	**-**	**29,637**	33,649	4,665	-	38,314
Expenditure on:									
Raising funds	5	**(6,867)**	**(264)**	**-**	**(7,131)**	(5,851)	(200)	-	(6,051)
Charitable activities	6	**(25,659)**	**(3,355)**	**-**	**(29,014)**	(22,187)	(3,586)	-	(25,773)
Total		**(32,526)**	**(3,619)**	**-**	**(36,145)**	(28,038)	(3,786)	-	(31,824)
Net (losses)/gains on investments		**548**	**-**	**-**	**548**	(838)	-	-	(838)
Net income		**(4,521)**	**(1,439)**	**-**	**(5,960)**	4,773	879	-	5,652
Transfer between funds		**(310)**	**-**	**310**	**-**	181	-	(181)	-
Foreign exchange movement		**(404)**	**(80)**	**(33)**	**(517)**	418	120	73	611
Net movement in funds		**(5,235)**	**(1,519)**	**277**	**(6,477)**	5,372	999	(108)	6,263
Fund balances brought forward		**20,445**	**3,555**	**2,134**	**26,134**	15,073	2,556	2,242	19,871
Fund balances carried forward		**15,210**	**2,036**	**2,411**	**19,657**	20,445	3,555	2,134	26,134

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 45 to 62 form part of these accounts.

Consolidated financial statements

Consolidated and charity balance sheets at 31 December 2023

	Note	Consolidated 2023 £'000	Charity 2023 £'000	Consolidated 2022 £'000	Charity 2022 £'000
Fixed assets					
Tangible assets	11	741	681	327	237
Investments	12	5,118	3,544	4,631	3,274
		5,859	4,225	4,958	3,511
Current assets					
Stock		13	-	18	-
Debtors	13	2,523	3,140	3,402	2,354
Cash on deposit	24	757	-	2,494	1,700
Cash at bank and in hand	24	13,911	4,184	18,118	9,695
		17,204	7,324	24,032	13,749
Creditors: amounts falling due within one year	14	(2,308)	(1,541)	(2,705)	(1,846)
Net current assets		14,896	5,783	21,327	11,903
Provisions	15	(1,098)	(97)	(151)	(97)
Net assets		**19,657**	**9,911**	**26,134**	**15,317**
Unrestricted funds	16				
Designated funds		9	9	640	640
Revaluation funds		415	415	455	455
General funds		14,786	5,948	19,350	10,261
		15,210	6,372	20,445	11,356
Restricted funds	17	2,036	1,950	3,555	2,683
Endowments	18	2,411	1,589	2,134	1,278
Total funds		**19,657**	**9,911**	**26,134**	**15,317**

The notes at pages 45 to 62 form part of these accounts. The Charity-only net deficit for the year was £4,709,569 (2022 net income: £794,109).

The financial statements were approved and authorised for issue by the trustees on 14 June 2024.

J Kerr

Chair

Registered company no: 4029540

Consolidated financial statements

Consolidated statement of cash flows for year ended 31 December 2023

	Note	2023 £'000	2023 £'000	2022 £'000	2022 £'000
Cash flows from operating activities:					
Net cash generated by operating activities			(5,871)		6,039
Cash flows from investing activities:					
Interest received	3	220		66	
Investment income	3	277		62	
Purchase of tangible assets	11	(580)		(110)	
Sale of tangible assets		-		-	
Purchase of investments	12	(56)		(65)	
Sale of investments	12	66		70	
Net cash generated in investing activities			(73)		23
Change in cash and cash equivalents in the reporting period			(5,944)		6,062
Cash and cash equivalents at the beginning of the reporting period			20,612		14,550
Cash and cash equivalents at the end of the reporting period	24		14,668		20,612

Reconciliation of net income to net cash flow from operating activities

Net movement in funds for the reporting period (as per Statement of Financial Activities)			(5,961)		5,652
Adjustments for:					
Depreciation charges	11		122		114
Net losses/(gains) on investments			(551)		835
Foreign exchange differences			(419)		467
Investment income	3		(497)		(128)
Loss on disposal of fixed assets			-		-
Increase in stocks			6		(4)
(Increase)/decrease in debtors			879		(1,602)
Increase/(decrease) in creditors			550		705
Net cash generated by operating activities			**(5,871)**		**6,039**

The notes on pages 45 to 62 form part of these accounts.

Notes to the consolidated financial statements

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

World Animal Protection meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

These financial statements are for the legal entity which is World Animal Protection, a charity incorporated in the UK, registered with the Charity Commission and with Companies House as a company limited by guarantee. All figures have been converted into sterling.

Going concern

After discussions with key management personnel and reviewing the Group's forecasts and projections, the trustees have a reasonable expectation that the Group has adequate resources to continue its activities for the foreseeable future.

The trustees have considered the potential impact of a reduction in future income and the consequential effect on expenditure. The scenarios considered have assumed a minimum reduction of 5% and a maximum reduction of 30% in Group income until December 2025. The trustees have also assumed a reduction in expenditure within six months after the initial drop in income, to allow time for the group to implement necessary actions to maintain a sustainable financial position.

Accordingly, the trustees continue to adopt the going concern basis in preparing the financial statements as outlined in the Trustees' responsibilities statement.

b) Basis of consolidation

The consolidated financial statements of the group incorporate the accounts of the charity including branches in Costa Rica, China, Thailand and Kenya, and its wholly owned trading subsidiary World Animal Protection Trading Company Limited. The branches are also registered as legal entities in their local jurisdictions to comply with the relevant laws and regulations.

The charity is the sole member of World Animal Protection USA and World Animal Protection Australia. These are included in the consolidated accounts as subsidiaries. The registered offices for the subsidiaries are listed on our website: https://www.worldanimalprotection.org/contact-us

A separate Statement of Financial Activities (SOFA) is not presented because the charity has taken advantage of the provisions of Section 408 of the Companies Act 2006.

c) Fixed asset investments

Fixed asset investments are stated at their market value at the balance sheet date. Any gain/loss on revaluation is recognised in the consolidated SOFA.

d) Tangible fixed assets

Tangible fixed assets acquired with a fair value over £5,000 are capitalised and depreciated on a straight-line basis over their expected useful lives as follows:

- Computer equipment – 5 years
- Software – 3 to 5 years
- Office equipment – 3 years
- Short leasehold property – The life of the lease

e) Fund accounting

Funds held by the charity are:

Unrestricted funds – funds which can be used in furtherance of the charity's objectives at the discretion of the board of trustees.

Designated funds – funds which have been designated by the board of trustees for a particular purpose, but this designation does not legally restrict the board of trustees' discretion to apply the funds.

Restricted funds – funds which can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Endowment funds – funds that have been given to the charity to be held as capital. Endowments can either be permanent endowment funds which means that they cannot be converted to funds, or expendable endowment funds where the trustees do have a discretionary power to use the funds as income. The endowment funds are accounted for on the basis of any restrictions imposed by the donors.

f) Income

Appeals, grants and donations

Income from appeals, grants and donations is included in incoming resources when: the charity has entitlement to funds, any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably.

Legacies

Entitlement to legacies is taken as the earlier of the date on which either: the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution.

Where legacies have been notified to the charity, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised, and reference should be made to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable

Interest is included when receivable by the charity.

Commercial trading activities

Income from commercial activities of World Animal Protection Trading Company Limited is included in the period in which the group is entitled to receipt.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following headings:

- Costs of raising funds comprise the costs incurred in generating donations, the costs of trading for fundraising purposes and the costs directly attributable to managing the investments
- Expenditure on charitable activities comprises those costs directly related to the objects of World Animal Protection. It includes both the costs which can be directly allocated to such activities and the costs of an indirect nature necessary to support them. These costs are apportioned on an appropriate basis as set out in Note 6
- Other expenditure represents those items not falling into any other heading.

Grants

Grants payable are accounted for as expenditure in the period in which a constructive obligation to make payment has been entered into and upon receipt of satisfactory management reports.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs. These costs have been allocated between costs of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated have been set out in Note 8.

h) Stock

Stocks are valued at the lower of cost and net realisable value.

i) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

j) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

k) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

l) Financial instruments

The charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments comprise fixed asset investments measured at fair value through profit or loss, and financial assets and liabilities that are initially recognised at transaction value and subsequently measured at their settlement value.

m) Foreign currency

Transactions in foreign currencies are translated at the exchange rate in effect at the time of the transaction. Monetary assets and liabilities in foreign currencies are translated at the rates of exchange prevailing at the balance sheet date. Exchange differences are included in the consolidated SOFA for the period in which they are incurred.

n) Pensions

The charity operates a defined-contribution pension scheme. The assets of the scheme are held separately from the charity in an independently administered fund. The amount charged in the SOFA represents the contributions payable to the scheme in respect of the accounting period.

World Animal Protection USA operated a defined benefit plan which was closed to new entrants on 31 December 2009. The plan terminated effective August 2023. Since 1 January 2010 World Animal Protection USA has operated a defined contribution scheme and contributions payable are recognised in the SOFA in the accounting period to which it relates.

o) Significant accounting estimates and judgments

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually. The main estimates in the financial statements relate to depreciation, legacies and provisions. Further information about key assumptions concerning the future, and other key sources of estimation of uncertainty, are set out in the notes.

Photo credit: World Animal Protection / Tracks Investigations

2. Income from donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total 2023 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000
Appeals and gifts (individual donations)	**12,784**	**1,157**	**13,941**	13,250	1,325	14,575
Legacies	**9,200**	**201**	**9,401**	13,426	84	13,510
Corporate donations, trusts, foundations, and society grants	**86**	**111**	**197**	156	2,224	2,380
Governments	**-**	**-**	**-**	-	9	9
Major donors	**651**	**275**	**926**	825	370	1,195
Gifts in kind	**3**	**-**	**3**	25	-	25
Other income	**110**	**-**	**110**	53	4	57
Income from World Animal Protection affiliates	**4,119**	**431**	**4,550**	5,764	644	6,408
	26,953	**2,175**	**29,128**	33,499	4,660	38,159

3. Investments

	Unrestricted funds £'000	Restricted funds £'000	Total 2023 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000
Interest receivable	**215**	**5**	**220**	61	5	66
Investment income from investments	**277**	**-**	**277**	62	-	62
	492	**5**	**497**	123	5	128

4. Subsidiary companies

	Trading company		USA		Australia*	
	2023 £'000	2022 £'000	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Income	**12**	27	**4,642**	10,575	**7,706**	7,568
Expenditure	**(26)**	(32)	**(5,577)**	(5,007)	**(7,702)**	(7,567)
Net incoming/(outgoing) resources before gains and losses and gift aid	**(14)**	(5)	**(935)**	5,568	**4**	1
Gift aid	**(0)**	(8)	**-**	-	**-**	-
Net (outgoing)/incoming resources before gains and losses	**(14)**	(13)	**(935)**	5,568	**4**	1
Net (losses)/gains on investments	**-**	-	**271**	(382)	**-**	-
Net movements in funds	**(14)**	(13)	**(664)**	5,186	**4**	1
Assets	**19**	39	**11,743**	12,046	**2,923**	2,239
Liabilities	**(17)**	(24)	**(2,797)**	(2,062)	**(2,217)**	(1,502)
Funds	**2**	15	**8,946**	9,984	**706**	737

*Includes the results for New Zealand, which is a branch of Australia.

5. Expenditure on raising funds

	Total 2023 £000	Total 2022 £000
Appeals and gifts (individual giving)	**6,410**	5,487
Legacies	**100**	73
Corporate donations, trust foundations	**473**	354
Major donors	**114**	97
Fundraising trading	**26**	32
Investment managers' fees	**8**	8
Total	**7,131**	6,051

Included in the above are governance costs of £145,467 (2022: £111,446)

6. Charitable Activities

	Animals in communities	Animals in farming	Animals in disasters	Global advocacy for animals	Animals in the wild	Total 2023 £'000	Total 2022 £'000
Grants *(see note 7)*	137	243	-	9	1,042	**1,431**	1,604
Direct expenditure	45	8,118	12	1,892	9,383	**19,450**	17,908
Support costs	55	3,032	-	622	3,344	**7,053**	5,629
Governance costs	7	306	-	75	692	**1,080**	632
Total 2023	244	11,699	12	2,598	14,461	**29,014**	25,773
Total 2022	219	10,773	106	2,237	12,438	**25,773**	

Photo: Still from World Animal Protection's COP28 animation film. Credit: World Animal Protection / Jolt Studios

7. Grants

Grants were made to the following institutions: Institution name:	2023 £'000	2022 £'000
Asociatia Milioane de Prieteni (AMP)	**274**	262
Bioresource Research Centre	**187**	186
Elephant Aid International	**104**	-
World Cetacean Alliance	**80**	40
International Companion Animal Management Coalition	**73**	73
Bring the Elephant Home	**56**	65
Yayasan Lembaga Konsumen Indonesia	**37**	45
Manchester Metropolitan University	**36**	27
University of Pretoria	**33**	22
Patom Organic Living	**32**	17
Tambuyog Development Center, Inc	**32**	16
The Philippine Animal Welfare Society	**32**	16
Following Giant	**32**	-
Evergreen Labs	**28**	33
Elephant Livehood Initiative Environment (ELIE)	**25**	115
Tiger Tops	**25**	49
Blood Lions	**24**	32
Education for Nature Vietnam	**24**	35
Boon Lott Elephant	**24**	-
Collective Fashion Justice	**21**	26
Mahouts Elephant Foundation	**19**	10
The International Cooperation Committee of Animal Welfare	**17**	-
Centre for Marinelife Conservation and Community Development	**16**	17
Kindred Spirit Elephant Sanctuary	**15**	36
The Aisa Academy of Philanthropy	**11**	-
Chunyu Docotor	**11**	-
Department of Livestock Development	**7**	-
Instituto Ecótono	**6**	31
Boon Lott's Elephant Sanctuary	**-**	81
Action for Protection of Animals Africa (APAA)	**-**	55
Following Giants	**-**	48
University of Surrey	**-**	42
ChangChill	**-**	29
Instituto de Pesquisa e Conservação de Tamanduás	**-**	28
Beijing Chunyu Tianxia Software	**-**	26
Emi Kondo	**-**	24
Beijing Guoweiyijian Health Information Technology	**-**	19
Burm and Emily's Elephant Sanctuary	**-**	15
Vietnam Animal Welfare Association (VAWA)	**-**	13
Instituto Homem Pantaneiro	**-**	11
Coalition of African Animal Welfare Organisation	**-**	10
Roots and Shoots	**-**	8
Suzhou Yun Zhongyi Information Technology	**-**	-
Sappraiwan Elephant Resort	**-**	7
Other grants to institutions (all under £5,000)	**150**	35
	1,431	1,604

World Animal Protection awards grants which are multiyear in nature, but retains the right to withhold tranches of grant payments until satisfactory performance related conditions and reporting have been met by the grantee. Therefore, no grant liability is recognised at the balance sheet date unless these performance related conditions have been met. The total amount of such awarded grants at the balance sheet date is £758,190.

Notes to the consolidated financial statements

8. Analysis of support and governance costs

	Animals in communities £'000	Animals in farming £'000	Animals in disasters £'000	Global advocacy for animals £'000	Animals in the wild £'000	Consolidated 2023 £'000	Consolidated 2022 £'000
CEO and executive management	10	644	-	160	731	**1,545**	1,278
Finance	9	521	-	107	595	**1,232**	931
IT	7	281	-	68	341	**697**	680
Facilities	13	1,023	-	135	948	**2,119**	1,468
HR	16	563	-	153	729	**1,461**	1,272
Governance	7	306	-	75	692	**1,080**	632
	62	3,338	-	698	4,036	**8,134**	6,261

In the table above, the basis of apportionment for support costs has been the proportion of the direct expenditure for each charitable activity compared to total expenditure.

9. Net incoming resources

This is stated after charging	2023 £'000	2022 £'000
Operating lease expense	**2,095**	1,209
Depreciation charges	**122**	114
Loss on disposal of fixed assets	**-**	-
Auditor's remuneration:		
Fees payable to the charity's auditor for the audit of the charity's annual accounts	**109**	102
Fees payable to the charity's auditor and its associates for other services:		
– Audit of the accounts of subsidiaries (excluding US office)	**27**	23
– Other non-audit services	**-**	13
Amounts paid to US office auditors – Marks Paneth	**38**	35
Investment managers' fees	**8**	8

- Audit remuneration in relation to the group audit of £85,350 (2022: £81,410) exclusive of VAT was payable to Crowe UK LLP.
- Audit remuneration for overseas offices of £50,754 (2022: £43,586) exclusive of local Taxes was payable to Crowe global member firms.

10. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

	Consolidated 2023 £'000	Consolidated 2022 £'000
Wages and salaries	**12,074**	10,349
Social security costs (national insurance and other taxes)	**1,110**	942
Other pension costs	**767**	695
	13,951	11,986

In addition, a great amount of time, the value of which is impossible to reflect in these financial statements, was donated by our volunteers. Our volunteers helped to raise funds and provided office administration and support.

The average number of contracted employees throughout the year, calculated on a full-time equivalent (FTE) basis, was:	2023 No. of FTE	2023 Headcount	2022 Number of FTE	2022 Headcount
Charitable activities, campaigns and publicity	**124**	**127**	119	121
Fundraising	**46**	**46**	39	41
Managing and administration	**46**	**48**	42	44
Leadership and governance	**10**	**10**	10	10
	226	**231**	210	216

The emoluments of members of staff, including benefits in kind within the range of £60,000 to £169,999, are:	2023 Number	2022 Number
£60,000 - £69,999	**15**	13
£70,000 - £79,999	**15**	12
£80,000 - £89,999	**12**	8
£90,000 - £99,999	**4**	8
£100,000 - £109,999	**7**	3
£110,000 - £119,999	**3**	3
£120,000 - £129,999	**4**	2
£130,000 - £139,999	**-**	1
£140,000 - £149,999	**1**	1
£150,000 - £159,999	**2**	1
	63	52
The pension costs paid in respect of these employees amounted to	**£300,022**	£243,387

Within our branches and subsidiaries, we employ staff with the required skills and experience to enable our organisation to meet our goals. We attract and retain staff and the salaries are based on the local market. Many of our staff team could make use of their skills elsewhere in the charitable or private sector for considerably higher salaries and of the high earners' number quoted above, only 20 out of 63 staff were employed within the UK.

The key management personnel of the charity are considered to be the Global Leadership Team (GLT). The GLT comprises the CEO, the global director of programmes, the global director of fundraising and engagement, the global people director, the global director of finance and resources and the global director of strategic delivery. In the prior year, the GLT comprised the CEO, the global people director, the global director of programmes, the global director of finance and resources and the global director of strategy. The key management personnel of the charity received £824,813 (2022: £724,642) in salaries and fees. The employer contributions into the charity's pension scheme with respect to key management personnel amounted to £49,705 (2022: £43,421). The total employee benefits of the key management personnel of the charity were £6,737 (2022: £3,437).

Redundancy and termination payments	2023	2022
Redundancy/Termination payments (£'000)	-	-
Number of employees made redundant	-	-

Trustee expenses

Total board/committee expenses incurred in respect of travel, accommodation and subsistence was £26,986 (2022: £8,948). This increase from the previous year is due to the resumption of more in-person trustees meetings post-COVID. The costs in 2023 are comparable with the pre-pandemic costs for trustees expenses (2018: £26,896; 2019: £28,016).

Included in the above are £4,574 (2022: £1,774) of expenses reimbursed to four trustees (2022: three).

None of the trustees receive any remuneration for their services as trustees of the charity.

Photo credit: World Animal Protection / Emi Kondo

11. Tangible fixed assets (consolidated)

	Short leasehold property £'000	Office equipment £'000	Computer equipment £'000	Software £'000	Total £'000
Cost					
At 1 January 2023	927	210	352	286	1,775
Additions	-	15	52	513	580
Foreign exchange differences	(16)	(16)	(50)	(3)	(85)
Disposals	-	-	-	-	-
At 31 December 2023	911	209	354	796	2,270
Depreciation					
At 1 January 2023	795	182	261	210	1,448
Disposals	-	-	-	-	-
Foreign exchange differences	(11)	(7)	(19)	(4)	(41)
Depreciation in year	41	9	39	33	122
At 31 December 2023	825	184	281	239	1,529
Net book amount at 31 December 2023	86	25	73	557	741
Net book amount at 31 December 2022	132	28	91	76	327

Tangible fixed assets (charity)

	Short leasehold property £'000	Office equipment £'000	Computer equipment £'000	Software £'000	Total £'000
Cost					
At 1 January 2023	745	55	146	220	1,166
Additions	-	15	13	513	541
Foreign exchange differences	(9)	(11)	(12)	-	(32)
Disposals	-	-	-	-	-
At 31 December 2023	736	59	147	733	1,675
Depreciation					
At 1 January 2023	660	31	95	143	929
Foreign exchange differences	(5)	(5)	(10)	-	(20)
Disposals	-	-	-	-	-
Depreciation in year	26	8	18	33	85
At 31 December 2023	681	34	103	176	994
Net book amount at 31 December 2023	55	25	44	557	681
Net book amount at 31 December 2022	85	24	51	77	237

12. Fixed Asset Investments (consolidated and charity)

	Consolidated 2023 £'000	Charity 2023 £'000	Consolidated 2022 £'000	Charity 2022 £'000
Market value as at 1 January 2023	4,631	3,274	5,334	3,738
Add: acquisitions at cost	56	-	65	-
Less: investment manager's fees	(7)	(7)	(8)	(8)
Foreign exchange differences	(56)	-	137	-
Less disposals at opening book value	(66)	-	(59)	-
Unrealised (losses)/gains on revaluation	560	277	(838)	(456)
Market value at 31 December 2023	5,118	3,544	4,631	3,274
Historical cost at 31 December 2023	3,439	2,527	3,542	2,527

An analysis of the market value of investments at 31 December 2023 is as follows:	Consolidated 2023 £'000	Charity 2023 £'000	Consolidated 2022 £'000	Charity 2022 £'000
Overseas equities	1,651	1,651	1,526	1,526
UK stock/bond mixed indexed funds	645	645	596	596
US stock indexed funds	1,198	-	980	-
Bonds and bond indexed funds	1,603	1,248	1,501	1,152
US fixed-interest stock	21	-	28	-
	5,118	3,544	4,631	3,274

At 31 December 2023, the charity owned the entire issued share capital of World Animal Protection Trading Company Limited (£2 cost), a company which supports the charity by carrying out ancillary trading activities. The trading results are set out in Note 4. At 31 December 2023, the amount of this company's assets, liabilities, share capital and reserves was:

	2023 £'000	2022 £'000
Current assets	**20**	39
Creditors: amount falling due within one year	**(17)**	(24)
Creditors: amount falling due after more than one year	**-**	-
	3	15
Called-up share capital – (£2 rounded down to nil)	**-**	-
Profit and loss account	**3**	15
	3	15

13. Debtors

	Consolidated 2023 £'000	Charity 2023 £'000	Consolidated 2022 £'000	Charity 2022 £'000
Trade debtors	**86**	**-**	937	54
Amounts owed by subsidiary undertakings	**-**	**1,261**	-	324
Amounts owed by other WAP entities	**299**	**299**	147	147
Accrued income	**467**	**293**	612	552
Prepayments	**1,217**	**1,040**	1,194	1,008
Other debtors	**454**	**247**	512	269
	2,523	**3,140**	3,402	2,354

14. Creditors: amounts falling due within one year

	Consolidated 2023 £'000	Charity 2023 £'000	Consolidated 2022 £'000	Charity 2022 £'000
Trade creditors	**1,021**	**752**	1,252	829
Other creditors	**185**	**18**	233	12
Taxes and social security	**300**	**245**	288	229
Accruals and deferred income	**802**	**323**	794	388
Amounts owed to other World Animal Protection entities	**-**	**-**	138	138
Amounts owed to subsidiary undertakings	**-**	**203**	-	250
	2,308	**1,541**	2,705	1,846

15. Provisions

	Consolidated 2023 £'000	Charity 2023 £'000	Consolidated 2022 £'000	Charity 2022 £'000
Opening balance	**151**	**97**	149	97
Provision released during the year	**1**	**-**	-	-
Foreign exchange differences	**(2)**	**-**	2	-
Provision built up in the year	**948**	**-**	-	-
Closing balance	**1,098**	**97**	151	97

The provision relates to lease dilapidations for the London and Australian offices. In 2023 a new provision has been made for an onerous lease commitment relating to the USA office which has been deemed to be surplus to requirements and sublet with effect from 1 March 2024 at a reduced rate until the lease ends in October 2029. The provision represents the net present value of the future lease payments less the rent receivable from the sublease in accordance with the principles in FRS102.

16. Unrestricted funds (Consolidated and Charity)

Consolidated

	Balance at 1 January 2023 £'000	Income £'000	Expenditure £'000	Realised and Unrealised gains and losses £'000	Transfers £'000	Balance at 31 December 2023 £'000
Designated funds	640	-	(631)	-	-	9
General & revaluation funds	19,805	27,457	(31,895)	144	(310)	15,201
Total unrestricted Funds	20,445	27,457	(32,526)	144	(310)	15,210

Charity

Designated funds	640	-	(631)	-	-	9
General & revaluation funds	10,716	17,348	(21,646)	255	(310)	6,363
Total unrestricted funds	11,356	17,348	(22,277)	255	(310)	6,372

17. Restricted funds

Consolidated	Balance at 1 January 2023 £'000	Income £'000	Expenditure/ transfers £'000	Exchange differences £'000	Balance at 31 December 2023 £'000
Animals in farming	1,399	3	(830)	-	572
Animals in the wild	5	812	(806)	(1)	10
Animals in communities	-	1	(1)	-	-
Global advocacy for animals	-	41	(41)	-	-
Animals in disasters	-	2	(2)	-	-
Geographical restrictions	2,151	1,321	(1,939)	(79)	1,454
	3,555	**2,180**	**(3,619)**	**(80)**	**2,036**

Charity	Balance at 1 January 2023 £'000	Income £'000	Expenditure/ transfers £'000	Exchange differences £'000	Balance at 31 December 2023 £'000
Animals in farming	527	789	(830)	-	486
Animals in the wild	5	812	(806)	(1)	10
Animals in communities	-	1	(1)	-	-
Global advocacy for animals	-	41	(41)	-	-
Animals in disasters	-	2	(2)	-	-
Geographical restrictions	2,151	1,321	(1,939)	(79)	1,454
	2,683	**2,966**	**(3,619)**	**(80)**	**1,950**

The balance of restricted funds includes multiple grants totalling £498,008 from US-based Open Philanthropy project funds to make lasting change for farmed animals. The remaining balance of £1,454,229 comprises World Animal Protection Thailand reserves which can only be used for our work in Thailand.

18. Endowments

Consolidated	Italy/ Isle of Capri £'000	General Operations £'000	Eberle Capital £'000	Ruth Whist Capital £'000	Total £'000
Balance at 1 January 2023	38	818	847	431	2,134
Net realised and unrealised losses	-	-	383	(72)	311
Sale of assets – realised gains/losses	-	-	-	-	-
Foreign exchange differences	(1)	(33)	-	-	(34)
Balance at 31 December 2023	**37**	**785**	**1,230**	**359**	**2,411**

Charity	Eberle Capital £'000	Ruth Whist Capital £'000	Total £'000
Balance at 1 January 2023	847	431	1,278
Net realised and unrealised losses	383	(72)	311
Sale of assets – realised gains/losses	-	-	-
Balance at 31 December 2023	**1,230**	**359**	**1,589**

The Eberle Capital Investment Fund arises from a legacy received in 1991 for the protection of small animals "if possible". The capital of the fund cannot be used for other charitable purposes unless prior approval is given by the trustees. The income arising from this fund is part of unrestricted investment income.

The Ruth Whist Capital Cash Fund arises from a donation for use in work for animals in need. The capital of the fund cannot be spent, and interest should be withdrawn annually for use at the discretion of World Animal Protection's global director of programmes. The income arising from this fund is part of unrestricted investment income.

In World Animal Protection USA, since 1980, numerous donors have contributed to the endowment fund for General Operations. In 1990 the estate of Mona Bismarck contributed an endowment gift for Italy/Isle of Capri. For both funds, the capital amounts must be held in perpetuity and cannot be spent. The income arising from these funds are part of investment income.

The net realised gains and unrealised losses during the year have been reallocated from the revaluation funds.

19. Analysis of net assets between funds

For 2023

Consolidated	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	694	47	-	741
Investments	2,708	-	2,410	5,118
Net current assets	12,872	2,023	-	14,895
Provisions	(1,098)	-	-	(1,098)
	15,176	**2,070**	**2,410**	**19,656**

Charity	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	634	47	-	681
Investments	1,956	-	1,588	3,544
Net current assets	3,845	1,937	-	5,782
Provisions	(97)	-	-	(97)
	6,338	**1,984**	**1,588**	**9,910**

For 2022

Consolidated	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	263	64	-	327
Investments	2,497	-	2,134	4,631
Net current assets	17,836	3,491	-	21,327
Provisions	(151)	-	-	(151)
	20,445	**3,555**	**2,134**	**26,134**

Charity	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	173	64	-	237
Investments	1,996	-	1,278	3,274
Net current assets	9,284	2,619	-	11,903
Provisions	(97)	-	-	(97)
	11,356	**2,683**	**1,278**	**15,317**

20. Commitments

Capital commitments: There were no capital commitments by the charity or group, contracted or authorised, at 31 December 2023 or 31 December 2022.

21. Operating lease commitments

Operating lease payments relate to total minimum contractual rent commitments for premises within the group, over the remaining life of the leases.

	Consolidated 2023 £'000	Charity 2023 £'000	Consolidated 2022 £'000	Charity 2022 £'000
Due in one year or less	1,192	816	1,175	796
Between one and five years	1,870	609	2,644	1,273
In five years or more	272	-	635	22
	3,334	**1,425**	**4,454**	**2,091**

22. Related party transactions

	Paid by World Animal Protection £'000	Received by World Animal Protection £'000	Amounts owed by World Animal Protection £'000	Amounts owed to World Animal Protection £'000
World Animal Protection Brazil	1,143		-	5
World Animal Protection Canada	-	215	-	86
World Animal Protection (Thailand) Foundation	-	-	-	
World Animal Protection Denmark	-	2,314	-	
World Animal Protection India	202	-	-	95
World Animal Protection Netherlands	-	874	-	113
World Animal Protection Sweden	-	1,147	-	
	1,345	**4,550**	**-**	**299**

The first column shows the grants given to those affiliate entities that carry out programme delivery work but do not fundraise locally. The second column shows the donations and grants received from fundraising affiliate offices. The balances owed to and from the affiliate entities at the end of the year are also disclosed.

Affiliate entities are governed by their own separate board of directors and are related parties by virtue of their representation on this charity's Senior Leadership Team and the collaboration arrangement between the entities.

23. Guarantee

The charity is also a company limited by guarantee. In the event of winding up, its members would be liable to pay an amount not greater than £1.

24. Analysis of cash and cash equivalents

	At 1 January 2023 £'000	Cash flows £'000	At 31 December 2023 £'000
Cash at bank and in hand	18,118	(4,207)	13,911
Cash on deposit	2,494	(1,737)	757
	20,612	**(5,944)**	**14,668**

Some of the year-end cash balances are held in a number of foreign currency accounts including US dollars and euro.

25. Pensions

The charity contributed towards a defined contribution scheme for the benefit of employees.

Prior to 31 December 2009, World Animal Protection USA provided a defined benefit pension plan covering salaried permanent employees. Benefits were based on years of service and the employee's remuneration. Effective 31 December 2009, all benefits under the defined benefit pension plan were frozen. Following 31 December 2009, no employees were eligible to participate in the defined benefit pension plan and vested employees in the plan are no longer accruing additional benefits. World Animal Protection U.S.'s participation in the Plan was less than 2% and not considered significant. No liability or expenses related to the Plan have been reflected in the accompanying financial statements as of and for the years ended December 31, 2023 and 2022. The Plan terminated effective 31 August 2023, and paid out all benefits owed to participants in December 2023.

Since 2010, World Animal Protection USA has provided a group tax-deferred 403(b) plan covering all permanent employees. The assets are held for each employee in an individual account maintained by an investment firm. Eligible employees may contribute to the plan up to allowable levels. World Animal Protection USA matches employee contributions to the plan up to 3% of each employee's bi-weekly salary. Employees forfeit employer contributions if they terminate in the first three years of employment.

26. Legacies

The value of legacies notified to the Charity, but which do not meet the recognition criteria (and so are not accounted for within the financial statements) is approximately £3.9 million (2022: £3.9 million).

Thank you

To our supporters

We would like to say a sincere thank you to all our supporters. Ending animal suffering starts with moving people to care and contribute; you have made life-changing work for animals possible in 2023.

With your continued generous support, we will work hard in 2024 and beyond to move the world to join us in protecting animals.

To our volunteers

Volunteers are important to World Animal Protection in many ways, from raising vital funds to helping with office administration and support. Many thousands give their time and support by engaging with us in forms of campaign action. So, we would like to express our warmest thanks to you all for your dedication and hard work during 2023. You make a fundamental contribution to our mission to move the world to protect animals.

Photo credit: Vladimir Turkenich / Shutterstock

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WORLD ANIMAL PROTECTION

England & Wales - Charity number 1081849

Accounts

WORLD ANIMAL PROTECTION

Annual report and accounts 2022

Our vision:
A world where animals live free from cruelty and suffering

Our purpose:
We move the world to protect animals

Our brand statement:
Together, we are changing the way the world works to end animal cruelty and suffering. Forever.

World Animal Protection is registered with the Charity Commission as a charity and with Companies House as a company limited by guarantee. World Animal Protection is governed by its Articles of Association.
Charity registration number 1081849
Company registration number 4029540
Registered office 222 Gray's Inn Road, London WC1X 8HB

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About the cover:

As one of the most intensively farmed animals on the planet pigs suffer from the moment they are born. Their lives in the wild are in stark contrast to the life they face on a factory farms. These piglets are born into a lifetime of suffering.

Undisclosed location in Latin Ame.
Credit: World Animal Protection / Emi Kondo

Foreword

Facing our global crisis. Together.

Three distressing images from 2022. A zebra lying dead in the parched Kenyan landscape – its once strong and vibrant body strangely deflated. An anteater gingerly picking its way through fire-devastated land in the Amazon. And a mother pig looking out from her small steel cage on a factory farm in Europe – hopelessness and suffering dulling her eyes.

Three animals – two wild, one farmed – separated by thousands of kilometres. Yet all are connected. The root of their suffering? The factory farming system so inherently cruel and so strongly linked with climate change that it is devastating our world. Demand for animal feed for factory farms is causing deforestation and loss of precious wild animals and their habitats at an extraordinary rate.

Confronting climate-linked cruelty

Your support helped us take this critical message, to the UN climate conference – COP27– in Sharm El Sheikh, Egypt in November. We urged delegates to understand inextricable connections. How factory farming, which condemns 80 billion animals to unimaginable and largely secret suffering, depends on a huge carbon footprint to fuel its existence. We led 26 local organisations to demand that factory farming stay out of Africa, where people and animals are bearing the brunt of climate change, and released shocking evidence regarding JBS, the world's largest meat processor. This global giant sources crops from deforested areas to feed the factory farmed pigs, chicken and cattle fuelling its business.

Solving our global crisis

We also presented our powerful, science-based solution to the deep-rooted problems caused by the factory farming system. This calls for a moratorium on factory farming from governments, in conjunction with a plant-based food system, and a diversified, kinder livestock farming sector that produces fewer animals.

Our solution boldly recognises the connectedness of our world, protects farmed and wild animals, environments, and ensures enough food for everyone on our planet. Its approach is underpinned by the world-moving research and science central to our 'Climate change and cruelty' report.

Launched in August, 'Climate change and cruelty' spells out, for the first time, the science behind transforming farming systems and the urgent need for change. It highlights the impact of farming animals in the smallest spaces possible, denying them any hope of natural behaviour, fresh air and light. 'Climate change and cruelty' shows that even if fossil fuel emissions were eliminated immediately, emissions from the global food system alone would make it impossible to limit warming to 1.5°C.

Persistence mobilising change

Despite such evidence, convincing governments and businesses to put industrial farming on the same climate change footing as fossil fuels or transport is not easy. But persistence pays off and we made some key progress in 2022.

We persuaded several leading financial institutions to introduce animal welfare policies. And our work with the Financing Factory Farming campaign resulted in the Inter-American Development Bank dropping a plan for a US$43 million loan for Marfrig, a Brazilian beef company. This is a huge step towards the development banks acknowledging the harm caused by industrial livestock – and that they must stop funding it.

Building a better world for wildlife

Ending factory farming will lead to a better, kinder world for wild animals – stopping the deforestation that drives them from their homes, injuring, killing and wiping out species. It will also protect water, soil and air, allowing wildlife to thrive.

But true and complete protection will only happen when any commercial exploitation of any wild animal is seen as unviable and unacceptable by us all.

We have identified South Africa as a potential influencer in inspiring other nations to shift to wildlife-friendly tourism. So, throughout 2022 we continued to urge the government to end the trophy hunting and captive lion breeding that stains their reputation as a tourist destination. Our research released during the year shows that most South African citizens and international tourists want this to happen too, and that the country will only benefit economically as a result.

We also began scoping out wildlife protection projects with rural communities in India, West Bengal and those surrounding Belen Market – a known illegal wildlife trading point – in Peru. We expect that results from this work will inform government and UN policy on wildlife protection and community involvement.

Over the next decade, with your help, we are confident of great progress. That we'll see millions of animals no longer suffering in industrial farms and a profound change in the way food is produced. This will in turn help to protect our environments, the wild places and spaces that animals live in, and create the healthy future we want for ourselves and our children.

Thank you for facing the global crisis with us. We can end it. Together.

Steve McIvor
Chief executive

Moving the world in numbers through systems change – 2022

193

We convinced the **193** members of the United Nations Environment Assembly to adopt a landmark resolution recognising the link between animal welfare, sustainable development and environmental protection.

60,000

60,000 supporters helped us urge travel giant TUI to stop selling tickets to venues that are causing great suffering to more than 400 captive dolphins worldwide.

60

When we asked governments attending COP27 in Sharm El Sheikh, Egypt to put a hold on factory farming, we were also backed by **60** key organisations based in Africa and Asia.

27

With our NGO partners we helped free **27 bears** farmed for their bile in Vietnam bringing the end to this cruel practice ever closer.

20,000

More than **20,000** supporters helped us move the Australian government to update poultry standards and guidelines involving a battery cage phase out by 2036. This will change the lives of around 5.36 million egg-laying hens annually.

62

We supported the care of **62** elephants in **10** venues around the world that were still recovering from tough Covid times.

30,000

More than **30,000** of you in the UK took actions to support our No Future for Factory Farming campaign.

1,200

More than **1,200** doctors in China signed up to support wildlife-free medicine.

47 million

We helped Kenyan poultry producer Kenchic develop a new animal welfare policy which will give **47 million chickens** better lives.

6,602

6,602 supporters worked with us to pressurise the Thai government to redirect subsidies away from factory farming towards humane and sustainable practices.

A new world for animals... 2021–2030. Our strategy made simple.

Change starts with us.

There is a deepening crisis facing animals around the world. Its scale is alarming.

1.6 trillion

At least 1.6 trillion wild animals are killed and suffer through people's actions every year.

80 billion

More than 80 billion land-based farm animals are consumed annually. Most are cruelly confined to industrial, low-welfare systems.

Under pressure

Our growing population, urbanisation, increasing economic prosperity and addiction to meat are driving greater demand for animal products and placing more pressure on animal habitats.

If left unchecked, this demand for animals and their scale of suffering will continue to accelerate.

The global wildlife trade and farming systems...

Inflict suffering and anguish on animals.

Devastate habitats.

Cause public health crises – like COVID-19, SARS, Ebola, Swine and Avian Flus and antibiotic resistance.

Our 10-year strategy connects 4 elements for long-lasting change...

Animal sentience

Science shows animals are sentient – thinking, feeling beings with individual personalities, needs and the capacity to suffer. We encourage people to understand this and change their behaviour to improve the lives of animals and ultimately their own.

Transforming broken systems

The factory farming and wildlife trade systems, supported by powerful institutions and governments worldwide, treat animals as commodities. This causes well-documented cruelty and irreparable damage to our world. By changing attitudes and raising animal protection to a global priority issue we will take billions of animals out of this cruel cycle of abuse.

Change at scale

We are focused on transforming the lives of the greatest numbers of animals, both now and in the future, prioritising those enduring the most severe and long-lasting suffering.

Sustainability

We demonstrate how the health and lives of animals, people and planet share a deep interconnection, ensuring people realise that how we treat animals affects us all. We endorse a 'One Health – One Welfare' approach.

We have 2 urgent goals...

Goal 1

Ensure farmed animals live good lives by transforming the global food system

With your help we will...

Expose the hidden costs of factory farming and shine a light on the collusion and corruption that allow it to thrive.

Demonstrate irrefutably that factory farming harms, rather than feeds, the world.

Accelerate the shift to a humane and sustainable food system that prioritises plant-based proteins and high welfare farming by working with industry, its regulators and communities.

Reveal the hidden financial systems propping up factory farming and seek to redirect this money to humane, sustainable food production.

Work with our ever-increasing number of allies demanding change to a food system that damages animals, people and our planet. Before it's too late.

Goal 2

Stop wild animals being cruelly exploited as commodities by changing the systems that allow this

With your support we will...

Expose the harm industries inflict on our precious wildlife, so that commercial exploitation is universally condemned.

Champion wildlife-friendly alternatives by working with partners to research and promote the development of alternative wildlife friendly products and experiences.

Encourage the private sector to invest in solutions – from plant-based ingredients for traditional wildlife-based medicine, to responsible, humane wildlife experiences.

Involve local communities and support organisations and industry to find a clear route out of wildlife exploitation, turning the problem into the solution.

Influence government to enact a global package of wildlife laws, policies and practices that will permanently protect wildlife and their habitats across the world.

We are making world-moving connections

Our two goals are inextricably linked. Intensive agriculture, fuelled by the growth of animal feed production, is the single greatest cause of wildlife habitat destruction around the world. It causes great cruelty to farm and wild animals and threatens the extinction of entire species.

Our strategy seeks to disrupt the exploitation of wildlife habitats caused by the agribusiness industry and end factory farming.

People power is vital to our success.

We will galvanise a movement of millions to become advocates for change and will not stop until we all succeed in ending animal cruelty. We will not stand for the status quo – we will speak out with courage and determination.

What does system change actually mean?

Billions of animals are suffering; environments continue to be destroyed, and the next pandemic looms ever closer because of the factory farming and wildlife trade systems.

These systems, supported by powerful institutions and governments worldwide, cause well-documented cruelty and environmental devastation which most people, either wittingly or unwittingly, make possible.

At World Animal Protection we emphasise the urgency of 'system change', to address our global crisis, but what does it actually mean?

System change addresses the root causes of problems – why things happen. Our 'New world for animals' strategy aims to elevate animal protection to a priority issue of global importance. It commits us to changing attitudes and mindsets. This means ensuring that animals are no longer seen as commodities for people to exploit and transforming the systems that fuel their abuse.

Systems embedding cruelty

For example, in factory farming, animal cruelty is caused by and embedded in complex, interconnected systems and networks that people have created. These relate to food production, global markets and finance.

Globally, billions of animals live short, painful lives in the name of industrialised meat production. However, a focus on improving their welfare alone can't produce the scale of impact or the change they need.

Let's consider the 80 million mother pigs exploited for breeding and the demand for cheap meat in the global farming system. They endure the process of pregnancy and giving birth on average more than twice a year. Many are confined to farrowing crates for around a week before birth and then usually a month afterwards. These crates cruelly stop them building their nests and turning around and behaving naturally.

But simply giving them bigger crates or adjusting the time they spend in them doesn't challenge or end the system in which these sentient beings are trapped.

Tackling root causes

To make a real difference for farm animals, we must tackle the root cause of their suffering. This means shifting the system that creates demand for cheap animal protein, destroys forests, absorbs government subsidies and generates profit for investors such as banks and pension funds. Governments and big businesses must be held accountable for their continued investment in broken systems and persuaded to change.

But system change doesn't just come from governments – lots of people making small behaviour changes such as reducing meat consumption or coming together to demand change can add up to an important shift. Likewise conscious choices about pensions and investments can potentially shift power away from unethical providers. United and individually, we all have the power to create change and overturn the systems that fuel animal cruelty.

Animal welfare must be placed at the heart of sustainable solutions, to build new world for animals and a better world for all.

Photo credit:
Noelly Castro / World Animal Protection

Photo credit:
World Animal Protection / Tracks Investigations

Making legal history for animals – 2022

Our high-level advocacy work led to first-time recognition from the United Nations Environment Assembly (UNEA), that animal welfare and the environment are inextricably reached and are at the heart of sustainable development. UNEA adopted the 'Animal Welfare – Environment – Sustainable Development Nexus' resolution at their meeting in Kenya in March.

"This bold step should provoke other policy bodies to recognise the sentience of animals as it is inextricably linked to protection of the environment and promotion of people's livelihoods," said Tennyson Williams, World Animal Protection country director for Africa.

And in the UK, after intense pressure from our supporters and partner organisations, the Animal Welfare (Sentience) Bill finally became law in April. This landmark piece of legislation will recognise the sentience of all vertebrate animals, decapod crustaceans and cephalopods. It will also promote the legal protection of animals when new UK laws and policies are made.

Taking animals to the heart of COP27

First-hand accounts of elephants and zebras dying in a drought-stricken Kenyan landscape, and of African farmers desperately seeking water for their animals from nearly empty water holes...

Exposing the links between meat producing giant JBS and rainforest destruction for animal feed production...

These are just some of the powerful stories and challenges we took to COP27 at Sharm El Sheikh in November. The conference was attended by more than 100 heads of state, nearly 200 governments and over 35,000 participants.

Our expert advocates urged them to understand the inextricable connections between factory farming's huge carbon footprint and the climate change crisis devastating our world. They made it clear that even if fossil fuel emissions were eliminated immediately, emissions from the global food system alone would make it impossible to limit warming to 1.5°C.

To drive this message home we...

Hosted the first ever Food4Climate side event with 20 other civil society organisations and called on governments to stop approving new factory farms.

Embraced the first ever Agriculture Day at a COP. This put food systems firmly on the radar of the world leaders charged with saving our planet.

Pressed for a moratorium on factory farming.

Collaborated with civil society allies in Africa and Asia on support for climate-safe humane and sustainable food and protein production instead.

Highlighted the irony that Africa, despite its low contribution to greenhouse gas emissions and low levels of factory farming is the most vulnerable continent to climate change.

Bolder action needed

Despite the clear emergency and links to factory farming presented, COP27 only agreed to small steps forward not bold actions in tackling the farming connection.

These included:

Recognition from the meeting that agriculture and food systems will be included in future COP discussions, but no guarantee of their rightful place near the top of the agenda.

Fifty more countries signing the Global Methane Pledge to reduce emissions, bringing the number to 150. However, the pledge doesn't specifically cover livestock farming.

More information about our COP27 work appears on page 12.

Moving forward – COP28

Kelly Dent our global external engagement director says:

"We'll step up our efforts in raising the visibility of factory farming as a climate culprit in the lead up and press governments for a moratorium on factory farming. We'll also call for a predominantly plant-based food system supported by clear food systems policies and targets, and a diversified livestock farming sector with fewer animals produced.

"Transforming the global food system and ending factory farming means that we can protect precious habitats and prevent billions more animals from being born into a life of cruelty and pain."

Photo credit:
World Animal Protection / Crimson Communications

Transforming the broken farming system

Factory farming is killing our planet. It is to blame for the destruction of vital habitats, the displacement of wildlife, climate change and is the largest cause of animal suffering globally. Within this broken and greedy system, nearly 80 billion land-based animals are farmed annually, most on factory farms. They are deprived of any quality of life and suffer their entire lives. Many never see sunlight, roam freely in a field, or even have a life free of pain. This is cruelty at its very worst and it must end.

To end farmed animal suffering we want...

Governments to put a ban on building new factory farms instead of using their power to subsidise these cruel and planet-killing systems. Government policy and funding must shift to support humane and sustainable food systems.

The factory farming industry to switch to humane and sustainable food systems that are kinder to animals, people and the planet. They can start to achieve this goal by implementing farmed animal responsible minimum standards,* halving animals farmed by 2040 and phasing out monocrops like soya as feed.

* See site: farms-initiative.com

People choosing to eat less meat. By consuming fewer animal products and ensuring that those we do eat are higher welfare, we can all help end farmed animal suffering and save our world.

Fairer finance

What we intended to do in 2022...

Target financial institutions, giving them the information they need to push factory farms to give their animals better lives; this includes reducing antibiotic use. We'll expose financial institutions making 'green' claims, but still investing in factory farming. We'll also document the damage inflicted by harmful industrial livestock projects funded by development banks using public money.

What we did...

Pushed three super funds (pension funds) in Australia to recognise that live animal export is not sustainable. CareSuper, Rest Super and HESTA sustainable fund options will no longer invest in live animal exports that subject tens of thousands of sheep and cattle to horrendous suffering over great distances. We also convinced two commercial Swedish banks (Swedbank and Länsförsäkringar) to publish and publicly announce their very first animal welfare policies. Such policies are key in helping customers understand exactly how (and whether) banks consider animal welfare when they lend.

Moved Dutch pension fund company ABP to include animal welfare in their policy. This was made possible by more than 15,000 supporters sending an SMS to ABP's phone line, demanding they stop investing in factory farming. They were shocked by our exposé revealing that ABP invests more than US$8bn in companies that either financially support or are directly involved in factory farming.

Convinced the Inter-American Development Bank though the Stop Financing Factory Farming campaign – a coalition of seven partners – to drop a planned US$43m loan to Marfrig, a large Brazilian beef company. This is a huge step towards development banks acknowledging the harm caused by industrial livestock – and that they must stop funding it.

Joined our partners from the Stop Financing Factory Farming campaign at the World Bank meetings in Washington DC. We shared the simple message that development banks must stop financing factory farming. More than 10 million people saw our posts online – warming them up for a 2023 campaign against the International Finance Corporation (IFC) next year. The IFC is the largest global development institution focused on the private sector in developing countries.

Launched the 9th edition of the Fair Finance Guide in Brazil, and the first edition to include animal welfare in its ranking. This means that banks in Brazil are now assessed on their animal welfare policies, alongside other important issues like weapons, climate change and labour rights. The guides are compiled by a coalition including the Brazilian Institute of Consumer Protection. Conectas Human Rights, Sou da Paz Institute and World Animal Protection. Disappointingly, in this most recent edition all banks scored a zero for their failure to properly consider animal welfare.

What challenged us?

Development banks often fund projects in countries where it can be difficult or even dangerous for local communities and NGOs to speak up. This slowed down our plans to release three case studies of harmful factory farming projects, but we will release them in 2023.
We couldn't stop the International Finance Corporation's approval of a US$200m loan to Louis Dreyfus Company to expand their soy and corn operations in Brazil. Much of that soy and corn ends up as animal feed in factory farms. However, we'll keep working to stop similar projects being approved in the future. We'll do this through a coalition of NGOs, including Friends of the Earth US, the Global Forest Coalition, Bank Information Centre and the International Accountability Project.

"This great first step will hopefully encourage CareSuper and HESTA to take even stronger positions on farmed animal industries and practices, not just in their sustainable options but across their portfolios...

"We know most people don't want their superannuation financing animal cruelty, and it's time for the industry to align their policies with the expectations of the Australian public. We'll continue to encourage superannuation funds to do so!"

Suzanne Milthorpe

Head of campaigns, Australia

No future for factory farming

What we intended to do in 2022...

Form alliances with other movements to expose factory farming's contribution to the climate crisis and force some of the biggest factory farming companies to take responsibility. We'll also build evidence of public and environmental health impacts caused by factory farming antibiotic overuse. And with affected communities we'll demand a humane and sustainable food system. We'll also lobby delegates to the UN global climate change conference (COP27) to convince them to encourage the end of factory farming in their countries.

What we did...

Launched our powerful report 'Climate change and cruelty' in August which contains world-first research and firmly identifies factory farming as a major risk to the Paris Climate Agreement. 'Climate change and cruelty' formed the backbone to our calls for change at the UN's climate conference (COP27) and the G20 meetings in November. It grabbed media headlines worldwide, reaching more than 180 million people.

Spelled out a clear pathway in 'Climate change and cruelty' to tackling the climate crisis. Our solution involves halving the carbon emissions of chicken and pork production in factory farming hotspots. To achieve this target, people in these areas should reduce their animal-sourced meat consumption by 50% by 2040. And when they eat meat they should only choose that from higher welfare sources.

Supported 'Climate change and cruelty' findings through our collaborative research in Canada with an economic and environmental modelling company. The results revealed that Canada could meet its climate targets if residents switched to low-meat diets – reducing consumption by 50% by 2030 and 80% by 2050. The average Canadian eats 70kg of meat a year – twice the global average.

Called out factory farming as the hidden culprit in climate change during Climate Week in New York in September which also coincided with UN General Assembly meetings. Thousands of policy makers and advocates from around the world were confronted with our powerful 'What we eat is causing this heat' projections, mobile billboards, and posters. These devices, supported by videos on our TikTok and YouTube channels, sharply highlighted the connection between everyday factory farmed meat-based fast foods and climate change. They featured a QR code taking people to further information areas and enabling them to sign up to our Meating Halfway – meat reduction journey.

Exposed JBS, the world's biggest meat processor, and its links with deforestation via sourcing crops to feed animals in cruel factory farms. Our investigation with Reporter Brazil implicated JBS in several instances of deforestation by sourcing soy and corn, which is exported around the world to feed intensively farmed animals. We released the findings which received strong media coverage in Brazil, China and Europe. We also presented this research at COP27.

Hosted the first ever Food4Climate side event at COP27 with 20 other civil society organisations and called on governments to stop approving new factory farms. We urged COP27 attendees to understand the inextricable connections between factory farming's huge carbon footprint and the climate change crisis devastating our world. Our expert advocates made it clear that even if fossil fuel emissions were eliminated immediately, emissions from the global food system alone would make it impossible to limit warming to 1.5°C.

Brought the stories of people and animals suffering from climate-related disasters in Africa to COP27. We collaborated with more than 60 of our civil society allies in Africa and Asia on support for climate-safe humane and sustainable food and protein production instead. We highlighted the irony that Africa, despite its low contribution to greenhouse gas emissions and low levels of factory farming is the most vulnerable continent to climate change.

Pressed for a stop to the development of multistorey pig farms in China. They can be as many as 26 storeys high, packing hundreds of thousands of pigs together. Our report on the issue, commissioned from PWC experts, shone a light on the intense animal cruelty, risks to people and the environment involved. We followed this with a virtual event attended by 7,000 participants including leading pig producers. We urged them to rethink investments in multistorey farms and instead move to a more sustainable food system.

What we intended to do in 2022...

(cont.) Form alliances with other movements to expose factory farming's contribution to the climate crisis and force some of the biggest factory farming companies to take responsibility. We'll also build evidence of public and environmental health impacts caused by factory farming antibiotic overuse. And with affected communities we'll demand a humane and sustainable food system. We'll also lobby delegates to the UN global climate change conference (COP27) to convince them to encourage the end of factory farming in their countries.

What we did...

Presented our report 'Life-threatening superbugs: how factory farm pollution risks human health' to the UK government in November. The government had called for evidence to develop the UK's antimicrobial resistance (AMR) national action plan. The plan is expected to be completed by the end of 2023. We are pressing for it to include a ban on the overuse of antibiotics to compensate for cruel conditions.

Worked with the Centre to Impact AMR to test beef and salmon samples across Australia's major supermarkets for superbugs. This report found a high proportion of bacteria had acquired resistance to antibiotics. The findings generated significant media coverage with Australia's national broadcaster highlighting the risks inherent in industrial meat production. This helped us secure meetings with high level members of agriculture departments, chief veterinary officers and members of parliament.

Captured the attention of more than 7.3 million people in Brazil by raising awareness of the superbug crisis through subway station advertisements. We also launched our 20-minute documentary 'Multi-resistant bacteria: An invisible threat' at cinemas in June.

Ensured that antimicrobial resistance was included in the drafting of Canada's pandemic prevention and preparedness act. It is expected to go to Parliament in early 2023.

Co-hosted Thailand's third National Forum on Antimicrobial Resistance for the second time at the end of June and showcased our work on superbug contamination in public waterways and environments. The event was attended by international and local experts, governmental bodies, intergovernmental organisations and academics who are working on AMR. We were also invited to join a working group that is reviewing Thailand's AMR national action plan.

What challenged us?

We hoped to expose the negative impacts of factory farming in Argentina as it is a key animal feed producing country. However due to resourcing constraints, we couldn't allocate people to work on the issue.

"Our report shows that our rivers are awash with superbugs. The World Health Organization has estimated that antibiotic resistance will be the leading cause of death globally by 2050 with a total economic cost of £66tn – this is a human health crisis. We are calling on the UK government to act now, to raise welfare standards, prevent suffering and ban routine preventative use of antibiotics on farm animals. If the welfare of farm animals was improved, there would be no need for this dangerous and unnecessary overuse of antibiotics that is such a threat to human health."

Lindsay Duncan

UK campaigns manager, animals in farming

Factory farms behind global superbug crisis

Factory farms use as many as 75% of the world's antibiotics to prevent sickness among farmed animals forced to live in their thousands in highly stressful, cruel and squalid unnatural conditions. Such overuse, condemned by the World Health Organization, contributes to the superbug crisis – antibiotic resistant infections – which now kill more than 1.27 million people annually.

Since 2018, our pioneering research has identified superbugs in meat from factory farmed animals, and superbugs and antibiotic resistant genes in water, soil and air around factory farms. Countries covered by our research include: Australia, Brazil, Canada, Indonesia, Kenya, Spain, Thailand, the UK and the USA.

Food revolution

What we intended to do in 2022...

Launch a fourth version of 'The pecking order' in nine World Animal Protection country locations and extend coverage to five European countries – Italy, Spain, Germany, Croatia and France. We'll also commission research in China into the broiler cage industry – one of factory farming's cruellest forms – to pressure key industry decision makers to end it for good. And we'll lobby delegates to the UN global climate change conference (COP27) to convince them to encourage the end of factory farming in their countries.*

*See activities and impact under No future for factory farming, pages 12-13.

What we did...

Launched our fourth edition of 'The pecking order' across six countries (Australia, Brazil, India, Indonesia, Thailand, USA) with strong media coverage. This annual ranking, first produced in 2019, shines a spotlight on the steps eight global fast-food companies have taken to improve chicken welfare. Around 40 billion meat chickens are confined to cruel factory farming conditions annually to fuel the global fast-food industry. In Indonesia, 'The pecking order' resulted in key Indonesian NGOs, and volunteers, joining with us for the first time to publicly campaign with us against KFC. All were united in saying that there is no justification for profiting from the pain of billions of sentient animals.

Moved Kenchic, East and Central Africa's leading poultry producer to take major steps during 2022 to protect animals, people and the planet. The company has introduced policies to give its 47 million chickens that are annually reared for meat better lives. Its animal welfare policy includes giving chickens more space to move around and breeds that demonstrate higher welfare outcomes.

These outcomes include better leg health, fewer mortalities from cardiovascular and pulmonary disorders, and more opportunities for chickens to express their natural behaviours, such as foraging, perching, and dust-bathing. Kenchic also committed to never using cages, responsible antibiotic use and to ensure sustainable practices, including those relating to farming waste and emissions. All improvements will be introduced by 2030.

Launched the Plant Protein Challenge in Aotearoa, New Zealand and the Plan Meatless Better campaign in Canada. More than 500 participants were guided in their meat-free journey with advice, tasty recipes and expert support.

And through our 'Protein switch' report in Australia, we ranked fast food restaurants on their plant-based offerings, and their commitment to meat chicken welfare. KFC Australia received the lowest ranking. Our petition, launched in October calling for KFC improvements achieved more than 7,000 signatures by the year's end.

Hosted eight animal-friendly influencers in The Netherlands at Kerstdiernee – our plant-based Christmas dinner on 24 November. We posted two videos of the meal on social media, plus supporting recipes and plant based tips, which were seen more than 210,000 times. We also promoted ethical and sustainable eating through our gastronomic event held with 10 prestigious restaurants in São Paulo, Brazil in June.

Galvanised 18,880 people in the USA to send 169,912 emails to the executives of fast-food chain Popeyes and Restaurant Brands International – the company's owner – to add a plant-based menu item. We also persuaded restaurant chains International House of Pancakes (IHOP) and Jack in the Box to run a plant-based meal trial. Our Meating Halfway (plant-based) journey attracted more than 9,000 new participants, bringing the total number of people involved to more than 50,000.

And in Canada we launched the 'Plan Meatless Better' campaign. This is custom-made journey and guide encouraging people to eat less meat. It features incentive $1 donations to World Animal Protection for each person who signs up from Planetfriendlynews.com. During the year more than 3,916 people joined our meatless campaign.

What we intended to do in 2022…	What we did…
(cont.) Launch a fourth version of 'The pecking order' in nine World Animal Protection country locations and extend coverage to five European countries – Italy, Spain, Germany, Croatia and France. We'll also commission research in China into the broiler cage industry – one of factory farming's cruellest forms – to pressure key industry decision makers to end it for good. And we'll lobby delegates to the UN global climate change conference (COP27) to convince them to encourage the end of factory farming in their countries.*	**Collaborated** with two Instagram-famous celebrities in India for our Eat less meat and more plant-based food campaign. Mature model Dinesh Mohan's meat-free journey highlights that it is never too late to make better choices and Roshni Sanghvi devised a 'Mantra to Fitness' Instagram Reels series. Roshni is India's leading plant-based sports nutritionist. Through this collaboration nearly 12,000 supporters indicated they would take meaningful actions to reduce demand for factory farmed animal products.

*See activities and impact under No future for factory farming, pages 12-13.

What challenged us?

There has been some progress by companies on improving chicken welfare, with some innovating by offering meat-free options in their menus. However, 'The pecking order 2022' showed that most of the world's leading fast-food companies continue to subject billions of chickens to unimaginable suffering. These companies continue to ignore urgent consumer demands, and animal welfare science regarding the importance of improving animal welfare standards.

"We are proud that the adoption of animal welfare, food safety and antimicrobial policies has set us apart from other players in the industry. This makes us the leading producer in safe, healthy, and sustainable animal farming practices in the region. There is a need for appropriate prudent use of all antimicrobials, including those used in food animals. We would like to acknowledge World Animal Protection's work in the industry as a catalyst in setting standardised regulations that level the playing field."

Jim Tozer

Managing director, Kenchic Ltd

Generous grants to give farmed animals better lives

Investing in Others is a grant programme that we execute in collaboration with our strategic philanthropic partner, Open Philanthropy. There is a growing interest in farmed animal welfare in Southeast Asia, so together we are awarding small-scale grants to grassroots organisations across the region. These will increase their capacity and potential to transform the global food system and the lives of billions of animals.

In 2022, we awarded up to US$80,000 for a two-year grant to eight organisations in Thailand, the Philippines, Bali, Vietnam, and Indonesia. These projects focus on a range of issues including policy change to benefit farmed animals, corporate engagement, public mobilisation, communications, research, and transitioning to plant-based diets and meat reduction. Our organisation supports the grantees by providing grant management support and developing their technical capacity to improve the lives of farmed animals.

Photo credit:
Noelly Castro / World Animal Protection

Burning lands: Killing the planet for animal feed crops, photographed in October 2022.

Breaking the cruelty chain

Relentless demand for cheap, low welfare meat on supermarket shelves has created a brutal chain of cruelty that is killing our world. Lush savannah and rainforests in Brazil are deliberately reduced to scorched earth, to clear land to grow animal feed crops for meat producing giants like JBS. Consequently, wild animals are suffering and dying in their millions. Meanwhile, billions of farmed animals live a tortured existence on factory farms eating the soy and grain grown on these desecrated habitats.

With your help we are tackling industrial farming – a root cause of wild and farmed animal suffering – and supporting emergency action in Brazil for fire-affected animals.

Exposing a corporate culprit – JBS

Photo credit:
Noelly Castro / World Animal Protection

JBS, the world's biggest meat processing company, depends on the flow of cheap animal feed to fuel its business. Our investigations released in the lead-up to the UN's climate conference in November firmly linked the feed it sources to suppliers who have carried out illegal deforestation. We are calling on JBS to stop profiting from soy and grain products grown on lands that should be wildlife habitats. We want them to come up with clear plans to end deforestation in animal feed sourcing.

Saving wild lives

Through Instituto Ecótono, a local environment protection NGO we supported the care of wild animals in Matto Grosso State in 2022. Meet two of them – Xamá, a jaguar cub and Baby a collared peccary...

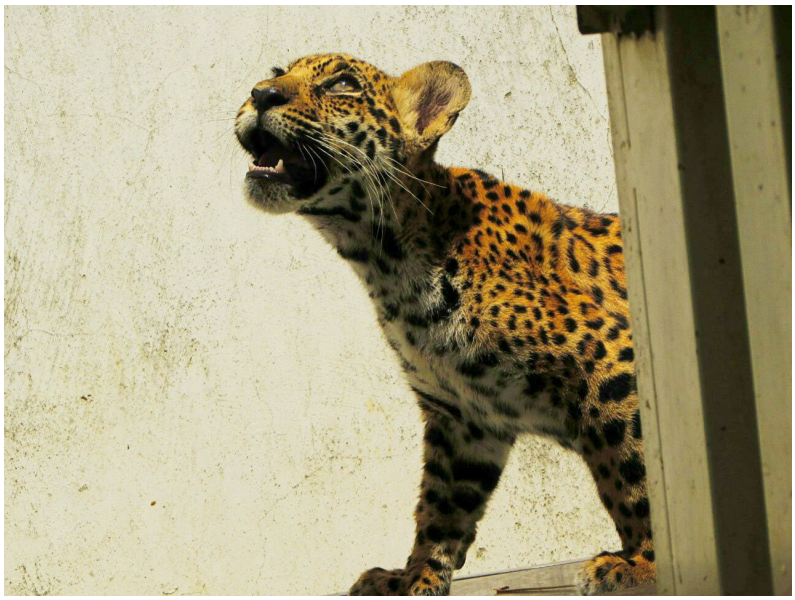


Photo credit: Wild animals care / UFMT SINOP

Trauma recovery: Xamá was found alone, weak and dehydrated, near a hydroelectric power plant in August. Thanks to the Federal University of Mato Grosso's veterinary hospital (UFMT) in Sinop, that works with Instituto Ecótono, he is growing well. To help with Xama's eventual wild release we established a successful partnership with Onçafari, an NGO that specialises in jaguar rehabilitation. He'll move to their facilities in January 2023.

Photo credit: Noelly Castro / World Animal Protection

Safe haven: Baby, a collared peccary, arrived at UFMT in Sinop in August. She was found on a road with her dead mother who had been run over when fleeing the fires. By the end of the year Baby was feeding well, gaining weight, and enjoying playing outside – all good signs for her eventual return to the wild.

Facing the crisis – together

With our supporters we are...

Funding work in emergency zones, rescuing and caring for animals affected by fires and habitat loss, meeting their survival needs and moving them to safety.

Building a movement to oppose cruel factory farming by educating the public to show how companies like JBS are profiting from habitat loss.

Exposing the practices of companies involved in deforestation for farming.

Moving governments and businesses to stop the expansion of factory farming and fight for new legal protection of existing habitats.

Photo credit: Noelly Castro / World Animal Protection

Field work: Monitoring the impact of the fires and looking for injured animals with our local partner GRAD.

Transforming the world for wildlife

Their plight is urgent. And their future is inextricably linked with ours. Animals in the wild must be protected from the cruel exploitation and the unbearable suffering they endure in their billions. They must feel safe and secure, and free to thrive in abundant, natural habitats. This will ultimately protect us all.

With your help we worked tirelessly throughout the year to safeguard wild animals and change the way the world works.

Together we can end wildlife cruelty and suffering. Forever.

To end wild animal suffering we want...

Governments and businesses worldwide to accept that wild animals are born to be wild – not to be treated as commodities or exploited for profit. Policies and funding must focus on solutions to exploitation – protecting wild animals in their natural habitat so that they thrive unharmed.

Legal protection – international and national laws and enforcement that ensure wild animals and their habitats across the globe are safeguarded.

People to take action and hold wildlife exploiters and complicit governments to account, and to recognise and reject industries and activities dependent on wildlife exploitation and habitat destruction. These include irresponsible tourist activities, wildlife-based traditional medicines, food, fashion and ornaments, and the trade in wild animals as pets.

Wildlife. Not Entertainers

What we intended to do in 2022...

Disrupt industries most responsible for exploiting wild animals for profit. We'll do this by galvanising people power to convince more travel companies to stop profiting from cruel wildlife entertainment and to commit to wildlife friendly alternatives.

We'll provide the travel industry with community-led wildlife-friendly alternatives and give practical solutions and rescue to wild animals needing protection and care from exploitative industries.

What we did...

Targeted Travel giant TUI by launching an honest rebrand video of a UK TUI store. The film featured award-winning writer and performer Jolyon Rubenstein selling the true unhappy holiday horrors behind dolphin entertainment. TUI currently promotes at least 25 venues that cause suffering to more than 400 captive dolphins. Widely shared on social media during October, the film reached more than 550,000 people.

Through #FreeTUI we urged the company to stop ticket sales to such venues; our petition asking TUI Group to stop selling captive dolphin entertainment achieved more than 60,000 signatures. Of those people, 3,800 emailed the TUI CEO asking him to stop selling captive dolphin experiences.

Travel companies including Expedia Group, Virgin Holidays, TripAdvisor, British Airways Holidays, and Booking.com have already shown leadership and cut ties with the cruel captive dolphin industry.

Continued scoping wildlife-friendly alternatives for the travel industry by developing the Whale Heritage Sites project run by the World Cetacean Alliance (WCA). The accreditation project promotes responsible whale and dolphin watching. During 2022 five new candidate Whale Heritage Sites were put forward. These are located in Santa Catarina, Brazil; Plettenberg Bay, South Africa; Madeira, Portugal; South San Jorge Gulf, Argentina; Salvador, Brazil. When accredited they will join three other sites in Spain, South Africa and California, USA.

Convinced Australia's Dreamworld amusement park to stop offering visitors circus-style tiger entertainments and direct contact activities, such as hand bottle feeding these iconic animals, within 18 months. Their decision was prompted by our 'Too close for comfort' report launched in July detailing how some Australian wildlife venues exploit wildlife for profit through forced visitor interactions. Report researchers documented how koalas, tigers and dolphins are the most exploited and identified Queensland as a hotspot for this type of cruelty.

The widespread media coverage we achieved with 'Too close for comfort' has helped people's understanding of the unacceptability and suffering caused by seemingly benign wildlife activities like koala cuddles.

Highlighted some of the worst captive wildlife entertainment venues sold on e-commerce platform Groupon through our 'Devastating deals' report launched in the USA. Our research showed Groupon profiting from marine amusement parks, so-called 'sanctuaries' and roadside zoos. We also launched three billboards in Chicago in collaboration with Chicago-based street artist Blake Jones. His artwork boldly called out Groupon for selling deals to wildlife entertainment venues. The billboards ran for the full month of October. Hundreds of supporters sent Tweets to Groupon, with a picture of the billboard, asking the company to stop profiting from wild animal suffering.

We also...

Released new research on World Lion Day (10 August) convincing some of the world's largest travel companies to press the South African government to publicly commit to end trophy hunting. Companies including Booking.com, Expedia Group and TripAdvisor issued a joint statement against this unacceptable cruelty which results in hundreds of lions being slaughtered by tourist hunters annually. Many will have been captive bred in horrific conditions for the blood sport.

The research surveyed 10,900 people, including international tourists from countries who most frequently visit South Africa, and South African citizens. It revealed universally strong opposition to trophy hunting and a desire to finance the protection of the nation's iconic wildlife through responsible, non-lethal wildlife tourism. We conducted the survey in response to the South African government's consultation on its draft white paper on the conservation and sustainable use of the country's biodiversity.

We provided comprehensive written comments regarding the consultation and mobilised the public to participate too. More than 3,400 people sent emails to the department of forestry fisheries and environment minister, calling for an end to the commercial exploitation of wildlife.

What we intended to do in 2022...

(cont.) Disrupt industries most responsible for exploiting wild animals for profit. We'll do this by galvanising people power to convince more travel companies to stop profiting from cruel wildlife entertainment and to commit to wildlife friendly alternatives.

We'll provide the travel industry with community-led wildlife-friendly alternatives and give practical solutions and rescue to wild animals needing protection and care from exploitative industries.

What we did...

We also...

Mobilised more than 25,000 supporters through #CancelCaptivity to demand that South Africa's government produce their long-promised plan to shut down the commercial captive lion breeding industry. #CancelCaptivity was launched with our partner Blood Lions with whom we have worked on the issue since 2019. Between 8,000–12,000 lions are held in lion farms; cruelly bred for hunting and tourist interactions like cub petting, and for wildlife-based traditional Asian medicine. There is a risk that the government may bow to industry pressure, watering down its commitment to a voluntary phase out and this is clearly not acceptable.

Galvanised YouTube to remove two channels showing physical and mental cruelty inflicted on wild animal 'pets' though our work with the Social Media Animal Cruelty Coalition. The Coalition's report, launched in November, featured distressing videos of wild animal species kept as pets in people's homes. The animals were filmed simply to get likes and comments on social media.

Films included bush babies dressed in baby clothes, lions and tigers dragged around on leads and monkeys fed bottles of milk. Some species, such as orangutans and chimpanzees, were endangered. Eight hundred and forty individual links to videos from Facebook, YouTube, TikTok, Twitter and Instagram were documented. Although YouTube has responded, these other platforms have not. We will continue our campaign for social media platforms to take full responsibility and prevent cruel content appearing on their channels in the first place.

Continued our urgent appeal to provide essential funds for 10 observation-only elephant-friendly venues, holding 62 elephants across Asia. We've supported them throughout the pandemic enabling them to continue provide the best care to their elephants and be influential examples for other elephant venues.

Funded transport and a vet to care for Delhi the elephant on her 30-hour journey from a Czech Republic zoo to Elephant Haven, in France, in August. Delhi had lived in captivity all her life and for the last four years lived alone in the zoo. Elephants are social animals and such isolation leads to great stress and suffering. At Elephant Haven – Europe's first elephant sanctuary – Delhi has made firm friends with Gandhi another female elephant.

Inspired and mobilised more than 8,000 young people in China to consider how tourists can best protect wild animals. We did this via three live streaming workshops in Shanghai. With travel industry opinion leaders, influencers, and World Animal Protection supporters, participants discussed changing people's mindsets to understand the difference between wildlife- friendly tourism and exploitative, harmful activities. We'll build on this work in 2023 and mobilise these audiences to take action to support our tourism campaigns.

What challenged us?

During COVID-19, the travel industry was in lockdown mode. This made it unreceptive to our calls to 'Build back better' (improving their policies and practices so that wild animals would be protected rather than exploited) after the pandemic.
Also, as key tourism markets such as Thailand re-open, we face a big challenge in securing key commitments from key corporate laggards such as Tui.com, Trip.com and Groupon. To date, their actions indicate that they will continue to put profits above animal welfare. So we must re-build the levels of people power we need to put pressure on these companies to secure final lasting changes in this industry.

Travel partnership helps wildlife worldwide

"It's truly exciting to collaborate with World Animal Protection. Together we are dedicated to changing the systems that allow wild animals to be abused for tourism.

Through our partnership we will guide our guests to animal-friendly and responsible wildlife experiences at our many destinations. We are looking forward to developing new and exciting wildlife-friendly experiences in the future – leading the way for Scandinavian travellers."

Sofie Folden Lund

Head of communications and press, Spies Travel

Wild animals worldwide will benefit from our new collaboration, with Scandinavia's largest travel company, Spies Travel (Nordic Leisure Travel Group.) Through this joint venture Spies will ensure animal welfare is at the forefront of all their 400+ destinations around the globe.

All wild animal experiences offered by Spies and their sister companies Globetrotter, Ving Rejser and Tjaereborg will now focus on animals in their natural environment and animal welfare. This means excursions to entertainments like dolphin shows or rides on elephants will not be offered.

Spies travellers will also be advised against participating in other cruel activities they might encounter during their trip. These could include petting lions and tigers, taking selfies with wildlife, or paying to see dancing monkeys and bears.

"Spies' decision, as the Nordic region's largest travel group, to work with us is truly world-moving," says Stephanie Kruuse Klausen, campaign manager at World Animal Protection Denmark. "It will undoubtedly have a positive effect on both animals, people, and nature in the farthest corners of the globe."

"The life of a wild animal is worth so much more than the trophy it is too often reduced to. This is the shared view of tourists, who want to visit the country to see wildlife alive and thriving, and of South Africans who want to see the incredible wildlife on their doorstep, protected properly, in a humane and ethical manner."

"The government needs to listen to South African voices who clearly don't want their wildlife heritage plundered any further and want to see change. Continuing to make wild animals shoot-to-kill targets at the mercy of wealthy westerners is outdated in a world where public attitudes are swiftly shifting."

Edith Kabesiime

Wildlife campaign manager (Africa)

Wildlife. Not Medicine

What we intended to do in 2022...

Increase corporate and public support for plant-based traditional medicines in China by driving down demand for the wild animal exports needed to supply this industry.

Innovate new solutions with partners, enabling key industries to leave wild animal exploitation behind them for good. This includes creating a pro-plant alliance with the wildlife-based traditional medicine industry and scientists to shift demand to plant-based products.

"We've seen great strides being made by numerous provinces, but Hanoi consistently lags in its efforts to follow suit. Ultimately, ending bear bile farming in Hanoi is essential to ending bear farming in Vietnam."

Gilbert Sape

Global head of campaign for wildlife

What we did...

Inspired five pharmaceutical companies to sign our wildlife-friendly campaign pledge which supports ending the use of wild animals in traditional medicine. We moved 1,237 doctors and practitioners in China to sign the pledge too. In total 13 pharmaceutical companies and 2,423 doctors and practitioners have made the commitment since 2019.

Mobilised 22,292 people in China to support plant-based traditional medicines and sign our wildlife-friendly campaign pledge through the Chunyu Doctor social platforms. Chunyu Doctor is one of the companies that pledged to support our wildlife-friendly medicine initiative in 2020. As a leading internet medical care company it connects 650,000 registered doctors with 3.2 million daily active users. Over the past two years we have collaborated with Chunyu Doctor to conduct research on doctors' attitudes towards herbal alternatives. So far, more than 1,500 doctors linked with the platform have signed the pledge to be wildlife friendly. And since 2020, 47,974 people have signed our pledge.

Secured the commitment of three medical-related companies to be the founding members of a pro-plant alliance with the wildlife-based traditional medicine industry. This alliance, which we are planning to launch in 2023, will shift demand from wildlife-based to plant-based products and other innovative solutions.

Continued to develop and expand our website tawap.org. The site is dedicated to showing plant-based and mineral-based alternatives to wild animal ingredients in traditional Chinese medicine preparations. In 2023 it will include patented medicine preparations making it even more relevant to practitioners and consumers.

During the year, three more wildlife-based traditional medicine associations also endorsed tawap.org and signed our campaign pledge. These are the Shen Nong Society (USA), the Chinese Medicine and Acupuncture Association of Canada and the National Federation of Chinese TCM Organizations (USA representing thousands of practitioners.

Rescued 27 bears from bear bile farms with Vietnam's government and our partners Education for Nature – Vietnam (ENV), and Four Paws. Nine were rescued from three separate bear bile farms in Binh Duong province Vietnam during February in the largest bear rescue ever supported by World Animal Protection. The bears had been kept in tiny cages and endured painful bile extraction for more than 17 years. They were very small, thin and weak.

All are now living safe from harm in NGO sanctuaries and government rescue centres. Thankfully, through our partnership with ENV which started in 2005, the number of bears farmed for their bile, has dropped from 4,300 to 257 and 42 out of 61 provinces are now bear farm free.

Targeted local authorities in the Hanoi region – Vietnam's largest bear bile hotspot – and persuaded them to agree to ramp up wildlife protection and tackle illegal bear bile farming. Hanoi holds 140 bears, or 54% of captive bears in Vietnam.

What challenged us?

COVID-19 adversely affected our work, especially in China and Vietnam. In China we couldn't travel and meet personally with people and organisations that we sought to influence. This meant our symposium with Health News, focused on tackling the challenges of using wild animals in traditional medicine, had to be moved online. However, it still enabled nine distinguished speakers to share their understandings and insights and latest research findings with more than 40 participants from the corporate sector and wildlife-based traditional medicine community.
And we had to delay some bear farm inspections in Vietnam during the first quarter of the year because of various COVID-19 waves and restrictions. Also in Vietnam, restructuring of the ministry of agriculture and rural development meant the development of the conservation facilities law in Vietnam was delayed. Once enacted this law would protect numerous wildlife species and involve a breeding ban for bears on farms.
In South Africa the minister for forestry, fisheries and environment announced that a ministerial task team would be created to discuss plans and make preparations for a voluntary phase out of the captive lion breeding industry. We will submit a detailed white paper that will explain in detail why a mandatory phase out should remain the ultimate goal to safeguard lion welfare and South Africa's reputation as a conservation leader.

Wildlife. Not Pets

What we intended to do in 2022...

Disrupt key retail outlets in North America and Europe profiting from the cruel wildlife as pets trade.

What we did...

Ended one of the most high profile reptile events in the UK. Thanks to the action of World Animal Protection supporters, thousands of reptiles will not be sold at Doncaster Reptile Market in the UK. Since 2020 we have campaigned against this cruel event, held at the city's racecourse, and galvanised tens of thousands of people to call for its end.

In April we asked our supporters to put the pressure on again. Within just 24 hours 4,809 people emailed the Mayor of Doncaster asking the local authority to stop the market taking place. This resulted in the racecourse not renewing the market's contract. Doncaster Reptile Market has been held at the racecourse for more than 10 years and was a large sales event for ball python breeders. It regularly attracted as many as 5,000 people.

Achieved great success for captive wild animals in the USA through our contribution in getting the Big Cat Public Safety Act passed. This Act makes the private possession of big cats including lions and tigers illegal. And in December 2022, Washington DC became the second city in the country to ban the sale of almost all animals (mammals, amphibians, arachnids, birds, and reptiles) in pet stores.

The ban is a significant step forward for wild animals suffering in the pet industry. To bring it about, we ran an action enabling our DC-based supporters to contact their council members in support of the bill. We were the only advocacy group to testify to the cruel conditions in which wild animals are bred and sold in the USA. We also contacted DC council members directly and were instrumental in countering the inaccurate claims of PetSmart, Petco, and the pet industry's lobbying group trying to prevent the bill. This ban is a significant step forward for wild animals suffering in the pet industry. The new law will shut down animal sales in one PetSmart and three Petco locations.

Started formally meeting with PetSmart, one of the largest pet retailers in North America. Our aim is to persuade them to commit to phase out their selling of reptiles and amphibians. PetSmart is the largest pet store chain in Canada and the only big box store still selling reptiles and amphibians. They are ignoring animal welfare concerns and a growing body of science that clearly outlines the negative impact the exotic pet trade has on animals, human health and biodiversity.

What challenged us?

In the UK, the kept animals bill was introduced by Boris Johnson's government in 2021. However, in the context of the cost of living crisis and the war in Ukraine, animal welfare has been deprioritised by subsequent leaders seeking to appeal to more traditional Conservative priorities. Consequently, the bill has been denied parliamentary time. World Animal Protection UK is working with allies in the animal welfare sector to keep the bill alive. Together we are engaging the media and mobilising supporters through the Don't Betray Animals campaign, and through parliamentary lobbying.

"We're delighted that Doncaster Reptile Market will close following publication of our evidence of potential illegal trading, two years of our campaigning and 75,000 members of the public calling on the event to end. Captive bred reptiles are wild animals with complex needs, that suffer in captivity."

Charlotte Regan

Wildlife campaigns manager (UK)

Wildlife. Not Fashion

What we intended to do in 2022…	What we did…
Disrupt high profile fashion brands exploiting wild animals.	**Urged** Fashion Week organisers in Melbourne, Copenhagen, and Sydney to ban the use of wild animal fur, skins and feathers in their shows. Joint action with our partners Collective Fashion and Four Paws resulted in Melbourne Fashion Week banning skins from wild animals and fur, while Copenhagen agreed to introduce a fur ban from 2023. Sydney Fashion Week did not introduce a complete ban in 2022, despite seven months of lobbying and pressure from our supporters. However, AfterPay and the City of Sydney, the key sponsors have agreed to continue working with us to ensure 2023's fashion show protects wild animals. Copenhagen Fashion Week agreed that animal welfare should considered when they revise their minimum standards in 2023. They also discussed with us the possibility of expanding their ban to wild animal skin and feathers. **Moved** famous Dutch ice skate brand and Olympic athlete supplier Viking to stop using kangaroo leather for their skates. Millions of kangaroos are brutally hunted annually in Australia to supply the kangaroo leather trade; the Netherlands is one of the largest kangaroo leather and meat importers in the world. **Convinced** Gucci owners – the Kerring Luxury Group – to rethink the use of wild animals in their advertising and marketing campaigns across all their brands. During 2022 we challenged them on their use of captive tigers in its latest Gucci Tiger collection in celebration of the Year of the Tiger. The luxury brand had released campaign images of models with real tigers, photographed in a captive environment, superimposed into them. Kerring Luxury Group has agreed to work with us and other partners to develop standards to protect wildlife.

What challenged us?

We couldn't do everything we hoped regarding targeting the big four fashion weeks (New York, London, Milan, Paris), mostly because of circumstances beyond our control. For example, London Fashion week was cancelled due to the death of Queen Elizabeth II. Next year we will use what we learned from our 2022 challenges and successes to identify key opportunities to mobilise people globally in protecting animals from the cruelty of the fashion industry.

During 2021 we launched a campaign to stop high-end fashion brand Hermes expanding their farming of Australian saltwater crocodiles in the Northern Territory. Crocodiles farmed for their skins suffer cramped, short lives before a brutal death all for a handbag. The Australian government responded by agreeing to update the code of practice for farmed crocodiles. However the review date for the code was not announced in 2022, partly because of the ongoing major reform of environmental law occupying government time.

"Melbourne Fashion Week is leading the way by banning fur and exotic skins on their runways – we would like to see AfterPay Australian Fashion Week follow their lead. We are also urging all shows, including Melbourne, to ban the use of feathers from next year, taking them off their runways, and leaving them on the animals where they belong. This would truly make Australia a global leader in ethical fashion."

Suzanne Milthorpe

Head of campaigns (Australia)

Thirty years of care for bears – 1992 – 2022

With our supporters, we've dedicated 30 years to stopping the suffering of the world's bears. Together, we've ended cruel entertainments – like bear dancing and baiting and campaigned hard to protect bears from the wildlife-based traditional medicine trade. We are also currently supporting two sanctuaries in Pakistan and Romania that help bears rescued from cruel entertainments.

During 2022 we...

Funded our partner the Bioresource Research Centre of Pakistan (BRC) to care for the 75 former baited and dancing bears at the Balkasar bear sanctuary in Punjab Province. Three were rescued during the year – surrendered to BRC by their owners in exchange for alternative livelihoods and a pledge to never own bears and earn money from them again. In total 111 owners have taken up alternative livelihoods since 2008. These include 31 who are operating as goods transporters and 68 who own shops.

Helped rescue Bolik, a 15-year-old bear from a tiny cage in a bombed out tourist resort in Ukraine. He was saved in a complex mission involving several of our partners who bravely took him to the Romanian border. Bolik also had a travelling companion – Elza a wolf rescued from the same resort. We funded their transport from the border to the Romanian bear sanctuary in the Carpathian Mountains near Zarnesti. Both are now living happily among the woodland, grasses and ponds at the 69-hectare sanctuary run by our partner Asociația Milioane de Prieteni (AMP) which we have supported since 2005. By the end of the year it was home to 115 bears and six wolves.

Animal personality award celebrates the life of Audrey Mealia

Cecília, a young anteater, was named winner of the first 'wildlife unique personality award' in 2022. The award is given in memory of Audrey Mealia, a much-loved member of World Animal Protection's wildlife team. Its aim is to show how wild animals have unique, individual personalities and have the right to a wild life.

The little anteater's nomination was submitted by Instituto Tamanduá, a rehabilitation centre in Brazil which helped care for her and cares for other animals affected by the burning of the Amazon. Cecilia's award is a grant of US$10,000 to the institution to help improve its facilities. At the end of 2022, Cecília was moved to an immersion enclosure to adjust to her natural habitat and is due to be released into the wild in February 2023.

Submissions for the 2023 award open in April 2023.

Developing global policies, practices and laws that work for wildlife

What we intended to do in 2022…

Research and make the case for a new policy agenda for protecting wildlife and to make this the last generation of wild animals to be commercially exploited. We'll build on recent progress in securing commitments from the government of South Africa to phase out lion farming and the government of South Korea to end bear bile farming.

Our campaigns will influence other key countries to introduce new policies and laws that will end wildlife exploitation. This includes policies and laws to end: bear bile farming in China and Vietnam, captive elephant breeding in Thailand and lion farming in South Africa. We'll also scope and develop new community-based wildlife and habitat protection projects in Peru and India.

What we did…

Celebrated South Korea's agreement to end bear bile farming signed with the country's Bear Farmers Association, Green Korea United – our partner since 2003 – and other local animal protection organisations. The agreement involves a commitment to prohibit bear bile farming and bile extraction from 1 January 2026 and to humanely care for the remaining farmed bears in the interim. The ministry of environment will prepare the legislative framework to ensure that bear bile farming is prohibited under law.

The government's decision sends a clear signal that the cruel practice of bear bile farming is no longer acceptable in South Korea. This will be the last generation of farmed bears to suffer for profit in the country. We hope South Korea's example will be followed by other Asian countries in bringing the cruel farming of bears for their bile to an end.

Reviewed legislation in the USA, Peru, India, China, Brazil to gain a thorough understanding of the changes to government policies and laws needed to make this the last generation of wild animals exploited in captivity.

Secured a grant from the UK government´s Illegal wildlife trade challenge fund to gather evidence for our project to reduce demand for wildlife products in Peru. This will be the backbone of our new community-based wildlife protection work which focuses on WhalBelén Market and surrounding communities.

Belén is the largest, most important open market selling wildlife in the Peruvian Amazon and the key point where poached wildlife is illegally traded. This threatens the survival of species and the wellbeing of the region's poorest citizens.

The evidence we gather and our resulting project will help reduce the illegal wildlife trade in Belén and provide guidance to support sustainable, legal livelihood transitions for local communities dependent on the trade.

Started our research in central India and West Bengal for the potential development of community-based wildlife protection projects. In Madhya Pradesh (central India), the government is relocating rural villagers from Nauradehi Wildlife Sanctuary to increase protection for wildlife. We began a survey in Nauradehi to gain understanding of villagers' views towards the relocation process and gain insights into protecting habitats and wildlife humanely and ethically. Our long-term aim is that the evidence gathered will inform policy recommendations and wildlife protection at a state, national, and UN level.

Launched a survey among rural communities in West Bengal into ritualistic hunting. We want to understand the scale and species involved, local attitudes and motivations for ritualistic hunting, our aim is to assess the potential for turning ritualistic hunters into wildlife protectors.

What we intended to do in 2022...

(cont.) Research and make the case for a new policy agenda for protecting wildlife and to make this the last generation of wild animals to be commercially exploited. We'll build on recent progress in securing commitments from the government of South Africa to phase out lion farming and the government of South Korea to end bear bile farming.

Our campaigns will influence other key countries to introduce new policies and laws that will end wildlife exploitation. This includes policies and laws to end: bear bile farming in China and Vietnam, captive elephant breeding in Thailand and lion farming in South Africa. We'll also scope and develop new community-based wildlife and habitat protection projects in Peru and India.

What we did...

We also...

Contributed towards the reintroduction of the Jane Goodall bill into the Canadian senate. If made law the bill would end the commercial trade of more than 800 species and have a profound impact on the commercial zoo industry in Canada. To facilitate the bill's passage we worked closely with the Senator's office to provide data to strengthen the arguments for the bill. We are also working closely with Canada's Ministry of Environment encouraging the Canadian government to adopt it.

Formed the Wildlife Innovation Hub. This is a small team of public mobilisation and campaign communications experts aiming to drive campaigns purely through mass mobilisation and people-powered disruptive activities. Their work will start in Spain which has the highest number of captive dolphins in Europe and their first campaign, targeting a captive dolphin venue, will launch in early 2023. The Wildlife Innovation Hub will share what they learn from this project enabling our whole organisation to benefit from their campaign experiences, insights and successes.

What challenged us?

Conducting comprehensive legal reviews in the USA, Peru, India, China, Brazil to understand how laws are implemented to protect wildlife has not been as straightforward as we would like. The first stage – an overview from an international perspective – was completed by a university law faculty in the USA. But, unfortunately securing additional insights and expertise from a national perspective by law and advocacy experts has been very challenging. This is because reviews are very time-consuming so it has been difficult to find experts who can do this in a short time We are exploring how we can rectify this for 2023.

We decided to delay our people powered pilot campaigns until 2023. Our own initial experimentation, research, and advice from experts in this type of campaigning showed us we need to dedicate more time to get our approach right.

"The Jane Goodall bill would make Canada a global leader in protecting wildlife and animal welfare. It would phase out the practice of keeping certain animals for entertainment and exotic pets.

We hope it will motivate the government to pass stronger regulations to curb the commercial trade of wild animals to prevent cruelty, extinction and future pandemics."

Melissa Matlow

Campaign director (Canada)

How we'll move the world in 2023

Working for goal 1

Ensure farmed animals live good lives by transforming the global food system.

No Future for Factory Farming
We'll...

Focus our bold people-powered campaigning on the world's biggest meat processor, JBS. With our campaigners we'll call for an end to the company's link with habitat destruction through their animal feed sourcing, and expose the climate-destroying nature of their business. We'll also raise public concern by shining a stark light on the harms imposed on the world by the global factory farming industry. And through our work with civil society groups we'll create a united people-powered political push for a moratorium on factory farming. The UN's climate conference for governments (COP28) will be a key rallying moment.

Food Revolution
We'll...

Mobilise people to secure commitments for higher welfare in farmed animal systems from ten companies with the power to influence the whole industry. And we'll continue our work to give high meat consuming countries and companies a clear path to meat reduction. We'll also develop and present our global solutions and compelling arguments fostering reduced meat consumption and humane and sustainable protein consumption. In doing so we'll turn the world away from factory farming.

Fairer Finance
We'll...

Continue campaigning against the development banks who continue to fund new cruel factory farms. Our research will document the problems these projects cause, and rank, name and shame the worst banking offenders. We'll also continue to push commercial banks and pension funds to improve animal welfare by moving their investment and lending capital away from harmful animal industries. Our public campaigns and one-to-one dialogue with financial institutions will focus on the importance of a protein transition and humane and sustainable farming in saving our world.

Working for goal 2

Stop wild animals being cruelly exploited as commodities by changing the systems that allow it.

We'll...

Build global, people-powered campaign momentum to disrupt and secure commitments from key outstanding travel industry laggards still profiting from cruel wildlife entertainment. Three hundred companies have already made these changes; commitments from Tui.com, Trip.com and Groupon, will further make the cruel wildlife industry commercially non-viable.

Launch our new Wildlife Not Profit campaign to make this the last generation of wild animals to suffer from cruel commercial exploitation. In 2023, we'll push for bear, elephant and lion farming and breeding bans in China, Thailand and South Africa. We will also continue to build our case and evidence for a new agenda that protects wild animals' right to a wild life.

Innovate new solutions for wild animals. These will include building a pro-plant alliance to secure the end of wild animal use in wildlife-based traditional medicine, and a 'Wildlife Heritage Areas Network'. This will bring wildlife-friendly solutions to the travel industry. We'll also develop a 'Frontline Community Protectors Network'. It will develop new approaches in Peru, India and South Africa, making local communities central to wild animal and habitat protection.

Our global reach

World Animal Protection is a truly global organisation, working in more than 50 countries across the world, with offices in every habited continent.

Our offices

1 Costa Rica[1]
2 Canada[3]
3 USA[2]
4 Brazil[3]
5 UK[1]
6 Netherlands[3]
7 Denmark[3]
8 Sweden[3]
9 Kenya[1]
10 India[3]
11 Thailand[1]
12 China[1]
13 Australia[2]
14 New Zealand[4]

1 These offices form part of the UK-registered charity and are included in the 'charity' accounts.

2 These offices are subsidiaries of the UK charity and are included in the 'consolidated' accounts.

3 These offices are affiliates.

4 New Zealand is a branch of the Australian office.

Financial review

Our income

Every donation fuels our work to protect animals

Diversifying and growing our income is a critical component of our work to build a worldwide movement of people who value animals and join us in helping to protect them. World Animal Protection is committed to delivering sustainable and reliable income in alignment with our mission to protect animals and improve the wellbeing of people and our planet.

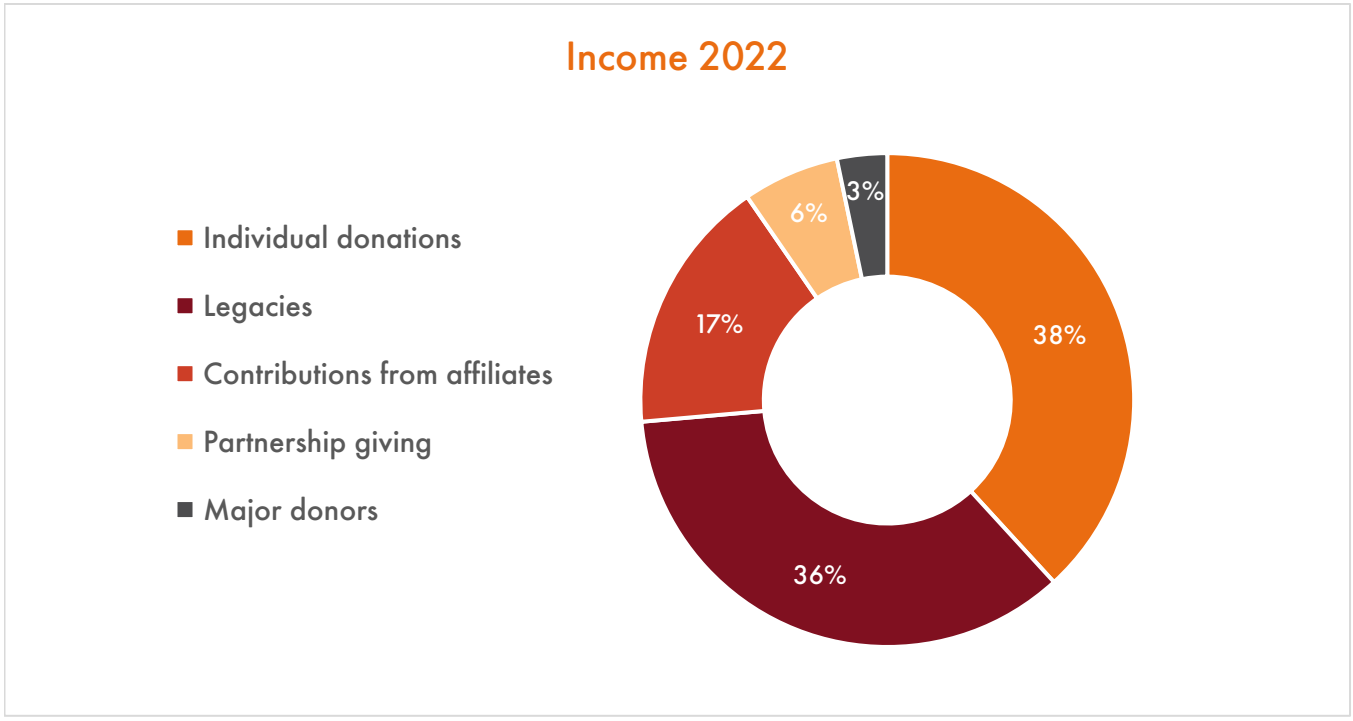
In 2022, we secured £38.2m in income from donations and legacies, which was 17.5% more than the previous year. This increase was primarily because of exceptional amounts given to us from people who have chosen to leave a legacy for animals, supporting our work after their death by way of a bequest in their will. To all our supporters, we are deeply thankful for your commitment to animals and your trust in our work to protect them.

The generosity of our many supporters, who give regular gifts and make one-off donations in response to our appeals, contributed £14.6m in 2022. This is a decrease of 3.5% compared to 2021, which reflects the impact of the rising cost of living and other economic challenges in several countries. Legacy income increased by 46.4% compared to 2021, largely thanks to a small number of very substantial legacies in the US and the UK.

Major gifts and grants from individuals, governments, businesses and trusts and foundations totalled £3.6m, which is an increase of 83% compared to 2021. We have been able to secure further funding from Open Philanthropy to cover work on animals in the farming system in Southeast Asia and China for the next couple of years.

In 2022, our network of affiliated World Animal Protection entities in Canada, Denmark, Netherlands, and Sweden, contributed £6.4m to our animal protection mission; this was 4.3% higher than the previous year.

For more information on our fundraising, please refer to our 'Global Review 2022', which includes a summary of gross income across all World Animal Protection entities.



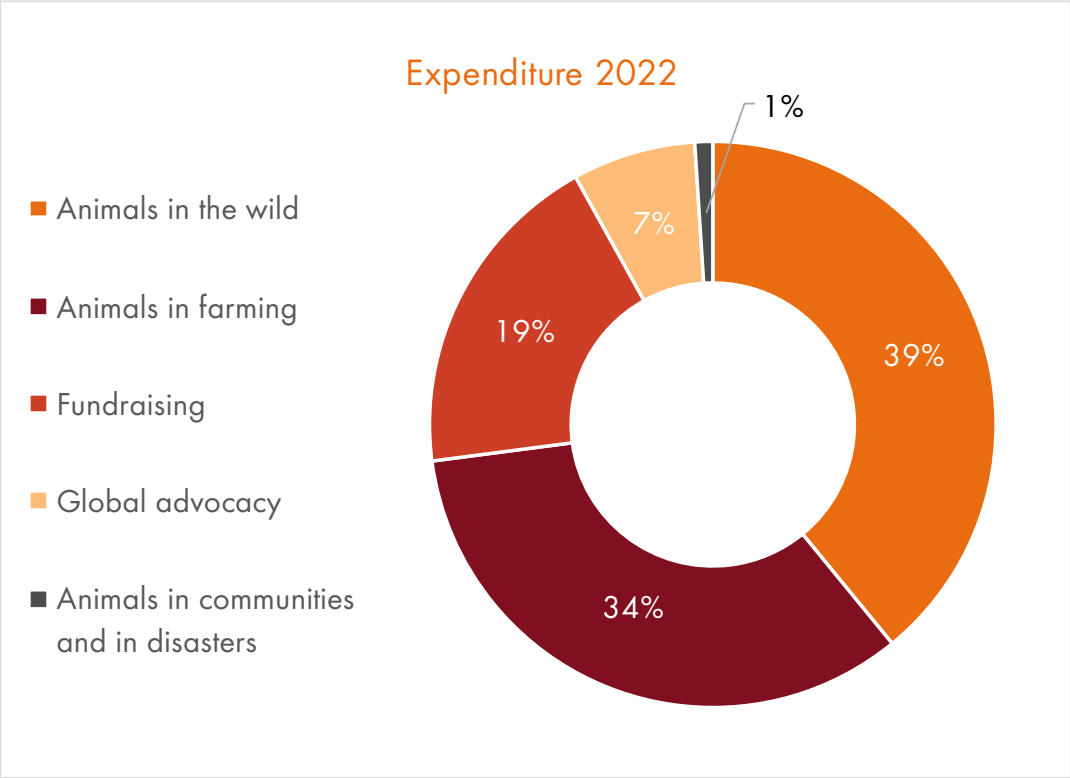
Our expenditure

During 2022 our total expenditure increased by 14% from £27.8m to £31.8m. Whilst global inflation has affected some of our cost base, we also accelerated implementation of our 2021-2030 strategy. Some of the increase in expenditure also relates to food systems activities funded by Open Philanthropy. We also finalised a global pay structure project in November 2022 which has resulted in a pay structure that is fair, transparent and competitive in the market rate for the skills we need to attract and retain.

We ensure that our fundraising is effective and are mindful how we spend our income. In 2022, we spent £6.1m on fundraising activities, which is an 8% increase compared to 2021. Inflationary pressures across the world has meant that our fundraising activities now cost more to deliver than they used to. Despite such economic challenges, by the end of the year, the rate of return was £5.25 for every £1 spent. Our growth strategy means we are looking to invest in activities that will increase our financial resources and increase engagement from stakeholders to create the impact for animals that we seek.

A key performance indicator is our spend on charitable activities and in 2022, this was 81.0% of total expenditure, compared to 79.8% in 2021. Staffing costs represented 37.7% of total expenditure in 2022, compared to 38.9% in 2021.

In support of our two key programmatic areas of 'animals in the wild' and 'animals in farming', we also engage in global advocacy. This is key to our theory of change in order to move the world to protect animals and these costs relate to communication, education, and advocacy across the world.



Going concern

The trustees have reviewed the consolidated position of World Animal Protection. They have taken into account the level of reserves and cash, the annual business plan and forecast process, and the systems of financial and risk management.

The trustees have considered the potential impact of a reduction in future income and the consequential effect on expenditure. The scenarios considered have assumed a minimum reduction of 5% and a maximum reduction of 30% in Group income until December 2024. The trustees have also assumed a reduction in expenditure within six months after the initial drop in income, to allow time for the group to implement necessary actions to maintain a sustainable financial position.

As a result, the trustees believe that World Animal Protection is well placed to manage operational and financial risks successfully. Accordingly, the trustees expect that World Animal Protection has adequate resources to continue in operational existence for the foreseeable future. Consequently, it can continue to adopt the 'going concern' basis of accounting in preparing the financial statements.

Our fundraising approach

Fundraising practices and performance

The positive and lasting change for animals highlighted throughout this report is possible because of our supporters. Thanks to their dedication we have given captive elephants lives worth living in Asia, protected wild animals and their habitats from fires in Brazil. We have also tackled the root causes of these fires, and of farmed animals' suffering, by working to stop the advance of factory farming in Brazil itself and globally.

Our fundraising is part of our 2030 aim to double our reach, visibility and resources to enable our strategic goals for farmed and wild animals. In 2022, we continued to build further foundations to support that aim, and made progress towards it thanks to the engagement and generous contributions from our supporters.

Our aim is to raise more income, balanced across our income streams, so that we can scale up our work and impact for animals. We aim to do that by:

- innovating to reach more people – involving them in our mission
- putting our supporters at the heart of what we do
- establishing strong, long-term partnerships.

In 2022, World Animal Protection secured £38.2m of donations and legacies across UK, Australia, New Zealand, USA and Thailand (increased compared to £32.5m in 2021).

Most of our income was given by our individual supporters. This was just under £14.6m (this was less than the £15.1m raised in 2021). This reflects the impact of inflation meaning our fundraising activities cost more and some other factors, including the setting up a new entity in Thailand and associated licensing has taken longer than expected.

We are always mindful of how we spend our income and ensure that our fundraising is effective and efficient. We re-invest a proportion of the donations we receive in finding new supporters and raising more funds to make sure we can deliver our animal protection work now and into the future.

And we are committed to making our fundraising higher returning through focusing on Legacy Giving and Partnership Giving – that is major gifts from people, businesses, governments and trusts and foundations.

Gifts and grants from partnership giving was around £2.4m. (this is £2m higher than previous year). This is largely because we were able to continue much of our work through our single largest partnership with the US-based Open Philanthropy Project. The project is designed to make lasting change for farmed animals at scale, across Southeast Asia and China. In addition, we secured new commitments from the Oak Foundation, Switzerland and Defra, UK.

We received £13.5m from thoughtful bequests given by individuals in their wills to secure a better future for animals. This has been an exceptional year (a significant increase compared to £9.2m in 2021), where this type of giving was particularly high in the USA and also increased in UK and Australia.

Total restricted funds were £4.7m, which represented 12% of income, proportionally this is an increase compared to the previous year when restricted funds were 9% of income.

Fundraising standards

We continued to adhere to the highest standards of fundraising practice and all fundraising and data protection regulations. We review how we communicate with the public, donors, and organisations to request support and we continue to maintain our membership of fundraising and other relevant bodies. Specifically, we voluntarily subscribe to the Fundraising Regulator and its Code of Fundraising Practice and we have maintained our membership in the UK with the DMA (Data and Marketing Association), the Lotteries Council, the Institute of Legacy Management, the Withers Indemnity Project and NCVO (National Council for Voluntary Organisations).

World Animal Protection UK is also licensed by the Gambling Commission. And members of our team are an active member with the Chartered Institute of Fundraising and other relevant fundraising forums.

Our fundraising approach (cont.)

Working with third party fundraisers

Most of our fundraising activity is undertaken by our own directly employed colleagues and volunteers. The specialist nature of some of our activity means that there are some areas where we contract with external agencies. Talking to individuals in person and on the telephone are important ways of engaging the public with our mission and raising funds. In some markets, including the UK, we work with external organisations who have specific expertise in face-to-face fundraising (although we have not undertaken this type of fundraising in the UK since 2016) or telephone fundraising, so that we can talk to as many individuals as possible in a timely, efficient and effective way.

We work closely with these partners, including monitoring and supporting their performance through providing training and information; listening to recorded telephone calls and keeping a close eye on feedback or complaints from supporters This is supported by contracts requiring that individuals who carry out these activities are trained to adhere to applicable laws and codes, such as in the UK the Fundraising Regulator's Code of Fundraising Practice, as well as data protection laws.

We did not have any commercial participators in 2022 in the UK. These are corporate partner organisations who provide charitable contributions to us from the sale of their goods or services and fundraise from customers and employees.

Feedback and complaints

To ensure we provide a relevant and a positive experience to supporters, we continue to monitor all feedback, queries and complaints closely. In 2022, the total supporter interactions in the UK ran into the millions, which resulted in a total of 80 complaints, similar to the 75 we received in 2021. This was broken down into 61 fundraising complaints and 19 non-fundraising complaints.

Proportionally the complaints we received were similar to previous years and we continued to have low number of telemarketing and TV television complaints despite their reach. We have seen an increase in complaints from our online givers, who are eager to receive all thanking and correspondence electronically rather than via post, we are setting up this electronic system, so these complaints will reduce. All these complaints were successfully resolved.

We appreciate that complaints and supporter feedback provide us with insights and lessons for future fundraising communications and activity. We were not subject to any complaint investigations through the Fundraising Regulator in 2021/22.

Protecting vulnerable people

In the course of our fundraising, we know that we will come into contact with people who may be in vulnerable circumstances. As we set out in our Fundraising Promise, we aim to be honest, responsible and committed to high standards and we have guidance in place to ensure colleagues are sensitive when engaging with vulnerable people, including the CARE model check-list (Comprehend; Assess; Retain; Evaluate).

Further information on our fundraising and supporter care can be found on each of our dedicated national websites., for example, our Supporter Promise and Complaints Policy on our UK website
https://www.worldanimalprotection.org.uk/about/our-policies

Financial policies

Reserves policy

The World Animal Protection Group will establish reserves and designated funds in accordance with national statutory and legal requirements and the principles contained in this policy. Reserves are defined as that portion of unrestricted funds that have not been designated for a specific purpose by the trustees.

Reserves are established to ensure that the World Animal Protection Group is:

- able to meet its financial commitments and obligations as they fall due (i.e., fund working capital),
- able to fund unexpected expenditure until adjustments can be made, for example when unplanned events or shocks occur, and
- resilient to uncertainty over future income.

The level of reserves is set at an amount sufficient to cover unfunded expenditure from unrestricted funds for a period of 10 months in the event of a 40% fall in unrestricted income.

Reserves will only be depleted to a level below that calculated with the approval of the board of trustees and, in such an instance, World Animal Protection will seek to replenish the reserves to the minimum level as quickly as is feasible following any approved depletion below the minimum level.

Designated funds are established at the discretion of the International Board for specific purposes which are in the best interests of the charity as determined by the trustees from time to time, or to represent the depreciated value of fixed assets which are not readily converted into cash.

The Group holds the following designated funds:

- Accelerator fund – £724,368 ($1m) was set aside in 2021 to enable us to explore opportunities which can accelerate the achievement of our strategic goals for animals during 2022. In 2022, £105,454 was spent from this fund with the remaining £618,914 assigned to be spent in 2023 to build the organisation's digital capabilities and to improve our brand presence.
- Remuneration and grading project –an amount of £217,391 ($300k) to cover costs of the project and changes in salary costs as a result of the review was set aside in 2021. In 2022, £196,208 of costs were utilised of this fund with the remaining £21,183 to be used in 2023 towards further work on this project.

Reserves performance

The total funds of the group amount to £26.1m (2021: £19.9m) of which £5.7m (2021: £4.8m) is restricted or endowed, and £0.5m (2021: £0.7m) is a revaluation fund representing the cumulative uplift in the value of the investments. Designated funds amounted to £0.6m (2021: £0.9m). The remainder are 'general funds' of £19.4m (2021: £13.4m), which correspond to the definition of 'reserves' in the reserves policy.

The minimum reserve levels are calculated based on the budget for the following year rather than retrospectively on historical results. The level of reserves sufficient to cover expenditure from unrestricted funds for a period of 10 months in the event of a 40% fall in unrestricted income would be £10m. If there was no income at all, this is equivalent to nearly 3½ months of expenditure based on the 2023 budget.

Recognising that reserves would be above the level set out in the reserves policy, the 2023 budget has been set to expend some of the carried over reserves in a controlled way for our charitable purposes over the coming years.

Investment policy

The investment policy of the charity is to balance the liquidity requirements between on-demand and fixed-term deposits with banks and the longer term returns that are possible through fixed asset investments.

Funds which are not expected to be needed except in the longer term are transferred to an investment manager, whose role is to protect World Animal Protection's investments and generate a return while observing our investment restrictions. As part of the trustees' oversight of this portfolio, the Audit & Finance Committee regularly reviews the performance of the investment portfolio, the investment principles and objectives, the charity's attitude to risk and advise the board on the selection of the charity's investment managers.

Investment performance

Our investment portfolios held in the UK and USA performed poorly in 2022 on the back of the poor global economic situation, with net investment losses of £838k being registered.

In the UK, average investment returns during the past 5 years has been 3.64% pa (19.57% over 5 years). We benchmark against the FTSE all share index which averaged returns of 3.05% pa over the same period (16.23% over 5 years). Investment performance has been acceptable over the longer term referred to in our policy, but recent performance has been poorer and management are considering other options.

Grant-making policy

We make grants to other entities in the global World Animal Protection network to contribute to their running and programme costs. We also give grants on a proactive basis to independent partner organisations and institutions to support joint work on strategic campaigns and projects. We may occasionally offer financial support to other bodies for their own activities which clearly contribute to fulfilling our strategic animal welfare objectives.

Grants to entities within the World Animal Protection network are routinely monitored through narrative and financial management reports which include explanations of variance from agreed budgets. Grants to other organisations are awarded only after a due diligence process has been carried out with them in accordance with the detailed procedures that sit beneath our Partnership and Finance policies. This process is aimed at giving us assurance that grantees are financially stable and that they can reliably manage and account for all the funds they may receive from us. Grants are subsequently governed by formal agreements which lay out agreed terms of reference and requirements for regular reporting, so as to ensure the effective use of funds and delivery of our strategic objectives.

Fraud resilience

We are clear that we do not tolerate fraud and corruption. Our approach and policies aim to make the honest majority feel empowered to tackle fraud and corruption through robust whistleblowing policies.

We are not complacent, we provide training to staff and publish articles in our internal newsletter to raise awareness of how to spot and report suspected frauds or scams.

We are part of the Charity Finance Group Counter Fraud initiative and use the resources produced by them and the Fraud Advisory Panel to promote a fraud aware culture and resilience.

Data protection

The organisation continued implementing measures to strengthen our data protection procedures in the context of the General Data Protection Regulations (GDPR). These measures included data audits, improvements in policy and practice and improving staff awareness to strengthen a culture of privacy management and security.

Remuneration policy

We operate a World Animal Protection group remuneration policy, approved by the board, which requires an annual review of all salaries. Reviews take into account factors such as local market rates, the level of salary increases within the sector in a given year, inflation and affordability.

Any proposed increases are made in the context of the budgets approved by the board as a part of the annual budget process. Where there are changes to salaries, these are awarded to staff in July.

Aligned with our overall pay policy, we benchmark the chief executive's salary against salaries of chief executives in global charities of a similar size and income. For the global leadership team (key management personnel), salaries are based on data relating to equivalent senior roles in comparable organisations in their respective countries.

Safeguarding

As an organisation we have always taken seriously our duty to protect the welfare of our staff and partners. Within the charity sector there has been increased scrutiny from regulators and the media to ensure high levels of transparency and integrity. We regularly review our safeguarding policy and the most recent version was reviewed by the board in September 2021. The policy outlines our approach to protect the health, safety and welfare of all staff, volunteers, beneficiaries and others who come into contact with the organisation. This policy sets standards of behaviour and accountability for our staff and partners to ensure a workplace free from abuse and harassment. Aside from the primary purpose to protect individuals, this is essential if World Animal Protection is to remain a credible partner for the major global stakeholders we hope to influence as we seek to deliver our mission.

Our effort is not just focused on delivering the maximum impact for the animals we serve, but we seek to ensure that the way we go about our work reflects who we are and what we stand for as an organisation. This is reflected in a set of shared principles, values and behaviours that we have developed together, and reflect those standards expected of the charity sector more widely.

Modern slavery statement

World Animal Protection has a zero tolerance approach to modern slavery and human trafficking. We are fully committed to acting ethically and with integrity in all our business dealings and relationships. We are committed to implementing and enforcing effective systems and controls towards ensuring that no modern slavery or human trafficking is taking place anywhere in our operations or in our supply chains.

World Animal Protection has robust governance and risk management framework in place and a number of global policies which aim to minimise the risk of modern slavery in relation to our work. These include:

- Recruitment – as an equal opportunities' employer, we have a rigorous recruitment process. Our recruitment practices include 'right to work' checks for all prospective employees.
- Procurement – our processes ensure we take into consideration the different risks associated in our supply chains. We carry out due diligence checks on key suppliers and ensure we are satisfied that they have appropriate policies in place.

Risk and uncertainties

We believe that sound risk management is integral to both good management and good governance practice. In the last two years we have enhanced our risk management policy and incorporated it within strategic and operational planning.

Our risk management strategy ensures...

- Risk assessments are conducted on all new activities and projects to ensure they are within our risk tolerance level and in line with the charity's objectives and mission.
- Any risks or opportunities arising are identified, analysed and reported at an appropriate level.
- A risk register covering key strategic risks is maintained as a living document and brought to each board and Audit & Finance Committee meeting.
- More detailed operational risk registers are maintained in aspects where this is considered appropriate, taking account of the impact of potential risk and the cost/benefit of the exercise.
- Staff are provided with adequate training on risk management and their role and responsibilities in implementing this.
- We regularly review and monitor the effectiveness of our risk management framework and update it as considered appropriate.
- The board receives regular reports on continuing and emerging high concern risks and those where priority action is needed to bring the risk within our stated risk appetite.

Our current significant risks include...

- Ability to retain and attract staff. Our people are the heart of our organisation. It is only through our dedicated and committed teams that we can deliver our mission to move the world to protect animals. We are strongly focused on creating the right culture for our employees and volunteers to grow and flourish. We want to be able to attract, recruit and retain the very best people to work for World Animal Protection and ensure they have the right support and development to nurture them to work flexibly across the globe.
- Ability to deliver strategy. 2021 was the start of a new ten-year global strategic period and as with any pivoting of strategy, this comes with a change in the ways in which we work. We engage frequently and openly as we seek to harmonise the ways in which we work together.
- Strength of affiliate relationships. Our World Animal Protection affiliates provided 16.8% of 2022 group income and play a key role in implementing our global strategies. We work closely and collaboratively with our affiliates to maximise the impact we have collectively.
- Operational complexity. We take all reasonable steps to comply with the laws and regulations applicable to UK registered charities, and the relevant regulations where our subsidiaries and branches are located. We engage local professional advice where necessary to supplement the local staff we employ in those locations.
- Financial stability. In an uncertain financial environment resulting from the continuing effects of a global pandemic, cost of living pressures and the war in Ukraine, we closely monitor the ongoing financial health of the organisation and mitigate risks by incorporating scenario planning into our budget setting, diversifying income and increasing the flexibility of our expenditure.

Structure, governance and management

Our structure

World Animal Protection is a registered UK charity and a company limited by guarantee and the legal parent of three overseas subsidiaries, a UK trading subsidiary and three branches.

The board of trustees consists of no less than 9 and no more than 13 people and is responsible for the governance of World Animal Protection ensuring it is effectively and properly run and is meeting its overall purposes as set out in its Articles of Association (governing document).

Charity governance

The board is committed to taking good governance and leadership to a higher level and comply with the principles of the Charity Governance Code. The latest review highlighted a good level of compliance overall and has led to some proactive steps being taken to address areas of improvement identified.

Governance structure

The board meets at least four times a year to review the performance of the charity and make any decisions necessary to its governance and strategic direction. The board has recently undertaken a review and established a revised committee structure:

Audit and finance committee:

- to oversee, with delegated authority on behalf of the board, all financial aspects of the charity, and report back to the board as appropriate
- to guide, advise and make recommendations to the board regarding the approval of budgets, accounts and financial statements and relevant financial policies
- to advise the board on the financial implications of the organisation's strategic plans and its on-going financial viability
- to review the performance of charity investments
- oversee the processes related to risk management and internal control and
- to oversee the internal and external audit processes.

Standing committee:

- discharge the functions of the board between regular board meetings in the event of a major unforeseen risk or opportunity that requires urgent attention falling beyond the delegated remit of the chief executive officer.

Mission committee:

- Review the quality of progress and impact of the organisation's four strategic programme areas, ensuring they are consistent with the global strategy, its theory of change, strategic objectives and goals
- keep under review the organisation's animal welfare policies ensuring that they consistent with international best practice and evidence, external policy developments, and World Animal Protection's global strategy and brand.

People and culture committee:

- review the CEO's performance, remuneration and appraisal process
- ensure that the people and culture strategy is driven by and contributes to the achievement of the organisational mission and strategy
- maintain oversight of World Animal Protection's people policies and pay to ensure they are consistent with the needs of the business, current legislation and best practice and the board's requirements as expressed from time to time and
- Maintain an oversight of the organisation's development and culture and people performance.

Nominations and Governance Committee

In 2022, the board resolved to establish a Nominations and Governance Committee to:

- look across the global governance systems to ensure that agreements and processes best enable delivery of our global strategy,
- support board evaluation and performance, and plan for board succession.

The board appoints the CEO who has delegated responsibility for the day to day running of the charity in accordance with policies and strategy set by the board.

Trustee recruitment

World Animal Protection will act positively to create and maintain a skilled, balanced and effective board. Every effort will be made to ensure that there are strong candidates to fill any vacancies that arise. This will include:

- reviewing the board's collective skills, knowledge and experience
- attracting candidates with identified skills and experience that the charity's needs, and
- interviewing candidates to explore their commitment, knowledge and skills etc.

Trustee induction

All new trustees are provided with training and support necessary to fulfil their responsibilities effectively. An induction pack is issued, and a programme implemented to ensure they:

- understand their roles and responsibilities as a trustee, and relevant charity law
- have access to our governance documentation, structures and all our approved policies and procedures
- are provided with background information that enhances their understanding of World Animal Protection
- meet staff through office visits or presentations
- are kept informed of developments relevant to their role.

Management

The CEO is appointed by the board of trustees to manage the day-to-day operations of the charity. The CEO works with a Global Leadership Team (GLT) which comprises the directors of the key functions.

The full list of 2022 and current members of the GLT and board can be found on page 41 under Reference and administrative details.

Photo: Noelly Castro / World Animal Protection

Reference and administrative details

World Animal Protection is registered with the Charity Commission as a charity and with Companies House as a company limited by guarantee. World Animal Protection is governed by its Articles of Association.

Charity registration number 1081849

Company registration number 4029540

Registered office 222 Gray's Inn Road, London WC1X 8HB

Board of trustees

(who are directors for Companies Act purposes)

Joanna Kerr Chair
Franc Alarcón de Barrientos[3] (resigned 12 September 2022)
Sandra Lynn Bereti[2]
Tigere Chagutah (appointed 15 June 2023)
Franc Cortada[3]
Jamie Craig[1]
Keung Ka Fung (appointed 15 June 2023)
Svetlana Ignatieva[1]
Sarah Ireland [3]
Christine Lloyd [2, 3]
Bérangère Michel[1]
Mwikali Muthiani[2]
Sol Oyuela (appointed 15 June 2023)
Karen Winton[2] (resigned 22 August 2022)

[1]Member of audit and finance committee; [2]Member of people and culture committee
[3]Member of policy and programmes committee

Chief executive officer: **Steve McIvor**

Investment managers
Vanguard Asset
Management Limited
4th floor, The Walbrook Building
25 Walbrook
London EC4N 8AF

Bankers
Barclays Bank PLC
99 Hatton Garden
London EC1N 8DN

Solicitors
Bates Wells and Braithwaite LLP
10 Queen Street Place
London EC4R 1BE

Co-operative Bank
1 King William Street
London, EC4N 7AF

Auditors (External)
Crowe UK LLP
55 Ludgate Hill
London EC4M 7JW

Auditors (Internal)
RSM
25 Farringdon Street
London EC4A 4AB

Global leadership team

Steve McIvor
Chief executive

Hok Pang
Global director of finance & resources

Rachel Briggs
Global director of people

Thomas Schultz-Jagow (joined June 2022)
Global director of fundraising & engagement

Lena Aahlby
Global director of programmes

Stephen Sibbald
Global director of strategic delivery

Our public benefit requirement

Under the Charities Act 2011, charity trustees have a duty to explain in their annual report how they meet the requirement to demonstrate public benefit within the meaning of the Act. They are also obliged to explain the charity's achievements, measured by reference to the charity's aims and to the objectives set by the board of trustees. The advancement of animal welfare is specified as an admissible charitable purpose and is taken to include any purpose directed towards the prevention or suppression of cruelty to animals or the prevention or relief of suffering by animals. Examples of the charitable purposes falling within this description include:

- charities promoting kindness and seeking to prevent or suppress cruelty to animals
- animal sanctuaries
- the provision of veterinary care and treatment
- charities concerned with the care and rehoming of animals that are abandoned, mistreated or lost
- feral animal control, e.g. neutering.

In accordance with the requirements of the Charities Act 2011, the board of trustees has paid due regard to the Charity Commission's guidance on public benefit when deciding on and planning the activities of World Animal Protection.

The report on pages 4-40 demonstrates how we met our charitable purposes in 2022 and our principal achievements under our respective strategic priority areas of work.

Photo credit: Vladimir Turkenich / Shutterstock

Statement of trustees' responsibilities

The board of trustees (who are also directors of World Animal Protection for the purposes of company law) is responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and regulations. Company law requires the board of trustees to prepare financial statements for each financial year.

Under that law, the board of trustees has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Northern Ireland. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period.

In preparing these financial statements, the board of trustees is required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice SORP (FRS102)
- make judgements and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements including Financial Reporting Standard FRS 102;
- prepare the financial statements on a 'going concern' basis unless it is inappropriate to presume that the charitable group will continue in business.

The board of trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In the case of trustees in office at the date the Trustees' Annual Report is approved:

The trustees confirm that:

- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have each taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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

Auditors

Crowe UK LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

This report, including the Strategic Report, was approved by the board of trustees on 15 June 2023 and signed on their behalf by:

Joanna Kerr
Chair

Independent auditor's report to the members of World Animal Protection

Opinion

We have audited the financial statements of World Animal Protection ('the charitable company') and its subsidiaries ('the group') for the year ended 31 December 2022 which comprise Consolidated Statement of Financial Activities, Group and Parent Balance Sheets, Consolidated Statement of Cashflow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 December 2022 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act requires us to report to you if, in our opinion:

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 43, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

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

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

Extent to which the audit was considered capable of detecting irregularities, including fraud (continued)

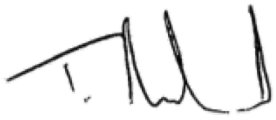
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Tim Redwood

Senior Statutory Auditor

for and on behalf of Crowe U.K. LLP

Statutory Auditor

London

Date: 4 September 2023

Consolidated financial statements

Consolidated statement of financial activities for year ended 31 December 2022

	Note	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2022 £'000	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £ '000	Total 2021 £'000
Income and endowment from:									
Donations and legacies	2	**33,499**	**4,660**	**-**	**38,159**	29,557	2,924	-	32,481
Other trading activities	4	**27**	**-**	**-**	**27**	33	-	-	33
Investments	3	**123**	**5**	**-**	**128**	78	8	-	86
Total		**33,649**	**4,665**	**-**	**38,314**	29,668	2,932	-	32,600
Expenditure on:									
Raising funds	5	**(5,851)**	**(200)**	**-**	**(6,051)**	(5,441)	(187)	-	(5,628)
Charitable activities	6	**(22,187)**	**(3,586)**	**-**	**(25,773)**	(18,809)	(3,368)	-	(22,177)
Total		**(28,038)**	**(3,786)**	**-**	**(31,824)**	(24,250)	(3,555)	-	(27,805)
Net (losses)/gains on investments		**(838)**	**-**	**-**	**(838)**	515	-	-	515
Net income		**4,773**	**879**	**-**	**5,652**	5,933	(623)	-	5,310
Transfer between funds		**181**	**-**	**(181)**	**-**	53	(108)	55	-
Foreign exchange movement		**418**	**120**	**73**	**611**	83	(232)	9	(140)
Net movement in funds		**5,372**	**999**	**(108)**	**6,263**	6,069	(963)	64	5,170
Fund balances brought forward		**15,073**	**2,556**	**2,242**	**19,871**	9,004	3,519	2,178	14,701
Fund balances carried forward		**20,445**	**3,555**	**2,134**	**26,134**	15,073	2,556	2,242	19,871

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 50 to 67 form part of these accounts.

Consolidated financial statements

Consolidated and charity balance sheets at 31 December 2022

	Note	Consolidated 2022 £'000	Charity 2022 £'000	Consolidated 2021 £'000	Charity 2021 £'000
Fixed assets					
Tangible assets	11	327	237	324	251
Investments	12	4,631	3,274	5,334	3,738
		4,958	3,511	5,658	3,989
Current assets					
Stock		18	-	14	-
Debtors	13	3,402	2,354	1,800	2,245
Cash on deposit	24	2,494	1,700	781	-
Cash at bank and in hand	24	18,118	9,695	13,769	9,967
		24,032	13,749	16,364	12,212
Creditors: amounts falling due within one year	14	(2,705)	(1,846)	(2,002)	(1,359)
Net current assets		21,327	11,903	14,362	10,853
Provisions	15	(151)	(97)	(149)	(97)
Net assets		**26,134**	**15,317**	**19,871**	**14,745**
Unrestricted funds	16				
Designated funds		640	640	942	942
Revaluation funds		455	455	738	738
General funds		19,350	10,261	13,393	9,050
		20,445	11,356	15,073	10,730
Restricted funds	17	3,555	2,683	2,556	2,556
Endowments	18	2,134	1,278	2,242	1,459
Total funds		**26,134**	**15,317**	**19,871**	**14,745**

The notes at pages 50 to 67 form part of these accounts. The Charity-only net income for the year was £794,109 (2021: £4,477,506).

The financial statements were approved and authorised for issue by the trustees on 15 June 2023.

J Kerr
Chair

Registered company no: 4029540

Consolidated financial statements

Consolidated statement of cash flows for year ended 31 December 2022

	Note	2022 £'000	2022 £'000	2021 £'000	2021 £'000
Cash flows from operating activities:					
Net cash generated by operating activities			6,039		3,616
Cash flows from investing activities:					
Interest received	3	66		19	
Investment income	3	62		67	
Purchase of tangible assets	11	(110)		(219)	
Sale of tangible assets		-		2	
Purchase of investments	12	(65)		(98)	
Sale of investments	12	70		1,559	
Net cash generated in investing activities			23		1,330
Change in cash and cash equivalents in the reporting period			6,062		4,946
Cash and cash equivalents at the beginning of the reporting period			14,550		9,604
Cash and cash equivalents at the end of the reporting period	24		20,612		14,550

Reconciliation of net income to net cash flow from operating activities

Net movement in funds for the reporting period (as per Statement of Financial Activities)			5,652		5,310
Adjustments for:					
Depreciation charges	11		114		101
Net losses/(gains) on investments			835		(477)
Foreign exchange differences			467		(127)
Investment income	3		(128)		(86)
Loss on disposal of fixed assets			-		11
Increase in stocks			(4)		(8)
Increase in debtors			(1,602)		(309)
Increase/(decrease) in creditors			705		(799)
Net cash generated by operating activities			**6,039**		**3,616**

The notes on pages 50 to 67 form part of these accounts.

Notes to the consolidated financial statements

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

World Animal Protection meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

These financial statements are for the legal entity which is World Animal Protection, a charity incorporated in the UK, registered with the Charity Commission and with Companies House as a company limited by guarantee. All figures have been converted into sterling.

Going concern

After discussions with key management personnel and reviewing the Group's forecasts and projections, the trustees have a reasonable expectation that the Group has adequate resources to continue its activities for the foreseeable future.

The trustees have considered the potential impact of a reduction in future income and the consequential effect on expenditure. The scenarios considered have assumed a minimum reduction of 5% and a maximum reduction of 30% in Group income until December 2024. The trustees have also assumed a reduction in expenditure within six months after the initial drop in income, to allow time for the group to implement necessary actions to maintain a sustainable financial position.

Accordingly, the trustees continue to adopt the going concern basis in preparing the financial statements as outlined in the Trustees' responsibilities statement.

b) Basis of consolidation

The consolidated financial statements of the group incorporate the accounts of the charity including branches in Costa Rica, China, Thailand and Kenya, and its wholly owned trading subsidiary World Animal Protection Trading Company Limited. The branches are also registered as legal entities in their local jurisdictions to comply with the relevant laws and regulations.

The charity is the sole member of World Animal Protection USA and World Animal Protection Australia. These are included in the consolidated accounts as subsidiaries. The registered offices for the subsidiaries are listed on our website: https://www.worldanimalprotection.org/contact-us

A separate Statement of Financial Activities (SOFA) is not presented because the charity has taken advantage of the provisions of Section 408 of the Companies Act 2006.

c) Fixed asset investments

Fixed asset investments are stated at their market value at the balance sheet date. Any gain/loss on revaluation is recognised in the consolidated SOFA.

d) Tangible fixed assets

Tangible fixed assets acquired with a fair value over £5,000 are capitalised and depreciated on a straight-line basis over their expected useful lives as follows:

- Computer equipment – 5 years
- Software – 3 to 5 years
- Office equipment – 3 years
- Leasehold improvements – The life of the lease

e) Fund accounting

Funds held by the charity are:

Unrestricted funds – funds which can be used in furtherance of the charity's objectives at the discretion of the board of trustees.

Designated funds – funds which have been designated by the board of trustees for a particular purpose, but this designation does not legally restrict the board of trustees' discretion to apply the funds.

Restricted funds – funds which can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Endowment funds – funds that have been given to the charity to be held as capital. Endowments can either be permanent endowment funds which means that they cannot be converted to funds, or expendable endowment funds where the trustees do have a discretionary power to use the funds as income. The endowment funds are accounted for on the basis of any restrictions imposed by the donors.

f) Income

Appeals, grants and donations

Income from appeals, grants and donations is included in incoming resources when: the charity has entitlement to funds, any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably.

Legacies

Entitlement to legacies is taken as the earlier of the date on which either: the estate has been finalised and notification has been made by the executor(s) to World Animal Protection that a distribution will be made, or when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution.

Where legacies have been notified to the charity, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised, and reference should be made to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable

Interest is included when receivable by the charity.

Commercial trading activities

Income from commercial activities of World Animal Protection Trading Company Limited is included in the period in which the group is entitled to receipt.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following headings:

- Costs of raising funds comprise the costs incurred in generating donations, the costs of trading for fundraising purposes and the costs directly attributable to managing the investments
- Expenditure on charitable activities comprises those costs directly related to the objects of World Animal Protection. It includes both the costs which can be directly allocated to such activities and the costs of an indirect nature necessary to support them. These costs are apportioned on an appropriate basis as set out in Note 6
- Other expenditure represents those items not falling into any other heading.

Grants

Grants payable are accounted for as expenditure in the period in which an irreversible binding commitment to make payment has been entered into and upon receipt of satisfactory management reports.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs. These costs have been allocated between costs of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated have been set out in Note 8.

h) Stock

Stocks are valued at the lower of cost and net realisable value.

i) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

j) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short-term

k) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

l) Financial instruments

The charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments comprise fixed asset investments measured at fair value through profit or loss, and financial assets and liabilities that are initially recognised at transaction value and subsequently measured at their settlement value.

m) Foreign currency

Transactions in foreign currencies are translated at the exchange rate in effect at the time of the transaction. Monetary assets and liabilities in foreign currencies are translated at the rates of exchange prevailing at the balance sheet date. Exchange differences are included in the consolidated SOFA for the period in which they are incurred.

n) Pensions

The Group has both defined contribution and defined benefit schemes.

The assets of each defined contribution scheme are held separately from the Group in an independently administered fund. The amount charged as an expense to the SOFA represents the contributions payable to the scheme in respect of the accounting period.

Normal contributions to the defined benefit scheme ceased in 2009 and is closed to future accrual. It is a multi-employer scheme and is accounted for as a defined contribution scheme as the Group is unable to identify its share of the plan assets and liabilities.

o) Significant accounting estimates and judgments

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually. The main estimates in the financial statements relate to depreciation (see section d above), legacies (see section f above) and provisions (see section k above).

Photo credit: Incubate Video

2. Income from donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000
Appeals and gifts (individual donations)	**13,250**	**1,325**	**14,575**	13,558	1,551	15,109
Legacies	**13,426**	**84**	**13,510**	9,144	85	9,229
Corporate donations, trusts, foundations, and society grants	**156**	**2,224**	**2,380**	249	170	419
Governments	**-**	**9**	**9**	363	2	365
Major donors	**825**	**370**	**1,195**	790	383	1,173
Gifts in kind	**25**	**-**	**25**	-	-	-
Other income	**53**	**4**	**57**	41	-	41
Income from World Animal Protection affiliates	**5,764**	**644**	**6,408**	5,412	733	6,145
	33,499	**4,660**	**38,159**	29,557	2,924	32,481

3. Investments

	Unrestricted funds £'000	Restricted funds £'000	Total 2022 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000
Interest receivable	**61**	**5**	**66**	11	8	19
Investment income from investments	**62**	**-**	**62**	67	-	67
	123	**5**	**128**	78	8	86

4. Subsidiary companies

	Trading company		USA		Australia*	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Income	**27**	33	**10,575**	3,670	**7,568**	7,871
Expenditure	**(32)**	(22)	**(5,007)**	(3,270)	**(7,567)**	(7,870)
Net incoming/(outgoing) resources before gains and losses and gift aid	**(5)**	11	**5,568**	400	**1**	1
Gift aid	**(8)**	(14)	**-**	-	**-**	-
Net (outgoing)/incoming resources before gains and losses	**(13)**	(3)	**5,568**	400	**1**	1
Net (losses)/gains on investments	**-**	-	**(382)**	212	**-**	-
Net movements in funds	**(13)**	(3)	**5,186**	612	**1**	1
Assets	**39**	79	**12,046**	4,559	**2,239**	2,719
Liabilities	**(24)**	(51)	**(2,062)**	(251)	**(1,502)**	(2,004)
Funds	**15**	28	**9,984**	4,308	**737**	715

*Includes the results for New Zealand, which is a branch of Australia.

5. Expenditure on raising funds

	Total 2022 £000	Total 2021 £000
Appeals and gifts (individual giving)	**5,487**	5,117
Legacies	**73**	101
Corporate donations, trust foundations	**354**	300
Major donors	**97**	81
Fundraising trading	**32**	21
Investment managers' fees	**8**	8
Total	**6,051**	5,628

Included in the above are governance costs of £111,446 (2021: £89,023)

6. Charitable Activities

	Animals in communities	Animals in farming	Animals in disasters	Global advocacy for animals	Animals in the wild	Total 2022 £'000	Total 2021
Grants *(see note 7)*	73	168	10	55	1,298	**1,604**	1,619
Direct expenditure	88	7,956	81	1,633	8,150	**17,908**	14,768
Support costs	52	2,380	14	496	2,687	**5,629**	5,307
Governance costs	6	269	1	53	303	**632**	483
Total 2022	219	10,773	106	2,237	12,438	**25,773**	22,177
Total 2021	782	8,882	1,276	2,305	8,932	**22,177**	

Photo credit: Asociatia Milioane De Prieteni (AMP)

7. Grants

Grants were made to the following institutions: Institution name:	2022 £'000	2021 £'000
Asociatia Milioane de Prieteni (AMP)	**262**	165
Bioresource Research Centre	**186**	126
Elephant Livelihood Initiative Environment (ELIE)	**115**	118
Boon Lott's Elephant Sanctuary	**81**	35
International Companion Animal Management Coalition	**73**	106
Bring the Elephant Home	**65**	-
Action for the Protection of Animals Africa (APAA)	**55**	93
Tiger Tops	**49**	32
Following Giants	**48**	44
Yayasan Lembaga Konsumen Indonesia	**45**	16
University of Surrey	**42**	-
World Cetacean Alliance	**40**	98
Kindred Spirit Elephant Sanctuary	**36**	48
Education for Nature - Vietnam	**35**	30
Evergreen Labs	**33**	33
Blood Lions	**32**	21
Instituto Ecótono	**31**	-
ChangChill	**29**	33
Instituto de Pesquisa e Conservação de Tamanduás	**28**	11
Manchester Metropolitan University	**27**	-
Beijing Chunyu Tianxia Software	**26**	-
Collective Fashion Justice	**26**	-
Emi Kondo	**24**	-
University of Pretoria	**22**	-
Beijing Guoweiyijian Health Information Technology	**19**	-
Centre for Marinelife Conservation and Community Development	**17**	-
Patom Organic Living	**17**	-
Tambuyog Development Center, Inc	**16**	31
The Philippine Animal Welfare Society	**16**	21
Burm and Emily's Elephant Sanctuary	**15**	18
Vietnam Animal Welfare Association (VAWA)	**13**	-
Instituto Homem Pantaneiro	**11**	55
Mahouts Elephant Foundation	**10**	15
Coalition of African Animal Welfare Organisation	**10**	-
Roots and Shoots	**8**	-
Sappraiwan Elephant Resort	**7**	-
Catalyst	**-**	125
University of Oxford	**-**	60
Tree Tops Elephant Reserve	**-**	58
Ocean Conservancy	**-**	29
Compassion in World Farming	**-**	27
ProVeg e.V.	**-**	26
International Cooperation Committee of Animal Welfare	**-**	23
Green Korea United	**-**	22
Kenya Agriculture and Livestock Research Organization	**-**	21
Blue Ocean Gear	**-**	14
Vets Beyond Borders	**-**	14
Odonata Foundation	**-**	13
World Parrot Trust	**-**	9
African Union Interafrican Bureau for Animal Resources (AU-IBAR)	**-**	7
Faunalytics	**-**	5
Other grants to institutions (all under £5,000)	**35**	17
	1,604	1,619

Notes to the consolidated financial statements

8. Analysis of support and governance costs

	Animals in communities £'000	Animals in farming £'000	Animals in disasters £'000	Global advocacy for animals £'000	Animals in the wild £'000	Consolidated 2022 £'000	Consolidated 2021 £'000
CEO and executive management	11	549	3	125	590	**1,278**	1,145
Finance	6	431	3	70	421	**931**	1,050
IT	7	284	2	59	328	**680**	626
Facilities	14	621	3	124	706	**1,468**	1,510
HR	14	495	3	118	642	**1,272**	976
Governance	6	269	1	53	303	**632**	483
Total 2022	58	2,649	15	549	2,990	**6,261**	5,790
Total 2021	228	2,354	285	590	2,333	**5,790**	

In the table above, the basis of apportionment for support costs has been the proportion of the direct expenditure for each charitable activity compared to total expenditure.

9. Net incoming resources

This is stated after charging	2022 £'000	2021 £'000
Operating lease expense	**1,209**	1,207
Depreciation charges	**114**	101
Loss on disposal of fixed assets	**-**	11
Auditor's remuneration:		
Fees payable to the charity's auditor for the audit of the charity's annual accounts	**120**	113
Fees payable to the charity's auditor and its associates for other services:		
– Audit of the accounts of subsidiaries (excluding US office)	**25**	28
– Other non-audit services	**13**	-
Amounts paid to US office auditors – Marks Paneth	**35**	33
Investment managers' fees	**8**	8

- Audit remuneration in relation to the group audit was £97,040 (2021: £86,220) inclusive of VAT, and this was paid to Crowe UK LLP.
- Audit remuneration for overseas offices was £48,403 (2021: £54,692) and this was paid to Crowe Global member firms.

10. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

	Consolidated 2022 £'000	Consolidated 2021 £'000
Wages and salaries	**10,349**	9,400
Social security costs (national insurance and other taxes)	**942**	815
Other pension costs	**695**	602
	11,986	10,817

In addition, a great amount of time, the value of which is impossible to reflect in these financial statements, was donated by our volunteers. Our volunteers helped to raise funds and provided office administration and support.

The average number of contracted employees throughout the year was:	2022 Headcount	2022 No. of full-time equivalents	2021 Headcount	2021 No. of full-time equivalents
Charitable activities, campaigns and publicity	**121**	**119**	**123**	**121**
Fundraising	**41**	**39**	**39**	**38**
Support	**44**	**42**	**43**	**41**
Leadership and governance	**10**	**10**	**8**	**8**
	216	**210**	**213**	**208**

The emoluments of members of staff, including benefits in kind within the range of £60,000 to £159,999, are:	2022 Number	2021 Number
£60,000 - £69,999	**13**	9
£70,000 - £79,999	**12**	16
£80,000 - £89,999	**8**	5
£90,000 - £99,999	**8**	4
£100,000 - £109,999	**3**	4
£110,000 - £119,999	**3**	1
£120,000 - £129,999	**2**	1
£130,000 - £139,999	**1**	-
£140,000 - £149,999	**1**	1
£150,000 - £159,999	**1**	-
	52	41
The pension costs paid in respect of these employees amounted to	**£243,387**	£183,655

Within our branches and subsidiaries, we employ staff with the required skills and experience to enable our organisation to meet our goals. We attract and retain staff and the salaries are based on the local market. Many of our staff team could make use of their skills elsewhere in the charitable or private sector for considerably higher salaries and of the high earners' number quoted above, only 15 out of 55 staff were employed within the UK.

The key management personnel of the charity are considered to be the Global Leadership Team (GLT). The GLT comprises the CEO, the global director of programmes, the global director of fundraising and engagement, the global people director, the global director of finance and resources and the global director of strategic delivery. In the prior year, the GLT comprised the CEO, the global people director, the global director of programmes, the global director of finance and resources and the global director of strategy. The key management personnel of the charity received £724,642 (2021: £610,484) in salaries and fees. The employer contributions into the charity's pension scheme with respect to key management personnel amounted to £43,421 (2021: £34,915). The total employee benefits of the key management personnel of the charity were £3,437 (2021: £3,680).

Redundancy and termination payments	2022	2021
Redundancy/Termination payments (£'000)	-	30
Number of employees made redundant	-	1

Trustee expenses

Total board/committee expenses incurred in respect of travel, accommodation and subsistence was £8,948 (2021: £574).

Included in the above are £1,774 (2021: £244) of expenses reimbursed to three trustees (2021: one). The remaining expenses are paid directly by the charity.

None of the trustees receive any remuneration for their services as trustees of the charity.

Photo credit: World Animal Protection

11. Tangible fixed assets (consolidated)

	Leasehold improvements £'000	Office equipment £'000	Computer equipment £'000	Software £'000	Total £'000
Cost					
At 1 January 2022	914	187	240	282	1,623
Additions	-	9	101	-	110
Foreign exchange differences	13	14	11	4	42
Disposals	-	-	-	-	-
At 31 December 2022	927	210	352	286	1,775
Depreciation					
At 1 January 2022	745	162	210	182	1,299
Disposals	-	-	-	-	-
Foreign exchange differences	8	13	10	4	35
Depreciation in year	42	7	41	24	114
At 31 December 2022	795	182	261	210	1,448
Net book amount at 31 December 2022	132	28	91	76	327
Net book amount at 31 December 2021	169	25	30	100	324

Tangible fixed assets (charity)

	Leasehold improvements £'000	Office equipment £'000	Computer equipment £'000	Software £'000	Total £'000
Cost					
At 1 January 2022	741	45	95	220	1,101
Additions	-	9	48	-	57
Foreign exchange differences	4	1	3	-	8
Disposals	-	-	-	-	-
At 31 December 2022	745	55	146	220	1,166
Depreciation					
At 1 January 2022	633	24	74	119	850
Foreign exchange differences	1	1	3	-	5
Disposals	-	-	-	-	-
Depreciation in year	26	6	18	24	74
At 31 December 2022	660	31	95	143	929
Net book amount at 31 December 2022	84	24	51	77	237
Net book amount at 31 December 2021	108	21	21	101	251

12. Fixed Asset Investments (consolidated and charity)

	Consolidated 2022 £'000	Charity 2022 £'000	Consolidated 2021 £'000	Charity 2021 £'000
Market value as at 1 January 2022	5,334	3,738	6,297	4,944
Add: acquisitions at cost	65	-	98	-
Less: investment manager's fees	(8)	(8)	(8)	(8)
Foreign exchange differences	137	-	21	-
Less disposals at market value	(59)	-	(1,589)	(1,500)
Unrealised (losses)/gains on revaluation	(838)	(456)	515	302
Market value at 31 December 2022	4,631	3,274	5,334	3,738
Historical cost at 31 December 2022	3,542	2,527	3,467	2,527

An analysis of the market value of investments at 31 December 2022 is as follows:	Consolidated 2022 £'000	Charity 2022 £'000	Consolidated 2021 £'000	Charity 2021 £'000
Overseas equities	1,526	1,526	1,712	1,712
UK stock/bond mixed indexed funds	596	596	732	732
US stock indexed funds	980	-	1,197	-
Bonds and bond indexed funds	1,501	1,152	1,659	1,294
US fixed-interest stock	28	-	34	-
	4,631	3,274	5,334	3,738

At 31 December 2022, the charity owned the entire issued share capital of World Animal Protection Trading Company Limited (£2 cost), a company which supports the charity by carrying out ancillary trading activities. The trading results are set out in Note 4. At 31 December 2022, the amount of this company's assets, liabilities, share capital and reserves was:

	2022 £'000	2021 £'000
Current assets	**39**	79
Creditors: amount falling due within one year	**(24)**	(51)
Creditors: amount falling due after more than one year	**-**	-
	15	28
Called-up share capital – (£2 rounded down to nil)	**-**	-
Profit and loss account	**15**	28
	15	28

13. Debtors

	Consolidated 2022 £'000	Charity 2022 £'000	Consolidated 2021 £'000	Charity 2021 £'000
Trade debtors	**937**	**54**	19	19
Amounts owed by subsidiary undertakings	**-**	**324**	-	972
Amounts owed by other WAP affiliates	**147**	**147**	122	122
Accrued income	**612**	**552**	303	248
Prepayments	**1,194**	**1,008**	929	712
Other debtors	**512**	**269**	427	172
	3,402	**2,354**	1,800	2,245

14. Creditors: amounts falling due within one year

	Consolidated 2022 £'000	Charity 2022 £'000	Consolidated 2021 £'000	Charity 2021 £'000
Trade creditors	**1,252**	**829**	862	673
Other creditors	**233**	**12**	241	15
Taxes and social security	**288**	**229**	247	186
Accruals and deferred income	**794**	**388**	582	298
Amounts owed to other World Animal Protection affiliates	**138**	**138**	70	70
Amounts owed to subsidiary undertakings	**-**	**250**	-	117
	2,705	**1,846**	2,002	1,359

15. Provisions

	Consolidated 2022 £'000	Charity 2022 £'000	Consolidated 2021 £'000	Charity 2021 £'000
Opening balance	**149**	**97**	151	97
Provision released during the year	**-**	**-**	-	-
Foreign exchange differences	**2**	**-**	(2)	-
Provision built up in the year	**-**	**-**	-	-
Closing balance	**151**	**97**	149	97

The provision relates to lease dilapidations for the London and Australian offices.

Notes to the consolidated financial statements

16. Unrestricted funds (Consolidated and Charity)

Consolidated

	Balance at 1 January 2022 £'000	Income £'000	Expenditure £'000	Realised and Unrealised gains and losses £'000	Transfers £'000	Balance at 31 December 2022 £'000
Designated funds	942	-	-	-	(302)	640
General & revaluation funds	14,131	33,649	(28,038)	(420)	483	19,805
Total unrestricted Funds	**15,073**	**33,649**	**(28,038)**	**(420)**	**181**	**20,445**

Charity

Designated funds	942	-	-	-	(302)	640
General & revaluation funds	9,788	19,496	(18,589)	(462)	483	10,716
Total unrestricted funds	**10,730**	**19,496**	**(18,589)**	**(462)**	**181**	**11,356**

The balance of the designated funds include an 'accelerator fund' of £619,184 and a fund of £21,183 to cover a remuneration and grading structure project. The purpose of the designated funds can be found in the reserves policy on page 42. £301,662 was transferred from unrestricted funds to designated funds as this represents the total expenditure in the year against those specific funds. £181,046 of losses has been transferred from revaluation to endowment funds for the movement in the year relating to the invested endowment funds.

17. Restricted funds

Consolidated

	Balance at 1 January 2022 £'000	Income £'000	Expenditure/ transfers £'000	Exchange differences £'000	Balance at 31 December 2022 £'000
Animals in farming	122	2,230	(957)	4	1,399
Animals in the wild	98	652	(745)	-	5
Animals in communities	16	14	(29)	(1)	-
Global advocacy for animals	-	251	(251)	-	-
Animals in disasters	(17)	28	(15)	4	-
Geographical restrictions	2,337	1,490	(1,789)	113	2,151
	2,556	**4,665**	**(3,786)**	**120**	**3,555**

Charity

	Balance at 1 January 2022 £'000	Income £'000	Expenditure/ transfers £'000	Exchange differences £'000	Balance at 31 December 2022 £'000
Animals in farming	122	1,358	(957)	4	527
Animals in the wild	98	652	(745)	-	5
Animals in communities	16	14	(29)	(1)	-
Global advocacy for animals	-	251	(251)	-	-
Animals in disasters	(17)	28	(15)	4	-
Geographical restrictions	2,337	1,490	(1,789)	113	2,151
	2,556	**3,793**	**(3,786)**	**120**	**2,683**

18. Endowments

Consolidated	Italy/ Isle of Capri £'000	General Operations £'000	Eberle Capital £'000	Ruth Whist Capital £'000	Total £'000
Balance at 1 January 2022	35	748	967	492	2,242
Net realised and unrealised losses	-	-	(120)	(61)	(181)
Sale of assets – realised gains/losses	-	-	-	-	-
Foreign exchange differences	3	70	-	-	73
Balance at 31 December 2022	**38**	**818**	**847**	**431**	**2,134**

Charity	Eberle Capital £'000	Ruth Whist Capital £'000	Total £'000
Balance at 1 January 2022	967	492	1,459
Net realised and unrealised losses	(120)	(61)	(181)
Sale of assets – realised gains/losses	-	-	-
Balance at 31 December 2022	**847**	**431**	**1,278**

All endowment funds held are permanent:

The Eberle Capital Investment Fund arises from a legacy received in 1991 for the protection of small animals "if possible". The capital of the fund cannot be used for other charitable purposes unless prior approval is given by the trustees. The income arising from this fund is part of unrestricted investment income.

The Ruth Whist Capital Cash Fund arises from a donation for use in work for animals in need. The capital of the fund cannot be spent, and interest should be withdrawn annually for use at the discretion of World Animal Protection's global director of programmes. The income arising from this fund is part of unrestricted investment income.

In World Animal Protection USA, since 1980, numerous donors have contributed to the endowment fund for General Operations. In 1990 the estate of Mona Bismarck contributed an endowment gift for Italy/Isle of Capri. For both funds, the capital amounts must be held in perpetuity and cannot be spent. The income arising from these funds are part of investment income.

The net realised and unrealised losses during the year has been reallocated from the revaluation funds.

19. Analysis of net assets between funds

For 2022

Consolidated	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	263	64	-	327
Investments	2,497	-	2,134	4,631
Net current assets	17,836	3,491	-	21,327
Provisions	(151)	-	-	(151)
	20,445	**3,555**	**2,134**	**26,134**

Charity	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	173	64	-	237
Investments	1,996	-	1,278	3,274
Net current assets	9,284	2,619	-	11,903
Provisions	(97)	-	-	(97)
	11,356	**2,683**	**1,278**	**15,317**

For 2021

Consolidated	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	252	72	-	324
Investments	3,092	-	2,242	5,334
Net current assets	11,878	2,484	-	14,362
Provisions	(149)	-	-	(149)
	15,073	**2,556**	**2,242**	**19,871**

Charity	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	179	72	-	251
Investments	4,944	-	1,459	3,738
Net current assets	8,369	2,484	-	10,853
Provisions	(97)	-	-	(97)
	10,730	**2,556**	**1,459**	**14,745**

20. Commitments

Capital commitments: There were no capital commitments by the charity or group, contracted or authorised, at 31 December 2022 or 31 December 2021.

21. Operating lease commitments

Operating lease payments relate to total contractual rent commitments for premises within the group, over the remaining life of the leases.

	Consolidated 2022 £'000	Charity 2022 £'000	Consolidated 2021 £'000	Charity 2021 £'000
Due in one year or less	1,175	796	1,143	802
Between one and five years	2,644	1,273	3,604	2,003
In five years or more	635	22	634	72
	4,454	**2,091**	**5,381**	**2,877**

22. Related party transactions

	Paid by World Animal Protection £'000	Received by World Animal Protection £'000	Amounts owed by World Animal Protection £'000	Amounts owed to World Animal Protection £'000
World Animal Protection Brazil	792	-	54	-
World Animal Protection Canada	-	473	-	40
World Animal Protection (Thailand) Foundation	37	-	-	-
World Animal Protection Denmark	-	3,544	-	-
World Animal Protection India	271	-	-	107
World Animal Protection Netherlands	-	969	84	-
World Animal Protection Sweden	-	1,422	-	-
	1,100	**6,408**	**138**	**147**

The first column shows the grants given to those affiliate entities that carry out programme delivery work but do not fundraise locally. The second column shows the donations and grants received from fundraising affiliate offices. The balances owed to and from the affiliate entities at the end of the year are also disclosed.

Affiliate entities are governed by their own separate board of directors and are related parties by virtue of their representation on this charity's Senior Leadership Team and the collaboration arrangement between the entities.

23. Guarantee

The charity is also a company limited by guarantee. In the event of winding up, its members would be liable to pay an amount not greater than £1.

24. Analysis of cash and cash equivalents

	At 1 January 2022 £'000	Cash flows £'000	At 31 December 2022 £'000
Cash at bank and in hand	13,769	4,349	18,118
Cash on deposit	781	1,713	2,494
	14,550	**6,062**	**20,612**

Some of the year-end cash balances are held in a number of foreign currency accounts including US dollars and euro.

25. Pensions

The charity contributed towards a defined contribution scheme for the benefit of employees.

Prior to 31 December 2009, World Animal Protection USA provided a defined benefit pension plan covering salaried permanent employees. Benefits were based on years of service and the employee's remuneration. Effective 31 December 2009, all benefits under the defined benefit pension plan were frozen. Following 31 December 2009, no employees were eligible to participate in the defined benefit pension plan and vested employees in the plan are no longer accruing additional benefits. The scheme is a multi-employer defined benefit pension scheme. The scheme as a whole was in a deficit position of £1.3m ($1.6m) as at 31 December 2022 (2021: £2.4m/$3.2m). The actuaries are unable to split out World Animal Protection USA's share of the assets and liabilities. World Animal Protection USA's best estimate of its share of the liability is 1.58% which would equate to a deficit position of £21k (2021: £37k). No deficit or other contributions were required in the year to 31 December 2022 (2021: £nil) as the scheme is above minimum funding level. World Animal Protection USA is not liable for any other entities' obligations under the terms and conditions of the plan.

Since 2010, World Animal Protection USA has provided a group tax-deferred 403(b) plan covering all permanent employees. The assets are held for each employee in an individual account maintained by an investment firm. Eligible employees may contribute to the plan up to allowable levels. World Animal Protection USA matches employee contributions to the plan up to 3% of each employee's bi-weekly salary. Employees forfeit employer contributions if they terminate in the first three years of employment.

26. Legacies

The value of legacies notified to the Charity, but which do not meet the recognition criteria (and so are not accounted for within the financial statements) is approximately £3.9 million (2021: £6.5 million).

Thank you

To our supporters

We would like to say a sincere thank you to all our supporters. Ending animal suffering starts with moving people to care and contribute; you have made life-changing work for animals possible in 2022.
With your continued generous support, we will work hard in 2023 and beyond to move the world to join us in protecting animals.

To our volunteers

Volunteers are important to World Animal Protection in many ways, from raising vital funds to helping with office administration and support. Many thousands give their time and support by engaging with us in forms of campaign action. So, we would like to express our warmest thanks to you all for your dedication and hard work during 2022. You make a fundamental contribution to our mission to move the world to protect animals.

Photo: On 25 August 2022 the Australia and New Zealand team had the opportunity to connect with some of the animals they work so hard to protect, spending the day volunteering at a farmed animal sanctuary, Moo to Ewe. Credit: Palmdale

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WORLD ANIMAL PROTECTION

England & Wales - Charity number 1081849

Accounts

Annual report and accounts

2021

Our vision:
A world where animals live free from cruelty and suffering

Our purpose:
We move the world to protect animals

World Animal Protection is registered with the Charity Commission as a charity and with Companies House as a company limited by guarantee. World Animal Protection is governed by its Articles of Association.
Charity registration number 1081849
Company registration number 4029540
Registered office 222 Gray's Inn Road, London WC1X 8HB

About the cover:
In June 2021 Algoa Bay in South Africa was awarded the Whale Heritage Site accolade, making South Africa the only country in the world with two accredited sites.
Credit: Raggy Charters

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A message from our chief executive

Transforming abusive systems – tackling our planet's crisis

Global and lasting change for animals starts with us. So, throughout 2021, we focussed our work on transforming the abusive factory farming and wildlife trade systems that have forced our planet into crisis.

The key to transforming these systems is empowering and galvanising people to demand change and to join us in building a new world for animals.

Last year we achieved some amazing milestones through the force of people power. These included Expedia – one of the world's largest travel brands – banning dolphin entertainment sales and promotion, and South Africa halting lion farming.

Expedia's decision, announced in November, was prompted by more than 350,000 of our incredible supporters keeping the pressure on this global travel giant for three years. It was so exciting to see our dedicated supporters creatively run with our campaign.

Mobilising thousands

We were also delighted by the impact of our partnership with Blood Lions. Together we mobilised thousands of supporters worldwide between 2020 and 2021. This led to South Africa's government publicly announcing in May they will end captive breeding of lions for medicines, walking, petting and canned trophy hunting.

Sadly, these successes are not the end of the road in protecting wild animals from entertainment, or from the pet and traditional Asian medicine industries. Although more than a million people have joined our call for a wildlife trade ban since 2020, the G20 still failed to act at their October meeting in Rome.

This reluctance will cost lives. A ban is crucial in protecting us all from future pandemics. COVID-19, with its links traceable to wildlife sold in a wet market in Wuhan, China continues to show how human and animal health is inextricably linked.

G20 apathy was followed by CoP26's refusal to make the connection between factory farming – intensive industrial agriculture – and the destruction of precious wild habitats exacerbating climate change.

Such frustrating failures highlight how the world's most powerful governments still refuse to recognise and stop the destruction the wildlife trade and factory farming systems inflict on our world.

Creating a new world for animals

We know that to work successfully for all animals, to overturn these systems, we not only have to mobilise people outside our organisation we must be a strong, united force within. And so, 2021 was also a year of internal transformation and planning.

We scrutinised our values, our behaviours, our leadership, our new world for animals 10-year strategy and refreshed our brand. We appointed a steering group to help us ingrain the values of equity, diversity and inclusion in everything we do. Only with such recognition and the involvement of all our people – our most precious resource – can we create the new world for animals on which our planet's survival depends.

Breaking cruel chains

Governments, institutions and consumers need to seek out, recognise and break the chains that inflict great suffering on our animals, people and environment. We will fulfil our bold new strategy by helping them do it.

Environmental organisations, humanitarian development organisations and many from the United Nations are increasingly approaching us. This is because they are making the connections between the way we treat our animals and the survival of our planet.

With your help we will bring these voices together, make them more unified and linked with the understanding that change for animals changes our world.

Thank you for everything you have done to support and inspire us throughout 2021. We are so proud to work on your behalf.

Steve McIvor
Chief executive

Moving the world in numbers through systems change – 2021

49 million

Around **49 million** chickens annually will be given better lives by Kenchic, one of Kenya's largest broiler chicken producers. We worked with the company to help them improve their animal welfare standards.

1.5 million

More than **1.5 million** people were exposed to #Are you BKidding? our campaign asking Burger King Brazil to improve conditions for the chickens on which its businesses depend.

500,000

We gave a presentation at China's fifth Good Food Summit about mobilising consumers to care about animal welfare and choose high welfare products. The summit was attended by 500,000 people.

100,000

Our petition signed by **100,000** supporters convinced Dutch financiers ABN AMRO to publicly commit to move away from financing factory farming and towards plant-based investments.

317

Our work to end bear bile farming in Vietnam has resulted in a 93% drop in the number of bears enduring unimaginable suffering for this cruel trade. There are 317 left in the industry compared with 4,300 when we first started working with our partner Education for Nature (Vietnam) in 2005.

20

We are pressing India's forest department of Rasjasthan to stop elephants being used to carry tourists to India's Amer fort. The suffering these majestic animals endure is horrendous. Thankfully, **20** elephants in severe ill health were retired from their relentless work this year.

11

We helped **11** high-welfare elephant sanctuaries in Thailand, Cambodia, Nepal and Laos survive the absence of tourists and funding in these tough COVID-19 times. We have helped them feed and treat the elephants in their care and fund staff salaries too.

6

With our support, **6** bears used for the cruel sport of baiting in Pakistan were freed from lives of great cruelty and suffering. In total there are 73 rescued bears at the Balkasar Sanctuary managed by our partner the Bioresource Research Centre of Pakistan.

7

Moved **7** countries – Ghana, Burkina Faso, Ethiopia, Senegal, South Sudan, Democratic Republic of Congo and Pakistan – to formally submit a resolution on animal welfare to the United Nations Environment Assembly. This historic resolution is the first ever recognising the link between animal welfare, and the interconnected environmental crises of climate change, biodiversity loss and pollution, and sustainable development.

3

3 new Whale Heritage Sites for responsible whale and dolphin watching were accredited in Spain, South Africa and California, USA by our partner the World Cetacean Alliance.

A new world for animals... 2021–2030. Our strategy made simple.

Change starts with us.

There is a deepening crisis facing animals around the world. Its scale is alarming.

1.6 trillion

At least 1.6 trillion wild animals are killed and suffer through people's actions every year.

80 billion

More than 80 billion land-based farm animals are consumed annually. Most are cruelly confined to industrial, low-welfare systems.

Under pressure

Our growing population, urbanisation, increasing economic prosperity and addiction to meat are driving greater demand for animal products and placing more pressure on animal habitats.

If left unchecked, this demand for animals and their scale of suffering will continue to accelerate.

The global wildlife trade and farming systems...

Inflict suffering and anguish on animals.

Devastate habitats.

Cause public health crises – like COVID-19, SARS, Ebola, Swine and Avian Flus and antibiotic resistance.

Our 10-year strategy connects 4 elements for long-lasting change...

Animal sentience

Science shows animals are sentient – thinking, feeling beings with individual personalities, needs and the capacity to suffer. We encourage people to understand this and change their behaviour to improve the lives of animals and ultimately their own.

Transforming broken systems

The factory farming and wildlife trade systems, supported by powerful institutions and governments worldwide, treat animals as commodities. This causes well-documented cruelty and irreparable damage to our world. By changing attitudes and raising animal protection to a global priority issue we will take billions of animals out of this cruel cycle of abuse.

Change at scale

We are focussed on transforming the lives of the greatest numbers of animals, both now and in the future, prioritising those enduring the most severe and long-lasting suffering.

Sustainability

We demonstrate how the health and lives of animals, people and planet share a deep interconnection, ensuring people realise that how we treat animals affects us all. We endorse a 'One Health – One Welfare' approach.

We have 2 urgent goals...

Goal 1

Ensure farmed animals live good lives by transforming the global food system

With your help we will...

Expose the hidden costs of factory farming and shine a light on the collusion and corruption that allow it to thrive.

Demonstrate irrefutably that factory farming harms, rather than feeds, the world.

Accelerate the shift to a humane and sustainable food system that prioritises plant-based proteins and high welfare farming by working with industry, its regulators and communities.

Reveal the hidden financial systems propping up factory farming and seek to redirect this money to humane, sustainable food production.

Work with our ever-increasing number of allies demanding change to a food system that damages animals, people and our planet. Before it's too late.

Goal 2

Stop wild animals being cruelly exploited as commodities by changing the systems that allow this

With your support we will...

Expose the harm industries inflict on our precious wildlife, so that commercial exploitation is universally condemned.

Champion wildlife-friendly alternatives by working with partners to research and promote the development of alternative wildlife friendly products and experiences.

Encourage the private sector to invest in solutions – from plant-based ingredients for traditional Asian medicine, to responsible, humane wildlife experiences.

Involve local communities and support organisations and industry to find a clear route out of wildlife exploitation, turning the problem into the solution.

Influence government to enact a global package of wildlife laws, policies and practices that will permanently protect wildlife and their habitats across the world.

We are making world-moving connections

Our two goals are inextricably linked. Intensive agriculture, fuelled by the growth of animal feed production, is the single greatest cause of wildlife habitat destruction around the world. It causes great cruelty to farm and wild animals and threatens the extinction of entire species.

Our strategy seeks to disrupt the exploitation of wildlife habitats caused by the agribusiness industry and end factory farming.

People power is vital to our success.

We will galvanise a movement of millions to become advocates for change and will not stop until we all succeed in ending animal cruelty. We will not stand for the status quo – we will speak out with courage and determination.

Together, we will change the way the world works, to end animal cruelty and suffering. Forever.

We will galvanise a movement of millions to become advocates for change and will not stop until we all succeed in ending animal cruelty. We will not stand for the status quo – we will speak out with courage and determination.

What does system change actually mean?

Billions of animals are suffering; environments continue to be destroyed, and the next pandemic looms ever closer because of the factory farming and wildlife trade systems.

These systems, supported by powerful institutions and governments worldwide, cause well-documented cruelty and environmental devastation which most people, either wittingly or unwittingly, make possible.

At World Animal Protection we emphasise the urgency of 'system change', to address our global crisis, but what does it actually mean?

System change addresses the root causes of problems – why things happen. Our 'New world for animals' strategy aims to elevate animal protection to a priority issue of global importance. It commits us to changing attitudes and mindsets. This means ensuring that animals are no longer seen as commodities for people to exploit and transforming the systems that fuel their abuse.

Systems embedding cruelty

For example, in factory farming, animal cruelty is caused by and embedded in complex, interconnected systems and networks that people have created. These relate to food production, global markets and finance.

Globally, billions of animals live short, painful lives in the name of industrialised meat production. However, a focus on improving their welfare alone can't produce the scale of impact or the change they need.

Let's consider the 80 million mother pigs exploited for breeding and the demand for cheap meat in the global farming system. They endure the process of pregnancy and giving birth on average more than twice a year. Many are confined to farrowing crates for around a week before birth and then usually a month afterwards. These crates cruelly stop them building their nests and turning around and behaving naturally.

But simply giving them bigger crates or adjusting the time they spend in them doesn't challenge or end the system in which these sentient beings are trapped.

Tackling root causes

To make a real difference for farm animals, we must tackle the root cause of their suffering. This means shifting the system that creates demand for cheap animal protein, destroys forests, absorbs government subsidies and generates profit for investors such as banks and pension funds. Governments and big businesses must be held accountable for their continued investment in broken systems and persuaded to change.

During 2021 these messages were central to our campaigns calling for the G20 and CoP26 to ban the wildlife trade and industrial farming. We shone a stark light on how changing these systems would address public health concerns by keeping the world safe from pandemics and antimicrobial resistance.

Although CoP26's decision to ban deforestation by 2030 is to be celebrated – one major part of the system was ignored. Industrial farming is a main cause of deforestation. Ending cruel factory farming is key to addressing our climate emergency.

Thankfully, system change doesn't just come from governments – lots of people making small behaviour changes such as reducing meat consumption or coming together to demand change can add up to an important shift. Likewise conscious choices about pensions and investments can potentially shift power away from unethical providers. United and individually, we all have the power to create change and overturn the systems that fuel animal cruelty.

Animal welfare must be placed at the heart of sustainable solutions, to build new world for animals and a better world for all.

Pippa Rodger

Global director of marketing and communications

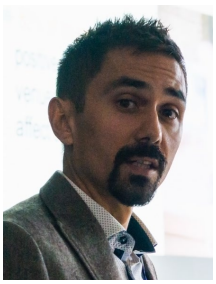
When people use their power to work together to influence and inspire, change is always possible...

The courage, tenacity, and boldness of our supporters made incredible changes for animals possible in 2021. Their creativity in fighting for a new world for animals laid firm foundations for future campaigns and highlighted the importance of people power being at the heart of everything we do...

Moving a global travel giant...

Supporters act to end dolphin suffering for good...

"I think it was our sustained persistent pressure – the heart of disruptive campaigning – that made Expedia change their minds. I feel they were thinking: 'It is going to cost us more to carry on fighting this campaign – protecting our brand reputation, losing customers, staff time spent hiding comments on social media etc, because these guys aren't going away.' And they were right..."



Nick Stewart

Global head of campaign – wildlife.

A call from our Expedia contact in November – the day before we were gearing up for CoP26 in Glasgow, Scotland – revealed completely unexpected and very welcome news. Nick Stewart and Cameron Harsh, programs director from our US office, listened almost in disbelief as they were told that Expedia was finally listening to our supporters. The representative explained the company would end its support for whale and dolphin interactions and circus-style performances; the attractions would no longer be sold on Expedia Group websites.

"Although we had galvanised 350,000 supporters and had put the pressure on the company through our Fooled by a Smile and #NoTanksExpedia campaigns, actual contact with our named company links had gone very quiet.

"They had been essentially ignoring us, for nearly two years, hoping we'd run out of steam. Their call came out of the blue, after many months of silence, and just as we were finalising 2022 plans for escalating the campaign," explains Nick. "I found myself in a bit of shock at first, then the elation kicked in when I realised they were telling us we had won."

Tackling billion dollar cruelty

Nick has overseen the global dolphins campaign since 2019 as part of our Wildlife. Not Entertainers. work. Since then, World Animal Protection's teams and supporters across the world have targeted travel companies, venues, governments and tourists. All are urged to turn their backs on the multi-billion dollar entertainment industry which inflicts severe stress and suffering on more than 3,000 dolphins globally through cruel confinement and demeaning activities.

Most captive dolphins live out their lives in small, barren tanks measuring just 444m² on average. That's a massive 200,000 times smaller than even a conservative estimate of a dolphin's wild range. Some facilities are located outdoors, along coastlines and use sea pens to contain the dolphins.

"These may sound more natural, but these are still around 77,000 times smaller than the dolphin's wild territory. It's still captivity and their purpose is still primarily exploiting animals for profit for tourist entertainment," says Nick.

Before the Expedia Group decision, our notable campaign successes for dolphins included TripAdvisor, Airbnb, Booking.com and Virgin Holidays all prohibiting the sale of these cruel attractions. Campaign activity by World Animal Protection also contributed to Canada and New South Wales, Australia banning the keeping of captive whales and dolphins.

"Key drivers for corporate change include direct engagement, as well as pressure from investors, legislation, customers, supporters, employees and the media," says Nick. "At different times, our campaign has worked to bring pressure on targets by focussing on most of these, to push companies to change."

Disrupting business – inside and out

He explains that Expedia Group was a major target just before the COVID-19 pandemic started – they were the recipient of in-person and often dramatic supporter actions at their offices. Outside Expedia Group offices in Sydney, Australia, for example, World Animal Protection representatives assembled during morning rush hour with inflatable dolphins in paddling pools to draw attention to the animals' plight.

"During this action, we also spoke with Expedia office staff and found that some were concerned about the dolphin entertainment sales. We noticed these tactics really rankled Expedia because they didn't want us to have to be visible outside their offices and their brand. I think engaging their employees – effectively turning them into supporters of our campaign – was very unsettling for the company. They could see we were trying to create change from the inside as well as making the campaign visible."

#NoTanksExpedia – supporter call

Then when COVID-19 struck, World Animal Protection gave the hard-hit travel industry a 10-month breather and started galvanising our supporters to tackle Expedia again in April 2021. At this point the campaign gathered great momentum; supporters using the hashtag #NoTanksExpedia helped give it a life of its own.

Nick attributes the campaign's success to three people-power elements.

Mobilising micro-influencers – "Micro-influencers are different from high-profile influencers like the Kardashians who have millions of social media followers. These people may only have a few thousand supporters, but they have an incredibly big reach because their followers trust and listen to what they say. So, we mobilised them to create this really big wave of activity with supporters urging Expedia to drop dolphin cruelty. Our micro-influencer action expanded the reach of our campaign to an additional 3 million+ people."

Joining Expedia chat – "This is a monthly forum on Twitter where Expedia's customers get together and ask Expedia questions directly. Our employees and our supporters were there every single month without fail asking them... 'What are you doing about the dolphins?'. Their tenacity made it really clear that we were not going to go away."

Commenting on Expedia social media channels – "Our supporters commenting directly on Expedia's Instagram posts and Facebook posts really established our presence as a force to be reckoned with. When we got blocked from leaving our comments that contained certain keywords on Instagram, it was a dead giveaway that the company was taking notice, even though they hadn't responded directly to us. We could see the people power approach was working because we were tarnishing their brand. We were reaching their customers; we were disrupting business and trying to get our message to them in any way we could."

Targeting TUI – 2022

World Animal Protection's next major travel company target will be German headquartered TUI, which has a strong and influential presence in Europe, particularly the UK. There are more than 350 dolphins captive in the venues that they sell and promote.

"We ended 2021 by sending the group sustainability director of TUI a Christmas card with a dolphin and the message: 'Happy Christmas TUI you. This Christmas we bring you the gift of dialogue and want to talk to TUI about starting the new year with a commitment to stopping cruel dolphin entertainment sales....' They got back to us to ask for a meeting early in the New Year.

"TUI will be a priority for us and our supporters in 2022. Watch this space..." says Nick.

Can I really make a difference?

'The dancing dolphins'– our campaign production with YouTuber and poet Tom Foolery reached almost 10 million people during 24 hours on our day for dolphins in May. The evocative film, shared by our high-profile celebrities and influencers, features a bedtime story with a little girl. She asks: "Why are so people so mean to animals?...Can I really make a difference? There is only one of me and I am very small." She is assured: "The way you live sets an example which makes a difference to us all."

Spotlight – Brazil

#Are you BKidding?

More than 1.5 million people were reached by our campaign in November and December demanding that Burger King Brazil give the chickens on which its business depends better lives. The company uses around 3 million chickens every year which are confined to miserable factory farming conditions.

Despite our repeated calls for change, Burger King Brazil has resolutely refused to sign up to the Better Chicken Commitment. This commitment has, however, been adopted by Burger King in the USA, the UK and Canada. It requires that the company's suppliers increase the amount of space and light for chickens they use every year to make the birds' lives worth living.

So, we took to the streets of São Paulo – Brazil's biggest city – and Barueri, a small city near São Paulo, home to the company's Brazil HQ. We urged passers-by to call for change – asking them the provocative question: 'How much is a chicken's life worth?'. We described factory farm chicken suffering and handed out mock fast-food bags of information about what they could do to help.

To raise awareness, our campaign truck toured the streets near 105 Burger King restaurants. We also projected our illuminated messages, highlighting the plight of factory farmed chickens, on the sides of two buildings near São Paulo's busiest Burger King on Paulista Avenue.

Highlighting cruelty

Most people were shocked by the cruel conditions in which Burger King chickens are kept. They had no idea the birds are denied the chance to see sunlight, grow at a healthy rate or behave naturally.

We explained that it costs very little to improve chickens' lives. Our 2019 research showed that adopting the higher welfare standards of the Better Chicken Commitment would involve minimal price increases for consumers – 25 cents extra on a chicken sandwich – and that consumers were willing to pay.

Student Gabriela Cristina Nunes said: "It wouldn't be so hard to offer respectable treatment. I don't think it will affect their [Burger King] sales negatively. It will only affect them positively. I think it would work for the best."

We urged concerned people to share their stories about their new knowledge and call for change on social media. Our Instagram picture frames with the #Are you BKidding? (or #QueBaBKiceÉEssa in Portuguese) made it easy and our Instagram video about chicken suffering was viewed 491,478 times.

"Tactics like these are vital in terms of raising people's awareness and getting them involved with our campaign. Their actions have already achieved great results," says José Ciocca, our Brazil food system campaign manager.

"#AreYouBKidding? resulted in Burger King Brazil's executive board reaching out to our office because of the negative PR. We've had meetings with them to explain clearly what they must do to improve chicken lives. This is a good outcome, but our campaign will continue until they sign the Better Chicken Commitment."

Spotlight – Indonesia

Mobilising supporters to target KFC

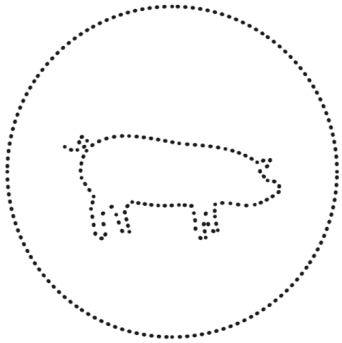
Despite our continuing calls for change, KFC Indonesia has ignored their very poor chicken welfare performance rankings in our annual 'The pecking order' report since it was first published in 2019. When our 2021 report was also ignored, we started mobilising people in November and December to put pressure on KFC to adopt the Better Chicken Commitment. This commitment, featuring a range of improvements including more light, space and slower growing chickens, has already been adopted by KFC in eight European countries.

Our open letter published in leading online news sites highlighted the terrible suffering of chickens in KFC's supply chain and reached more than 4 million people. On Instagram, Indonesian influencers alerted 143,000 followers to the chickens' plight; and 114,000 people viewed our Tik Tok Chicken Dance Challenge tutorial. Offline, 156 fast-footed supporters joined a Chicken Dance flash mob in Gelora Bung Karno, central Jakarta. Media coverage of this event alone reached more than 3 million people.

"KFC and other iconic food retail brands are massive companies with the potential to transform the lives of millions of chickens. They should actively listen to the concerns of Indonesian consumers," says Rully Prayoga, campaign manager.

"We will continue to mobilise our supporters and contact companies directly, pressing them to commit to greatly improving the welfare of animals upon which businesses depend."

Protecting animals in farming 2021



Our food system is broken. More than 80 billion land-based farmed animals are confined to factory farms annually. Factory – industrial – farming is the biggest cause of animal cruelty in the world. Under horrendous conditions animals are reared, transported and slaughtered in their billions in a global food system driven to keep prices low and boost our world's addiction to meat.

Factory farmed animals are treated simply as cogs in a machine, not living beings who feel pain fear and anguish. And this system not only causes animal suffering on an unimaginable scale, it drives climate change, pollution, antibiotic resistance and the destruction of wild animal habitats.

Throughout 2021 we dedicated ourselves to transforming the global food system...

"Once we get people to believe that they can make change themselves...That they are able to help make that change, then it becomes a powerful energy that translates towards them acting to inspire and influencing others...That's where the power lies."

Mark Dia
Global director of animals in farming

What we intended to do in 2021...

Ensure a decline in public support for factory farming by exposing the destructive impacts of factory farms on animals, the environment and public health.

No future for farming

What we did...

Revealed that leading European financial institutions are funding Amazon rainforest destruction. Our report 'Big Meat. Big Bucks. Bigger Harm' report issued in February exposed how top European financial institutions fund companies who operate in high-risk regions for deforestation within the Amazon. Large swathes of the Amazon rainforest are cleared to plant crops (soy and grain) that are used to feed animals on cruel factory farms worldwide. We also highlighted how their investments support cattle production in areas with high levels of deforestation.

'Big Meat. Big Bucks. Bigger Harm' prompted the major French bank BNP Paribas to update its policy on deforestation, and to encourage farmers to raise animal welfare standards in line with the Farm Animal Responsible Minimum Standards (FARMS) initiative.

Conducted the world's first multi-country investigation into public waterway contamination by Antibiotic Resistant Genes (ARGs) from factory farms. This investigation built on our reputation as the leading global animal protection organisation exposing the public health impact of antibiotic overuse in cruel factory farming. Our resulting report 'Silent superbug killers' identified ARGs in water and soil downstream from industrial pig farms in, Canada, Spain, Thailand, and the USA.

ARGs are the building blocks of superbugs that emerge through antibiotic overuse. This overuse by factory farms, carried out to prevent disease among animals kept in horrendous factory farming conditions, causes contamination of our environment and food chain.

Disturbingly, ARGs found during our research were identified as resistant to the antibiotics needed to keep patients alive when other treatment for conditions like respiratory infections fail.

Found dangerous superbugs in meat sold in Kenya and Indonesia. With our 'Silent superbug killer' investigation and report, this gave us even more evidence to push industry to fundamentally rethink how farmed animals are treated.

Developed strong relationships with public health experts and consumer advocacy groups globally. We released a statement in September calling for an end to irresponsible use of antibiotics in farming, improved farmed animal protection, and an end to factory farming expansion. The statement, agreed by more than 20 experts and groups, also highlighted agreed One Health principles to address the superbug crisis. These principles will safeguard public health, consumer rights and animal welfare. This informal alliance allows us to exert pressure on governments and industry from a wider range of perspectives.

What challenged us?

Continuing COVID-19 restrictions caused delays for some of our research projects, disrupting our field work, communications with our allies and other networks, and our holding of public events.

COVID-19 also dominated government policy discussions relating to public health, so it has been challenging to bring superbugs to the foreground. However, we continue to emphasise the risk of higher COVID-19 mortality due to superbugs rendering antibiotic treatment for secondary infections ineffective.

"Factory farms use as many as 75% of the world's antibiotics and are ignoring World Health Organisation recommendations not to use them routinely to prevent disease across groups of farmed animals. Consequently, they are posing a threat that could eclipse the COVID-19 pandemic. Already, more than 1.27 million people die each year from superbugs where antibiotics are ineffective in treating infections. And alarmingly, up to 10 million people are expected to die from superbugs each year by 2050."

Jacqueline Mills

Global head of campaign – farming

What we intended to do in 2021...

What we did...

Fairer Finance

Released research showing that five development banks including the World Bank have pumped at least US$4.5 billion of public money into factory farming in the last decade. Our research was made public just before the Finance in Common summit in October attended by more than 500 development banks. We also coordinated the signing of a letter by more than 70 NGOs calling on public development banks to stop funding this industry.

Development banks are institutions created by a government or group of countries, that provide financing and professional advice to enhance development. However, instead of promoting sustainable projects they are ploughing billions into factory farms that harm animals, people and the planet.

Galvanised more than 100,000 people in the Netherlands to sign our petition and join our campaign urging the financial sector to support a humane and sustainable food system instead of factory farming. Our call was supported by many non-government organisations and celebrities in the Netherlands. In response, Dutch bank, ABN AMRO made positive steps to improving their investment portfolio. They even stated publicly that "plant based should be the new normal and meat the exception".

Launched our 'Forests on fire' report with our partners the Fair Finance Guide Sweden and the Swedish Society for Nature Conservation. We revealed that the seven largest banks in Sweden continue to invest billions in soy and meat companies that contribute to deforestation in the Amazon and Cerrado. This information mobilised more than 3,000 people to email these banks asking them to stop investing in animal welfare and deforestation.

Joined the Fair Finance Guide Brazil to put animal welfare on the agenda of the country's financial institutions. We also met directly with banks and financial institutions in Kenya, Canada, Sweden, the Netherlands and the USA and Brazil to make them aware of risks surrounding factory farming. We emphasised the investment opportunities open to them by investing in protein transition – moving the world towards more plant-based diets.

Our challenges

We failed to stop the International Finance Corporation's approval of a loan to Pronaca, an intensive poultry producer in Ecuador. As a part of a coalition, we warned the project would have negative environmental, social, and economic impacts on the water sources and ancestral territories of the Tsáchilas indigenous people. Unfortunately, not enough of the bank's executive directors understood the urgent need to stop the expansion of factory farming and the project was approved. However, through a coalition of NGOs, including Friends of the Earth US, the Global Forest Coalition, the International Accountability Project and local community representatives, we are supporting community efforts to monitor the project's impact. We'll keep working to stop similar projects being approved in the future.

About Fair Finance International

Fair Finance International is a civil society network of more than 100 partners and allies. It seeks to strengthen the commitment of banks and other financial institutions to social, environmental and human rights standards. Its Fair Finance Guides are active in 16 countries. They provide consumers with information on the policies and practices of their financial institutions, both at home and abroad. We work with Fair Finance Guides around the world to push financial institutions to do better on animal welfare. The Guides give the public an easy way to understand the impact of their bank, pension or insurance company on animals.

What we intended to do in 2021...

Drive governments and companies to make and increase their commitments to higher welfare farming and increase their meat reduction commitments.

Food revolution

What we did...

Launched our third edition of 'The pecking order'. This respected ranking shines a spotlight on the actions that eight global fast-food companies are taking to improve chicken welfare. More than 40 billion meat chickens are condemned to miserable factory farming conditions annually to fuel the global fast-food industry.

The low ranking given to Domino's Australia for the third year running inspired them to sign up to the Better Chicken Commitment. This commitment, featuring a range of improvements including more light, space and slower growing chickens, has already been adopted by KFC in eight European countries.

Reached more than 1.5 million people by our #Are you BKidding? campaign in Brazil during November and December. We demanded that Burger King Brazil give the chickens on which its business depends better lives. The company uses around 3 million chickens every year which are confined to miserable factory farming conditions.

Despite our repeated calls for change, Burger King Brazil has resolutely refused to sign up to the Better Chicken Commitment. This commitment has, however, been adopted by Burger King in the USA, the UK and Canada. #Are you BKidding resulted in us meeting with Burger King Brazil's executive board meeting. We clearly explained what they must do to improve chicken lives.

Pressed KFC in Indonesia to improve the welfare of the millions of chickens on which their businesses depend. We launched a campaign based on 'The pecking order' rankings to push KFC to adopt the Better Chicken Commitment.

Our open letter published in leading online news sites highlighted the terrible suffering of chickens in KFC Indonesia's supply chain and reached more than 4 million people. On Instagram, Indonesian influencers alerted 143,000 followers to the chickens' plight; and 114,000 people viewed our Tik Tok Chicken Dance Challenge tutorial. Offline, 156 supporters joined a Chicken Dance flash mob in Gelora Bung Karno, central Jakarta.

Created the 'world's worst toy'. Set against CoP26, the most important climate conference in history, we created a factory farm playset to raise awareness of farmed animals' plight in the UK and globally. The set accurately depicts the cramped, cruel and unnatural living conditions that more than 70% of the UK's farmed land animals endure. And the packaging includes details of the harmful unseen methane and CO2 emissions contributing to climate change.

Our accompanying video released on YouTube people showed the shocked reactions of children aged between five and six. The children then used their imagination, teamwork and sense of 'how to make animals happy' to create a spacious, rural farm that's kinder to the animals and to the planet. The playset achieved widespread national media coverage and the video reached more than 66,000 people.

Amplified the voices of Thai people calling on KFC Thailand to improve animal welfare standards through our Ambassador Maria Poonlertlarp. Maria is a famous opinion leader, actress, model, and singer, and Miss Universe Thailand 2017. She joined our Thailand colleagues and volunteers to hand in nearly 20,000 petition signatures to KFC Thailand.

Celebrated the European Commission's pledge to ban the use of cages in animal agriculture. If fulfilled, this commitment will give 300 million farmed animals better lives. It was prompted by a campaign we mounted with 170 other groups across Europe that resulted in 1.4 million signatures. Next steps are for the Commission to carry out a public consultation and impact assessment in 2022. This will also consider animal welfare standards for meat imported to Europe.

What we intended to do in 2021...

(cont.) Drive governments and companies to make and increase their commitments to higher welfare farming and increase their meat reduction commitments.

Food revolution

What we did...

Joined the EU Platform on Animal Welfare. This is an interactive network and structured forum promoting dialogue on EU relevant animal welfare issues among member states and relevant authorities, businesses, organisations and scientists. It is coordinated by the European Commission and aims to build mutual understanding, trust and encourage voluntary commitments to improve the welfare of animals. We were delighted to be granted membership.

Gave more than 49 million meat chickens annually higher welfare standards through our work with Kenchic, one of Kenya's leading poultry retailers. The company has committed to ensuring that their production systems avoid use of antibiotics to prevent disease across flocks, which will help solve our planet's superbug crisis. They will also use slower growing birds, provide improved lighting and perches or foraging material for birds to help them behave more naturally and reduce their stress.

We also...

Issued the ninth Business Benchmark on Farm Animal Welfare (BBFAW) in March with Compassion in World Farming. Using a tier system, this global report ranks the world's leading 150 food companies – manufacturers, retailers, wholesalers, bars, and restaurants – on farm animal welfare management, policy commitment, performance, and disclosure.

From 2019-2020 (the period covered by this ninth edition) 23 companies moved up at least one tier in the rankings. The overall average score also increased by 1% – from 34% to 35%. However, there are still 31 major food companies (21%) who haven't published policies on animal welfare. And many companies are still reticent to report on certain farming practices, such as live transportation of farmed animals and beak trimmings in chickens. The welfare of farmed fish was also under-reported.

Approached the World Benchmarking Alliance in a separate ranking-based project to measure and improve farmed animal welfare. Their Food and Agriculture Benchmark measures and ranks the world's most influential food and agriculture companies on their contributions to transforming our global food system.

These benchmarked companies account for more than half of the world's food and agriculture revenue. We formally joined the Alliance as an ally and are identifying ways of working with them to influence companies' practices and policies and bring about change for farmed animals on a large scale.

What we intended to do in 2021...

Mobilise consumers to switch to plant-based products and galvanise support for our campaign to press retailers to sell higher welfare products.

What we did...

Ranked America's 50 largest fast-food chains on their efforts and public commitment to offering more plant-based choices in our 'Moving the menu' report, released in October. Company scores related to efforts to diversify protein offerings at all US locations and highlighting plant-based proteins and/or meat reduction benefits in corporate social responsibility reporting.

Starbucks, Pizza Hut, Burger King, and Panera Bread were among the highest-ranking companies.

But many prominent chains, including Subway, McDonald's, Dunkin', Domino's, and Wendy's, fell into the bottom ranking – the 'Dining dawdlers' category. This is because of their slowness in embracing plant-based menu options or not publicly recognising the benefits of increasing the proportion of plant-based meats.

Achieved significant media coverage with 'Moving the menu'. This included an exclusive in 'USA Today' – one of America's most widely read newspapers and websites – and a news video created by NowThis – a popular social media news organisation. Our press release was picked up in 222 outlets with a reach of 162 million readers. This attention and our approaches before the launch opened doors to companies such as Shake Shack who were keen to improve their ratings.

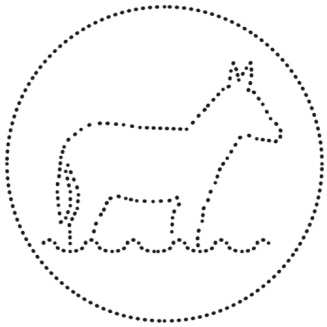
Welcomed hundreds of people to our online Meating Halfway meat reduction initiative after the 'Moving the menu' launch. This is a unique custom-made 21-day journey and guide encouraging people to eat less meat and giving them some tools, resources, and recipes to make lasting change. By the end of 2021 more than 70,000 people had joined our meat reduction campaign.

Introduced our food systems campaign in India by mobilising hundreds of people, including marathon runners, musicians, scientists and yoga teachers to share their stories of how plant-based diet and lifestyle have changed their lives. Their efforts and other online activities galvanised approximately 30,000 people to work towards better food choices.

Our challenges

COVID-19 complicated our work as companies were losing revenue and had staff shortages to deal with. This didn't prevent us from speaking with businesses, but it did mean that animal welfare was not seen as a priority when they were trying to keep their businesses afloat.

Protecting animals in disasters 2021



What we intended to do in 2021...

Work with partners, to protect farmed and wild animals in response to emergencies linked with our wildlife and food systems goals.

Emergency action for animals in the Pantanal

Factory farming is the single greatest cause of wildlife habitat destruction around the world. It causes the widespread suffering of wild animals, jeopardising their very existence and the survival of our planet. In 50 years, the human population has more than doubled but land dedicated to soybean production, almost all to feed farmed animals, has more than quadrupled. Factory farming also brings fire, often deliberately set, to clear swathes of land to plant the soy and grain needed to feed farm animals kept in horrendous conditions.

Our campaign to overturn factory farming is tackling the root cause of this destruction. And when wildfires struck the Cerrado and Pantanal, Brazil in 2021 affecting more than 261,000 hectares, we also launched an emergency response. We worked with local partners to help them protect wild animals caught up in the devastation

Here's a look at our work in pictures...

What we did in pictures...

Photo credit:
World Animal Protection / Noelly Castro

Expert help: Roberto Vieto, our animal welfare advisor (pictured) and our disaster response manager Ester Mora travelled to the devastated region. They ensured that our support funded equipment to transport and treat animals, veterinary care specialists, medicine and logistic supplies to help our partners work efficiently. They also visited areas affected by the fire with firefighters to assess the impact and to evaluate the help we could give.

"Our support treated dozens of animals – small mammals, reptiles and amphibians – of up to 30 distinct species most affected by the fire," says Roberto.

Photo credit:
Bence Mate / naturepl.com

Burning biome: During 2021 more than 1,000 wildfires were burning in the Pantanal killing and injuring wild animals and driving them from their homes. These fires interact with climate change, which has left much of Brazil in a drought making it more susceptible to out-of-control burns. The Pantanal is one of Brazil's richest biomes. It is the world's largest tropical wetland and home to 650 species of birds, 250 fish and 170 mammals including jaguars, anteaters and giant river otters.

What we did in pictures...

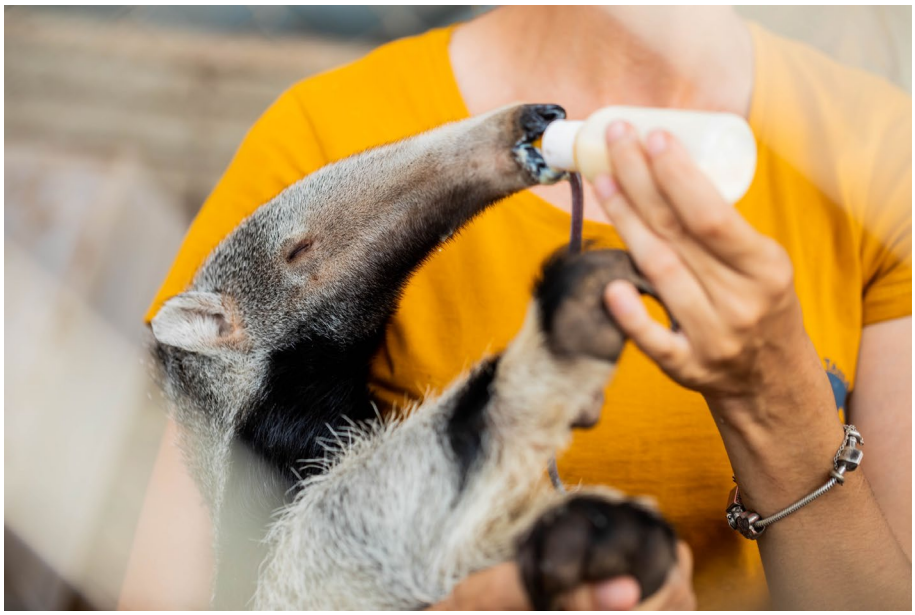


Photo credit:
World Animal Protection / Noelly Castro

Fire orphans: We worked with local partners Pantanal Animal Technical Rescue Group (Gretap-MS), Instituto Homem Pantaneiro, Instituto Tamanduá, and Veterinary Care Center (Cavet) to help and protect the lives of fire-affected wild animals. Thanks to our supporters we provided desperately needed resources to give the correct treatment. Their generosity is also helping ensure our campaigns can create lasting change for animals by ending factory farming and the deforestation it causes. Pictured at Gretap-MS's project – Orphans of the Fire – a giant anteater gets the care it urgently needs. Anteaters are badly affected by the fires and the loss of habitat and scarcity of food.

Photo credit:
Lucas Ninno via Getty Images

Homes lost: A deer at great risk amidst the burning Pantanal. Animals that aren't injured by the fires still became victims. Suffering from hunger and thirst they flee their destroyed habitats often ending up in urban areas, where they end up victims of traffic accidents and even electric current shocks. Animals surviving the fire may arrive at rescue centres with 2nd and 3rd degrees burns to their bodies, and pneumonia due to smoke inhalation.

What we did in pictures...

Photo credit:
Frontpage / Shutterstock

Cruel border: An aerial view of a large soy field eating into the tropical rainforest. The rainforest is cleared to grow grain and soy, and for cattle at a rate of around three football pitches of rainforest being destroyed every minute. Around 80% of soy is used to feed farmed animals suffering in the horrors of factory farms worldwide. During 2021 we revealed how European financial institutions fund beef and soy companies at high risk of contributing to illegal and legal deforestation in Brazil.

Weaning the world off factory-farmed meat towards mostly plant-based diets - which use less land and fewer resources - will benefit us all. Some areas currently used for animal feed production could be returned to the wild; others could produce crops for people.

Factory faming - the root cause

Photo credit:
Jo-Anne McArthur / We Animals Media

With our supporters we are tackling the root causes of this emergency by campaigning for an end to factory farming. We are calling for the industry:

to stop building new factory farms

track their sources of soy and grain for animals on existing farms to ensure there are no links with deforestation

produce less meat and dairy, and more plant-based foods

feed farmed animals locally and sustainably

ensure animals are farmed in high welfare systems where their needs are met.

Protecting animals in the wild 2021

Every day, thousands of wild animals are captured or farmed and sold into the global multi-billion-dollar wildlife trade. They are used for food, as pets, for traditional medicine, for fashion and for entertainment.

This ruthless exploitation on an industrial scale threatens their welfare, our wellbeing – as evidenced by the catastrophic effects of COVID-19 – and the health of our planet. The message is simple – the more we abuse animals the more we also put our own lives at risk.

Throughout 2021 we worked to transform the systems fuelling the abuse – influencing governments, businesses, and galvanising people to turn away from any industry exploiting wild animals.

Our bold, determined and world-moving approach will protect wild animals and their environments. Forever.

"Our supporters are taking our raw material, running it with themselves, communicating in a way that is so much more authentic and personal to them. They become champions, really driving our campaigns, disrupting companies to make changes they wouldn't otherwise. This is why mass engagement is a critical approach in our new strategy."

Kate Nustedt
Global director of wildlife

Wildlife. Not Medicine.

What we intended to do in 2021...

Focus on banning exports of wild animals, their parts and derivatives, from Africa to supply the traditional Asian medicine trades.

What we did...

Moved South Africa's government to finally commit to banning captive lion breeding thanks to our two-year campaign with our partner Blood Lions and other animal welfare and conservation organisations. This landmark government decision, called for by thousands of people worldwide, will halt the horrendous abuse inflicted on between 8,000–12,000 captive lions annually.

These majestic animals have been cruelly bred in unnatural conditions for hunting, tourist interactions like cub petting, and for their body parts to be sold into the traditional Asian medicine trade. South Africa's government is now taking steps to enshrine the ban in law.

Share new ground-breaking scientific research and solutions on plant-based alternatives to wildlife used in traditional Asian medicine with key governmental and private sector stakeholders in China. We'll generate a further shift towards plant-only traditional Asian medicine.

Inspired great action for wild animals in China. More than 1,200 doctors and four Chinese companies including Kwai, a video streaming platform with 295 million users, and Hanfang Pharma a leading pharmaceutical company signed our Wildlife. Not Medicine pledge. We were delighted when four traditional medicine associations – representing more than 4,600 practitioners outside China – signed the pledge too.

Celebrated when three traditional medicine associations endorsed our plant-based alternative website tawap.org. The site was launched last year in collaboration with traditional Asian medicine experts. By the end of 2021 it had attracted several hundred visitors looking for remedies free from wildlife-based products.

Collaborated on scientific research, with the University of Oxford, UK, Three Gorges University and China West Normal University, China, into plant-based alternatives to wildlife in traditional Asian medicine. We shared this groundbreaking research, which provided new evidence and insights into the extent and use of wildlife, at our first international online symposium in November. The symposium was attended by 163 delegates including traditional medicine practitioners, academics, business and NGO representatives.

Launched our first traditional Asian medicine online consumer behaviour change campaign in China which ran from June to September. Our aim was to persuade consumers of traditional medicine products containing bear bile and big cat derivatives, to reject them and choose herbal alternatives instead.

The campaign used creative technologies including search engine optimisation, search engine marketing and a programming tool – Python – to direct traditional medicine consumers to our messages. It resulted in 26,286 traditional Asian medicine consumers signing our wildlife-friendly medicine pledge.

What we intended to do in 2021...

We also...

Gained better legislation to protect bears farmed for their bile in South Korea. This is as a result of pressure on South Korea's government, with our long-time partner Green Korea United (GKU). The government agreed, in January, to stop bear bile farming from 1 January 2026. Across South Korea, 360 bears remain on farms, compared to 1,400 in the mid-2000s when the industry was at its peak. During 2021 we also successfully lobbied the South Korean government to approve the budget for the construction of an animal shelter to house confiscated, illegally-bred bears. Stricter penalties for aggravated wildlife offences, including illegal breeding of bears, were introduced too.

Helped give 15 bears suffering on bear farms in Vietnam better lives. With our partner Education for Nature Vietnam (ENV), government authorities and other NGOs , the bears were confiscated or voluntarily transferred to government rescue centres and NGO sanctuaries. Four Paws, Animals Asia Foundation, and Free the Bears all run sanctuaries that give rescued bears safe havens.

We have worked with Vietnam's government and ENV since 2005 to phase out bear bile farming. Numbers have dropped from 4,300 bears in 2005 to 317 bears in 2021; 40 out of 63 provinces are now bear bile free.

What challenged us

Some of our bear-bile farm monitoring trips and bear rescues with ENV in Vietnam were affected by COVID-19. Covid restrictions in Vietnam meant that we could not monitor as many provinces as previously planned. We only managed to monitor 21 provinces in 2021 out of 35.

Photo: Lions kept in substandard and barren facilities, so different from their natural, wild homes, are vulnerable to mange and other diseases that cause them great discomfort and suffering. Credit: Anonymous, Blood Lions

Wildlife. Not Entertainers.

"Because of COVID there are no tourists. So, elephant venues have faced terrible financial times. We have made an incredible difference to the elephants' quality of life. Without World Animal Protection support, those elephants at high welfare and elephant-friendly venues would have been sent back to working in logging camps. This would have been very, very hard work and also destroys the natural habitats that elephants and other wild animals depend on.

Dee Kenyon
Elephant venue project manager

What we intended to do in 2021...

Ensure the global tourism industry builds back better after COVID-19. We'll continue providing emergency food and protection for elephants in high welfare tourist venues affected by the pandemic. And we'll call on the largest operators cruelly exploiting captive dolphins to end their support for this and move towards responsible whale and dolphin destinations instead.

What we did...

Moved Expedia Group to finally prohibit cruel captive whale and dolphin activities. The company announced in November that it would end the sale and promotion of captive dolphin venues following our two-year campaign. Our supporters joined us in signing petitions, online activations and hitting the streets to ask Expedia Group to make this change. This was a major victory in people-powered campaigning.

Announced the accreditation of three new Whale Heritage Sites – Tenerife La Gomera, Spain, Dana point, California and Algoa Bay in South Africa – thanks to our work with World Cetacean Alliance. These sites foster responsible whale and dolphin watching and offer an alternative to going to see these animals in captivity. They show travel companies how wildlife-friendly activities protect the welfare of these magnificent animals and also greatly appeal to tourists.

Whale Heritage Site status is granted to places where communities work collaboratively to make and enforce decisions that will benefit cetaceans and their habitats in the long term.

Persuaded Australia's New South Wales Government to introduce a regulation banning dolphin breeding and the importation of dolphins to the state. The new regulation was added to the Biodiversity Conservation Act. This now leaves Sea World on the Gold Coast of Queensland as the only dolphin park in Australia to continue breeding dolphins in captivity.

What we intended to do in 2021...

Ensure the global tourism industry builds back better after COVID-19. We'll continue providing emergency food and protection for elephants in high welfare tourist venues affected by the pandemic. And we'll call on the largest operators cruelly exploiting captive dolphins to end their support for this and move towards responsible whale and dolphin destinations instead.

What we did...

Welcomed more than 500 representatives from 212 Chinese travel companies to our wildlife-friendly online course in China. The course involved two hours of study and a final exam which helped them establish an accurate and thorough understanding of wildlife-friendly tourism.

Saved elephants at risk of starvation at 11 observation-only venues in Asia by continuing our urgent fundraising appeal. Tourism to the region has plummeted because of Covid-19; our supporters' generosity has enabled the camps to continue to provide jobs and income to local people. The high welfare venues benefitting from our support are in Thailand, Laos, Cambodia and Nepal.

Convinced India's Forest Department of Rajasthan, through our lobbying with other NGOs, to retire 20 severely sick elephants from their relentless work ferrying tourists to Amer Fort. The Forest Department declared in March that the most sick and unfit animals should no longer be used for entertainment purposes. We see this as a progressive step for the remaining elephants at Amer Fort and will continue our campaign to end their suffering.

Mobilised 19,000 people in Thailand by the end of the year to support the Elephant Bill. The bill to give elephants greater protection was spearheaded by our Thailand office with a specialist group of experts, government representatives, academics, and NGOs. Thailand has at least 27 laws concerning the protection of elephants and is the only country in the world where elephants are classified as both wild and 'domestic'. The latter definition allows exploitation and cruelty through the tourist entertainment and logging industries. We will hand the petition to Parliament in early 2022 and lobby parliamentarians to ensure it is seen as a priority.

We also...

Launched a report exposing cruel fake animal rescue videos on YouTube in June 2021. These videos portray animals such as monitor lizards, crocodiles, primates, cats and chickens being rescued by a human from a staged predator attack. They subject both prey and predator to considerable psychological distress and physical injury. Some videos had collected more than 100 million views. We pressed YouTube publicly and got them to remove more than 240 videos depicting this type of horrific animal cruelty content.

What challenged us

COVID-19 and uncertainty around travel restrictions continued to make it difficult for us to engage with travel companies and convince them to develop strong animal welfare policies.
Follow-ups with communities at potential Whale Heritage Sites were affected by Covid and so the process for developing candidate sites took longer than expected.
We also had to cancel offline campaign activities – including those for our Expedia campaign – or move them online because of COVID-19 restrictions.

Wildlife. Not Pets.

"While the world still grapples with the pandemic, it's important to remember how it's believed to have all started – the wildlife trade... Ethiopian Airlines has an important role in connecting Africa to the world. They are importing lifesaving COVID-19 vaccines, but at the same time, by exporting live wild animals, they could be transporting dangerous pathogens around the world. The airline has a responsibility to safeguard against future pandemics and protect the continent's incredible wildlife."

Edith Kabesiime
Wildlife campaigns manager

What we intended to do in 2021...

Focus on banning exports of wild animals, their parts and derivatives, from Africa to supply the exotic pets and traditional Asian medicine trades.

What we did...

Exposed Ethiopian Airlines as a major culprit in commercially shipping live wild animals for the exotic pet trade through our investigation and subsequent 'Cargo of cruelty' report. The company is the largest aviation group on the continent and West Africa is a recognised major wildlife trading hub and exporter. 'Cargo of cruelty' released in August 2021 presents the most detailed insight to date into the diversity and global extent of the wildlife trade in West Africa.

Investigators analysed shipments and social media wildlife trader postings and sales; they found that many species transported are threatened with extinction, or have unknown or declining wild population trends. They also found that at least four of 33 Ethiopian Airlines shipments analysed, carried mammals of high biosecurity concern. These included African civets, primates, and marsh mongooses to destinations in Italy, South Korea, Thailand, and Malaysia. Despite this overwhelming evidence and the intense suffering to animals caused, Ethiopian Airlines continues the horrific cruel transport of live wild animals.

What we intended to do in 2021...

Focus on banning exports of wild animals, their parts and derivatives, from Africa to supply the exotic pets and traditional Asian medicine trades.

What we did...

Increased the pressure on PetSmart, one of North America's largest pet store chains, to end reptile and amphibian sales in their stores. The company has ignored our evidence of the dangers and cruelty of the trade since 2018. Meeting requests and offers of help have also been met with silence.

So, in February we launched an online petition urging our supporters to demand an end to sales. It was signed by 50,000 people. We also formed a coalition, mobilising 20 animal welfare groups, veterinarians and scientists in Canada and USA to send a letter in May to PetSmart calling for change.

When we had no response to the letter, or to our petition handover in October, we urged our supporters to send our e-letter to PetSmart Canada president, Jim Persinger demanding an end to the sales. More than 3,000 supporters took this action. Our campaign continues...

Moved two companies in China – Xianyu and Kwai – which have millions of daily users, to stop selling a range of exotic pets, including crocodiles and chameleons, on their platforms. Their efforts will remove around 25,000 animals from the trade.

We also...

Exposed horrendous conditions for the exotic animals traded at the Houten reptile expo in the Netherlands. Snakes could not stretch themselves, monitor lizards were crammed into plastic boxes and panic-stricken armadillos, sloths and tree porcupines bit and scratched desperately at their cages.

Our footage, released in parliament and virally in December, convinced the market organisers to change their own regulations so that exotic mammals can no longer be traded. And Carola Schouten, the Dutch minister of agriculture said she will make representations to Brussels for a ban on the trade in wild-caught animals from outside the EU. Our campaign to ban all wildlife trade will continue.

Pressed Doncaster Racecourse in the UK to stop hosting their annual reptile expo. This is the most important sales event for ball python breeders in the UK and was cancelled last year due to COVID-19. Despite our 75,000-strong 2020 petition and thousands of letters being sent to the executive director, the 2021 event went ahead. Our campaign will continue in 2022.

Launched our wildlife-friendly toolkit for children ages 5–10 years old in China, in May. The kit which helps young people understand how they can protect wild animals can be used at home, and in informal and formal educational settings. By the end of the year more than 20 organisations had used the kit with around 1,300 students. After participating in the activities the students committed to not buying wild animals as pets, not participating in wildlife entertainment, and not buying wildlife products. The toolkit was selected as a high-quality activity course for nature education by the Chinese Forestry Society.

Wildlife trade

"Our political influencing work has opened many doors for us with governments around the world. I am certain that without our involvement and our campaign, the G20 would not have discussed the wildlife trade's role in the COVID-19 pandemic at the Leaders' Summit (30-31 October). This includes them discussing the steps (however small), that need to be taken to address this as a part of preventing the next pandemic. For this reason alone, we should all be incredibly proud of what our collective hard work has achieved."

Kelly Dent
Global external engagement director

What we intended to do in 2021...

Continue to campaign and influence policies and laws to ban the global wildlife trade by targeting G20 leaders.

What we did...

Contacted all G20 Member States regarding our call for their support and action on ending the wildlife trade and factory farming. We did this via multiple letters and in-person direct lobbying wherever we could. We also organised a round-table event on the wildlife trade and G20, which included talks from Dr Jane Goodall and representatives of the Italian government. This event helped us gained support for the idea of restrictions on wildlife trade from the Italian Ministry of Health. It also helped us moved forward the conversation in Italy with parliamentarians regarding the wildlife trade ban or restrictions.

Worked closely with the Italian G20 Presidency on their efforts to ensure animal health was central to the Health Ministers' 'communique' – the main statement from of their Ministerial Summit.

Reached more than 16 million people with our campaign messages to ban the global wildlife trade before the G20 summit in October. We shared our powerful new one-minute film 'Horrors of the wildlife trade' made with internationally acclaimed filmmaker Aaron Gekoski, and a worldwide 'Financial Times' advertisement. We also prompted a Twitterstorm aimed at the G20 calling for change. We will continue to press world leaders to come together to change lives and end the cruel exploitation of animals – for wildlife, people and the planet.

What we intended to do in 2021...

Continue to campaign and influence policies and laws to ban the global wildlife trade by targeting G20 leaders.

What we did...

Moved 52,593 people to ask their legislators in Congress to support the Preventing Future Pandemics Act. This legislation aims to address the global health risks posed by the wildlife trade by closing down wildlife markets and ending the international trade in wildlife for human consumption. The USA is one of the top importers of wildlife responsible for an estimated 20% of the global wildlife market. Momentum for the bill grows as more legislators sign on as sponsors, and we will continue to urge Congress to pass it.

We also...

Shone a spotlight on the cruelty and hazards of the wildlife trade through our investigation and report 'Risky business: How Peru's wildlife markets are putting animals and people at risk'. Focussing on Belén market, Iquitos, we identified serious concerns for animal welfare and species' conservation, and dangers to the health of communities relying on the market for their living.

We found more than 200 wild animal species – mammals, reptiles and birds – illegally sold mostly for meat, medicine, ornaments and pets. Some animals were slaughtered on site. And this was happening despite clear links between COVID-19 and markets selling wild animals, and UN advice for a ban. We presented our report to the Peruvian government asking them to increase their efforts – nationally, locally and regionally – to stop the wildlife trade. We emphasised that this must involve providing alternative ways of making a living for the impoverished people who take animals from the wild and trade them

Launched a campaign to stop high-end fashion brand Hermès expanding their farming of Australian saltwater crocodiles in the Northern Territory. If Hermès' plans proceed, an additional 50,000 crocodiles will suffer a cramped, short life before a brutal death – all for a handbag.

We lobbied Australia's minister for the environment, Sussan Ley, to not grant Hermès the export permit for the crocodile skins that this new farm needs. Thanks to our work, the minister has agreed to update the code of practice for farmed crocodiles. This gives us an opportunity to mobilise our supporters and create enough of an investment risk to stop Hermès' farm reaching full capacity.

Celebrated Dutch e-commerce giant Bol.com's decision to respond to the demands of our supporters and end the sales of kangaroo products including ice skates, shoes and hats. About 1.6 million wild kangaroos in Australia are shot for their meat and skin every year; they die slow, painful deaths or are maimed for life. Bol.com ended the sales just four weeks after our campaign was launched on 24 October – World Kangaroo Day. The European Union and the Netherlands are among the world's largest kangaroo leather and meat importers.

Targeting the G20...

What we learned... our challenges... What's next?

"When COVID-19 was declared a pandemic in 2020, plunging the world into crisis, we decided to add a political solution – calling upon the powerful G20 nations to end the commercial wildlife trade. COVID-19 powerfully highlighted the trade's dangers through its likely origins in a wildlife market.

Our target for change was the grouping of the world's biggest economies – the G20. We mobilised a million people to sign a petition to make the G20 sit up and listen. And behind the scenes our lobbying and advocacy efforts were fully focussed on making our case, finding government allies and changing the minds of less supportive governments.

We didn't get a full ban by the G20... this time. However, world leaders committed to work with the One Health Tripartite Plus to understand the wildlife trade. This important body includes the World Health Organisation, World Organisation for Animal Health, Food and Agriculture Organisation and UN Environment Programme. It is dedicated to global adoption of the One Health approach.

Working for One Health – One Welfare

One Health – One Welfare, that we advocate in our strategy, recognises that the health and welfare of people are inextricably linked to the health and welfare of animals and our shared environment. When applied by governments it can prevent outbreaks of zoonotic disease in animals and people – protecting global health. It can also improve food safety and security, reduce antibiotic-resistant infections, improve human and animal health and welfare.

Throughout 2021, we worked with the G20 to hold them to their One Health Tripartite Plus commitment. We also pressed them to address other One Health issues directly linked with animals beyond the wildlife trade. This included calling for an end to the routine use of antibiotics on farm animals, which can increase antimicrobial resistance.

We met and spoke regularly to the Italian G20 Presidency, who were keen to lead on making One Health a global priority. It was rewarding that they clearly understood the importance of One Health to animals, our economies, environment and health. They spearheaded efforts to commit G20 Health Ministers to act.

Frustratingly, several issues meant no agreement was reached by the G20 on adopting One Health at their meeting in October, or on taking further steps relating to the wildlife trade. This was primarily because of disagreements between the USA and China over other issues, particularly COVID-19's origins and vaccines. Leaders were also very focussed on the crucial CoP26 summit, which took place a week later in Glasgow.

As an organisation it's been important to understand that despite the best preparation and country support, world events – wars, disasters, pandemics – can shift global focus with little warning.

Animals must be at the centre of our leaders' minds as they move their focus from responding to COVID-19 to preventing the next pandemic. We will continue to work with key allies in G20 countries – including France, which faces a presidential election next year. We will do what we can to influence the global Pandemics Treaty, which is being drafted under the leadership of the World Health Organisation. This Treaty is intended to be a global agreement on how to respond to, be prepared for, and most importantly prevent future pandemics.

We also know we must stand ready to act and adapt if the global focus shifts again in ways we cannot predict."

James Royston
Head of external affairs

Photo: 'Kenya' at Liberty bear sanctuary, in Zarnesti, Romania. Credit: AMP

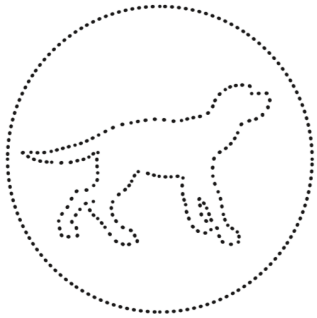
Caring for bears in Romania and Pakistan

During 2021 we...

Supported our partner the Bioresource Research Centre of Pakistan (BRC) to give the very best care to the 73 bears at the Balkasar bear sanctuary in Punjab. They also saved six bears from the cruel entertainments of bear baiting and dancing. The bears were surrendered to BRC by their owners in exchange for alternative livelihoods and a pledge to never own bears and earn money from them again. In total 108 owners have been offered alternative livelihoods in exchange for handing over their bears since our work with BRC began in 1997.

Ensured our partner Asociatia Milionane de Prieteni (AMP) had enough funds to care for the 116 bears at the Romanian bear sanctuary, in the Carpathian Mountains. The pandemic meant challenging times for the sanctuary because of the drop in visitors and income. However, by the end of the year it was back on the road to self-sufficiency after experiencing high numbers of local visitors and successful fundraising campaigns. Fourteen bears were rescued by AMP during the year.

Protecting animals in communities 2021



Life for the world's 400 million free-roaming dogs is harsh. They may suffer abuse, hunger, lack of veterinary care, injury disease and be victims of cruel culls. This is very often because of people's fear of rabies, or because they are concerned about the number of strays in their communities.

We encourage governments and communities worldwide to create better lives for dogs through humane dog population management. We also recognise a 'One Health – One Welfare' approach. Human and animal health are so tightly linked that it is not possible to protect people from rabies without protecting dogs first.

We support the International Companion Animal Management (ICAM) coalition's dog population management methodology. This addresses the root causes of conflict between roaming dog and communities. It aims to help governments manage dogs humanely and communities to live in harmony with dogs.

What we intended to do in 2021...	What we did...
Support the International Companion Animal Management coalition (ICAM) and freely share our expertise through a joint World Animal Protection-ICAM website. This site will help local and national governments protect and manage dogs and cats in their communities.	**Agreed** our five-year grant of US$85,000 annually to ICAM and paid the first year's remittance. We also commissioned the joint World Animal Protection-ICAM website which will be developed by ICAM. During the year we granted US$50,000 for the site's development and will contribute US$10,000 annually for website maintenance and promotion.
Continue our membership of the United Against Rabies Coalition (UARC) and call for a global end to the transmission of dog-mediated rabies by 2030. We will work with UARC to ensure the United Against Rabies Forum effectively achieves this goal.	**Held** discussions with the UARC to scope out the strategy needed to ensure the efficient running of the United Against Rabies Forum. The Forum is a One Health initiative launched by the Food and Agriculture Organization, the World Organisation for Animal Health and the World Health Organisation in 2020. It aims to be an inclusive network for information exchange and collaboration, and offers support to rabies-endemic countries in ending human deaths from dog-mediated rabies by 2030. Membership is open to organisations committed to rabies control and elimination, and whose work contributes to this goal. During 2021 we contributed our expertise to one of the Forum's three working groups which is dedicated to developing national and regional strategies for rabies elimination. Our particular focus is supporting the African Union – Interafrican Bureau for Animal Resources (AU-IBAR) – to bring African countries onboard and support the development of their rabies elimination strategies.
Help African countries eradicate rabies from the continent through our support during the year with AU-IBAR.	**Supported** AU-IBAR in helping African countries to develop the case for eradication of rabies. We contribute technical and financial support via our membership of the United Against Rabies Forum.

Photo: In June 2021, with the help of some volunteers, World Animal Protection initiated a 7-day feeding drive in the locked-down city of Kolkata with the goal of feeding around 1500 stray animals. Credit: World Animal Protection

What we'll do next – 2022

Working for goal 1

Ensure farmed animals live good lives by transforming the global food system.

Food revolution

We'll...

Launch a fourth version of 'The pecking order' in nine World Animal Protection country locations and extend coverage to five European countries – Italy, Spain, Germany, Croatia and France. We'll also commission research in China into the broiler cage industry – one of factory farming's cruellest forms – to pressure key industry decision makers to end it for good. And we'll lobby delegates to the UN global climate change conference (CoP27) to convince them to encourage the end of factory farming in their countries.

Fairer finance

We'll...

Target financial institutions giving them the information they need to push factory farmers to give their animals better lives; this includes reducing antibiotic use. We'll expose financial institutions making 'green' claims but still investing in factory farming. We'll also document the damage inflicted by harmful industrial livestock projects funded by development banks using public money.

Working for goal 2

We'll...

Disrupt the industries most responsible for exploiting wild animals for profit. We'll do this by galvanising people power to convince more travel companies to stop profiting from cruel wildlife entertainment and to commit to wildlife-friendly alternatives. We'll increase corporate and public support for plant-based traditional Asian medicines in China driving down demand for the wild animal exports needed to supply this industry. Key retail outlets in North America and Europe profiting from the cruel exotic pet trade will also be our targets as will high profile fashion brands exploiting wild animals.

Innovate new solutions with partners, enabling key industries to leave wild animal exploitation behind them for good. This includes creating a pro-plant alliance with the traditional Asian medicine industry and scientists to shift demand to plant-based products. We'll provide the travel industry with community-led wildlife-friendly alternatives and give practical solutions and rescue to wild animals needing protection and care from exploitative industries. We'll also scope the development of new community-based wildlife habitat protection projects in Peru and India.

Research and make the case for new political approaches by governments that will make this the last generation of wild animals exploited in captivity. We'll build on our recent progress and history in securing government commitments to move from policies exploiting wild animals, to those that protect them. We'll also continue to make the case for a global wildlife trade ban, and ending wildlife farming and breeding – all essential to end wild animal exploitation.

Protecting animals in communities

We'll...

Support the International Companion Animal Management Coalition (ICAM) with an annual grant until at least 2025 – the end of the organisation's current strategy period. ICAM supports the development and use of humane and effective companion animal population management worldwide.

Launch a joint ICAM and World Animal Protection-branded website to help governments – local and national – seeking humane and effective companion animal population management guidance. The site was commissioned in 2021. We'll support its maintenance and promotion until 2025.

Plan to continue our membership of the United Against Rabies Collaboration (UARC) to 2030 – the date for the global call to end the transmission of dog mediated rabies. We will, review our membership in 2024 regarding the collaboration's effectiveness and goal, before we commit to extend.

Protecting animals from disasters

We'll...

Work with partners, to protect farmed and wild animals in response to emergencies linked with our wildlife and food systems goals.

Work with other NGOs in countries, where we have offices, to ensure countries who have committed to including animals in their national disaster risk plans can implement them. Implementation by 2030 is crucial in fulfilling the Sendai Framework for Disaster Risk Reduction.

Continue our contribution to reducing and managing risks to animals from natural disasters through the formal transfer of our PrepVet course and the website animalsindisasters.org to IFAW.

Valuing our people

Our people are the heart of our organisation. It is only through our dedicated and committed teams that we can deliver our mission to move the world to protect animals. We are strongly focussed on creating the right culture for our employees and volunteers to grow and flourish. We want to be able to attract, recruit and retain the very best people to work for World Animal Protection and ensure they have the right support and development to nurture them to work flexibly across the globe.

Our global reach

World Animal Protection is a truly global organisation, working in more than 50 countries across the world, with offices in every habited continent.

Our offices

1 Costa Rica[1]
2 Canada[3]
3 USA[2]
4 Brazil[3]
5 UK[1]
6 Netherlands[3]
7 Denmark[3]
8 Sweden[3]
9 Kenya[1]
10 India[3]
11 Thailand[1]
12 China[1]
13 Australia[2]
14 New Zealand[4]

1 These offices form part of the UK-registered charity and are included in the 'charity' accounts.

2 These offices are subsidiaries of the UK charity and are included in the 'consolidated' accounts.

3 These offices are affiliates.

4 New Zealand is a branch of the Australian office.

Financial review

Our income

Every donation fuels our work to protect animals

Diversifying and growing our income is a critical component of our work to build a worldwide movement of people who value animals and join us in helping to protect them. World Animal Protection is committed to delivering sustainable and reliable income in alignment with our mission to protect animals and improve the wellbeing of people and our planet.

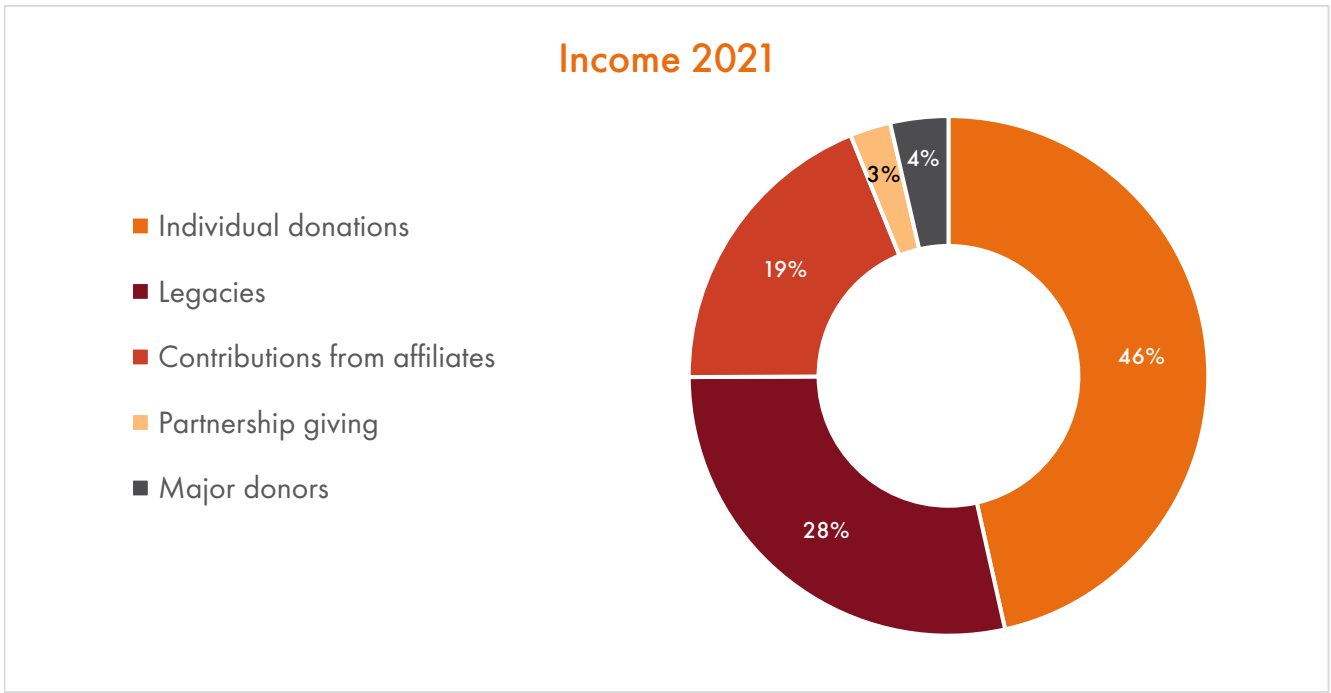
In 2021, we secured £32.5m in income from donations and legacies, which was 4.0% more than the previous year. This increase was largely because of an increase in the amounts given to us from people who have chosen to leave a legacy in their will to support our work for animals, even after their death. To all our supporters, we are deeply thankful for your commitment to animals and your trust in our work to protect them.

The generosity of our many supporters who give regular gifts and make one-off donations in response to our appeals contributed £15.1m in 2021. This is a decrease of 5.4% compared to 2020, but this has been in the context of a global COVID-19 pandemic. The pandemic has caused economic hardship for many people and affected our ability to carry out established fundraising activities which involve meeting supporters face-to-face. Legacy income increased by 64.7% compared to 2020; most of the increase was in the UK. Probate proceedings that were delayed from 2020 began to clear in 2021 and we saw a higher level of interim distributions.

Major gifts and grants from individuals, governments, businesses and trusts and foundations totalled just under £2.0m but suffered a drop of 34.5% compared to 2020. The ongoing impact of COVID-19 and travel restrictions affected the progress of certain projects and affected the associated funding.

In 2021, our network of affiliated World Animal Protection entities in Canada, Denmark, Netherlands, and Sweden, contributed £6.1m to our animal protection mission; this was 5.3% lower than the previous year.

For more information on our fundraising, please refer to our 'Global Review 2021', which includes a summary of gross income across all World Animal Protection entities.



Our expenditure

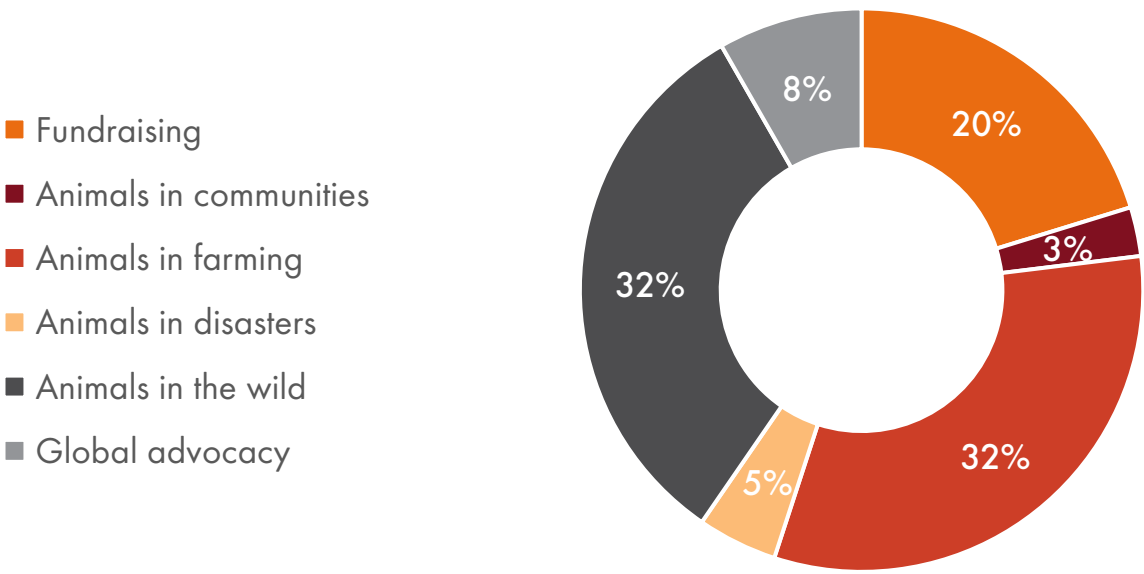
During 2021 our total expenditure went down by 11.0% from £31.3m to £27.8m, reflecting a lower cost base and increased flexibility in our expenditure profile. This was the result of a restructure anticipated in 2019 to facilitate the delivery of our new 2021-2030 strategy and the emergence of the global COVID-19 pandemic. Together they created the need for an even bolder cost restructuring in the latter part of 2020 to strengthen our financial resilience for the future. Our expenditure in 2020 ended the year19% lower than 2019, and we maintained this leaner cost structure into the following year. 2021 was also the first year of our new strategic plan period. This involved more operational planning to ensure our activities are focussed on delivering our strategies to stop wild animals from being cruelly exploited and to ensure farmed animals live good lives by transforming the global food system. Despite the lower level of expenditure, we are proud of the breadth of our achievements for animals during 2021 which are described earlier in this report.

We ensure that our fundraising is effective and are mindful how we spend our income. In 2021, we spent £5.6m on fundraising activities, which is a 3.2% decrease compared to 2020. There were challenges in some markets that have temporarily hampered fundraising activities including regulatory requirements and local Covid lockdowns, but despite this, by the end of the year, the rate of return was £4.67 for every £1 spent. Our growth strategy means we are looking to invest in activities that will increase our financial resources and increase engagement. Combined they are catalysts for the systemic changes that we seek to benefit animals globally.

A key performance indicator is our spend on charitable activities and in 2021, this was 79.8% of total expenditure, compared to 81.4% in 2020. Staffing costs represented 38.9% of total expenditure in 2021, compared to 42.2% in 2020. This is a result of a change to the structure of our work and teams as mentioned above, in readiness for the implementation of our new strategy.

As well as our two key programmatic areas of animals in the wild and animals in farming, we also spend on global advocacy. This activity is key to our theory of change as we move the world to protect animals. These costs relate to communication, education and advocacy across the world.

Expenditure 2021



Our fundraising approach

Fundraising practices and performance

The change for animals highlighted throughout this report is possible only because of our supporters. Their generosity has supported a wide range of activities. These include ensuring elephants have lives worth living in Thailand and saving wild animals and their habitats from fires in Brazil. Our supporters are also tackling the root causes of these fires, and of farmed animals' suffering, by working to stop the advance of factory farming.

Our fundraising is part of our 2030 aim to double our reach, visibility and resources to fund our strategic goals for farmed and wild animals. In 2021, we built foundations to support that aim, and made progress towards it thanks to the engagement and generous contributions from our supporters.

Our aim is to raise more income, balanced across our income streams, so that we can scale up our work and impact for animals. We aim to do that by:

- innovating to reach more people - involving them in our mission
- putting our supporters at the heart of what we do
- establishing strong, long-term partnerships.

In 2021, World Animal Protection secured £32.5m of donations and legacies across UK, Australia, New Zealand, USA and Thailand (increased compared to £31.2m in 2020).

Most of our income was given by our individual supporters. This was £15.1m (this was less than the £16 m raised in 2020). The reduction reflects the continued COVID-19 restrictions that made it difficult to carry out some of our fundraising activities in a few countries. Delays in setting up a new entity in Thailand also impacted on our ability to fundraise locally but activities should slowly resume in 2022.

We are always mindful of how we spend our income and ensure that our fundraising is effective and efficient. We re-invest a proportion of the donations we receive in finding new supporters and raising more funds to make sure we can deliver our animal protection work now and into the future.

And we are committed to making our fundraising higher returning through focussing on legacy giving and partnership giving. These are major gifts from high net worth individuals, businesses, governments and trusts and foundations.

Gifts and grants from partnership giving was around £2m. This is lower than previous years, as the impact of the pandemic, and other factors, meant completing some projects took longer than planned. This included some of our work associated with our single largest partnership with the US-based Open Philanthropy Project, designed to make lasting change for farmed animals at scale.

£9.2m was received from thoughtful bequests given by individuals to secure a better future for animals (an increase compared to £5.6m in 2020). Legacy giving was particularly high in the UK in 2021, despite a challenging context caused by the pandemic. This reflects both the generosity of our supporters and our UK team's focussed approach to reviewing cases.

We undertook research with our supporters related to our wildlife work.

Fundraising standards

We continued to adhere to the highest standards of fundraising practice and all fundraising and data protection regulations. We maintained our membership of fundraising and other relevant bodies. Specifically, we voluntarily subscribe to the Fundraising Regulator and its Code of Fundraising Practice, and we have maintained our membership in the UK with the DMA (Data and Marketing Association), the Lotteries Council, the Institute of Legacy Management, the Withers Indemnity Project and NCVO (National Council for Voluntary Organisations).

World Animal Protection UK is also licensed by the Gambling Commission. And members of our team are an active member with the Chartered Institute of Fundraising and other relevant fundraising forums.

Our fundraising approach (contd.)

Working with third party fundraisers

Talking to individuals in person and on the telephone are important ways of engaging the public with our mission and raising funds. In some markets, including the UK, we work with external organisations who have specific expertise in face-to-face fundraising (although we have not undertaken this type of fundraising in the UK since 2016) or telephone fundraising, so that we can talk to as many individuals as possible in a timely, efficient and effective way.

We work closely with these partners, including monitoring and supporting their performance through providing training and information; listening to recorded telephone calls and keeping a close eye on feedback or complaints from supporters This is supported by contracts requiring that individuals who carry out these activities are trained to adhere to applicable laws and codes, such as in the UK the Fundraising Regulator's Code of Fundraising Practice, as well as data protection laws.

We did not have any commercial participators in 2021 in the UK. These are corporate partner organisations who provide charitable contributions to us from the sale of their goods or services and fundraise from customers and employees.

Feedback and complaints

To ensure we provide a relevant and a positive experience to supporters, we continue to monitor all feedback, queries and complaints closely. In 2021, the total supporter interactions in the UK ran into the millions, which resulted in a total of 75 complaints, similar to the 72 we received in 2020. This was broken down into 52 fundraising complaints and 23 non-fundraising complaints. We continued to see a very low number of telemarketing complaints and a reduction in gaming (lottery and raffle) and television advert complaints. All these complaints were successfully resolved.

We recognise that complaints and supporter feedback provide us with insights and lessons for future fundraising communications and activity.

We were not subject to any complaint investigations through the Fundraising Regulator in 2020/21.

Protecting vulnerable people

In the course of our fundraising, we recognise that we will come into contact with people who may be in vulnerable circumstances. As we set out in our fundraising promise, we aim to be honest, responsible, and committed to high standards and we have guidance in place to ensure colleagues are sensitive when engaging with vulnerable people, including the CARE model checklist (Comprehend; Assess; Retain; Evaluate).

Further information on our fundraising and supporter care can be found on each of our dedicated national websites., for example, our Supporter Promise and Complaints Policy on our UK website
https://www.worldanimalprotection.org.uk/about/our-policies

Financial policies

Reserves policy

The World Animal Protection Group will establish reserves and designated funds in accordance with national statutory and legal requirements and the principles contained in this policy. Reserves are defined as that portion of unrestricted funds that have not been designated for a specific purpose by the trustees.

Reserves are established to ensure that the World Animal Protection Group is:

- able to meet its financial commitments and obligations as they fall due (i.e., fund working capital),
- able to fund unexpected expenditure until adjustments can be made, for example when unplanned events or shocks occur, and
- resilient to uncertainty over future income.

The level of reserves is set at an amount sufficient to cover unfunded expenditure from unrestricted funds for a period of 10 months in the event of a 40% fall in unrestricted income.

Reserves will only be depleted to a level below that calculated with the approval of the Board of Trustees and, in such an instance, World Animal Protection will seek to replenish the reserves to the minimum level as quickly as is feasible following any approved depletion below the minimum level.

Designated funds are established at the discretion of the International Board for specific purposes which are in the best interests of the charity as determined by the Trustees from time to time, or to represent the depreciated value of fixed assets which are not readily converted into cash. Designated funds could include, amongst other things, resourcing of planned investments or innovation to take advantage of opportunities as they arise.

The Group holds the following designated funds:

- Accelerator fund – £724,368 ($1m) has been set aside to enable us to explore opportunities which can accelerate the achievement of our strategic goals for animals during 2022.
- Remuneration and grading project – this fund is for a project being undertaken in 2022. An amount of £217,391 ($300k) to cover costs of the project and changes in salary costs as a result of the review.

Reserves performance

The total funds of the group amount to £19.9m (2020: £14.7m) of which £4.8m (2020: £5.7m) is restricted or endowed, and £0.7m (2020: £0.9m) is a revaluation fund representing the cumulative uplift in the value of the investments. Designated funds amounted to £0.9m (2020: nil). The remainder are 'general funds' of £13.4m (2020: £8.1m), which correspond to the definition of 'reserves' in the reserves policy.

The minimum reserve levels are calculated based on the budget for the following year rather than retrospectively on historical results. The minimum level of reserves for the group calculated on this basis is £9.1m. This is equivalent to nearly 3 ½ months of expenditure based on the 2022 budget.

Recognising that reserves would be above the level set out in the reserves policy, the 2022 budget has been set to expend some of the carried over reserves in a controlled way for our charitable purposes over the coming years.

Investment policy

The investment policy of the charity is to balance the liquidity requirements between on-demand deposits with banks and the longer term returns that are possible through fixed asset investments.

Funds for the short term are held in fixed-term or call deposits with a high security rating.

Funds which are not expected to be needed except in the longer term are transferred to an investment manager, whose role is to protect World Animal Protection's investments and generate a return while observing our investment restrictions. As part of the trustees' oversight of this portfolio, the Audit & Finance Committee regularly reviews the performance of the investment portfolio, the investment principles and objectives, the charity's attitude to risk and advise the board on the selection of the charity's investment managers.

Investment performance

Our investment portfolios held in the UK and USA performed relatively well in 2021 despite the continued effect of the global pandemic and achieved net investment gains of £515k. In the UK, our average investment returns during the past 5 years have been 7.2% pa.

At the start of 2021, we withdrew £1.5m from the UK investment portfolio to meet short term cash flow requirements.

Grant-making policy

We make grants to other entities in the global World Animal Protection network to contribute to their running and programme costs. We also give grants on a proactive basis to independent partner organisations and institutions to support joint work on strategic campaigns and projects. We may occasionally offer financial support to other bodies for their own activities which clearly contribute to fulfilling our strategic animal welfare objectives.

Grants to entities within the World Animal Protection network are routinely monitored through narrative and financial management reports which include explanations of variance from agreed budgets. Grants to other organisations are awarded only after a due diligence process has been carried out with them in accordance with the detailed procedures that sit beneath our Partnership and Finance policies. This process is aimed at giving us assurance that grantees are financially stable and that they can reliably manage and account for all the funds they may receive from us. Grants are subsequently governed by formal agreements which lay out agreed terms of reference and requirements for regular reporting, so as to ensure the effective use of funds and delivery of our strategic objectives.

Fraud resilience

We are clear that we do not tolerate fraud and corruption. Our approach and policies aim to make the honest majority feel empowered to tackle fraud and corruption through robust whistleblowing policies.

We are not complacent, we provide training to staff and publish articles in our internal newsletter promoting anti-fraud to raise awareness.

We are part of the Charity Finance Group Counter Fraud initiative and use the resources produced by them and the Fraud Advisory Panel to promote a fraud resilience culture.

Data protection

The organisation continued implementing measures to strengthen our data protection procedures in light of the General Data Protection Regulations (GDPR). These measures included data audits, improvements in policy and practice and improving staff awareness to strengthen a culture of privacy management and security.

Remuneration policy

We operate a World Animal Protection group remuneration policy, approved by the board, which requires an annual review of all salaries. Reviews take into account factors such as local market rates, the level of salary increases within the sector in a given year, general inflation and affordability. Any proposed increases are made in the context of the budgets approved by the board as a part of the annual budget process. Where there are proposed cost of living increases, these are awarded to staff in July.

Aligned with our overall pay policy, we benchmark the chief executive's salary against salaries of chief executives in global charities of a similar size and income. For the global leadership team (key management personnel), salaries are based on data relating to senior roles in comparable organisations in their respective countries.

Safeguarding

As an organisation we have always taken seriously our duty to protect the welfare of our staff and partners. Within the charity sector there has been increased scrutiny from regulators and the media to ensure high levels of transparency and integrity. We regularly review our safeguarding policy and the most recent version was reviewed by the board in September 2021. The policy outlines our approach to protect the health, safety and welfare of all staff, volunteers, beneficiaries and others who come into contact with the organisation. This policy sets standards of behaviour and accountability for our staff and partners to ensure a workplace free from abuse and harassment. Aside from the primary purpose to protect individuals, this is essential if World Animal Protection is to remain a credible partner for the major global stakeholders we hope to influence as we seek to deliver our mission.

Our effort is not just focused on delivering the maximum impact for the animals we serve, but we seek to ensure that the way we go about our work reflects who we are and what we stand for as an organisation. This is reflected in a set of shared principles, values and behaviours that we have developed together, and reflect those standards expected of the charity sector more widely.

Modern slavery statement

World Animal Protection has a zero tolerance approach to modern slavery and human trafficking and is fully committed to acting ethically and with integrity in all its business dealings and relationships. We are also committed to implementing and enforcing effective systems and controls to ensure that no modern slavery is taking place anywhere within its offices or in its supply chains.

World Animal Protection has robust governance and risk management framework in place and a number of global policies which aim to minimise the risk of modern slavery in relation to our work. These include:

- Recruitment – as an equal opportunities' employer, we have a rigorous recruitment process. Our recruitment practices include 'right to work' checks for all prospective employees.
- Procurement – our processes ensure we take into consideration the different risks associated in our supply chains. We carry out due diligence checks on key suppliers and ensure we are satisfied that they have appropriate policies in place.

Risk and uncertainties

We believe that sound risk management is integral to both good management and good governance practice. In the last two years we have enhanced our risk management policy and incorporated it within strategic and operational planning.

Our risk management strategy ensures...

- Risk assessments are conducted on all new activities and projects to ensure they are in line with the charity's objectives and mission.
- Any risks or opportunities arising are identified, analysed and reported at an appropriate level.
- A risk register covering key strategic risks is maintained as a living document and brought to each board and Audit & Finance Committee meeting.
- More detailed operational risk registers are maintained in aspects where this is considered appropriate, taking account of the impact of potential risk and the cost benefit of the exercise.
- All staff are provided with adequate training on risk management and their role and responsibilities in implementing this.
- We regularly review and monitor the effectiveness of our risk management framework and update it as considered appropriate.
- The board receives regular reports on continuing and emerging high concern risks and those where priority action is needed to bring the risk within our stated risk appetite.

Our current significant risks include...

- Ability to retain and attract staff. Our people are the heart of our organisation. It is only through our dedicated and committed teams that we can deliver our mission to move the world to protect animals. We are strongly focussed on creating the right culture for our employees and volunteers to grow and flourish. We want to be able to attract, recruit and retain the very best people to work for World Animal Protection and ensure they have the right support and development to nurture them to work flexibly across the globe
- Ability to deliver strategy. 2021 was the start of a new ten year global strategic period and as with any pivoting of strategy, this comes with a change in the ways in which we work. We engage frequently and openly as we seek to harmonise the ways in which we work together.
- Strength of affiliate relationships. Our World Animal Protection affiliates provided 18.9% of 2021 group income and play a key role in implementing our global strategies. We work closely and collaboratively with our affiliates to maximise the impact we have collectively.
- Operational complexity. We take all reasonable steps to comply with the laws and regulations applicable to UK registered charities, and the relevant regulations where our subsidiaries and branches are located. We engage local professional advice where necessary to supplement the local staff we employ in those locations.
- Financial stability. In an uncertain financial environment resulting from the continuing effects of a global pandemic, cost of living pressures and the war in Ukraine, we closely monitor the ongoing financial health of the organisation and mitigate risks by incorporating scenario planning into our budget setting, diversifying income and increasing the flexibility of our expenditure.

Structure, governance and management

Our structure

World Animal Protection is a registered UK charity and a company limited by guarantee and the legal parent of three overseas subsidiaries, a UK trading subsidiary and three branches.

The board of trustees consists of no less than 9 and no more than 13 people and is responsible for the governance of World Animal Protection ensuring it is effectively and properly run and is meeting its overall purposes as set out in its Articles of Association (governing document).

Charity governance

The board is committed to taking good governance and leadership to a higher level and aspire to comply with the Charity Governance Code. The latest review highlighted a good level of compliance overall and has led to some proactive steps being taken to address areas of improvement identified.

Governance structure

The board meets at least four times a year to review the performance of the charity and make any decisions necessary to its governance and strategic direction. The board has recently undertaken a review and established a revised committee structure:

Audit and finance committee:

- to oversee, with delegated authority on behalf of the board, all financial aspects of the charity, and report back to the board as appropriate
- to guide, advise and make recommendations to the board regarding the approval of budgets, accounts and financial statements and relevant financial policies
- to advise the board on the financial implications of the organisation's strategic plans and its on-going financial viability
- to review the performance of charity investments
- oversee the processes related to risk management and internal control and
- to oversee the internal and external audit processes.

Standing committee:

- discharge the functions of the board between regular board meetings in the event of a major unforeseen risk or opportunity that requires urgent attention falling beyond the delegated remit of the chief executive officer.

Programme and policy committee:

- Review the quality of progress and impact of the organisation's four strategic programme areas, ensuring they are consistent with the global strategy, its theory of change, strategic objectives and goals
- keep under review the organisation's animal welfare policy ensuring that it is consistent with international best practice and evidence, external policy developments, and World Animal Protection's global strategy and brand.

People and culture committee:

- review the CEO's performance, remuneration and appraisal process
- ensure that the people and culture strategy is driven by and contributes to the achievement of the organisational mission and strategy
- maintain oversight of World Animal Protection's people policies and pay to ensure they are consistent with the needs of the business, current legislation and best practice and the board's requirements as expressed from time to time and
- Maintain an oversight of the organisation's development and culture and people performance.

In March 2022, the board resolved to establish a Nominations and Governance Committee to look across the global governance systems to ensure that agreements and processes best enable delivery of our global strategy, support board evaluation and performance and plan for board succession.

The board appoints the CEO who has delegated responsibility for the day to day running of the charity in accordance with policies and strategy set by the board

Trustee recruitment

World Animal Protection will act positively to create and maintain a skilled, balanced and effective board. Every effort will be made to ensure that there are strong candidates to fill any vacancies that arise. This will include:

- reviewing the board's collective skills, knowledge and experience
- attracting candidates with identified skills and experience that the charity's needs, and
- interviewing candidates to explore their commitment, knowledge and skills etc.

Trustee induction

All new trustees are provided with training and support necessary to fulfil their responsibilities effectively. An induction pack is issued, and a programme implemented to ensure they:

- understand their roles and responsibilities as a trustee, and charity law
- have access to our governance documentation, structures and all our approved policies and procedures
- are provided with background information that enhances their understanding of World Animal Protection
- meet staff through office visits or presentations.

Management

The CEO is appointed by the board of trustees to manage the day-to-day operations of the charity. The CEO works with a Global Leadership Team (GLT) which comprises the directors of the key functions.

The full list of 2021 and current members of the GLT and board can be found on page 47 under Reference and administrative details.

Photo: Female jaguar, Piquiri River, Pantanal, Brazil. Credit: Charles J Sharp / https://www.sharpphotography.co.uk

Reference and administrative details

World Animal Protection is registered with the Charity Commission as a charity and with Companies House as a company limited by guarantee. World Animal Protection is governed by its Articles of Association.

Charity registration number 1081849

Company registration number 4029540

Registered office 222 Gray's Inn Road, London WC1X 8HB

Board of trustees

(who are directors for Companies Act purposes)

Joanna Kerr Chair
Nesta Hatendi [2] Deputy chair (retired 22 June 2021)
Franc Alarcón de Barrientos[3]
Sandra Lynn Bereti[2]
Jamie Craig[1]
Franc Cortada[3]
Svetlana Ianatieva[1]
Sarah Ireland [3] Deputy chair (from 22 June 2021)
Christine Lloyd [2, 3]
Berangere Michel[1]
Mwikali Muthiani[2]
Karen Winton[2]

[1]Member of audit and finance committee; [2]Member of people and culture committee
[3]Member of policy and programmes committee

Chief executive officer: **Steve McIvor**

Investment managers
Vanguard Asset
Management Limited
4th floor, The Walbrook Building
25 Walbrook
London EC4N 8AF

Bankers
Barclays Bank PLC
99 Hatton Garden
London EC1N 8DN

Solicitors
Bates Wells and Braithwaite LLP
10 Queen Street Place
London EC4R 1BE

Auditors (External)
Crowe UK LLP
55 Ludgate Hill
London EC4M 7JW

Auditors (Internal)
RSM
25 Farringdon Street
London EC4A 4AB

Global leadership team

Steve McIvor
Chief executive

Hok Pang (joined March 2021)
Global director of finance & resources

Rachel Briggs
Global director of people

Howard Beeston (left March 2021)
Interim global finance director

Lena Aahlby
Global director of programmes

Stephen Sibbald (appointed November 2021)
Global director of strategic delivery

Our public benefit requirement

Under the Charities Act 2011, charity trustees have a duty to explain in their annual report how they meet the requirement to demonstrate public benefit within the meaning of the Act. They are also obliged to explain the charity's achievements, measured by reference to the charity's aims and to the objectives set by the board of trustees. The advancement of animal welfare is specified as an admissible charitable purpose and is taken to include any purpose directed towards the prevention or suppression of cruelty to animals or the prevention or relief of suffering by animals. Examples of the charitable purposes falling within this description include:

- charities promoting kindness and seeking to prevent or suppress cruelty to animals
- animal sanctuaries
- the provision of veterinary care and treatment
- charities concerned with the care and rehoming of animals that are abandoned, mistreated or lost
- feral animal control, e.g. neutering.

In accordance with the requirements of the Charities Act 2011, the board of trustees has paid due regard to the Charity Commission's guidance on public benefit when deciding on and planning the activities of World Animal Protection.

The report on pages 4-46 demonstrates how we met our charitable purposes in 2021 and our principal achievements under our respective strategic priority areas of work.

Photo: Gorgae and Mayura at ChangChill sanctuary in Thailand, December 2021. Credit: ChangChill

Statement of trustees' responsibilities

The board of trustees (who are also directors of World Animal Protection for the purposes of company law) is responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and regulations. Company law requires the board of trustees to prepare financial statements for each financial year.

Under that law, the board of trustees has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Northern Ireland. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period.

In preparing these financial statements, the board of trustees is required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice SORP (FRS102)
- make judgements and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements including Financial Reporting Standard FRS 102;
- prepare the financial statements on a 'going concern' basis unless it is inappropriate to presume that the charitable group will continue in business.

The board of trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In the case of trustees in office at the date the Trustees' Annual Report is approved:

The trustees confirm that:

- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have each taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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

Auditors

Crowe UK LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

Going concern

The trustees have reviewed the consolidated position of World Animal Protection. They have taken into account the level of reserves and cash, the annual business plan and forecast process, and the systems of financial and risk management.

The trustees have considered the potential impact of a reduction in future income and the consequential effect on expenditure. The scenarios considered have assumed a minimum reduction of 5% and a maximum reduction of 30% in Group income until December 2023. The trustees have also assumed a reduction in expenditure within six months after the initial drop in income, to allow time for the group to implement necessary actions to maintain a sustainable financial position.

As a result, the trustees believe that World Animal Protection is well placed to manage operational and financial risks successfully. Accordingly, the trustees expect that World Animal Protection has adequate resources to continue in operational existence for the foreseeable future. Consequently, it can continue to adopt the 'going concern' basis of accounting in preparing the financial statements.

This report, including the Strategic Report, was approved by the board of trustees on 22 June 2022 and signed on their behalf by:

Joanna Kerr
Chair

Independent auditor's report to the members of World Animal Protection

Opinion

We have audited the financial statements of World Animal Protection ('the charitable company') and its subsidiaries ('the group') for the year ended 31 December 2021 which comprise Consolidated Statement of Financial Activities, Group and Parent Balance Sheets, Consolidated Statement of Cashflow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 December 2021 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act requires us to report to you if, in our opinion:

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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 49, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

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

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

Extent to which the audit was considered capable of detecting irregularities, including fraud (continued)

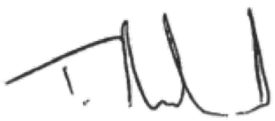
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Tim Redwood

Senior Statutory Auditor

for and on behalf of Crowe U.K. LLP

Statutory Auditor

London

Date: 8 July 2022

Consolidated financial statements

Consolidated statement of financial activities for year ended 31 December 2021

	Note	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2021 £'000	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £ '000	Total 2020 £'000
Income and endowment from:									
Donations and legacies	2	**29,557**	**2,924**	**-**	**32,481**	25,804	5,418	-	31,222
Other trading activities	4	**33**	**-**	**-**	**33**	33	-	-	33
Investments	3	**78**	**8**	**-**	**86**	111	6	-	117
Total		**29,668**	**2,932**	**-**	**32,600**	25,948	5,424	-	31,372
Expenditure on:									
Raising funds	5	**(5,441)**	**(187)**	**-**	**(5,628)**	(5,522)	(298)	-	(5,820)
Charitable activities	6	**(18,809)**	**(3,368)**	**-**	**(22,177)**	(21,374)	(4,085)	-	(25,459)
Total		**(24,250)**	**(3,555)**	**-**	**(27,805)**	(26,896)	(4,383)	-	(31,279)
Net gains on investments		**515**	**-**	**-**	**515**	480	-	-	480
Net income		**5,933**	**(623)**	**-**	**5,310**	(468)	1,041	-	573
Transfer between funds		**53**	**(108)**	**55**	**-**	(239)	(179)	418	-
Foreign exchange movement		**83**	**(232)**	**9**	**(140)**	(20)	(51)	(21)	(92)
Net movement in funds		**6,069**	**(963)**	**64**	**5,170**	(727)	811	397	481
Fund balances brought forward		**9,004**	**3,519**	**2,178**	**14,701**	9,731	2,708	1,781	14,220
Fund balances carried forward		**15,073**	**2,556**	**2,242**	**19,871**	9,004	3,519	2,178	14,701

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 56 to 73 form part of these accounts.

Consolidated financial statements

Consolidated and charity balance sheets at 31 December 2021

	Note	Consolidated 2021 £'000	Charity 2021 £'000	Consolidated 2020 £'000	Charity 2020 £'000
Fixed assets					
Tangible assets	11	324	251	253	166
Investments	12	5,334	3,738	6,297	4,944
		5,658	3,989	6,550	5,110
Current assets					
Stock		14	-	6	-
Debtors	13	1,800	2,245	1,491	2,094
Cash on deposit	24	781	-	808	-
Cash at bank and in hand	24	13,769	9,967	8,796	5,176
		16,364	12,212	11,101	7,270
Creditors: amounts falling due within one year	14	(2,002)	(1,359)	(2,799)	(2,015)
Net current assets		14,362	10,853	8,302	5,255
Provisions	15	(149)	(97)	(151)	(97)
Net assets		**19,871**	**14,745**	**14,701**	**10,268**
Unrestricted funds	16				
Designated funds		942	942	-	-
Revaluation funds		738	738	895	895
General funds		13,393	9,050	8,109	4,449
		15,073	10,730	9,004	5,344
Restricted funds	17	2,556	2,556	3,519	3,519
Endowments	18	2,242	1,459	2,178	1,405
Total funds		**19,871**	**14,745**	**14,701**	**10,268**

The notes at pages 56 to 73 form part of these accounts. The Charity-only net income for the year was £4,477,506 (2020: £97,708).

The financial statements were approved and authorised for issue by the trustees on 22 June 2022.

J Kerr
Chair
Registered company no: 4029540

Consolidated financial statements

Consolidated statement of cash flows for year ended 31 December 2021

	Note	2021 £'000	2021 £'000	2020 £'000	2020 £'000
Cash flows from operating activities:					
Net cash generated by operating activities			3,616		541
Cash flows from investing activities:					
Interest received	3	19		15	
Investment income	3	67		102	
Purchase of tangible assets	11	(219)		(45)	
Sale of tangible assets		2		1	
Purchase of investments	12	(98)		(17)	
Sale of investments	12	1,559		12	
Net cash generated in investing activities			1,330		68
Change in cash and cash equivalents in the reporting period			4,946		609
Cash and cash equivalents at the beginning of the reporting period			9,604		8,995
Cash and cash equivalents at the end of the reporting period	24		14,550		9,604

Reconciliation of net income to net cash flow from operating activities

Net movement in funds for the reporting period (as per Statement of Financial Activities)			5,310		573
Adjustments for:					
Depreciation charges	11		101		87
Net gains on investments			(477)		(488)
Foreign exchange differences			(127)		(56)
Investment income	3		(86)		(117)
Loss on disposal of fixed assets			11		-
Increase in stocks			(8)		(4)
(Increase)/decrease in debtors			(309)		522
(Decrease)/increase in creditors			(799)		24
Net cash generated by operating activities			**3,616**		**541**

The notes on pages 56 to 73 form part of these accounts.

Notes to the consolidated financial statements

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

World Animal Protection meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

These financial statements are for the legal entity which is World Animal Protection, a charity incorporated in the UK, registered with the Charity Commission and with Companies House as a company limited by guarantee. All figures have been co/nverted into sterling.

Going concern

After discussions with key management personnel and reviewing the Group's forecasts and projections, the trustees have a reasonable expectation that the Group has adequate resources to continue its activities for the foreseeable future.

The trustees have considered the potential impact of a reduction in future income and the consequential effect on expenditure. The scenarios considered have assumed a minimum reduction of 5% and a maximum reduction of 30% in Group income until December 2023. The trustees have also assumed a reduction in expenditure within six months after the initial drop in income, to allow time for the group to implement necessary actions to maintain a sustainable financial position.

Accordingly, the trustees continue to adopt the going concern basis in preparing the financial statements as outlined in the Trustees' responsibilities statement.

b) Basis of consolidation

The consolidated financial statements of the group incorporate the accounts of the charity including branches in Costa Rica, China, Thailand and Kenya, and its wholly owned trading subsidiary World Animal Protection Trading Company Limited. The branches are also registered as legal entities in their local jurisdictions to comply with the relevant laws and regulations.

The charity is the sole member of World Animal Protection USA and World Animal Protection Australia. These are included in the consolidated accounts as subsidiaries. The registered offices for the subsidiaries are listed on our website: https://www.worldanimalprotection.org/contact-us

A separate Statement of Financial Activities (SOFA) is not presented because the charity has taken advantage of the provisions of Section 408 of the Companies Act 2006.

c) Fixed asset investments

Fixed asset investments are stated at their market value at the balance sheet date. Any gain/loss on revaluation is recognised in the consolidated SOFA.

d) Tangible fixed assets

Tangible fixed assets acquired with a fair value over £5,000 are capitalised and depreciated on a straight-line basis over their expected useful lives as follows:

- Computer equipment – 3 years
- Software – 3 years
- Office equipment – 3 years
- Short leasehold property – The life of the lease

e) Fund accounting

Funds held by the charity are:

Unrestricted funds – funds which can be used in furtherance of the charity's objectives at the discretion of the board of trustees.

Designated funds – funds which have been designated by the board of trustees for a particular purpose, but this designation does not legally restrict the board of trustees' discretion to apply the funds.

Restricted funds – funds which can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Endowment funds – funds that have been given to the charity to be held as capital. Endowments can either be permanent endowment funds which means that they cannot be converted to funds, or expendable endowment funds where the trustees do have a discretionary power to use the funds as income. The endowment funds are accounted for on the basis of any restrictions imposed by the donors.

f) Income

Appeals, grants and donations

Income from appeals, grants and donations is included in incoming resources when: the charity has entitlement to funds, any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably.

Legacies

Entitlement to legacies is taken as the earlier of the date on which either: the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate.

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution.

Where legacies have been notified to the charity, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised, and reference should be made to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest receivable

Interest is included when receivable by the charity.

Commercial trading activities

Income from commercial activities of World Animal Protection Trading Company Limited is included in the period in which the group is entitled to receipt.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following headings:

- Costs of raising funds comprise the costs incurred in generating donations, the costs of trading for fundraising purposes and the costs directly attributable to managing the investments
- Expenditure on charitable activities comprises those costs directly related to the objects of World Animal Protection. It includes both the costs which can be directly allocated to such activities and the costs of an indirect nature necessary to support them. These costs are apportioned on an appropriate basis as set out in Note 6
- Other expenditure represents those items not falling into any other heading.

Grants

Grants payable are accounted for as expenditure in the period in which an irreversible binding commitment to make payment has been entered into and upon receipt of satisfactory management reports.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs. These costs have been allocated between costs of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated have been set out in Note 8.

h) Stock

Stocks are valued at the lower of cost and net realisable value.

i) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

j) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

k) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

l) Financial instruments

The charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments comprise fixed asset investments measured at fair value through profit or loss, and financial assets and liabilities that are initially recognised at transaction value and subsequently measured at their settlement value.

m) Foreign currency

Transactions in foreign currencies are translated at the exchange rate in effect at the time of the transaction. Monetary assets and liabilities in foreign currencies are translated at the rates of exchange prevailing at the balance sheet date. Exchange differences are included in the consolidated SOFA for the period in which they are incurred.

n) Pensions

The charity operates a defined-contribution pension scheme. The assets of the scheme are held separately from the charity in an independently administered fund. The amount charged in the SOFA represents the contributions payable to the scheme in respect of the accounting period.

World Animal Protection USA operated a defined benefit plan which was closed to new entrants on 31 December 2009. Since 1 January 2010 World Animal Protection USA has operated a defined contribution scheme and contributions payable are recognised in the SOFA in the accounting period to which it relates.

o) Significant accounting estimates and judgments

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually. The main estimates in the financial statements relate to depreciation, legacies and provisions. Further information about key assumptions concerning the future, and other key sources of estimation of uncertainty, are set out in the notes.

Photo: In May and June 2021, World Animal Protection visited dolphin venues in the USA to document the conditions animals endure for entertainment. At this undisclosed venue in Orlando, Florida there are 45 dolphins that are mostly born there. Credit: World Animal Protection

2. Income from donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000
Appeals and gifts (individual donations)	**13,558**	**1,551**	**15,109**	13,708	2,258	15,966
Legacies	**9,144**	**85**	**9,229**	5,596	7	5,603
Corporate donations, trusts, foundations, and society grants	**249**	**170**	**419**	260	1,552	1,812
Governments	**363**	**2**	**365**	11	-	11
Major donors	**790**	**383**	**1,173**	839	326	1,165
Gifts in kind	**-**	**-**	**-**	20	-	20
Other income	**41**	**-**	**41**	157	-	157
Income from World Animal Protection affiliates	**5,412**	**733**	**6,145**	5,213	1,275	6,488
	29,557	**2,924**	**32,481**	25,804	5,418	31,222

3. Investments

	Unrestricted funds £'000	Restricted funds £'000	Total 2021 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000
Interest receivable	**11**	**8**	**19**	9	6	15
Investment income from investments	**67**	**-**	**67**	102	-	102
	78	**8**	**86**	111	6	117

4. Subsidiary companies

	Trading company		USA		Australia*		China **	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Income	**33**	33	**3,670**	4,213	**7,871**	7,749	**-**	52
Expenditure	**(22)**	(17)	**(3,270)**	(5,146)	**(7,870)**	(7,748)	**-**	1
Net incoming/(outgoing) resources before gains and losses and gift aid	**11**	16	**400**	(933)	**1**	1	**-**	53
Gift aid	**(14)**	-	**-**	-	**-**	-	**-**	-
Net (outgoing)/incoming resources before gains and losses	**(3)**	16	**400**	(933)	**1**	1	**-**	53
Net gains on investments	**-**	-	**212**	198	**-**	-	**-**	-
Net movements in funds	**(3)**	16	**612**	(735)	**1**	1	**-**	53
Assets	**79**	42	**4,559**	4,158	**2,719**	2,690	**-**	21
Liabilities	**(51)**	(11)	**(251)**	(596)	**(2,004)**	(1,945)	**-**	-
Funds	**28**	31	**4,308**	3,562	**715**	745	**-**	21

*Includes the results for New Zealand, which is a branch of Australia

** The subsidiary in China was closed and was replaced by a branch. The branch's results are reported within the charity numbers.

5. Expenditure on raising funds

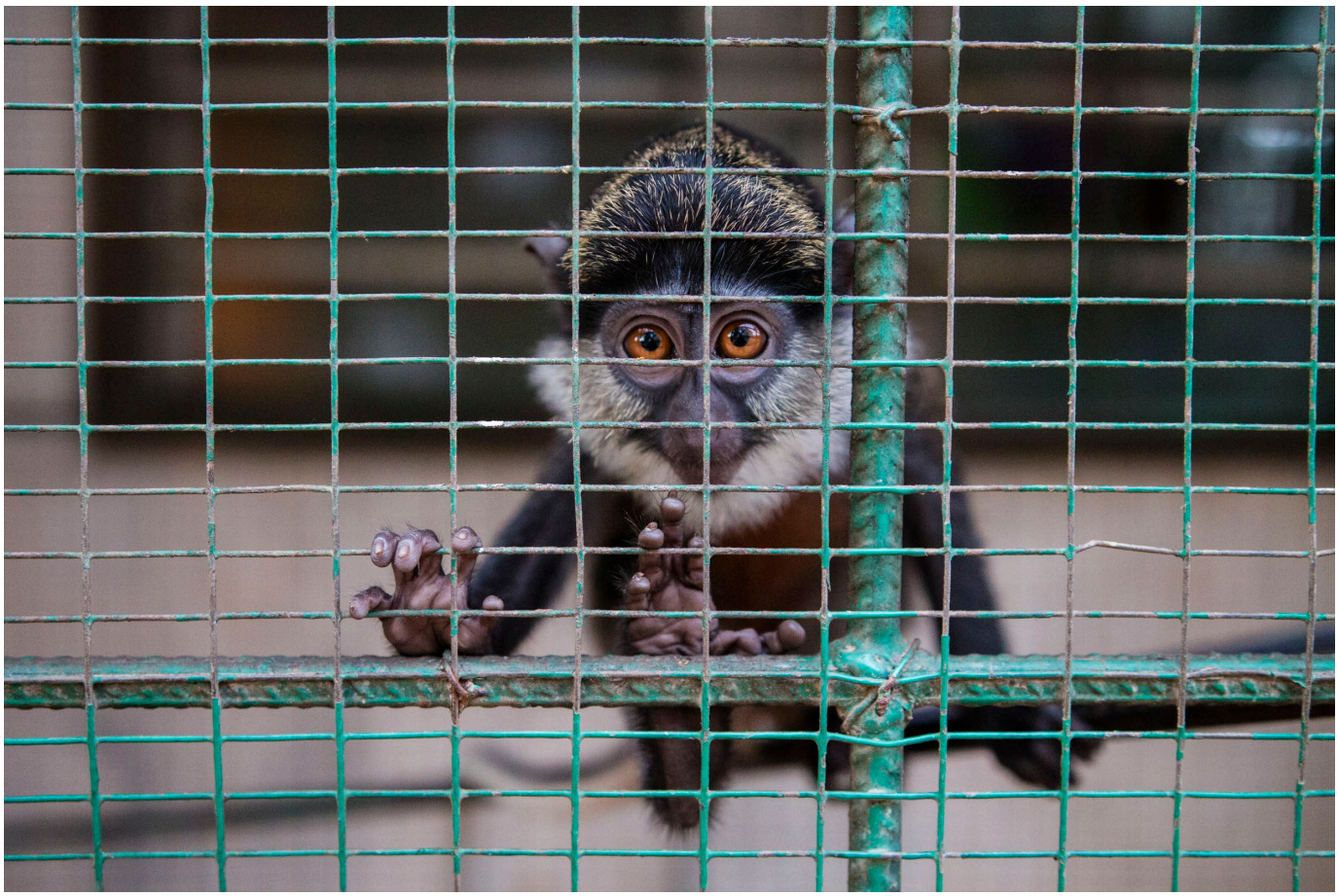
	Total 2021 £000	Total 2020 £000
Appeals and gifts (individual giving)	**5,117**	5,184
Legacies	**101**	43
Corporate donations, trust foundations	**300**	488
Major donors	**81**	75
Fundraising trading	**21**	17
Investment managers' fees	**8**	13
Total	**5,628**	5,820

Included in the above are governance costs of £89,023 (2020: £116,501)

6. Charitable Activities

	Animals in communities	Animals in farming	Animals in disasters	Global advocacy for animals	Animals in the wild	Total 2021 £'000	Total 2020
Grants *(see note 7)*	160	178	123	27	1,131	**1,619**	1,804
Direct expenditure	394	6,350	868	1,688	5,468	**14,768**	16,880
Support costs	207	2,150	264	544	2,142	**5,307**	6,149
Governance costs	21	204	21	46	191	**483**	626
Total 2021	782	8,882	1,276	2,305	8,932	**22,177**	25,459
Total 2020	1,197	8,058	1,774	3,060	11,370	**25,459**	

Photo: For species already vulnerable to becoming extinct due to local pressures from hunting and habitat loss, such as the white-throated guenon, without careful monitoring, even low levels of exploitation for the pet trade could be detrimental to local populations. Credit: World Animal Protection



7. Grants

Grants were made to the following institutions:	2021	2020
Institution name:	£'000	£'000
Asociatia Milioane de Prieteni (AMP)	**165**	341
Bioresource Research Centre	**126**	229
Catalyst	**125**	134
Elephant Livelihood Initiative Environment (ELIE)	**118**	31
International Companion Animal Management Coalition	**106**	-
World Cetacean Alliance	**98**	38
Action for the Protection of Animals	**93**	-
University of Oxford	**60**	125
Tree Tops Elephant Reserve	**58**	25
Instituto Homem Pantaneiro	**55**	-
Kindred Spirit Elephant Sanctuary	**48**	17
Following Giants	**44**	24
Boon Lott's Elephant Sanctuary	**35**	14
ChangChill	**33**	17
Evergreen Labs	**33**	-
Tiger Tops	**32**	27
Tambuyog Development Center, Inc	**31**	15
Education for Nature Vietnam	**30**	57
Ocean Conservancy	**29**	72
Compassion in World Farming	**27**	110
ProVeg e.V.	**26**	11
International Cooperation Committee of Animal Welfare	**23**	34
Green Korea United	**22**	25
Blood Lions	**21**	31
The Philippine Animal Welfare Society	**21**	15
Kenya Agriculture and Livestock Research Organization	**21**	-
Burm and Emily's Elephant Sanctuary	**18**	8
Yayasan Lembaga Konsumen Indonesia	**16**	15
Mahouts Elephant Foundation	**15**	16
Blue Ocean Gear	**14**	15
Vets Beyond Borders	**14**	-
Odonata Foundation	**13**	-
Instituto de Pesquisa e Conservação de Tamanduás	**11**	-
World Parrot Trust	**9**	-
African Union Interafrican Bureau for Animal Resources (AU-IBAR)	**7**	-
Faunalytics	**5**	-
Sierra Leone Animal Welfare Society	**-**	72
Macquarie University	**-**	56
University of Surrey	**-**	43
Zoological Research Museum Alexander Koenig	**-**	32
China Global Philanthropy Institute	**-**	28
Lion's Head Global Partners	**-**	23
The International Pole & Line Foundation	**-**	17
Native Animal Trust Fund Inc	**-**	16
Rabies in West Africa	**-**	15
University of Calgary	**-**	12
Byron Bay Wildlife Hospital	**-**	9
Taronga Conservation Society Australia	**-**	7
Happy Elephant Care Valley	**-**	6
Wildcare Queanbeyan	**-**	5
Other grants to institutions (all under £5,000)	**17**	17
	1,619	1,804

8. Analysis of support and governance costs

	Animals in communities £'000	Animals in farming £'000	Animals in disasters £'000	Global advocacy for animals £'000	Animals in the wild £'000	Consolidated 2021 £'000	Consolidated 2020 £'000
CEO and executive management	49	461	64	122	449	**1,145**	1,301
Finance	40	437	53	102	418	**1,050**	1,374
IT	23	249	32	68	254	**626**	637
Facilities	60	626	67	141	616	**1,510**	1,614
HR	35	377	48	111	405	**976**	1,223
Governance	21	204	21	46	191	**483**	626
	228	2,354	285	590	2,333	**5,790**	6,775

In the table above, the basis of apportionment for support costs has been the proportion of the direct expenditure for each charitable activity compared to total expenditure.

9. Net income

This is stated after charging	2021 £'000	2020 £'000
Operating lease expense	**1,207**	1,249
Depreciation charges	**101**	87
Loss on disposal of fixed assets	**11**	-
Auditor's remuneration:		
Fees payable to the charity's auditor for the audit of the charity's annual accounts	**113**	124
Fees payable to the charity's auditor and its associates for other services:		
– Audit of the accounts of subsidiaries (excluding US office)	**28**	29
– Other non-audit services	**-**	-
Amounts paid to other auditors – internal audit	**23**	8
Amounts paid to US office auditors – Marks Paneth	**33**	30
Investment managers' fees	**8**	13

- Audit remuneration in relation to the group audit was £86,220 (2020: £87,000 to Grant Thornton UK LLP) and this was paid to Crowe UK LLP.
- Audit remuneration for overseas offices was £54,692 (2020: £66,016 to Grant Thornton International member firms) and this was paid to Crowe Global member firms.
- Internal audit remuneration was paid to RSM UK Group LLP.

10. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

	Consolidated 2021 £'000	Consolidated 2020 £'000
Wages and salaries	**9,400**	11,523
Social security costs (national insurance and other taxes)	**815**	922
Other pension costs	**602**	742
	10,817	13,187

In addition, a great amount of time, the value of which is impossible to reflect in these financial statements, was donated by our volunteers. Our volunteers helped to raise funds and provided office administration and support.

The average number of contracted employees throughout the year, calculated on a full-time equivalent basis, was:	2021 Number	2020 Number
Charitable activities, campaigns and publicity	**121**	151
Fundraising	**38**	38
Managing and administration	**41**	52
Leadership and governance	**8**	8
	208	249

The emoluments of members of staff, including benefits in kind within the range of £60,000 to £169,999, are:	2021 Number	2020 Number
£60,000 - £69,999	**9**	20
£70,000 - £79,999	**16**	12
£80,000 - £89,999	**5**	5
£90,000 - £99,999	**4**	5
£100,000 - £109,999	**4**	5
£110,000 - £119,999	**1**	4
£120,000 - £129,999	**1**	1
£140,000 - £149,999	**1**	1
	41	53
The pension costs paid in respect of these employees amounted to	**£183,655**	£221,748

Within our branches and subsidiaries, we employ staff with the required skills and experience to enable our organisation to meet our goals. We attract and retain staff and the salaries are based on the local market. Many of our staff team could make use of their skills elsewhere in the charitable or private sector for considerably higher salaries and of the high earners' number quoted above, only 11 out of 41 staff were employed within the UK.

The key management personnel of the charity are considered to be the Global Leadership Team (GLT). The GLT comprises the CEO, the global director of programmes, the global people director, the global director of finance and resources and the global director of strategic delivery. In the prior year, the GLT comprised the CEO, the global people director, the global director of programmes, the interim global director of finance, the global director of development and the interim global director of strategy. The key management personnel of the charity received £610,484 (2020: £677,237) in salaries and fees. The employer contributions into the charity's pension scheme with respect to key management personnel amounted to £31,506 (2020: £36,143). The total employee benefits of the key management personnel of the charity were £3,680 (2020: £2,348).

Redundancy and termination payments	2021	2020
Redundancy/Termination payments (£'000)	**30**	608
Number of employees made redundant	**1**	30

Trustee expenses

Total board/committee expenses incurred in respect of travel, accommodation and subsistence was £574 (2020: £7,467).

Included in the above are £244 (2020: £317) of expenses reimbursed to one trustee (2020: two).

None of the trustees receive any remuneration for their services as trustees of the charity.

Photo: Giant anteater walks through burnt grassland area, Emas NP, Brazil. Credit: Luiz Claudio Marigo / naturepl.com

11. Tangible fixed assets (consolidated)

	Short leasehold property £'000	Office equipment £'000	Computer equipment £'000	Software £'000	Total £'000
Cost					
At 1 January 2021	893	191	477	241	1,802
Additions	93	25	16	85	219
Foreign exchange differences	(28)	-	(7)	(1)	(36)
Disposals	(44)	(29)	(246)	(43)	(362)
At 31 December 2021	914	187	240	282	1,623
Depreciation					
At 1 January 2021	735	177	429	208	1,549
Disposals	(37)	(24)	(242)	(43)	(346)
Foreign exchange differences	2	3	(10)	-	(5)
Depreciation in year	45	6	33	17	101
At 31 December 2021	745	162	210	182	1,299
Net book amount at 31 December 2021	169	25	30	100	324
Net book amount at 31 December 2020	158	14	48	33	253

Tangible fixed assets (charity)

	Short leasehold property £'000	Office equipment £'000	Computer equipment £'000	Software £'000	Total £'000
Cost					
At 1 January 2021	725	50	337	178	1,290
Additions	93	25	8	85	211
Foreign exchange differences	(33)	(1)	(4)	-	(38)
Disposals	(44)	(29)	(246)	(43)	(362)
At 31 December 2021	741	45	95	220	1,101
Depreciation					
At 1 January 2021	635	41	303	145	1,124
Foreign exchange differences	4	2	(7)	-	(1)
Disposals	(37)	(24)	(242)	(43)	(346)
Depreciation in year	31	5	20	17	73
At 31 December 2021	633	24	74	119	850
Net book amount at 31 December 2021	108	21	21	101	251
Net book amount at 31 December 2020	90	9	34	33	166

12. Fixed Asset Investments (consolidated and charity)

	Consolidated 2021 £'000	Charity 2021 £'000	Consolidated 2020 £'000	Charity 2020 £'000
Market value as at 1 January 2021	6,297	4,944	5,845	4,672
Add: acquisitions at cost	98	-	17	-
Less: investment manager's fees	(8)	(8)	(13)	(11)
Foreign exchange differences	21	-	(40)	-
Less disposals at opening book value	(1,559)	(1,500)	(12)	-
Unrealised gains on revaluation	485	302	500	283
Market value at 31 December 2021	5,334	3,738	6,297	4,944
Historical cost at 31 December 2021	3,467	2,527	4,520	3,630

An analysis of the market value of investments at 31 December 2021 is as follows:	Consolidated 2021 £'000	Charity 2021 £'000	Consolidated 2020 £'000	Charity 2020 £'000
Overseas equities	1,712	1,712	2,205	2,205
UK stock/bond mixed indexed funds	732	732	1,058	1,058
US stock indexed funds	1,197	-	969	-
Bonds	120	120	1,503	1,503
Bond indexed funds	1,539	1,174	558	178
US fixed-interest stock	34	-	4	-
	5,334	3,738	6,297	4,944

At 31 December 2021, the charity owned the entire issued share capital of World Animal Protection Trading Company Limited (£2 cost), a company which supports the charity by carrying out ancillary trading activities. The trading results are set out in Note 4. At 31 December 2021, the amount of this company's assets, liabilities, share capital and reserves was:

	2021 £'000	2020 £'000
Current assets	**79**	42
Creditors: amount falling due within one year	**(51)**	(11)
Creditors: amount falling due after more than one year	**-**	-
	28	31
Called-up share capital – (£2 rounded down to nil)	**-**	-
Profit and loss account	**28**	31
	28	31

13. Debtors

	Consolidated 2021 £'000	Charity 2021 £'000	Consolidated 2020 £'000	Charity 2020 £'000
Trade debtors	**19**	**19**	4	4
Amounts owed by subsidiary undertakings	**-**	**972**	-	921
Amounts owed by other WAP entities	**122**	**122**	120	120
Accrued income	**303**	**248**	164	150
Prepayments	**929**	**712**	780	672
Other debtors	**427**	**172**	423	227
	1,800	**2,245**	1,491	2,094

14. Creditors: amounts falling due within one year

	Consolidated 2021 £'000	Charity 2021 £'000	Consolidated 2020 £'000	Charity 2020 £'000
Trade creditors	**862**	**673**	964	683
Other creditors	**241**	**15**	580	151
Taxes and social security	**247**	**186**	287	225
Accruals and deferred income	**582**	**298**	902	625
Amounts owed to other World Animal Protection entities	**70**	**70**	66	64
Amounts owed to subsidiary undertakings	**-**	**117**	-	267
	2,002	**1,359**	2,799	2,015

15. Provisions

	Consolidated 2021 £'000	Charity 2021 £'000	Consolidated 2020 £'000	Charity 2020 £'000
Opening balance	**151**	**97**	177	118
Provision released during the year	**-**	**-**	(48)	(27)
Foreign exchange differences	**(2)**	**-**	-	-
Provision built up in the year	**-**	**-**	22	6
Closing balance	**149**	**97**	151	97

The provision relates to lease dilapidations for the London and Australian offices.

16. Unrestricted funds (Consolidated and Charity)

Consolidated

	Balance at 1 January 2021 £'000	Income £'000	Expenditure £'000	Realised and Unrealised gains and losses £'000	Transfers £'000	Balance at 31 December 2021 £'000
Designated funds	-	-	-	-	942	942
General & revaluation funds	9,004	29,668	(24,250)	598	(889)	14,131
Total unrestricted Funds	9,004	29,668	(24,250)	598	53	15,073

Charity

Designated funds	-	-	-	-	942	942
General & revaluation funds	5,344	21,431	(16,306)	315	(996)	9,788
Total unrestricted funds	5,344	21,431	(16,306)	315	(54)	10,730

The designated funds include an 'accelerator fund' of £724,638 and a fund of £217,391 to cover a remuneration and grading structure project. Details of the purpose of the designated funds can be found in the reserves policy on page 42.

17. Restricted funds

Consolidated

	Balance at 1 January 2021 £'000	Income £'000	Expenditure/ transfers £'000	Exchange differences £'000	Balance at 31 December 2021 £'000
Animals in farming	824	126	(891)	63	122
Animals in the wild	2	573	(481)	4	98
Animals in communities	-	19	(4)	1	16
Global advocacy for animals	-	240	(240)	-	-
Animals in disasters	249	14	(211)	(69)	(17)
Geographical restrictions	2,444	1,960	(1,836)	(231)	2,337
	3,519	**2,932**	**(3,663)**	**(232)**	**2,556**

Charity

	Balance at 1 January 2021 £'000	Income £'000	Expenditure/ transfers £'000	Exchange differences £'000	Balance at 31 December 2021 £'000
Animals in farming	824	126	(891)	63	122
Animals in the wild	2	573	(481)	4	98
Animals in communities	-	19	(4)	1	16
Global advocacy for animals	-	240	(240)	-	-
Animals in disasters	249	14	(211)	(69)	(17)
Geographical restrictions	2,444	1,960	(1,836)	(231)	2,337
	3,519	**2,932**	**(3,663)**	**(232)**	**2,556**

The restricted expenditure for animals in farming during the year includes £108,412 reallocated from unrestricted funds.

18. Endowments

Consolidated	Italy/ Isle of Capri £'000	General Operations £'000	Eberle Capital £'000	Ruth Whist Capital £'000	Total £'000
Balance at 1 January 2021	35	738	931	474	2,178
Net realised and unrealised gains	-	-	37	18	55
Sale of assets – realised gains/losses	-	-	-	-	-
Foreign exchange differences	-	9	-	-	9
Balance at 31 December 2021	**35**	**747**	**968**	**492**	**2,242**

Charity	Eberle Capital £'000	Ruth Whist Capital £'000	Total £'000
Balance at 1 January 2021	931	474	1,405
Net realised and unrealised gains	36	18	54
Sale of assets – realised gains/losses	-	-	-
Balance at 31 December 2021	**967**	**492**	**1,459**

The Eberle Capital Investment Fund arises from a legacy received in 1991 for the protection of small animals "if possible". The capital of the fund cannot be used for other charitable purposes unless prior approval is given by the trustees. The income arising from this fund is part of unrestricted investment income.

The Ruth Whist Capital Cash Fund arises from a donation for use in work for animals in need. The capital of the fund cannot be spent, and interest should be withdrawn annually for use at the discretion of World Animal Protection's global director of programmes. The income arising from this fund is part of unrestricted investment income.

In World Animal Protection USA, since 1980, numerous donors have contributed to the endowment fund for General Operations. In 1990 the estate of Mona Bismarck contributed an endowment gift for Italy/Isle of Capri. For both funds, the capital amounts must be held in perpetuity and cannot be spent. The income arising from these funds are part of investment income.

The net realised gains and unrealised gains during the year has been reallocated from the revaluation funds.

19. Analysis of net assets between funds

For 2021

Consolidated	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	252	72	-	324
Investments	3,092	-	2,242	5,334
Net current assets	11,878	2,484	-	14,362
Provisions	(149)	-	-	(149)
	15,073	**2,556**	**2,242**	**19,871**

Charity	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	179	72	-	251
Investments	2,279	-	1,459	3,738
Net current assets	8,369	2,484	-	10,853
Provisions	(97)	-	-	(97)
	10,730	**2,556**	**1,459**	**14,745**

For 2020

Consolidated	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	242	11	-	253
Investments	4,119	-	2,178	6,297
Net current assets	4,794	3,508	-	8,302
Provisions	(151)	-	-	(151)
	9,004	**3,519**	**2,178**	**14,701**

Charity	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	155	11	-	166
Investments	3,539	-	1,405	4,944
Net current assets	1,747	3,508	-	5,255
Provisions	(97)	-	-	(97)
	5,344	**3,519**	**1,405**	**10,268**

20. Commitments

Capital commitments: There were no capital commitments by the charity or group, contracted or authorised, at 31 December 2021 or 31 December 2020.

21. Operating lease commitments

Operating lease payments relate to total minimum contractual rent commitments for premises within the group, over the remaining life of the leases.

	Consolidated 2021 £'000	Charity 2021 £'000	Consolidated 2020 £'000	Charity 2020 £'000
Due in one year or less	1,143	802	1,162	834
Between one and five years	3,604	2,003	4,401	2,755
In five years or more	634	72	966	122
	5,381	**2,877**	**6,529**	**3,711**

22. Related party transactions

	Paid by World Animal Protection £'000	Received by World Animal Protection £'000	Amounts owed by World Animal Protection £'000	Amounts owed to World Animal Protection £'000
World Animal Protection Brazil	656	–	70	1
World Animal Protection Canada	–	452	-	11
World Animal Protection Denmark	–	2,870	–	–
World Animal Protection India	258	–	–	110
World Animal Protection Netherlands	–	1,183	–	–
World Animal Protection Sweden	–	1,640	–	–
	914	**6,145**	**70**	**122**

The first column shows the grants given to those affiliate entities that carry out programme delivery work but do not fundraise locally. The second column shows the donations and grants received from fundraising affiliate offices. The balances owed to and from the affiliate entities at the end of the year are also disclosed.

Affiliate entities are governed by their own separate board of directors and are related parties by virtue of their representation on this charity's Senior Leadership Team and the collaboration arrangement between the entities.

23. Guarantee

The charity is also a company limited by guarantee. In the event of winding up, its members would be liable to pay an amount not greater than £1.

24. Analysis of cash and cash equivalents

	At 1 January 2021 £'000	Cash flows £'000	At 31 December 2021 £'000
Cash at bank and in hand	8,796	4,973	13,769
Cash on deposit	808	(27)	781
	9,604	**4,946**	**14,550**

Some of the year-end cash balances are held in a number of foreign currency accounts including US dollars and euro.

25. Pensions

The charity contributed towards a defined contribution scheme for the benefit of employees.

Prior to 31 December 2009, World Animal Protection USA provided a defined benefit pension plan covering salaried permanent employees. Benefits were based on years of service and the employee's remuneration. Effective 31 December 2009, all benefits under the defined benefit pension plan were frozen. Following 31 December 2009, no employees were eligible to participate in the defined benefit pension plan and vested employees in the plan are no longer accruing additional benefits. The scheme is a multi-employer defined benefit pension scheme. The scheme as a whole was in a deficit position of £2.4m ($3.2m) as at 31 December 2021 (2020: £9.7m/$12.9m). World Animal Protection USA's best estimate of its share of the liability is 1.54% which would equate to a deficit position of £37k (2020: £150k). No deficit or other contributions were required in the year to 31 December 2021 (2020: £7k/$9k) and there were no agreed deficit contributions as at that date. World Animal Protection USA is not liable for any other entities' obligations under the terms and conditions of the plan.

Since 2010, World Animal Protection USA has provided a group tax-deferred 403(b) plan covering all permanent employees. The assets are held for each employee in an individual account maintained by an investment firm. Eligible employees may contribute to the plan up to allowable levels. World Animal Protection USA matches employee contributions to the plan up to 3% of each employee's bi-weekly salary. Employees forfeit employer contributions if they terminate in the first three years of employment. Plan contributions incurred by World Animal Protection, before non-vested forfeitures, during the years ended 31 December 2021 and 2020 totalled $36,069 and $26,415, respectively. Non-vested forfeitures totalled $8,379 and $3,724 for the years ended 31 December 2021 and 2020, respectively.

26. Legacies

The value of legacies notified to the Charity, but which do not meet the recognition criteria (and so are not accounted for within the financial statements) is approximately £6.5 million (2020: £6.6 million).

Thank you

To our supporters

We would like to say a sincere thank you to all our supporters. Ending animal suffering starts with moving people to care and contribute; you have made life-changing work for animals possible in 2021.
With your continued generous support, we will work hard in 2022 and beyond to move the world to join us in protecting animals.

To our volunteers

Volunteers are important to World Animal Protection in many ways, from raising vital funds to helping with office administration and support. Many thousands give their time and support by engaging with us in forms of campaign action. So, we would like to express our warmest thanks to you all for your dedication and hard work during 2021. You make a fundamental contribution to our mission to move the world to protect animals.

Photo: Dolphin in Algoa Bay, South Africa. Credit: Raggy Charters

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WORLD ANIMAL PROTECTION

England & Wales - Charity number 1081849

Accounts

Annual report and accounts

2020

Our vision:
A world where animals live free from cruelty and suffering

Our purpose:
We move the world to protect animals

World Animal Protection is registered with the Charity Commission as a charity and with Companies House as a company limited by guarantee. World Animal Protection is governed by its Articles of Association.
Charity registration number 1081849
Company registration number 4029540
Registered office 222 Gray's Inn Road, London WC1X 8HB

About the cover:
Timka is a twenty-year-old male bear who spent most of his life in captivity with Alisa the bear in Ukraine. In November 2020, the LAEO association in Ukraine rescued Timka along with his life partner Alisa, and funded the almost 2,000km journey to AMP's Libearty sanctuary.
Credit: World Animal Protection

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A message from our chief executive

Transforming the systems – tackling the worst abuse

The terrible suffering caused by the COVID-19 crisis provided an unexpected and unparalleled opportunity to put animal welfare on the global agenda. By the end of March our whole organisation was working at an incredible pace on an extraordinary and urgent task – bringing about a global ban to the wildlife trade.

The pandemic, linked to wildlife cruelly captured and sold in Wuhan wet markets, sharply and irrevocably highlighted the inextricable links between human and animal health.

The wildlife trade – both legal and illegal – and the systems that support it, exploit more than a trillion wild animals annually. They are horrifically abused and treated as commodities for use in food, ornaments, traditional Asian medicines, entertainment and as pets.

To tackle their suffering, we formed a clear strategic campaign and target – to convince world leaders from the G20 to support a ban on the trade during their November meeting in Saudi Arabia.

In a massive effort across all our offices, we mobilised more than 1.1 million supporters and achieved recognition from sympathetic governments. Despite this, and the horrific rising human death toll from the virus, the G20 fell short of supporting a ban on the trade. However, G20 agriculture and water ministers did take a significant step. They asked the One Health Tripartite – the World Organisation for Animal Health (OIE), the World Health Organisation (WHO) and the Food and Agriculture Organisation (FAO) – to assess wildlife trade and pandemic links.

Our next move is clear. In 2021 Italy will host two hugely important meetings – the Global Health Summit in May and the next G20 Leaders' meeting in October. We will be targeting both. We also look forward to contributing to the 2021 UN Climate Change Conference in Edinburgh. With your support, we will use our influence to be heard by the highest levels of government and use our local presence to galvanise popular support.

Overturning the systems – our new strategy

COVID-19, SARS, Ebola and swine and avian flus all share a common source: the exploitation of wild and farm animals that are treated as mere commodities by systems profiting from their abuse. People are waking up to the fundamental truth – the more we abuse animals, the more we also put our own lives at risk.

And so, our new strategy for the next 10 years (2021–2030) focusses on overturning the systems that cause so much suffering and anguish to the greatest number of animals. We must elevate animal welfare to a priority issue of global importance firmly linked to the health of people, and the environment.

With your help, determination, passion and commitment we will ensure farmed animals live good lives by transforming the global food system. And we will stop wild animals being cruelly exploited as commodities by changing the systems that allow it.

This sharper focus means we will put less emphasis on other areas on which we have historically campaigned. However, we will continue to protect animals affected by disasters and those in communities by supporting and working with trusted local, national and global partners.

The past year has been financially tough for so many people, and organisations within our sector. We faced a drop in our income and had to restructure our work and teams to reduce our cost base and prepare for delivering our new strategy. These were, of course, challenging times, but I'd like to reassure you that World Animal Protection is in a better place than ever to move forward.

I am forever mindful that the work we do to move the world for animals would be impossible without the valued commitment and support of those who share our vision to end animal cruelty. My sincerest thanks for everything our supporters do to give animals a voice. I look forward to sharing ways we can work together to achieve even more for animals in 2021.

Steve McIvor
Chief executive

Moving the world in numbers 2020

1.12 billion

With our supporters we helped improve the lives of more than **1.12 billion** animals globally.

1.1 million

More than **1.1 million** people signed our petition calling for the G20 to end the wildlife trade.

9

When the tourist industry dried up in Thailand, we paid for elephant food and care in **9** higher welfare elephant venues.

107

All **107** bears at the Romanian bear sanctuary thrived during lockdown. We ensured our partner Asociatia Milioane de Prieteni (AMP) had the money needed to care for them.

27,683

We helped our local partners save **27,683** animals after Taal volcano erupted in the Philippines, and when Hurricanes Eta and Iota devasted communities in Nicaragua and Guatemala.

26,000

In Kenya and Sierra Leone we helped low income families in six Nairobi and Freetown communities feed more than **26,000** dogs.

764 million

Through our Change for Chickens campaign, we successfully pressed fast food retailers, supermarkets and producers to give more than **764 million** chickens better lives.

5

We convinced **five** food companies including Starbucks and Just Salad to invest in plant-based proteins – their efforts are critical in reducing the world's meat consumption.

50

We launched our second edition of the Animal Protection Index (API) ranking how well 50 countries protect animals. The results will help us press for better legislation.

1.5 million

Our documentary 'Fooled by a smile' and its trailer, featuring a former dolphin trainer exposing how dolphins suffer for tourist entertainment, was watched by more than 1.5 million people worldwide.

Our strategy on a page

Our vision is of...

A world where animals live free from suffering

To make our vision a reality...

We move the world to protect animals using our theory of change

Educating and mobilising

Lobbying and advocating

Catalysing sustainable solutions to protect animals

To most effectively deliver our vision we will focus on the issues and activities where we can have the biggest impact on reducing the scale, duration and intensity of animal suffering, through the four priority programmes in our 2015–2020 strategy.

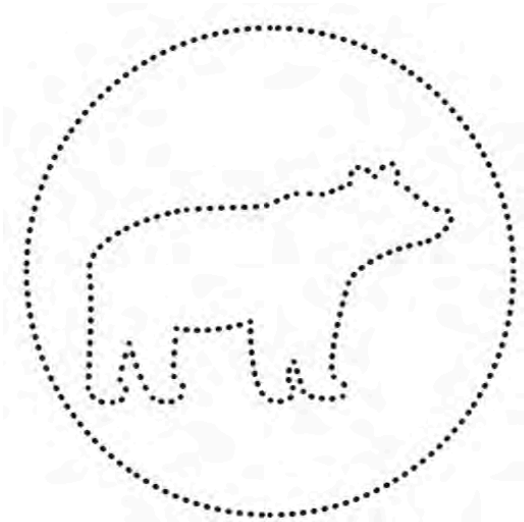
Animals in communities
We will convince the governments of 25 countries to adopt humane and ethical dog population management policies and practices. These will improve the lives of at least 50 million dogs.

Animals in disasters
We will directly benefit the lives of at least 5 million animals through our disaster response and improve the lives of a further 270 million animals by working with target governments to change policy and practice.

Animals in farming
We will transform the lives of at least 1 billion farm animals, secure commitments from four global retail brands and 12 national chicken retailers to source higher welfare chicken and move seven of the top 10 global pig producers to end close confinement and barren environments.

Animals in the wild
We will directly save at least 100,000 wild animals from being traded and used for entertainment, as luxury pets or products, and as traditional medicines. We will also save 1 million marine animals.

Photo: World Animal Protection has been providing emergency funding to Tiger Tops in Nepal, which has been closed to visitors since the start of the COVID-19 crisis in 2020. Thanks to funding from World Animal Protection, the venue has been able to look after the elephants in its care. So far funding has been used for salaries, unhusked rice, hay, molasses and rock salt. Credit: Tiger Tops



Protecting animals in the wild 2020

Our world's wild animals face unimaginable abuse, exploitation, pain and suffering. At least 1.6 trillion suffer through people's actions every year. For profit and greed, they are poached, captured, bred and traded to be used as pets, for entertainment, for traditional Asian medicines, and ornamentation. If left unchecked, this demand for wild animals and their suffering will continue to accelerate. We are determined to stop this legal and illegal exploitation and cruelty for good. We are moving the world to demand that wild animals are valued and protected in the wild where they belong.

Banning the wildlife trade – How we moved a million...

"We wanted a ban... Not just on wildlife markets, with which the pandemic was linked, but to stop all aspects of this horrific trade that inflicts horrendous suffering on billions of animals annually... "So, we pushed the boundaries calling for an end to all legal and illegal wildlife trade...And as the first NGO out of all conservation or animal welfare organisations to do this, we set the agenda."

Kate Nustedt
Global director of wildlife – International

The coronavirus link to a wildlife market in China – where live and dead animals were sold–shone a harsh spotlight on the cruel treatment of wildlife globally for commercial gain. It showed the world-shattering effects of trading wild animals on people's health. This gave World Animal Protection an unprecedented opportunity and an urgent, extraordinary task – to end the wildlife trade.

By the end of March, with the pandemic raging, our employees in 14 countries were working separately and remotely from home. Yet they were united in their common cause of getting the global leaders of the G20 to ban the wildlife trade.

"We had very good and sound reasons for tackling the G20," explains Kelly Dent, our external engagement director. They are 20 of the world's most powerful nations – with a very large percentage of the world's population and about 80% of the world's GDP. They also have a large share of supply and demand fuelling the global wildlife trade."

Sharp focus – targeting the G20

Expert teams combined across the organisation, literally working around the clock because of bases in different time zones, to develop a strategy and prepare extensive advocacy and communications materials. Everything that was developed was built upon our long-term, sound scientific research into the links between the wildlife trade and zoonotic diseases, says Kate Nustedt.

"We knew our issues very well. Our three campaign areas were already focussing on three big drivers of the trade: wildlife for entertainment, wildlife as pets, and wildlife derivatives for traditional medicine. So, we knew the scope and scale of the problem, and had a good understanding of the associated public health risks."

"We have been warning of the threats and dangers of treating wild animals cruelly and the links with zoonotic diseases – those that can transfer between animals and humans. Sixty percent of emerging infectious diseases are zoonotic, with 70% of these thought to originate from wild animals."

Both Kelly and Kate, working with communication colleagues, agreed that public mobilisation would be essential in convincing G20 governments to call for a ban to the wildlife trade. And so, a petition was launched. More than 1.1 million people, moved by the pain and suffering caused by the trade, signed it. This was double the number of signatures World Animal Protection has ever received for a single petition.

Devices used to galvanise support involved social media activities, events including spectacular light projections across Brazilian and Canadian cities and an online interactive map packed with pictures, stories and film showing the trade's flow. Businesses including The Body Shop in Denmark and Sweden embraced the campaign urging customers to sign.

"People always ask me about the importance of petitions," explains Kelly. "They are a very useful tool to show that there is public interest and concern. This is particularly helpful when there are signatures from specific G20 countries as these represent their constituents – voters on the issue."

Mobilising supporters – inspiring government action

She points out that mobilising supporters, and successful country office campaigns with coalition partners were particularly effective. Partners included the Campaign to End Wildlife Trade in the UK, Defenders of Wildlife and Humane Society in Mexico, and Green Korea United in South Korea

"Globally, our work with the C20 the civil society platform influencing the G20 was influential. They helped bring the Australian, UK and French governments on board, and engaged others such as the Canadian and Chinese governments on this issue.

"We identified the ministers that would be really important and so wrote to the health and agriculture ministers outlining our case, what we are looking for and why, urging them to take steps to ban the trade in wildlife."

Other achievements included successfully engaging more than 300 organisations, including the International Fund for Animal Welfare and the Humane Society International, to sign a joint letter to the WHO. The letter urged them to endorse a permanent ban on live wildlife trade markets and the use of wildlife in traditional medicines.

The trade ban was not achieved at the G20 meeting in November 2020. But Kelly, an experienced political lobbyist and campaigner, is not daunted.

"Getting something even onto the agenda of the G20 leaders is incredibly difficult. And so, while we didn't get what we wanted this time, getting the wildlife trade on the political agenda of some of the most powerful countries in the world is an incredible highlight.

"The other highlight was the G20 agriculture ministers meeting acknowledging the connection between human and animal health. So, we have laid very firm foundations for the issue to be back on the agenda at the next G20 meeting in Italy."

Kate is also ready for the next G20 challenge. "We are committed to following up on this opportunity. World Animal Protection people are a special bunch – highly committed, passionate, deeply knowledgeable and committed to bringing lasting changes for wild animals. It is people like them and our supporters that make change happen."

"We had very good and sound reasons for tackling the G20. They are 20 of the world's most powerful nations – with a very large percentage of the world's population and about 80% of the world's GDP. They also have a large share of supply and demand fuelling the global wildlife trade."

Photo: In November 2020, World Animal Protection successfully secured over 1 million signatures from our supporters to support our G20 campaign in ending the global wildlife trade. Credit: World Animal Protection

Wildlife. Not Entertainers

What we intended to do in 2020...	What we did...
Push for the elephant-friendly transformation of more low-welfare elephant venues across Thailand, India and Nepal.	**Launched** an urgent appeal in April to help elephants at 12 observation-only high-welfare venues in Asia at risk of starvation because of the decline in tourism due to COVID-19. Funds raised enabled nine venues in Thailand, one in Cambodia, one in Laos and one in Nepal, to continue to care for the elephants and to provide jobs and income to local people. Because of the pandemic we decided not to support any new venues to transition to elephant-friendly in 2020. Helping the existing high welfare venues stay in business and look after their elephants became our priority.
Mobilise the public to influence the travel industry and reduce the profitability of cruel wildlife entertainment. As part of this, we will increase our focus on first time Chinese travellers to Thailand encouraging them to only participate in responsible, wildlife-friendly activities.	**Exposed** how elephants are cruelly trained – through 'the crush' – for tourism. The undercover and systematic footage we gathered in Thailand shows how young elephants are forcibly removed from their mothers at two years old and then brutally trained to make them submissive enough to interact with tourists. Our release of the footage captured widespread media attention and caused global public outrage. **Launched** our report 'Elephants. Not commodities' on World Elephant Day – 12 August. The report exposed the harsh reality of elephant tourism across Asia and included a foreword written by the high-profile primatologist, Jane Goodall.
Expose companies continuing to promote or profit from cruelty through the wildlife entertainment industry and press them to become wildlife friendly.	**Persuaded** one new company to sign our elephant-friendly pledge and stop promoting all elephant entertainment activities. We also convinced three new companies to sign our wildlife-friendly pledge and stop all activities that use captive wild animals as entertainment. This is despite the challenges of working with an industry so adversely affected by COVID-19. There are now 261 elephant-friendly travel companies; 24 companies have adhered to our wildlife-friendly pledge. **Launched** our report, 'Tracking the travel industry', which ranks companies based on how much they incorporate animal welfare issues in their tours and experiences. The companies assessed were: Airbnb; Booking.com; The Travel Corporation; TripAdvisor; Viator; TUI.co.uk; DER Touristik; Expedia; Flight Centre; AttractionTickets.com; Trip.com; GetYourGuide; Klook, and Musement. The report has opened doors for new conversations about how to improve wildlife-friendly commitments with some of the companies ranked. **Worked** with The Dutch Association of Travel Agents and Tour Operators (ANVR) to update and launch their new animal welfare guidelines. Under the guidelines, entertainment with dolphins and cetaceans (including performances, swim with dolphins and dolphin therapy) and all other performances with wild animals are 'unacceptable'. Although voluntary, these guidelines give tour operators and their members clear guidance regarding the acceptability and unacceptability of animal experiences. Through our efforts, more than 290 Dutch tour operator members are now advised not to offer or support these activities.

What we intended to do in 2020...

What we did...

Supported global tour operator, Intrepid Travel, to launch an animal welfare policy toolkit called 'Don't send wild animals back to work'. The toolkit makes it simple for tourism companies to implement wildlife-friendly practices. It includes information on drafting animal welfare policies and a full policy template modelled on Intrepid's own policy, which we also worked with them to produce.

Escalated our campaign against travel giant, Expedia Group at the start of 2020 to stop selling tickets to captive dolphin venues. Our activities involved public stunts and demonstrations on the streets of the UK, Canada, Brazil, USA, Sweden and the Netherlands. Before the COVID-19 crisis we had achieved more than 300,000 petition signatures and emails. We met with Expedia Group to urge them to stop the sales. However, they were not willing to do this, and so our campaign will continue. This was a step in the right direction, but not far enough. As the travel industry starts to pick up again, our plans are to re-launch our public campaign urging Expedia to end its captive dolphin sales and take a proper stand for wild animals.

Released our new documentary, 'Fooled by a smile', featuring a former dolphin trainer, which highlighted the scale of dolphin industry within tourist entertainment. More than 1.5 million people watched the documentary and trailer globally.

Developed and launched our Travel Back Better website in response to COVID-19, and as part of our global call to end the global wildlife trade. This website offers guidelines and other resources to help companies avoid cruel wildlife tourist venues. It also lists the companies that have joined our wildlife-friendly Pledge.

Partnered with the World Cetacean Alliance (WCA) to promote the Whale Heritage Sites (WHS) Programme. The WHS is a global accreditation that recognises outstanding destinations that implement and celebrate responsible and sustainable whale and dolphin watching. We are developing them as responsible alternatives, close to key captivity hotspots to divert demand. As part of our partnership with WCA, two new candidate sites, Tenerife-La Gomera in Spain and Dana Point in the United States, were recognised as candidate sites. They have submitted their final applications for full accreditation.

Our challenges

The global tourism industry was badly affected by the challenges of COVID-19. So, we suspended our campaign against Expedia Group, allowing them to focus on the impacts the pandemic had on their sector. It is still a priority for us to get Expedia to stop selling and promoting cruel dolphin venues and become more wildlife friendly.

The situation made public campaigning against travel industry targets difficult to achieve, in terms of tone and timing. Also, given that tourists were not travelling, we stopped our planned activities targeting tourists direct, in particular Chinese tourists travelling to Thailand. However, despite the pandemic our underlying aim remained the same – to move the travel industry to stop exploiting wild animals for their economic benefit. So, we developed new plans to suit this COVID-19-adapted approach and shine a light on tourism's role in perpetuating the demand for a supply of wild animals and its involvement in the global wildlife trade.

Wildlife. Not Medicine

What we intended to do in 2020...

Develop our Wildlife. Not Medicine campaign to end the horrific use of wild animals in traditional Asian medicine.

What we did...

Achieved great progress with the research we commissioned with Oxford University – WildCRU – and Three Gorges University in China to identify plant-based alternatives to wildlife use in traditional Asian medicine. They compiled the first complete list of animal species currently used in the official traditional Chinese medicine pharmacopeia list and those that are popular but not in the official list. ·

Developed and launched a website called 'Traditional Chinese medicine alternatives to wild animal preparations' **(www.tawap.org)** in collaboration with traditional medicine experts. The information provided on the website is intended as guidance for practitioners and patients looking for substitutes to remedies containing wild animal parts. By the end of the year, it had been endorsed by four influential organisations.

Moved three international traditional Asian medicine associations and four pharmaceutical organisations in China to sign our pledge supporting an end to the exploitation of wildlife for traditional medicine.

Inspired 313 medical practitioners in China to sign the wildlife-friendly medical practitioners' pledge. This means they have committed to not recommend or prescribe any medicine or health products with wildlife ingredients to patients; they will also support herbal alternatives.

Collaborated with our partner Blood Lions and Lion Coalition in South Africa to develop new research on zoonosis and animal welfare. We submitted papers and presented on these topics to the government's High Level Panel (HLP) to appeal for the abolition of the lion bone export quota and end the captive breeding of lions for traditional Asian medicine. The HLP was set up by the government to review the industry. We presented them with three papers from our joint research on zoonotic diseases, animal welfare and the impact of legislation and practices on lions in the industry. A decision is expected in 2021. Around 8,000–12,000 lions are held captive in facilities across the country. Through quotas as many as 1,500 lion skeletons have been exported in a single year.

Supported a creative initiative with Blood Lions – 800 voices for 800 lions – where a total of 1,300 lion art pieces were submitted by supporters. The purpose was to raise awareness about the lion breeding industry in South Africa and to petition the government to abolish the industry.

Worked with our long term partner Education for Nature Vietnam (ENV) to stop bear farming in the country. Bear bile farming inflicts intense pain and suffering on bears. They are caged in terrible conditions throughout their lives while bile is regularly extracted from their stomachs. Our joint efforts involving campaigning, microchipping of bears and law enforcement have resulted in a 90% reduction in bears held captive on bear bile farms.

What we intended to do in 2020...

What we did...

By the end of 2020 there were 376 farmed bears left in Vietnam and 33 bear-free provinces. During the year 28 bears were confiscated and transferred to rescue centres and 56 bears were microchipped. Microchipping is vital in preventing more bears being snatched from the wild to be farmed for their bile. It sends a clear message that farming is unacceptable and illegal.

Partnered with Green Korea United (GKU) in South Korea to appeal to the government to increase penalties for illegal breeding with an Amendment Bill to the Wildlife Protection and Management Act.

Investigated and exposed the illegal sale of bear bile products in traditional Asian medicine stores throughout New York City. State authorities acted on evidence our US team handed over in April and seized thousands of dollars in products in at least 10 traditional Asian medicine stores. All stores selling the illegal products agreed to sign a Consent Order relinquishing them, and received penalties of US$4,500- $5,000.

Our challenges

Corporate engagement was challenging for us in 2020; many of our target traditional Asian medicine or pharmaceutical companies were focussed on protecting their businesses in response to the pandemic. Despite this, we still secured significant progress in China.

Photo: A seized pangolin at the Natural Resources Conservation Center Riau, Pekanbaru, Indonesia. Credit: Arief Budi Kusuma / shutterstock.com

Wildlife. Not Pets

What we intended to do in 2020...

Continue to disrupt the trade in wild animals as pets by reducing their acceptability and availability. This will involve releasing innovative research and a behaviour change campaign to disrupt Africa's highly prolific and cruel reptile trade.

What we did...

Uncovered the suffering inflicted by the global wildlife pet trade on ball pythons, Africa's most legally traded live animals. More than 3 million have been exported from Benin, Ghana and Togo over the last 45 years to pet traders in Europe, North America and China. 'Suffering in silence' our report and our documentary, 'Uncovering the trade in ball pythons' – seen by 8.3 million people in China – highlighted intensely cruel capture methods. These methods cause the snakes stress, disease, infection and death.

Our investigations also revealed how West African ball python farming creates lethal hotbeds of bacterial and viral diseases including respiratory and skin infections.

The campaign report was underpinned by 10 published scientific papers produced through a collaboration of our research team and reptile experts.

Joined with the Global Youth Biodiversity Network, Universities, Africa Animal Welfare Network, media and other local and international groups and influencers to press for an end for the wildlife trade.

Called on West African countries (Benin, Togo, and Ghana) to introduce a suspension on ball python global exports, and for the main importers (USA, Europe, Canada, and China) to introduce an import ban. Our work on the issue resulted in the following steps forward:

- Benin agreeing to reduce its quota for ball python exports by 20,000.
- Ghana suggesting a scientific assessment of ball python populations in the wild with the intention of reducing export quotas.
- Youzan, an important retail science and technology service provider in China, committing to stop selling all live animals and products associated with the wildlife trade.
- The Alibaba Group, also in China, banning the sale of snakes, pythons, squirrels and lizards from its online platforms Taobao and Tianmao. More than 100 online sellers were required to remove around 10,000 product links.
- More than 66,000 people in the UK signing our petition to ask Doncaster Racecourse to stop hosting their reptile expo – the most important sales event for ball python breeders in the UK. The expo was cancelled because of COVID-19.
- More than 90,000 people in the USA joining our campaign asking UPS to stop carrying exotic pets including ball pythons.
- 37,483 visitors to Baidu – a Chinese search engine – signing our pledge not to buy and own exotic animals as pets. This was through our campaign with the company to reduce exotic pet sales.

What we intended to do in 2020...

What we did...

Launched wildlifetrademap.org/#1 in September. This interactive map exposes the global wildlife trade, and the implicit cruelty and public health risks. The map is a powerful education tool to help people understand the threats of the global trade and the importance of supporting a global wildlife trade ban. It shows examples of the wildlife trade in different parts of the world featuring infographics, videos, and recent evidence. By the end of 2020 it had been viewed by more than 375,000 people globally.

As part of the launch, 16 Instagram influencers in Brazil were introduced to the map and urged to support the campaign. Combined they were able to reach an estimated 3.8 million people who follow them.

We also...

Conducted exotic pet webinars in Canada to highlight the problems caused by the trade. These were attended by 400 government representatives, policy advisors, animal welfare community, public health inspectors, and shelter staff. And our Wildlife. Not Pets team was invited to join the Ontario government's Provincial Animal Welfare Services Act advisory table to provide recommendations on animal welfare regulations.

Carried out market research to understand the shopping behaviour and opinions of PetSmart customers to inform our planned 2021 campaign to stop the public buying exotic pets. PetSmart is one of the largest pet store chains in North America, with approximately 1,650 stores in the USA, Canada and Puerto Rico. In Canada, PetSmart holds the largest market share, with more than 140 stores across the country, and is the only superstore chain that continues to sell reptiles and amphibians.

Submitted Freedom of Information requests in both the UK and Canada to better understand the importation of exotic wild animals. This information is important for our local and global campaigning. In the UK the research into wild animal imports was analysed by Manchester Metropolitan University and written into a published paper. We also published research into licensing of pet shops selling exotic pets. Both these stories achieved strong media coverage.

Uncovered serious abuses of animals at a reptile exhibition in the Netherlands during the pandemic. These included animals of different species being crammed into cages on top of each other. This captured media attention and involved political debate regarding whether these exhibitions should be banned. Our public opinion poll in the Netherlands showed a decline in the acceptability of exotic pets ownership since 2019 with 65% finding it unacceptable in 2020 compared to 61% in 2019.

Achieved a state ban in Florida, USA on the breeding and sale of green iguanas and tegus after our supporters called on state legislators to take action as a part of the invasive species problem. It's unclear how many free-ranging green iguanas are loose in South Florida. More than 7,000 iguana sightings have been recorded by the University of Georgia's Early Detection and Distribution Mapping System since 1998 – most of those since 2012. A large percentage of the lizards now running about the state probably descend from escaped or unwanted pets.

What we intended to do in 2020...

What we did...

Persuaded local and state health and agriculture officials in the USA to talk to the organisers of reptile expos in their jurisdictions. They asked them to take measures issued by the National Association of State Public Health Veterinarians to prevent disease associated with animals in public settings.

Mobilised 35,000 people in the USA to call for the passing of The Big Cat Public Safety Act in the House of Representatives. The bill supporting it achieved more than the needed two thirds majority. However, time ran out before the Senate could vote so it will need to pass the House again in 2021. Once passed, the Act will regulate the private ownership of big cats such as lions, cheetahs, leopards, cougars, jaguars, tigers and other prohibited wildlife species. There are an estimated 5,000–10,000 big cats kept as pets in the USA in unsafe and abusive environments.

Partnered with Brazil's Boys and Girls Scout Movement, which has around 80,000 members, to raise awareness about the scale and suffering caused by the exotic pet trade. An estimated 38 million wild animals are snatched from Brazil's forests to fuel the trade annually and the education of young people is crucial in protecting their country's wildlife. Our partnership has led to the creation of the Brazil Scout Movement's first Wildlife Protector badge.

Our challenges

The COVID-19 pandemic affected internal meetings, traveling, planned offline activities, and the responsiveness of target governments who had to prioritise the pandemic implications to their nations. The corporate engagement actions that we had planned in most of the countries were cancelled or postponed in the second quarter of 2020. So, we pivoted from our original 2020 plans and ensured all Wildlife Not Pets activities were focussed on the global wildlife trade ban campaign for the G20 meeting.

Photo: In 2020, World Animal Protection undertook a study into the welfare of ball pythons traded in the EU and North America. The report found unacceptable welfare conditions in the housing of ball pythons in four environmental areas; mobility, shelter, water, and substrate. Credit: World Animal Protection

Protecting bears in Pakistan

What we intended to do in 2020...

Support our partner the Bioresource Research Centre (BRC) to continue to provide high welfare care for bears in the Balkasar sanctuary. We will also support their efforts lobbying for the second amendment of the Punjab Wildlife Act to increase penalties for cruelty against wild animals.

What we did...

Provided vital funds to BRC throughout a challenging year caused by the COVID-19 pandemic. This support meant they were able to continue the highest possible level of care to all bears formerly used for baiting and dancing. It also helped them save 17 bears from the cruel entertainments of baiting and dancing. Two were confiscated and handed over to the sanctuary and 15 were surrendered to BRC by their owners in exchange for alternative livelihoods. At the end of 2020, Balkasar was home to 70 bears.

Supported BRC to engage with 36 non-bear baiting landlords. Twenty said they would never host any bear baiting events and 12 agreed to speak out against the practice. From monitoring visits of captive and owned bears undertaken by BRC, they estimate that over the last two years the number of microchipped bears has reduced from 110 to around 79. This indicates there are fewer bears being used for entertainment. During one of these visits an un-microchipped bear cub was discovered. Punjab wildlife officials and BRC arranged for the confiscation of the cub and the transfer to its new home.

Celebrated when BRC's successful lobbying achieved the amendment to the Punjab Wildlife Act. This will increase penalties for cruelty against wild animals and give greater protection for wild and captive bears. This is a huge achievement and had previously been delayed due to a challenging political climate in Pakistan.

Our challenges

Throughout 2020 BRC focussed on operating and caring for the bears during a very challenging year with staff resources stretched from the impact of the COVID-19 pandemic. Balkasar was also hit by several severe summer storms. Thankfully no bears or staff were harmed, but fences had to be repaired.

Protecting bears in Romania

What we intended to do in 2020...

Help our partner Asociatia Milioane de Prieteni (AMP) – also known as Millions of Friends – reach their financial self-sufficiency target. This is 70% of the bear sanctuary's running costs.

What we did...

Launched an emergency fundraising appeal when the pandemic struck to ensure that AMP had enough support to cover all operating costs. This enabled them to provide high welfare protection for all sanctuary bears during a very challenging year. Despite the impact of the pandemic on the tourist industry, and closing their doors for months, AMP still managed to end the year with 39% financial self-sufficiency.
Helped AMP welcome six more bears to the sanctuary in 2020 bringing the total they care for to 107.

Our challenges

The COVID-19 pandemic stopped AMP from reaching their self-sustainability target of 70%. However, with our support, AMP maintained high welfare for the bears and looked after the health and safety of both visitors and staff during 2020.

Sea Change

What we intended to do in 2020...

Exit the Sea Change campaign by the end of 2020. This would involve completing the fishing gear marking project in Indonesia, continuing our Global Ghost Gear Initiative (GGGI) membership, and supporting the Joanna Toole Ghost Gear Award. Joanna was World Animal Protection's former head of sea change who was tragically killed in the Ethiopian Airways disaster of 2019.

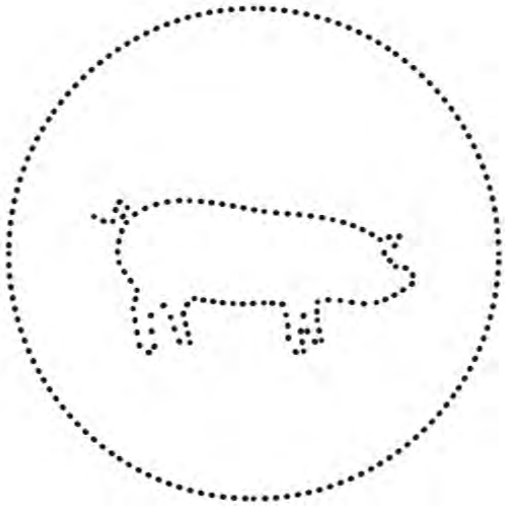
What we did...

Completed the full handover of the GGGI Secretariat to Oceans Conservancy (OC). This secured a lasting future and legacy for this important initiative to remove ghost gear from our oceans. Throughout the handover we remained a member of the GGGI's expert advisory council and oversaw the delivery of final project commitments to OC.
Awarded the Joanna Toole Ghost Gear Award to the International Pole and Line Foundation (IPNLF) Maldives project. The IPNLF made great progress in 2020 through their initiative which incentivises coastal fisheries to collect and upcycle lost and abandoned ghost nets encountered when fishing. The first major successes of the project involved fishers of Gemanafushi Island, Maldives. They recovered four massive fishing nets from the Indian Ocean while safely releasing an entangled turtle. The release and rescue were the first major successes of the project, implemented by IPNLF and the Olive Ridley Project.
Pressed the Australian government, at the National Plastics Summit, to action and fund the Threat Management Plan for Marine Debris, and to join the Global Ghost Gear Initiative (GGGI). The environment minister, Sussan Ley, hosted the invitation-only, one-day forum of more than 200 senior people from government, industry and community sectors. Our head of campaigns in Australia chaired the ocean sessions.

Our challenges

The upgrade of the seal rehabilitation facilities at Hillswick Wildlife Sanctuary, Shetland that we are partly supporting through Sea Change, was delayed because of the pandemic. It was scheduled to start March 2020, but was delayed until October and is scheduled for completion in spring 2021.
Funds for the fishing gear marking project in Indonesia, have been fully distributed to suppliers and partners. However, the pandemic and a change in director general at the Indonesian ministry of marine affairs and fishing have delayed the trial of the technology in the field. The GGGI will finalise this agreement with the Indonesian Ministry.

Photo: Pigs at Niman Ranch, a high welfare farm in the USA. Credit: World Animal Protection



Protecting animals in farming 2020

Most of our planet's 70 billion farm animals spend their lives trapped in factory farms that inflict horrendous suffering. Within these cruel and unacceptable systems, chickens farmed for their meat are bred to grow so quickly that very often their legs can't support their bodies. This in turn leads to painful joint problems and broken bones. They also suffer respiratory and heart problems because of the strain these fast growth rates put on their hearts and lungs.

The systems also condemn mother pigs to spending their days in small narrow cages. These inquisitive social animals have no room to turn around and behave naturally. At just a few days old, their piglets endure painful procedures including castration, tail-docking and tooth clipping.

Throughout 2020 we worked with businesses, governments, farmers and scientists to end this appalling suffering, to give farm animals better lives and to improve people's lives too.

Transforming the food system became our focus

"Before the COVID-19 outbreak we were discussing and researching the pandemic potential of factory farms; how cruel livestock practices create conditions for zoonotic diseases and pandemics to thrive... Then suddenly, in early 2020 – there we were..."

Mark Dia
Global director of animals in farming – International

"Personal interaction with the companies and entities we want to influence to improve farmed animal welfare is really important. So, we had to pull back on a lot of our farm visits, and on face-to-face meetings. This made it challenging to get businesses and producers to fulfil their commitments to us to improve animal welfare.

The global retailers and Quick Service Restaurants (QSRs) – our traditional targets – suddenly had their own new priorities. They were providing lifelines in this global public health crisis, particularly in urban areas, and became heroes to many. We had to put engagement with them on hold, but the situation and their role reinforced our view that they are the vital targets to focus on. They are very prominent in everyone's lives and can implement significant changes.

COVID-19 also put a spotlight on the other disastrous effects that factory farming has on the wellbeing of people in the meat processing industry.

We were at the end of our strategy from 2015–2020, so we measured our impact on the commitments and implementations we had negotiated with companies and governments. We found we had indirectly improved the lives of more than a billion animals."

Planning the next 10 years

Our new 10-year strategy (2021–2030) – transforming the global food system that causes suffering to billions of animals became our major focus. We sought representation from the whole organisation – all the country offices, all the teams. Developing it became a massive highlight for us all.

We looked at our successes over the past five years involving incremental changes to the industrial and the factory farming sector. Then we dramatically shifted our perspective to overturning the very systems that cause such cruelty to farmed animals. Our new strategy clarifies what we must achieve and is very exciting for us and our supporters.

An example of this is the link between factory farming and human health in the light of the pandemic. This builds on our previous work and research regarding antimicrobial resistance.

The animal farming sector is the biggest user of antibiotics on the planet. It uses up to 80% of the world's antibiotics to hide or mitigate the very bad welfare conditions and cruel treatment of animals on factory farms. And the unintended consequence of this is superbugs. This complicates the global response to the pandemic, where treatment of secondary bacterial infections in covid cases could be compromised.

A 2020 UN report targeting factory farming makes the global case that factory farms are pretty much destroying the planet and making it unliveable for future generations.

It's important for us as an organisation to place ourselves at the forefront of this principle and make sure that the animal welfare is part of the global agenda. Transforming the global food system so it is based on good animal welfare, and eating less meat is key to protecting our people, animals and our world."

Raising pigs right

What we intended to do in 2020...

Press multinational supermarkets to end the caging of mother pigs and mutilations of piglets in their pork supply chains. We also said we would influence industry and governments to improve pig welfare and highlight good practice examples from around the world.

What we did...

Moved Brazilian retailer, GPA, to make significant commitments to improving pig welfare which will improve the lives of millions of pigs annually from 2028. GPA has great influence with producers within the South American food industry and has thousands of stores in all regions of Brazil. The company has committed to only source pork products from suppliers that will stop caging sows and that will move them to group housing by 2028. They have also demanded suppliers provide environmental enrichment to pigs throughout production and end painful practices. These include castration and ear notching of piglets. GPA also has specified that the routine and painful practice of teeth reduction, should only be used in cases of extreme need. Tooth reduction is used in crowded and stressful poor welfare conditions to protect piglets and their mothers' udders from bite injuries as the animals compete for milk.

Persuaded Muyuan Group, one of the most influential pig producers in China, to conduct trials on a number of welfare solutions including group sow housing and enrichment for sows and pigs. If successful, these solutions will be implemented across all their farms and potentially benefit tens of millions of pigs.

Lobbied Brazil's ministry of agriculture to establish the first national pig welfare regulation which was published in December after three years of work with us. The regulation sets out several key welfare improvements. These include mandatory environmental enrichment for all animals, the prohibition of painful ear notching and teeth reduction of piglets. It also specifies that new farm builds should adopt group housing.

Raised awareness on farm animal welfare and the role of financial institutions. As a member of the Fair Finance Guide Netherlands, we helped launch a report highlighting the link between financial institutions and deforestation in the Amazon and Cerrado for soy and beef production. Both legal and illegal deforestation is carried out for beef and soy production for animal feed – for factory farmed chickens, pigs and cows. An area the size of a football pitch [around 7,000m²] is lost every single minute to agricultural uses. Our report prompted more than 2,000 Dutch supporters to contact their bank, insurance company or pension fund urging them to stop investing in companies involved in animal suffering or deforestation.

What we intended to do in 2020...

What we did...

Launched the 'Who's telling porkies' report which ranks the top 10 UK supermarkets on their pig welfare and import policies. More than 8,000 emails were sent by our supporters to the bottom ranking supermarkets. They moved six supermarkets to commit to improve their policies. These commitments include publicly reporting on the use of enrichment and making progress to end painful piglet procedures.

Released our 'Quit stalling' report in the USA, which assessed the progress of 56 companies on their commitments to source sow stall-free pork. The report led to progress and commitment updates from Hilton Hotels, Compass Group, Kraft, and Aramark, reaffirming that sourcing only sow-stall free pork remains a priority.

Our challenges

COVID-19 posed the greatest challenge to our campaign as it was no longer appropriate to single out supermarkets to campaign against while they were focussed on their pandemic response. So, we paused our public campaigning for most of the year. This reduced our ability to move multinational supermarkets to end the caging of mother pigs and mutilations of piglets in their pork supply chains. However, towards the end of 2020, we focussed on engaging the retail sector more broadly. This resulted in several supermarkets updating their pig welfare policies or reaffirming their commitments to improving pigs' lives.

Creating change for chickens

What we intended to do in 2020...

Extend our work to protect chickens to China, Australia, Thailand, India and Indonesia and continue to demand that fast food brands improve their chicken welfare policies.

What we did...

Revealed the poor performance of food restaurants globally by launching our second edition of 'The pecking order' in January. We assessed Burger King, Domino's, KFC, McDonald's, Nando's, Pizza Hut, Starbucks and Subway. Combined, these companies use tens of millions of chickens in their businesses annually.

Overall welfare standards were worryingly low, meaning consumers are buying meat from chickens subjected to unnecessary suffering and cruelty. Only KFC was ranked as 'making progress', based on them signing the Better Chicken Commitment (BCC). The BCC commits companies to using slower growing chicken breeds and giving chickens more light and space to behave more naturally.

Generated widespread media coverage with 'The pecking order' – the launch story was seen by 216 million people. The publication is an important tool for our campaign teams who use it to press the companies listed and others for change.

Supported the following companies and organisations to sign up to the Better Chicken Commitment (BCC):

- Nando's UK and KFC Denmark
- Pizza Hut in Europe
- Popeyes in the USA and Canada under the Restaurant Brands International (RBI) umbrella.

What we intended to do in 2020...

What we did...

Started our Change for Chickens campaign in Thailand where we pressed KFC to sign up to the BCC and carried out a series of public mobilisation events encouraging KFC to do the same. We also launched the campaign in Indonesia with a webinar setting out the business case for change.

Conducted an assessment of five Chinese companies' – including fast food restaurants and retailers – performance on animal welfare as part of the Business Benchmark (BBFAW) 2020. The BBFAW is an initiative backed by World Animal Protection and Compassion in World Farming and is a global measure of corporate action on farm animal welfare.

Co-hosted an international forum on animal welfare and public health in December that was attended by 200 people in-person and more than 46,000 online. Most of them were from industry and various academic institutions.

Attended the second Animal Welfare Science (China) Conference in Shanghai in October. This annual conference brings together the food industry, government sectors, academies and non-governmental organisations worldwide. Attendees share and discuss research, policy and practices of farm animal welfare. During the event, the China Animal Health and Food Safety Alliance's – Animal Welfare Science Committee – was officially launched. Xueqin Chu, our farming campaign manager (China), was appointed a committee member. And Zhonghua Zhao, our China country director, gave an online speech on the topic: 'Animal welfare is crucial to human wellbeing'.

Started a Change for Chickens pledge in India to demand high welfare products which received more than 10,000 sign ups and approached KFC regarding moving to higher welfare methods of production. Discussions are on-going.

Liaised with RSPCA Australia as they developed a chicken welfare certification scheme which aligns with some aspects of the BCC.

We also....

Achieved a significant victory for 6 million Colorado chickens through our work on a Colorado ballot initiative. It resulted in the state legislature passing a new bill prohibiting the production and sale of eggs from systems confining hens to battery cages. This will improve the lives of the 6 million hens in the state. It will also help the millions more raised by producers outside of Colorado that want to continue selling eggs in the state.

Our challenges

Most of our global corporate engagement and campaign activities could not be implemented as planned. We experienced challenges and delays in the engagement with producers and QSRs because face-to-face meetings were not possible, and our targets were focussing their time and attention on other urgent priorities. So, we reviewed and reduced our targets across our global campaign.

Reducing meat consumption

What we intended to do in 2020...

Galvanise major influential food companies to provide nutritious, plant-based protein alternatives to their customers and showcasing those food companies that have already done it. We'll also build a movement of people who pledge to reduce their meat consumption and choose higher welfare meat.

What we did...

Influenced five food companies to invest in plant-based proteins. Of these, both Starbucks and Just Salad have already formally introduced plant-based proteins to their menu, and we expect more to follow suit.

Called on our supporters to petition the US Department of Agriculture (USDA) dietary guidelines advisory committee demanding they recommend a reduction in animal-based protein and an increase in plant-based. Tens of thousands of supporters responded, leading to the USDA committee calling for the reduction in their scientific report.

Developed Meating Halfway, a 21-day journey guiding people towards eating less meat. It includes dietary advice from experts, meat reduction recipes on YouTube ranging from plant-based cottage cheese to meatballs, a free meat reduction starter kit, and discounts from corporate partners. During 2020 more than 33,000 people joined our meat reduction campaign.

We also...

Encouraged our supporters to urge their members of Congress to back the Farm System Reform Act, a bill that would prohibit the creation or expansion of factory farms and phase them out by 2040.

Endorsed publicly the Justice for Black Farmers Act, a visionary bill that would address the history of racial discrimination in America's agricultural policy and encourage a new generation of Black farmers.

Our challenges

Restaurant closures and the global pandemic's impact on the food industry was a major challenge. COVID-19 restrictions meant we were unable to travel to conferences for networking and hold off-line, in-person events which are so critical in advancing the meat reduction cause.

Photo: Social media post from the Meating Halfway campagin.
Credit: World Animal Protection

India dairy campaign

What we intended to do in 2020...

Exit the campaign by June 2020.

What we did...

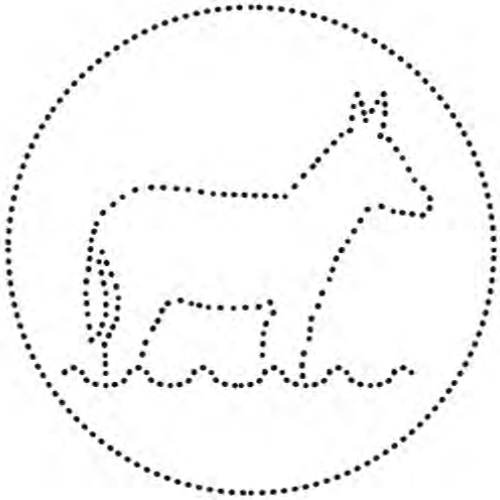
Completed our campaign to improve the lives of India's dairy cows and buffalos in December – six months later than planned due to delays caused by COVID-19. Our campaign started in 2017 to address the suffering of dairy animals confined to urban and semi-urban dairies. India has the largest dairy herd in the world.

Marked the campaign's end by publishing our report on activities, successes and research since 2017 and sending it to the Indian government. We shared it personally with key government stakeholders including the chief minister of Delhi, and the minister of fisheries, animal husbandry and dairying. The report includes results of consumer research, focus group discussions, petitions, offline mobilisation activities, commitments from dairy companies and sign ups from retailers. We also shared it with our supporters, corporates, and other organisations such as NGOs with whom we have worked and networked on the issue.

Celebrated our impact. Since the campaign's launch in 2017 our work with businesses, farmers, federal and state authorities, has improved the lives of more than 68 million dairy cows and buffaloes.

Photo: World Animal Protection commissioned research into illegal urban and semi-urban dairies in several Indian cities. Our India dairy campaign has urged national and local authorities to ensure better treatment for dairy cows and buffaloes. Credit: World Animal Protection

Photo: In December 2019 and January 2020, wildfires spread across Australia, killing over an estimated 1 billion animals, and leaving millions of hectares burnt across the country. To help local organisations with their immediate response, World Animal Protection have provided medical supplies to a mobile bushfire triage van, supporting the care of 21 kangaroos including a female joey called Flame. Credit: Aussie Mobile Vets



Protecting animals in disasters 2020

Animals experience the same terrible effects as people when disasters strike – injury, starvation, thirst, displacement, illness and stress. Our direct responses provide them with food, water, medical care, and other emergency assistance.

More than 1 billion of the world's poorest people depend on animals for food, transport and livelihoods. Consequently, when animals die during disasters, it devastates the people who rely on them for companionship and economic status. So, as well as responding to disasters, we work year-round to help countries prepare and reduce the impact on animals and their owners.

We encourage and train governments, international bodies, and local and national partners to include animals in their plans, policies and practice at international and national levels.

What we intended to do in 2020...	What we did...
Move government authorities in Assam state, India and Minas Gerais state, Brazil to include animals in their disaster management plans. We also will encourage other governments to fulfil the UN's Sendai Framework 2020 deadline, which requires including animals in their national disaster risk reduction strategies.	**Moved** Tamil Nandu state, India to include animals in their official disaster management plans. We also supported them to develop and launch three more Veterinary Emergency Response Units (VERUs) in the state. The VERUs are using our PrepVet training course which fosters coordination between civil defence bodies and ministries of agriculture. **Supported** Thailand's working group in drafting the country's first national disaster risk reduction plan for animals. **Started** work with the Food and Agriculture Organization of the United Nations (FAO) to help people protect animals in areas at high risk of volcanic eruptions in the Pacific Rim region. The one year project will be piloted in Indonesia and the Philippines focussing on Mount Merapi in the Special Region of Yogyakarta and Central Java and at Mount Agung in Bali. There are 129 active volcanoes in Indonesia and their eruptions of pyroclastic flows and toxic ash are extremely dangerous to local people and to their animals on which their livelihoods depend.
Persuade the International Federation of Red Cross and Red Crescent Society's (IFRC's) local chapters to include animals in their guidelines and training programmes.	**Welcomed** the approval of the IFRC Disaster Preparedness and Response Law Checklist by governments and National RCRC Societies at the IFRC Conference. It includes our recommendation related to the evacuation of livestock and animals, and will be adopted by all local chapters. The IFRC also included our recommendations to insert animal welfare provision into their Vulnerability and Capacity Assessment Toolkit. The VCA is an essential part of Red Cross operations. This assessment is not only used in regions prone to natural disasters, but also for surveying health risks and abilities to cope. It is an integral part of disaster preparedness and contributes to the creation of community-based disaster preparedness programmes at rural and urban grassroots level. **Celebrated** the adoption of our PrepVet® course by the Costa Rica Red Cross. This unique and free online resource was launched in 2015. During 2020 the Central American branch of the World Organisation of Animal Health (OIE) called for all ministries of agriculture in Central America to carry out and complete the course. Authorities in Guatemala, Panama and Tamil Nadu State, India have also adopted it. To date, 2,235 people worldwide have completed PrepVet®.

What we intended to do in 2020...

Deploy our expert teams to disaster-stricken areas where we will save more than 250,000 animals from death, injury and disease through our relief operations.

What we did...

Gave live-saving help to 600 farm and pet animals when Taal Volcano erupted in the Philippines in January. Our support enabled our partners to feed starving and abandoned dogs, funded shelter kits for evacuated livestock, and provided veterinary supplies and equipment. Our team then worked with local and national authorities on long-term plans to help prepare to protect animals in future disasters.

Provided long and short-term aid to authorities and organisations working to help animals affected by the Australian bushfires. More than 3 billion animals were killed, injured or displaced. We funded emergency aid for local projects including a mobile triage van. And our face-to-face and online training and resources helped thousands of people and vets prepare to protect animals from future disasters. We are also funding McQuarrie University research, that will be critical in examining how disaster risk reduction and preparedness can be enhanced at a state and federal level.

Saved more than 20,000 animals from suffering in Assam state after July monsoon floods brought havoc and caused massive destruction. Thousands of animals and people were affected. We funded and organised mobile veterinary clinics, and coordinated the response with local partners. We are lobbying the Assam government to include animals in a state animal disaster management plan to protect them from future disasters.

Reached out to our local partners in Nicaragua and Guatemala after their countries were badly hit by hurricanes Eta and Iota in November. We provided them with food and medications that helped more than 8,300 animals.

Supported local animal welfare charity Animals Lebanon after the massive ammonium nitrate explosion tore through Beirut in August. Many pet dogs and cats were lost or stuck under the rubble. Our funding of food and veterinary care helped Animals Lebanon rescue animals trying to survive among the devastation, and supported them in caring for animals in their shelter and in finding new homes.

Our challenges

We could not move Assam state, India and Minas Gerais state, Brazil to include animals in their state disaster management plans because of shifting priorities caused by the pandemic. Pandemic restrictions also meant that we could not galvanise the public in ways that would have highlighted their calls to include animals in the plans. For example, we cancelled our Minas Gerais, Brazil public mobilisation event scheduled for January 2020. This event was intended to remind people of the thousands of animals injured, killed and displaced in the dam burst of January 2019. We also wanted to put pressure on the authorities to include animals in disaster contingency plans.

Despite our advocacy work regarding incorporating animals in disasters into Kenya's Animal Health Strategy, the Animal Health Bill did not pass through Parliament. This is because of the circumstances caused by COVID-19. This is now under the responsibility of the chief veterinary officer.

COVID-19 changed the way we worked on response operations to ensure the safety of our field teams. We carried out fewer interventions, and supported local partners where we could.

Photo: In August 2020, World Animal Protection visited the Kenya Society for the Protection and Care of Animals (KSPCA), to give donations to the community animals hosted in the facility. Credit: World Animal Protection

Protecting animals in communities 2020

Many of the world's 400 million free-roaming dogs endure horrendous lives. They suffer abuse, hunger, lack of veterinary care, injury and disease. Distressingly, around 10 million are killed in cruel culls. This is very often because of people's fear of rabies or because they are concerned about the number of strays in their communities. Methods used can include beatings, poisonings and electrocutions. Culling is often seen as a quick fix, but is cruel and ineffective.

We move governments and communities worldwide to create better lives for dogs through humane dog population management that ends poor treatment and culling. Our solutions involve educating owners and communities, legislation, dog registration, vaccinating against rabies, sterilisation, rehoming – or a combination of some or all of these.

The only way to truly eliminate rabies from an area is to vaccinate 70% of its dog population. Human and animal health are so tightly linked it is not possible to protect people from rabies without protecting dogs first.

We follow the International Companion Animal Management (ICAM) coalition's dog population management methodology. This is a full cycle of action, addressing the root causes of conflict between roaming dogs and communities. We use it to help governments manage dogs humanely and to help communities to live in harmony with dogs.

What we intended to do in 2020...	What we did...
Improve public perception of free roaming dogs in the context of both rabies elimination and COVID-19. We also wanted to support local organisations in Costa Rica, Brazil, Thailand, India, Kenya and Sierra Leone to feed free roaming dogs throughout the COVID-19 crisis.	**Donated** US$ 10,000 worth of pet food to municipalities and to an NGO in Costa Rica to help families under financial pressure from COVID-19 feed their dogs. Altogether we stopped 1,400 dogs from going hungry. **Funded** and delivered 18 tons of dog food and five tons of cat food to 21 small non-governmental organisations feeding and caring for stray dogs and cats in five different Brazilian states. These donations helped more than 6,000 stray dogs and cats. **Delivered** food for approximately 300 dogs at the Hua Koo Temple on the outskirts of Bangkok, Thailand. The temple was inundated with strays and abandoned animals during lockdown. We also provided funds to ensure all the unvaccinated dogs could be vaccinated to prevent disease outbreaks and suffering. **Supported** low-income families in Sierra Leone and Kenya to feed their dogs throughout the COVID-19 crisis. Our donations helped between 23,000 and 28,000 dogs across six constituencies in Freetown and Nairobi. **Helped** create the COVID-19 alliance for companion animal welfare with a group of Latin American NGOs in May. The alliance's purpose is to improve companion animal welfare during and beyond the pandemic. As part of our membership we hosted its first webinar attended by 170 participants. It featured 10 speakers including members of our protecting animals in communities team. **Collaborated,** through our volunteer network in India, with North Delhi Municipal Corporation (NDMC) to feed stray dogs in Corporation areas. We also produced our 'COVID-19 and dogs' dos and don'ts document and shared it with our volunteer network and with local government bodies in Delhi state. Our volunteers also assisted us with events throughout the year including vaccination drives and public awareness activities. Seven hundred dogs were vaccinated. One creative volunteer created an animated video for us to promote dog welfare, vaccination and sterilisation.
Establish a global finance facility that will ensure resources are made available for mass dog vaccination in rabies endemic countries. This initiative will galvanise a global partnership between donor countries, international donor organisations, NGOs, the private sector and rabies endemic countries to eliminate rabies and protect dogs.	**Continued** to call throughout 2020 for global recognition of dog vaccinations and responsible dog ownership to stop people and dogs dying from rabies by 2030 – the UN target. Rabies is responsible for 59,000 human deaths annually. More than 95% of these deaths are caused by dog bites. The only way to effectively achieve zero deaths in people is to properly take care of dogs and achieve herd immunity in the dog population. This is done by vaccinating dogs and promoting responsible ownership. **Celebrated** the launch of the United Against Rabies Forum by WHO director general Dr Tedros Adhanom Ghebreyesus at the United Against Rabies Virtual Conference in September. This is a World Animal Protection concept long advocated for by our animals in communities team. Our expertise and experience led to us being the only civil society organisation asked to speak at the conference. The Forum will unite stakeholders and attract the political attention and financial resources needed to end rabies and deliver the vision of zero dog-mediated human rabies deaths by 2030. The launch represents the accomplishment of a core objective of our Better Lives for Dogs lobbying and advocacy work.

What we intended to do in 2020...

Convince more national governments to include humane dog population management in their national rabies elimination and control strategies. To help us do this we said we would share the effectiveness of Latin American initiatives with other rabies endemic regions. We want to ensure dogs are not killed and abused from fear of rabies.

What we did...

Submitted recommendations on India's national rabies policy. The policy focusses on vaccination and humane dog population management as effective rabies control measures, rather than post-bite treatment for humans and inhumane culling. It will bring monumental change in rabies control in India and has the potential to give more than 30 million dogs better lives.

Supported Ghana, Mali, Gabon and Benin in finalising their rabies elimination strategies. These strategies focus on humane dog population management, rather than inhumane culling, and are likely to save thousands of dogs from cruel treatment which stems from fear of rabies.

Encouraged municipalities across Latin America to show their innovative and effective humane dog population management measures and enter our second animal-friendly cities competition. We received 158 entries from 59 municipalities; Curitiba, Brazil scooped first prize.

Created a best practice booklet from the 2019 and 2020 animal-friendly cities entries. The booklet highlights actions Latin American governments have taken to make their cities companion animal friendly. It will be uploaded to an online repository and will be free to use and download for governments and other stakeholders globally.

Provided ongoing technical support to all participating PARACON member states (Pan-African Rabies Control Network). In Zimbabwe, Benin, Malawi and Zanzibar, via our partners the Global Alliance for Rabies Control (GARC), we supported the implementation of rabies control and dog population management measures. This included the vaccination of 5,359 dogs in Zanzibar.

Moved the veterinary services department of North Delhi Municipal Corporation (NDMC) to organise rabies vaccination drives which protected 604 stray dogs against rabies.

Continued our sponsorship through GARC of an online and face-to-face education platform promoting responsible dog ownership and rabies prevention. By December 2020 the training reached 390,000 people. Our work with GARC has also supported 2,700 people to gain a certificate in dog handling and vaccination which has led to the vaccination of 135,000 dogs.

Launched the 4th edition of our dog population management online course with the public prosecution office of Minas Gerais state, Brazil. The public prosecution service of Minas Gerais state is promoting the course to all governmental agents via their website. By the year's end we had received more than 200 registrations. And with Parana state's government, we developed a new humane dog population management course which will be mandatory for people working with dogs in the state. We estimate that this will give a least 393,000 dogs better lives.

Reached more than 300 teachers and education personnel from every district of Si Saket Province on the importance of rabies elimination through two training sessions we hosted in Thailand. Also, in Thailand we donated 10,100 vaccinations to our government partner the department of livestock development and carried our annual vaccination training for 106 volunteers.

Generated intensive media exposure in China through collaborating with key opinion leaders and celebrities. This resulted in more than 500,000 people signing our pledge to be better dog owners and treat community animals with respect in just one a week.

What we intended to do in 2020...

Continue to promote humane dog population management. We will do this by presenting our research, regarding its effectiveness, at key regional and global platforms and through our membership of the International Companion Animal Management coalition (ICAM).

What we did...

Welcomed, through our chairing role with ICAM, attendees from 63 countries to the webinar 'Dog and cat population management during COVID times'.

Agreed to continue our membership (financial support) of ICAM over the next five years.

We will support them to:

- develop an online repository containing all our educational and research resources that allows stakeholders to find information, guidance, and training on Companion Animal Welfare.
- enhance the public and policy priority of dog population management globally.

Expected steps include:

- research and evidence generation
- development of advocacy and campaign assets and toolkits
- development of communication materials
- advocacy, campaign and communication plan implementation.

Launched our 'All eyes on dogs' report in six languages (Mandarin, Portuguese, Spanish, French, Thai and English). This unique publication outlines how dogs hold the key to eliminating rabies by 2030. It concludes with a set of actions for each stakeholder group – governments, donor bodies, the private sector, the veterinary community and individuals.

Participated in a study with the University of Sao Paulo. The paper, 'Can sterilisation help to prevent roaming in owned dogs and cats?' was published in the Veterinary Science Journal. Roaming is a serious issue regarding the control of rabies, and sterilisation is part of humane dog population management. So, studies like this help show governments that sterilisation and vaccination are better solutions for rabies control than culling. Also in Brazil, a prestigious medical journal published a scientific paper by our campaign manager on COVID-19 transmission and companion animals. It helped dispel misunderstandings about transmission so that animals would not be unfairly persecuted or abandoned.

Developed a case study on our successful pilot vaccination project in Makueni County, Kenya, which was submitted to and accepted by the Rabies in the Americas global conference. The case study shows how our humane rabies elimination programme in Makueni county became a blueprint for other Kenyan counties and the national rabies elimination plan. It will be available on the online repository for other governments to access.

Our challenges

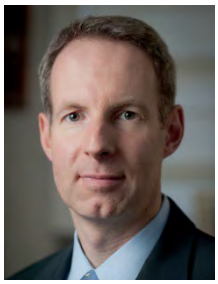
We wanted to move the Chinese government to include humane dog population management policy in their national rabies control plan. Unfortunately, due to COVID-19, the government was focussed on controlling the disease, so we could not secure meetings. However, the Public Security Bureau, our partner in Beijing, said that when the pandemic is controlled, they will look at making our suggested amendments to the dog management by-law in the city.

We also wanted to support countries to develop national rabies elimination strategies in Africa via the African Platform for Animal Welfare and the Animal Health Strategy for Africa. Gabon, Mali, Benin and Ghana signed off their strategies, but we were unable to carry out much of our planned advocacy and vaccination work due to the COVID-19 crisis.

Who made the grade?

Launching the Animal Protection Index 2020

"Effective animal welfare legislation should consider the physical, mental and emotional health of an animal. It is inspiring to see an increasing number of countries recognise and acknowledge animal sentience in their legislation, and the significant impact that this has on the lives of millions of animals."



Phil Wilson
External affairs manager – International

Persuading governments worldwide to improve the lives of billions of animals and stop the systems that cause them suffering is central to our work. And in March 2020 we launched the second edition of the Animal Protection Index (API) a powerful tool to make this happen.

The public face of the API is an easy-to-use, interactive tool, but behind it is a highly detailed and strategic ranking process.

The API involved more than 12 months of painstaking work from World Animal Protection employees and ranks 50 of the world's largest animal-keeping countries according to their welfare policies and legislation.

"To research and rank just one country took around 100 hours," says Phil Wilson our external affairs manager who worked intensively on the project.

"Websites and databases were scoured for information and relevant government departments contacted. All 14 World Animal Protection country offices were involved. The Chief Veterinary Officers (CVOs) for each country were asked to check facts before publication. We contacted CVOs because they organise and operate a country's animal health and protection service and veterinary public health service."

Countries are ranked on an A to G letter system with A representing the highest ranking and G the lowest. The API covers policy and legislation relating to farm animals, captive animals, pets, working animals, wild animals, those used for scientific research and animals used for entertainment.

No country obtained the highest possible score, since none adequately protects animals across each of the 10 indicators to receive an A grade. However, several including Austria, Denmark and Sweden improved their API rankings for the second edition.

By the end of the year, more than 12 countries had either endorsed the API, used it in their communications, or positively changed their policy or legislation. These countries included: Brazil, China, France, Germany, Malaysia, Netherland, New Zealand, Nigeria, Poland, Sweden, UK, and Vietnam.

Several countries, including Malaysia and Nigeria, said they would use their country API reports to assess gaps in their animal welfare legislation and make changes to improve their legislation. The API was also mentioned by members of the Swedish parliament, and Israel's ministry of agriculture said they would like to be included. Some supermarkets and the private sector are using it to source animal products from countries with more humane farm animal welfare legislation.

"The 2020 API, which builds on the success of the first edition of the API in 2014, provides opportunities for focussed discussions with governments on improving their countries' national animal welfare legislation," says Phil.

"As we saw with the launch of our first edition of the API in 2014, it can take some time for countries to pass and implement new and improved animal welfare legislation, but World Animal Protection will continue to push this critical work, which improves the lives of millions of animals around the world."

Some key highlights of improved animal welfare legislation in 2020 include...

- At the start of the year, Denmark passed a new animal welfare law recognising all animals as sentient beings, which will lead to new rules covering all animal species.
- Following the COVID-19 outbreak, China implemented a ban on the trade and consumption of the vast majority of terrestrial (land based) wildlife.
- In September, France banned the breeding of orcas and dolphins in captivity with immediate effect. It also prohibited the import of orcas and dolphins for entertainment and introduced a phase-out ban on the use of wild animals in travelling circuses.

Photo: On Wednesday 2 December 2020, we visited Bomet County in Kenya to donate veterinary drugs and equipment for more than 1,000 dogs, and participate in a mini vaccination drive where over 300 dogs were vaccinated. Credit: World Animal Protection

What we'll do next – 2021

The climate will still be dominated by COVID-19, but here's what we'll focus on as we move into the first year of our bold new strategy…

Working for goal 1

Ensure farmed animals live good lives by transforming the global food system

We'll…

Ensure a decline in public and private support for factory farming. We'll do this by exposing the unsustainable effects of factory farms on animals, the environment and public health.

Drive governments and companies to make and increase their commitments to higher welfare farming and increase their meat reduction commitments.

Mobilise consumers to switch to plant-based products and galvanise support for our campaign to press retailers to sell higher welfare products.

Working for goal 2

Stop wild animals being cruelly exploited as commodities by changing the systems that allow it

We'll…

Focus on banning exports of wild animals, their parts and derivatives, from Africa to supply the exotic pets and traditional Asian medicine trades. We'll also continue to campaign and influence policies and laws to ban the global wildlife trade by targeting G20 leaders

Ensure the global tourism industry builds back better after COVID-19. We'll continue providing emergency food and protection for elephants and bears in high welfare tourist venues affected by the pandemic. And we'll call on the largest operators cruelly exploiting captive dolphins to move towards responsible whale and dolphin destinations.

Share new ground-breaking scientific research and solutions on plant-based alternatives to wildlife used in traditional Asian medicine with key governmental and private sector stakeholders in China. We'll generate a further shift towards plant-only traditional Asian medicine.

Protecting animals in communities

We'll…

Support the International Companion Animal Management coalition (ICAM) and freely share our expertise through a joint World Animal Protection–ICAM website. This site will help local and national governments protect and manage dogs and cats in their communities.

Continue our membership of the United Against Rabies Coalition (UARC) and call for a global end to the transmission of dog-mediated rabies by 2030. We will work with UARC to ensure the United Against Rabies Forum effectively achieves this goal.

Help African countries eradicate rabies from the continent through our involvement during the year with the African Union – Interafrican Bureau for Animal Resources (AU-IBAR).

Protecting animals from disasters

We'll…

Continue to advocate where significant opportunities arise, for governments to prioritise animal welfare in disaster management, and to develop national disaster risk plans. Such plans are critical in implementing the Sendai Framework for Disaster Risk Reduction by 2030.

Work with partners, to protect farmed and wild animals in response to emergencies linked with our wildlife and food systems goals.

Ensure our expertise is freely available online to international organisations, partners and local and national governments. This includes PrepVet®, which guides governments on implementing the Sendai Framework and fosters coordination between civil defence bodies and ministries of agriculture.

Making the biggest difference... for the greatest number of animals

How we'll move the world 2021–2030

Animals are facing a global crisis

1.6 trillion wild animals are killed and suffer every year because of profit and greed for their use as products or entertainments.

70 billion farm animals are consumed annually. Most live in close, cruel confinement in factory farms where they fuel the rising demand for meat as cheaply as possible.

The global wildlife trade and farming systems...

Inflict suffering and anguish on animals

Devastate habitats

Cause public health crises – like COVID-19, SARS, Ebola, swine and avian flus and antibiotic resistance

With our powerful new strategy, we will...

Elevate animal welfare to a priority issue of global importance

Change public perception so that animals are no longer considered mere commodities

Give animals a voice by addressing the root causes of their suffering

We are connecting 4 elements for long-lasting change...

Systems – we will overturn those that fuel the very worst animal abuse.

Scale – we will transform the lives of the greatest numbers of animals.

Sentience – we will give animals a voice, based on science, so all their needs are met.

Sustainability – we will solve the climate emergency, public health crisis and the depletion of natural resources.

We have 2 urgent goals...

Ensure farmed animals live good lives by transforming the global food system

With your help...

- We'll work with influential groups to expose the hidden costs of factory farming to animals, people and the planet, and the collusion and corruption that let it thrive worldwide.
- We'll disrupt the finance flows driving the growth of factory farms and work with others to promote plant-based protein ensuring people have affordable nutrition.

Stop wild animals being cruelly exploited as commodities by changing the systems that allow it

Your support will help us...

- **Continue** to reduce the demand and supply of wildlife for commercial purposes
- **Change** the systems allowing a sustainable use of wildlife and habitats and make sure wild animals are valued, protected and stay in the wild where they belong.

Together we can move the world and take billions of animals out of a cruel cycle of abuse.

Protecting animals in disasters and in communities

To make the biggest impact for animals and make the most of our resources we must urgently address the biggest causes of cruelty – the wildlife trade and factory farming.

So, we will carefully and responsibly shift our work protecting animals in disasters and in communities to our international, national, and local partners. They will continue to benefit from our 50-year legacy of training and empowerment, our expertise, our tools and guidance.

Several countries, including Malaysia and Nigeria, said they would use their country API reports to assess gaps in their animal welfare legislation and make changes to improve their legislation. The API was also mentioned by members of the Swedish parliament, and Israel's ministry of agriculture said they would like to be included. Some supermarkets and the private sector are using it to source animal products from countries with more humane farm animal welfare legislation.

We know that the fate of animals' lives rests in our hands. We are tackling the root causes of their suffering so what we can make the biggest difference to their lives.

Photo: Emily Mudoga (Companion Animal Campaign Manager) with one of the cats housed at KSPCA in Nairobi. Credit: World Animal Protection

Our global reach

World Animal Protection is a truly global organisation, working in over 50 countries across the world, with offices in every habited continent.

Our offices

1 Costa Rica[1]
2 Canada[3]
3 USA[2]
4 Brazil[3]
5 UK[1]
6 Netherlands[3]
7 Denmark[3]
8 Sweden[3]
9 Kenya[1]
10 India[3]
11 Thailand[1]
12 China[1]
13 Australia[2]
14 New Zealand[4]

1 These offices form part of the UK-registered charity and are included in the 'charity' accounts.

2 These offices are subsidiaries of the UK charity and are included in the 'consolidated' accounts.

3 These offices are affiliates.

4 New Zealand is a branch of the Australian office.

Financial review

Our income

Every dollar, baht and pound fuels our work to protect animals

Diversifying and growing our income is a critical component of our work to build a worldwide movement of people who value animals and agree to join us in helping to protect them. With generous support from our supporters, we made significant progress in achieving our vision of a world where animals live free from cruelty and suffering.

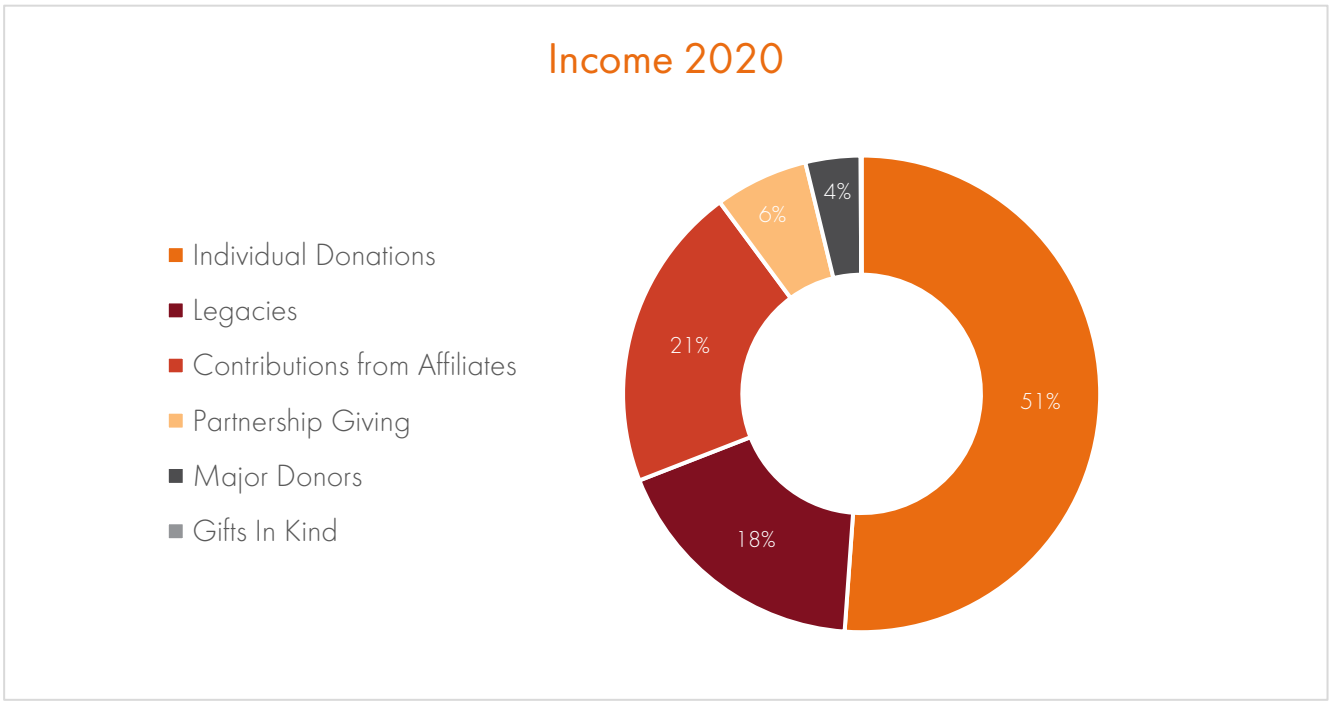
World Animal Protection is committed to delivering sustainable and reliable income in alignment with our mission to protect animals and improve the wellbeing of people and our planet. In 2020, we secured £31.4m in income, a 4.9% decrease on income generated in 2019, and most of the decrease was felt across individual giving and legacy income.

Through the generous support from our individual supporters, we generated total donations of £16.0m in 2020, being a decrease of 4.3% compared to 2019. Fundraising constraints in Thailand for most of 2020 suppressed income generation and we expect this will be resolved in 2021. Legacy income was 22.2% lower than in 2019 as the COVID-19 pandemic has slowed down probate processes nationally.

Major gifts and grants from individuals, governments, businesses and trusts and foundations increased by 12.3% – from £2.6m in 2019 to just over £2.9m in 2020. The Open Philanthropy Project in the USA made several generous, multi-year commitments to our work to improve the lives of farmed animals in China, Southeast Asia and beyond.

Finally, in 2020, our network of affiliated World Animal Protection entities in Canada, Denmark, Netherlands, and Sweden, contributed £6.5m to our animal protection mission.

For more information on our fundraising efforts, please see our 'Global Review 2020', which includes a financial summary of all World Animal Protection entities.



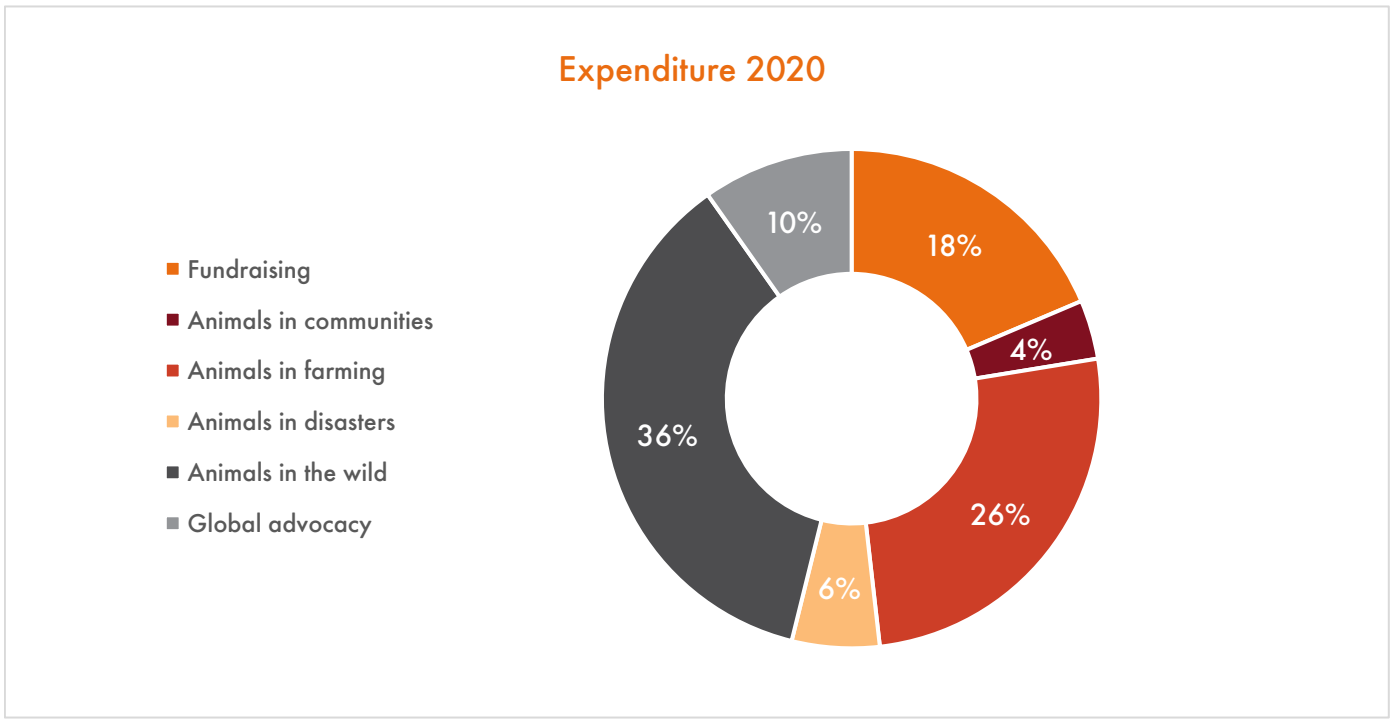
Our expenditure

During 2020 our total expenditure went down by 19.0% from £38.6m to £31.3m. A restructure had been anticipated to facilitate the delivery of our new strategy but the emergence of the global COVID-19 pandemic added the need for a bold cost reduction programme to strengthen our financial resilience into the future. The cost reduction target that we set ourselves necessitated focussed prioritisation centred on our new strategy and sadly involved the departure of a number of our colleagues. Despite these challenges, we were able to continue to undertake significant and highly effective campaigning activities during the year across all programmatic areas. The global pandemic further highlighted the issue of wildlife trade, and we amplified our work campaigning for a global ban of such activities and will continue to do so in 2021.

We ensure that our fundraising is effective and are mindful how we spend our income. In 2020, we spent £5.8m on fundraising activities, which is a 18.3% decrease over 2019. In previous years, we invested heavily in fundraising activities to drive up our fundraising income. We are currently reviewing our income growth strategy for the next decade. At the end of the year, the rate of return was £4.25 for every £1 spent.

A key performance indicator is our spend on charitable activities and in 2020, this was 81.4% of total expenditure, compared to 81.6% in 2019. Staffing costs were just under 42.2% of total expenditure in 2020, compared to 35.7% in 2019. This change reflect the changed operating environment and a pivoting of our plans in response to constraints on some activities caused by the impact of COVID-19.

As well as our four key programmatic areas, we also highlight our expenditure in relation to global advocacy. This activity is key to our theory of change as we move the world to protect animals. These costs relate to communication, education and advocacy across the world.



Our fundraising approach

2020 clearly was a year like no other given the effects of COVID-19 and how it affected the charity sector. Therefore, we recognised in March that the Fundraising Team crucially needed to be able to adapt rapidly to the fluid situation of the pandemic owing to challenges but also opportunities that presented themselves. At the outset, we worked hard to ensure we were able to continue our fundraising operation remotely with the sudden shift to working from home prior to the first lockdown. In addition to adapting our ways of working, we pivoted much of our programmes work that culminated in the G20 campaign, calling all governments for a global wildlife trade ban. We highlighted to the public the vital link between infectious diseases, caused by zoonoses, transmitted from animals to humans that led us to COVID-19. Consequently, Fundraising changed activity to reflect these changes.

As part of the G20 campaign, Fundraising tested multiple messages focusing on wildlife trade ban and the emergency relief for bears in Romania and elephants in Thailand due to the collapse of foreign tourism. Alongside that, we took full advantage of reduced media rates for DRTV (direct response television) owing to advertisers dropping their activity significantly. Despite the difficult operating environment, Fundraising had a strong year by exceeding gross income targets by >£500,000 vs. reforecast and acquired sixteen times more new donors making a one-off donation and 10% new regular givers.

Even in such a difficult year as 2020, World Animal Protection UK continued to adhere to the highest standards of fundraising practice and all fundraising and data protection regulations. We have maintained our membership with the Fundraising Regulator, the Chartered Institute of Fundraising, the DMA (Data and Marketing Association), the Lotteries Council, the Institute of Legacy Management, the Withers Indemnity Project and NCVO (National Council for Voluntary Organisations). We are also licensed by the Gambling Commission.

In order to ensure we provide a relevant and a positive experience to supporters, we continued to monitor all feedback, queries and complaints closely. Over the last few years, we've worked hard to engage with our supporters in their understanding of our work in protecting animals through their donations. In 2020, considering the total supporter interactions that run into the millions, we saw an overall total of 72 complaints, similar to 2019. This was broken-down to 47 fundraising complaints, 25 non-fundraising complaints. We also saw a very low number of telemarketing complaints. All these complaints were successfully resolved.

Photo: The average dolphin enclosure is less than 200,000 times the size of the animal's natural habitat range. In the wild dolphins are free to swim up to 400 km2 a day, and live in large family groups. Credit: NOAA / Adam Li

Financial policies

Reserves policy

An important role for trustees is to manage the long-term sustainability of the organisation. The reserves policy sets out the basic principles that it should:

- give confidence to funders by demonstrating good stewardship and active financial management
- demonstrate, to stakeholders, funders and the public, the charity's resilience and capacity to manage unforeseen financial difficulties
- give voluntary funders an understanding of why funding is needed to undertake a project
- give assurance to creditors that the charity can meet its financial commitments.

As part of this policy, trustees decided to link the calculation of reserves to liquid cash balances.

Our minimum reserves level will incorporate the following principles:

- include liquid cash and investment balances in our branches and subsidiaries
- ensure we have sufficient cash holdings to meet our organisational needs
- embed monitoring of this target into our management information.

Reserves performance

The consolidated reserves are £14.7m (2019: £14.2m) of which £5.7m (2019: £4.5m) is restricted or endowed, and £0.9m (2019: £1m) is a revaluation reserve showing the cumulative uplift in the value of the investments.

At the end of 2020 our liquid reserves were £13.4m (2019: £12.4m), of which £7.5m (2019: £8.0m) was held in the UK. This exceeded the minimum target set for the year which was £9.7m. This minimum liquid reserve target is calculated as follows: Restricted plus endowment reserves plus 10% of budgeted income; with 25% contingency added to the total.

Reserves that were not endowments funds, restricted funds, designated funds or tied up in fixed assets, amounted to £8.8m (2019: £9.5m). This was equivalent to nearly 3 ½ months expenditure based on the 2021 budget.

Investment policy

The trustees reviewed the investment policy during 2017 for the cash holdings which are held by the World Animal Protection UK entity.

The objective of the policy is to balance various requirements:

- to maintain appropriate liquidity in case reserves are needed at short notice
- to achieve the highest possible return on investments
- to minimise risk
- to meet our ethical standards.

The investment policy is to invest surplus funds for the short term in fixed-term or call deposits with a high security rating.

Funds which are not expected to be needed except in the longer term are transferred to an investment manager, whose role is to protect World Animal Protection's investments and generate a return while observing our investment restrictions. As part of the trustees' oversight of this portfolio, the investment performance is considered by the Audit & Finance Committee each year.

Investment performance

Our investment portfolios held in the UK and USA performed relatively well in 2020 despite the global pandemic and achieved investment gains of £480k. In the UK, our average investment returns during the past 5 years have been 9.1% pa.

In the latter part of 2019, we also started reviewing our policies to ensure we have the highest ethical standards balanced with security and returns. However, due to the COVID-19 situation, we have not been able to progress this further. We are continuously monitoring our investment portfolios and keeping up to date with changes in the market.

At the start of 2021, we decided to withdraw £1.5m from the UK investment portfolio to meet short term UK cash flow requirements and to fund our activities over the first few months of 2021.

Grant-making policy

We make grants to other entities in the global World Animal Protection network to contribute to their running and programme costs. We also give grants on a proactive basis to independent partner organisations and institutions to support joint work on strategic campaigns and projects. We may occasionally offer financial support to other bodies for their own activities which clearly contribute to fulfilling our strategic animal welfare objectives.

Grants to entities within the World Animal Protection network are routinely monitored through narrative and financial management reports which include explanations of variance from agreed budgets. Grants to other organisations are awarded only after a due diligence process has been carried out with them in accordance with the detailed procedures that sit beneath our Partnership and Finance policies. This process is aimed at giving us assurance that grantees are financially stable and that they can reliably manage and account for all the funds they may receive from us. Grants are subsequently governed by formal agreements which lay out agreed terms of reference and requirements for regular reporting, so as to ensure the effective use of funds and delivery of our strategic objectives.

Fraud resilience

We are clear that we do not tolerate fraud and corruption. Our approach and policies aim to make the honest majority feel empowered to tackle fraud and corruption through robust whistleblowing policies.

We are not complacent, we provide training to staff and publish articles in our internal newsletter promoting anti-fraud to raise awareness.

We are part of the Charity Finance Group Counter Fraud initiative and use the resources produced by them and the Fraud Advisory Panel to promote a fraud resilience culture.

Data protection

Following on from the work started in 2018, the organisation carried on implementing measures to strengthen our data protection procedures in light of the new General Data Protection Regulations (GDPR). These measures included data audits, improvements in policy and practice and improving staff awareness through workshops to introduce a culture of privacy management and security.

Remuneration policy

We operate a global remuneration policy, approved by the board, which requires an annual review of all salaries. Reviews take into account factors such as local market rates, the level of salary increases within the sector in a given year, general inflation and affordability. Any proposed increases are in line with budgets approved by the board as a part of the annual budget process. Where there are proposed salary increases as per external data on inflation, the cost of living and affordability, these are awarded to staff in July.

Aligned with our overall pay policy, we benchmark the chief executive's salary against salaries of chief executives in global charities of a similar size and income. For the global leadership team, salaries are based on data relating to senior roles in comparable organisations in their respective countries.

Safeguarding

As an organisation we have always taken seriously our duty to protect the welfare of our staff and partners. Within the charity sector there is increasing pressure from regulators and the media to maintain high levels of transparency and integrity. We reviewed our safeguarding policy and it was approved by the board in March 2020. The policy outlines our approach to protect the health, safety and welfare of all staff, volunteers, beneficiaries and others who come into contact with the organisation. This policy sets standards of behaviour and accountability for our staff and partners to ensure a workplace free from abuse and harassment. This is a requirement if World Animal Protection is to remain a credible partner for the major global stakeholders we hope to influence as we seek to deliver our mission.

We must also protect the integrity of our brand, the most valuable asset any charity has. We will do this by ensuring that our effort is not just focused on delivering the maximum impact for the animals we serve, but also that the way we go about our work reflects who we are and what we stand for as an organisation. This is reflected in the set of shared principles enshrined in the global policies we have developed together, and those standards expected of the charity sector more widely.

Modern slavery statement

World Animal Protection has a zero tolerance approach to modern slavery and human trafficking and is fully committed to acting ethically and with integrity in all its business dealings and relationships. We are also committed to implementing and enforcing effective systems and controls to ensure that no modern slavery is taking place anywhere within its offices or in its supply chains.

World Animal Protection has robust governance and risk management framework in place and a number of global policies which aim to minimise the risk of modern slavery in relation to our work. These include:

- Recruitment – as an equal opportunities' employer, we have a rigorous recruitment process. Our recruitment practices include 'right to work' checks for all prospective employees.
- Procurement – our processes ensure we take into consideration the different risks associated in our supply chains. We carry out due diligence checks on key suppliers and ensure we are satisfied that they have appropriate policies in place.

Risk and uncertainties

We believe that sound risk management is integral to both good management and good governance practice. In the last year we have introduced an enhanced risk management policy to ensure that risk management forms an integral part of our decision-making and is incorporated within strategic and operational planning.

Our risk management strategy ensures...

- Risk assessments are conducted on all new activities and projects to ensure they are in line with the charity's objectives and mission.
- Any risks or opportunities arising are identified, analysed and reported at an appropriate level.
- A risk register covering key strategic risks is maintained as a living document and will be presented at least quarterly to the board and more frequently where risks are known to be volatile.
- More detailed operational risk registers are maintained in aspects where this is considered appropriate, taking account of the impact of potential risk and the cost benefit of the exercise.
- All staff are provided with adequate training on risk management and their role and responsibilities in implementing this.
- We regularly review and monitor the effectiveness of our risk management framework and update it as considered appropriate.
- The board receives regular reports on continuing and emerging high concern risks and those where priority action is needed to effect better control.

Our current significant risks include...

- Financial stability. In an uncertain financial environment resulting from the continuing effects of a global pandemic, we closely monitor the ongoing financial health of the organisation and mitigate risks by diversifying income and reducing costs.
- Ability to deliver strategy. 2021 is the start of a new ten year global strategic period and as with any pivoting of strategy, this comes with a change in the ways in which we work. We engage frequently and openly as we harmonise the ways in which we work together.
- Strength of affiliate relationships. Our World Animal Protection affiliates provided 20.8% of 2020 income and are key elements to our global influence in pursuit of our mission for animals. We work closely with these affiliates to maximise the impact we have collectively.
- Operational complexity. We take all reasonable steps to comply with the laws and regulations applicable to UK registered charities, and the relevant regulations where our subsidiaries and branches are located. We engage local professional advice where necessary to supplement the local staff we employ in those locations.
- Ability to retain and attract staff. Our people are the heart of our organisation. It is only through our dedicated and committed teams that we can deliver our mission to move the world to protect animals. We are strongly focussed on creating the right culture for our employees and volunteers to grow and flourish. We want to be able to attract, recruit and retain the very best people to work for World Animal Protection and ensure they have the right support and development to nurture them to work flexibly across the globe.

Structure, governance and management

Our structure

World Animal Protection is a registered UK charity and a company limited by guarantee and the legal parent of three overseas subsidiaries, a UK trading subsidiary and three branches.

The board of trustees consists of no more than 13 people and is responsible for the governance of World Animal Protection ensuring it is effectively and properly run and is meeting its overall purposes as set out in the governing document.

Charity governance

The board is committed to taking good governance and leadership to a higher level and aspire to comply with the Charity Governance Code. The latest review highlighted a good level of compliance overall and has led to some proactive steps being taken to address areas of improvement identified.

Governance

The board meets at least four times a year to review the performance of the charity and make any decisions necessary to its governance and strategic direction. The board has recently undertaken a review and established a revised committee structure:

Audit and finance committee:

- to oversee, with delegated authority on behalf of the board, all financial aspects of the charity, and report back to the board as appropriate
- to guide, advise and make recommendations to the board regarding the approval of budgets, accounts and financial statements and relevant financial policies
- to advise the board on the financial implications of the organisation's strategic plans and its on-going financial viability
- to review the performance of charity investments
- oversee the processes related to risk management and internal control and
- to oversee the internal and external audit processes.

Standing committee:

- discharge the functions of the board between regular board meetings.

Programme and policy committee:

- Review the quality of progress and impact of the organisation's four strategic programme areas, ensuring they are consistent with the global strategy, its theory of change, strategic objectives and goals
- keep under review the organisation's animal welfare policy ensuring that it is consistent with international best practice and evidence, external policy developments, and World Animal Protection's global strategy and brand.

People and culture committee:

- review the CEO's performance, remuneration and appraisal process
- maintain oversight of World Animal Protection's policies on HR and pay to ensure they are consistent with the needs of the business, current legislation and best practice and the board's requirements as expressed from time to time and
- Maintain an oversight of the organisation's development and culture.

The board appoints the CEO who has delegated responsibility for the day to day running of the charity in accordance with policies and strategy set by the board.

Trustee recruitment

World Animal Protection will act positively to create and maintain a skilled, balanced and effective board. Every effort will be made to ensure that there are strong candidates to fill any vacancies that arise. This will include:

- reviewing the board's collective skills, knowledge and experience
- interviewing candidates to explore their commitment, knowledge and skills etc.

Trustee induction

All new trustees are provided with training and support necessary to fulfil their responsibilities effectively. An induction pack is issued, and a programme implemented to ensure they:

- understand their roles and responsibilities as a trustee, and charity law
- have access to our governance documentation, structures and all our approved policies and procedures
- are provided with background information that enhances their understanding of World Animal Protection
- meet staff through office visits or presentations.

Management

The CEO is appointed by the board of trustees to manage the day-to-day operations of the charity. The CEO works with a Global Leadership Team (GLT) which comprises the directors of the key functions.

The full list of 2020 and current members of the GLT and board can be found on page 50 under Reference and administrative details.

Photo: A lioness and her four young cubs in a national park in Kenya. World Animal Protection believes that wild animals should be left in the wild and not be used for entertainment. Credit: iStock. by Getty Images

Reference and administrative details

World Animal Protection is registered with the Charity Commission as a charity and with Companies House as a company limited by guarantee. World Animal Protection is governed by its Articles of Association.

Charity registration number 1081849

Company registration number 4029540

Registered office 222 Gray's Inn Road, London WC1X 8HB

Board of trustees

(who are directors for Companies Act purposes)

Joanna Kerr Chair (appointed on 1 December 2020)
Paul Baldwin Chair (retired 14 July 2020)
Nesta Hatendi [2, 4] Deputy chair (until 30 November 2020)
Franc Alarcón de Barrientos[3]
Sandra Lynn Bereti[2]
Jamie Craig[1]
Franc Cortada[3]
Svetlana Ignatieva[1]
Sarah Ireland [3, 4]
Thomas Jones [1, 4] (resigned 17 July 2020)
Christine Lloyd [2, 3, 4]
Berangere Michel[1]
Mwikali Muthiani[2]
Karen Winton[2]

[1]Member of audit and finance committee; [2]Member of people and culture committee
[3]Member of policy and programmes committee; [4]Member of standing committee

Chief executive officer: **Steve McIvor**

Investment managers
Vanguard Asset
Management Limited
4th floor, The Walbrook Building
25 Walbrook
London EC4N 8AF

Solicitors
Bates Wells and Braithwaite LLP
10 Queen Street Place
London EC4R 1BE

Auditors (External)
Grant Thornton UK LLP
30 Finsbury Square
London EC2A 1AG

Bankers
Barclays Bank PLC
99 Hatton Garden
London EC1N 8DN

Auditors (Internal)
RSM
25 Farringdon Street
London EC4A 4AB

Global leadership team

Steve McIvor
Chief executive

Lena Aahlby
Global director of programmes

Hok Pang (joined March 2021)
Global director of finance & resources

Rachel Briggs
Global director of people

Howard Beeston (left March 2021)
Interim global finance director

Michael Hammer (left July 2020)
Global director of development

Stephen Sibbald
Interim global director for strategy

Our public benefit requirement

Under the Charities Act 2011, charity trustees have a duty to explain in their annual report how they meet the requirement to demonstrate public benefit within the meaning of the Act. They are also obliged to explain the charity's achievements, measured by reference to the charity's aims and to the objectives set by the board of trustees. The advancement of animal welfare is specified as an admissible charitable purpose and is taken to include any purpose directed towards the prevention or suppression of cruelty to animals or the prevention or relief of suffering by animals. Examples of the charitable purposes falling within this description include:

- charities promoting kindness and seeking to prevent or suppress cruelty to animals
- animal sanctuaries
- the provision of veterinary care and treatment
- charities concerned with the care and rehoming of animals that are abandoned, mistreated or lost
- feral animal control, e.g. neutering.

In accordance with the requirements of the Charities Act 2011, the board of trustees has paid due regard to the Charity Commission's guidance on public benefit when deciding on and planning the activities of World Animal Protection.

The report on pages 4-40 demonstrates how we met our charitable purposes in 2020 and our principal achievements under our respective strategic priority areas of work.

Photo: Thanks to funding from World Animal Protection, Tiger Tops in Nepal han been able to continue as normal delivering quantities of food provided to the herd of elephants. Credit: Tiger Tops

Statement of trustees' responsibilities

The board of trustees (who are also directors of World Animal Protection for the purposes of company law) is responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and regulations. Company law requires the board of trustees to prepare financial statements for each financial year.

Under that law, the board of trustees has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 The Financial Reporting Standard applicable in the UK and Northern Ireland. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period.

In preparing these financial statements, the board of trustees is required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice SORP (FRS102)
- make judgements and accounting estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements including Financial Reporting Standard FRS 102;
- prepare the financial statements on a 'going concern' basis unless it is inappropriate to presume that the charitable group will continue in business.

The board of trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In the case of trustees in office at the date the Trustees' Annual Report is approved:

The trustees confirm that:

- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

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

Auditors

In accordance with good practice, we will initiate a competitive tender process to select external auditors for the 2021 financial statements. Grant Thornton UK LLP have expressed their willingness to continue in office and will be invited to tender.

Going concern

The trustees have reviewed the consolidated position of World Animal Protection. They have taken into account the level of reserves and cash, the annual business plan and forecast process, and the systems of financial and risk management.

The trustees have considered the potential impact of a reduction in future income and the consequential effect on expenditure. The scenarios considered have assumed a minimum reduction of 5% and a maximum reduction of 30% in Group income until December 2022. The trustees have also assumed similar levels of reduction in expenditure within six months after the initial drop in income, to allow time for the group to implement necessary actions to maintain a sustainable financial position.

As a result, the trustees believe that World Animal Protection is well placed to manage operational and financial risks successfully. Accordingly, the trustees expect that World Animal Protection has adequate resources to continue in operational existence for the foreseeable future. Consequently, it can continue to adopt the 'going concern' basis of accounting in preparing the financial statements.

This report, including the Strategic Report, was approved by the board of trustees on 22 June 2021 and signed on their behalf by:

Joanna Kerr
Chair

Independent auditor's report to the members of World Animal Protection

Opinion

We have audited the financial statements of World Animal Protection (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2020, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows, the Summary Income and Expenditure Account and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2020 and of the group's and the parent charitable company's incoming resources and application of resources, including the group's and the parent income and expenditure for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and Charities Act 2011.

Basis for opinion

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group and the parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We are responsible for concluding on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

In our evaluation of the trustees' conclusions, we considered the inherent risks associated with the group's and parent charitable company's business model including effects arising from macro-economic uncertainties such as Brexit and Covid-19, we assessed and challenged the reasonableness of estimates made by the trustees and the related disclosures and analysed how those risks might affect the group's and parent charitable company's financial resources or ability to continue operations over the going concern period.

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

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

The responsibilities of the trustees with respect to going concern are described in the 'Responsibilities of trustees for the financial statements' section of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and accounts, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

Other information (continued)

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Strategic Report and the Trustees' Annual Report, prepared for the purpose of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Strategic Report and Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matter on which we are required to report under the Companies Act 2006

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Trustees' Annual Report.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the Trustees' Responsibilities Statement set out on page 52, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- The Group and parent company are subject to many laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements. We identified the following laws and regulations as the most likely to have a material effect if non-compliance were to occur: the Companies Act 2006, Charities Act 2011, Charities SORP (FRS 102), tax legislation, anti-bribery legislation and employment law including Data Protection Act 2018;

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud (continued)

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general sector experience and through discussion with the trustees, and from inspection of the group's board minutes and legal and regulatory correspondence. We discussed the policies and procedures regarding compliance with laws and regulations with the trustees;
- Based on the results of our risk assessment, we designed audit procedures to identify non-compliance with such laws and regulations as identified above. These audit procedures were performed at all components within the scope of our audit. Our procedures also involved journal entry testing, with a focus on journals meeting our defined risk criteria based on our understanding of the business; enquiries of group management and the Audit and finance Committee;
- Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:
  - understanding of, and practical experience with, audit engagements of a similar nature and complexity through appropriate training and participation;
  - knowledge of the industry in which the group and the parent charitable company operates;
  - understanding of the legal and regulatory requirements specific to the group and parent charitable company.
- We did not identify any matters relating to non-compliance with laws and regulation or relating to fraud.

Use of our report

This report is made solely to the charitable company's members and trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 154 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members and trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Grant Thornton UK LLP

William Devitt FCA

Senior Statutory Auditor

for and on behalf of Grant Thornton UK LLP

Statutory Auditor, Chartered Accountants

London

Date: 5 July 2021

Grant Thornton UK LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Consolidated financial statements

Consolidated statement of financial activities for year ended 31 December 2020

	Note	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2020 £'000	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £ '000	Total 2019 £'000
Income and endowment from:									
Donations and legacies	2	**25,804**	**5,418**	**-**	**31,222**	27,509	5,265	-	32,774
Other trading activities	4	**33**	**-**	**-**	**33**	19	-	-	19
Investments	3	**111**	**6**	**-**	**117**	197	10	-	207
Total		**25,948**	**5,424**	**-**	**31,372**	27,725	5,275	-	33,000
Expenditure on:									
Raising funds	5	**(5,522)**	**(298)**	**-**	**(5,820)**	(6,144)	(979)	-	(7,123)
Charitable activities	6	**(21,374)**	**(4,085)**	**-**	**(25,459)**	(26,491)	(5,023)	-	(31,514)
Total		**(26,896)**	**(4,383)**	**-**	**(31,279)**	(32,635)	(6,002)	-	(38,637)
Net gains on investments		**480**	**-**	**-**	**480**	1,088	-	-	1,088
Net movement in funds		**(468)**	**1,041**	**-**	**573**	(3,822)	(727)	-	(4,549)
Reconciliation of funds:									
Fund balances brought forward		**9.731**	**2,708**	**1,781**	**14,220**	13,711	3,327	1,808	18,846
Transfer between funds		**(239)**	**(179)**	**418**	**-**	-	-	-	-
Foreign exchange movement		**(20)**	**(51)**	**(21)**	**(92)**	(158)	108	(27)	(77)
Fund balances carried forward		**9,004**	**3,519**	**2,178**	**14,701**	9,731	2,708	1,781	14,220

The Statement of Financial Activities includes all gains and losses recognised in the year. All the incoming resources and resources expended derive from continuing activities.

The income for the Charity was £23,832,311 (2019: £23,722,743) and expenditure was £23,958,288 (2019: £29,467,817).
The Charity also generated £282,552 (2019: generated net realised and unrealised gains of £880,714) of net realised and unrealised gains leading to an overall net gain of £156,575 (2019 net loss of £4,864,359).

The notes on pages 60 to 78 form part of these accounts.

Consolidated financial statements

Consolidated and charity balance sheets at 31 December 2020

	Note	Consolidated 2020 £'000	Charity 2020 £'000	Consolidated 2019 £'000	Charity 2019 £'000
Fixed assets					
Tangible assets	11	253	166	291	180
Investments	12	6,297	4,944	5,845	4,672
		6,550	5,110	6,136	4,852
Current assets					
Stock		6	-	2	-
Debtors	13	1,491	2,094	2,013	1,708
Cash on deposit	25	808	-	752	-
Cash at bank and in hand	25	8,796	5,176	8,243	5,847
		11,101	7,270	11,010	7,555
Creditors: amounts falling due within one year	14	(2,799)	(2,015)	(2,749)	(2,120)
Net current assets		8,302	5,255	8,261	5,435
Provisions	15	(151)	(97)	(177)	(118)
Net assets		**14,701**	**10,268**	**14,220**	**10,169**
Unrestricted funds	16				
Designated funds		-	-	-	-
Revaluation funds		895	895	1,041	1,041
General funds		8,109	4,449	8,690	5,433
		9,004	5,344	9,731	6,474
Restricted funds	17	3,519	3,519	2,708	2,708
Endowments	18	2,178	1,405	1,781	987
Total funds		**14,701**	**10,268**	**14,220**	**10,169**

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. The notes at pages 60 to 78 form part of these accounts. The financial statements were approved and authorised for issue by the trustees on 22 June 2021.

J Kerr

Chair

Registered company no: 4029540

Consolidated financial statements

Consolidated statement of cash flows for year ended 31 December 2020

	Note	2020 £'000	2020 £'000	2019 £'000	2019 £'000
Cash flows from operating activities:					
Net cash generated by/(used in) operating activities			541		(6,330)
Cash flows from investing activities:					
Interest received	3	15		62	
Investment income	3	102		145	
Purchase of tangible assets	11	(45)		(95)	
Sale of tangible assets		1		-	
Purchase of investments	12	(17)		(10)	
Sale of investments	12	12		3,007	
Net cash used in investing activities			68		3,109
Change in cash and cash equivalents in the reporting period			609		(3,221)
Cash and cash equivalents at the beginning of the reporting period			8,995		12,216
Cash and cash equivalents at the end of the reporting period	25		9,604		8,995

Reconciliation of net income to net cash flow from operating activities

Net movement in funds for the reporting period (as per Statement of Financial Activities)			573		(4,549)
Adjustments for:					
Depreciation charges	11		87		104
Net gains on investments			(488)		(1.072)
Foreign exchange differences			(56)		(32)
Investment income	3		(117)		(207)
Loss on disposal of fixed assets			-		17
(Increase)/decrease in stocks			(4)		2
Decrease/(increase) in debtors			522		(201)
Increase/(decrease) in creditors			24		(392)
Net cash generated by/(used) in operating activities			**541**		**(6,330)**

The notes on pages 60 to 78 form part of these accounts.

Consolidated financial statements

Summary income and expenditure account for the year ended 31 December 2020
The World Animal Protection Group

	Note	2020 £'000	2019 £'000
Income			
Voluntary income	2	31,222	32,774
Activities for generating funds	4	33	19
Investment income	3	117	207
		31,372	33,000
Expenditure			
Costs of generating voluntary income	5	(5,790)	(7,087)
Fundraising trading	5	(17)	(21)
Investment managers' fees	5	(13)	(15)
Charitable activities	6	(25,459)	(31,514)
		(31,279)	(38,637)
Surplus/(deficit) before realised and unrealised gains		93	(5,637)
Unrealised gains on investment	12	480	1,088
Foreign exchange movement		(92)	(77)
Net movement in funds		481	(4,626)

An income and expenditure account is an alternative summary of the information contained in the Statement of Financial Activities. As recommended in the Charities SORP, this statement excludes gifts of capital that are not currently available for revenue expenditure (see Note 18). The income and expenditure account is included in the accounts in order to comply with the Companies Act 2006.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 60 to 78 form part of these accounts.

Notes to the consolidated financial statements

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

World Animal Protection meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

These financial statements are for the legal entity which is World Animal Protection, a charity incorporated in the UK, registered with the Charity Commission and with Companies House as a company limited by guarantee. All figures have been converted into sterling.

Going concern

After discussions with key management personnel and reviewing the Group's forecasts and projections, the trustees have a reasonable expectation that the Group has adequate resources to continue its activities for the foreseeable future.

The trustees have considered the potential impact of a reduction in future income and the consequential effect on expenditure. The scenarios considered have assumed a minimum reduction of 5% and a maximum reduction of 30% in Group income until December 2022. The trustees have also assumed similar levels of reduction in expenditure within six months after the initial drop in income, to allow time for the group to implement necessary actions to maintain a sustainable financial position.

Accordingly, the trustees continue to adopt the going concern basis in preparing the financial statements as outlined in the Trustees' responsibilities statement.

b) Basis of consolidation

The consolidated financial statements of the group incorporate the accounts of the charity including branches in Costa Rica, China, Thailand and Kenya, and its wholly owned trading subsidiary World Animal Protection Trading Company Limited. The branches are also registered as legal entities in their local jurisdictions to comply with the relevant laws and regulations.

The charity is the sole member of World Animal Protection USA, World Animal Protection Australia, and World Animal Protection China. These are included in the consolidated accounts as subsidiaries. The registered offices for the subsidiaries are listed on our website: https://www.worldanimalprotection.org/contact-us

A separate Statement of Financial Activities (SOFA) is not presented because the charity has taken advantage of the provisions of Section 408 of the Companies Act 2006.

c) Fixed asset investments

Fixed asset investments are stated at their market value at the balance sheet date. Any gain/loss on revaluation is recognised in the consolidated SOFA.

d) Tangible fixed assets

Tangible fixed assets acquired with a fair value over £5,000 are capitalised and depreciated on a straight-line basis over their expected useful lives as follows:

- Computer equipment – 3 years
- Software – 3 years
- Office equipment – 3 years
- Short leasehold property – The life of the lease

e) Fund accounting

Funds held by the charity are:

Unrestricted funds – funds which can be used in furtherance of the charity's objectives at the discretion of the board of trustees.

Designated funds – funds which have been designated by the board of trustees for a particular purpose, but this designation does not legally restrict the board of trustees' discretion to apply the funds.

Restricted funds – funds which can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Endowment funds – funds that have been given to the charity to be held as capital. Endowments can either be permanent endowment funds which means that they cannot be converted to funds, or expendable endowment funds where the trustees do have a discretionary power to use the funds as income. The endowment funds are accounted for on the basis of any restrictions imposed by the donors.

f) Incoming resources

Appeals, grants and donations

Income from appeals, grants and donations is included in incoming resources when: the charity has entitlement to funds, any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably.

Legacies

Entitlement to legacies is taken as the earlier of the date on which either: the charity is aware probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate.

Legacies (cont'd)

Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably, and the charity has been notified of the executor's intention to make a distribution.

Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised, and reference should be made to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity, which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

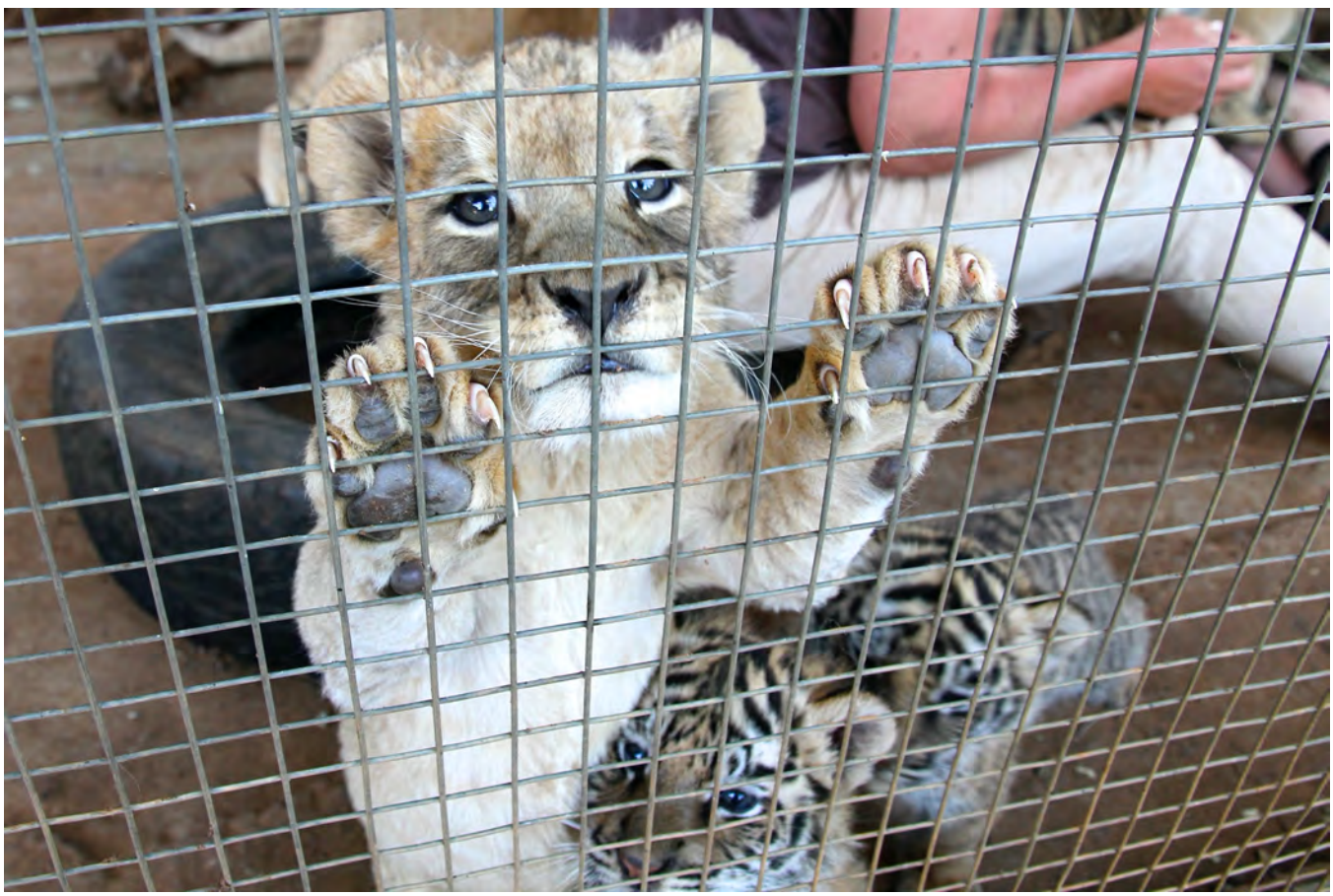
Interest receivable

Interest is included when receivable by the charity.

Commercial trading activities

Income from commercial activities of World Animal Protection Trading Company Limited is included in the period in which the group is entitled to receipt.

Photo: A lion and tiger cub at an undisclosed venue in South Africa offering petting and interaction with big cats. Credit: Pippa Hankinson / Blood Lions



g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure is classified under the following headings:

- Costs of raising funds comprise the costs incurred in generating donations, the costs of trading for fundraising purposes and the costs directly attributable to managing the investments
- Expenditure on charitable activities comprises those costs directly related to the objects of World Animal Protection. It includes both the costs which can be directly allocated to such activities and the costs of an indirect nature necessary to support them. These costs are apportioned on an appropriate basis as set out in Note 6
- Other expenditure represents those items not falling into any other heading.

Grants

Grants payable are accounted for as expenditure in the period in which an irreversible binding commitment to make payment has been entered into and upon receipt of satisfactory management reports.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs. These costs have been allocated between costs of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated have been set out in Note 8.

h) Stock

Stocks are valued at the lower of cost and net realisable value.

i) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

j) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

k) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

l) Financial instruments

The charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments comprise fixed asset investments measured at fair value through profit or loss, and financial assets and liabilities that are initially recognised at transaction value and subsequently measured at their settlement value.

m) Foreign currency

Transactions in foreign currencies are translated at the exchange rate in effect at the time of the transaction. Monetary assets and liabilities in foreign currencies are translated at the rates of exchange prevailing at the balance sheet date. Exchange differences are included in the consolidated SOFA for the period in which they are incurred.

n) Pensions

The charity operates a defined-contribution pension scheme. The assets of the scheme are held separately from the charity in an independently administered fund. The amount charged in the SOFA represents the contributions payable to the scheme in respect of the accounting period.

World Animal Protection USA operated a defined benefit plan which was closed to new entrants on 31 December 2009. Since 1 January 2010 World Animal Protection USA has operated a defined contribution scheme and contributions payable are recognised in the SOFA in the accounting period to which it relates.

o) Significant accounting estimates and judgments

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually. The main estimates in the financial statements relate to depreciation, legacies and provisions. Further information about key assumptions concerning the future, and other key sources of estimation of uncertainty, are set out in the notes.

2. Income from donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2019 £'000
Appeals and gifts (individual donations)	**13,708**	**2,258**	**15,966**	13,594	3,087	16,681
Legacies	**5,596**	**7**	**5,603**	6,906	293	7,199
Corporate donations, trusts, foundations and society grants	**260**	**1,552**	**1,812**	520	1,084	1,604
Governments	**11**	**-**	**11**	-	99	99
Major donors	**839**	**326**	**1,165**	610	347	957
Gifts in kind	**20**	**-**	**20**	306	-	306
Other income	**157**	**-**	**157**	54	-	54
Income from World Animal Protection affiliates	**5,213**	**1,275**	**6,488**	5,502	355	5,857
Gifted assets	**-**	**-**	**-**	17	-	17
	25,804	**5,418**	**31,222**	27,509	5,265	32,774

3. Investments

	Unrestricted funds £'000	Restricted funds £'000	Total 2020 £'000	Unrestricted funds £'000	Restricted funds £'000	Total 2019 £'000
Interest receivable	**9**	**6**	**15**	52	10	62
Investment income from investments	**102**	**-**	**102**	145	-	145
	111	**6**	**117**	197	10	207

Photo: A wild Blue-and-yellow Macaw (Ara arauna) in hotel área of Serra da Bodoquena, state of Mato Grosso do Sul, Brazil. Credit: Mauricio Forlani/ World Animal Protection Brazil

4. Subsidiary companies

	Trading company		USA		Australia*		China	
	2020	2019	2020	2019	2020	2019	2020	2019
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income	**33**	19	**4,213**	5,859	**7,749**	8,236	**52**	812
Expenditure	**(17)**	(22)	**(5,146)**	(4,606)	**(7,748)**	(8,236)	**1**	(863)
Net incoming/(outgoing) resources before gains and losses and gift aid	**16**	(3)	**(933)**	1,253	**1**	-	**53**	(51)
Gift aid	**-**	(66)	**-**	-	**-**	-	**-**	-
Net (outgoing)/incoming resources before gains and losses	**16**	(69)	**(933)**	1,253	**1**	-	**53**	(51)
Gains on investments	**-**	-	**198**	207	**-**	-	**-**	-
Net movements in funds	**16**	(69)	**(735)**	1,460	**1**	-	**53**	(51
Assets	**42**	81	**4,158**	4,720	**2,690**	1,978	**21**	32
Liabilities	**(11)**	(67)	**(596)**	(343)	**(1,945)**	(1,280)	**-**	(62)
Funds	**31**	14	**3,562**	4,377	**745**	698	**21**	(30)

*Includes the results for New Zealand, which is a branch of Australia

5. Expenditure on raising funds

	Total 2020 £000	Total 2019 £000
Appeals and gifts (individual giving)	**5,184**	6,488
Legacies	**43**	53
Corporate donations, trust foundations	**488**	477
Major donors	**75**	69
Fundraising trading	**17**	21
Investment managers' fees	**13**	15
Total	**5,820**	7,123

Included in the above are governance costs of £116,501 (2019: £94,838)

6. Charitable Activities

	Animals in communities	Animals in farming	Animals in disasters	Global advocacy for animals	Animals in the wild	Total 2020 £'000	Total 2019
Grants *(see note 7)*	110	98	99	110	1,387	**1,804**	1,518
Direct expenditure	719	5,816	1,237	2,139	6,969	**16,880**	22,919
Support costs	322	1,930	395	753	2,749	**6,149**	6,441
Governance costs	46	214	43	58	265	**626**	636
Total 2020	1,197	8,058	1,774	3,060	11,370	**25,459**	31,514
Total 2019	1,735	8,209	2,415	3,885	15,270	**31,514**	

Photo: In June 2020, two new bear cubs arrived at Liberty bear sanctuary, in Zarnesti, Romania. Bamse (left) had sadly been left by her mother, after entering a small village and being chased out, whilst 'Kenya' (right) had somehow fallen in a river and got stuck there for over 24 hours. Both cubs were rescued by AMP (Asociatia Milioane De Prieteni) and brought to Libearty bear sanctuary where they were treated and looked after by staff. Credit: AMP

7. Grants

Grants were made to the following institutions: Institution name:	2020 £'000	2019 £'000
Asociatia Milioane de Prieteni (AMP)	**341**	200
Bioresource Research Centre	**229**	262
Catalyst	**134**	-
University of Oxford	**125**	114
Compassion in World Farming	**110**	82
Ocean Conservancy	**72**	118
Sierra Leone Animal Welfare Society	**72**	48
Education for Nature Vietnam	**57**	84
Macquarie University	**56**	-
University of Surrey	**43**	-
World Cetacean Alliance	**38**	10
International Cooperation Committee of Animal Welfare	**34**	-
Zoological Research Museum Alexander Koenig	**32**	93
Blood Lions	**31**	8
Elephant Livelihood Initiative Environment (ELIE)	**31**	36
China Global Philanthropy Institute	**28**	-
Tiger Tops	**27**	-
Green Korea United	**25**	30
Tree Tops Elephant Reserve	**25**	-
Following Giants	**24**	-
Lion's Head Global Partners18	**23**	-
The International Pole & Line Foundation	**17**	18
Kindred Spirit Elephant Sanctuary	**17**	-
ChangChill	**17**	-
Mahouts Elephant Foundation	**16**	41
Native Animal Trust Fund Inc	**16**	-
Yayasan Lembaga Konsumen Indonesia	**15**	-
The Philippine Animal Welfare Society	**15**	-
Tambuyog Development Center, Inc	**15**	-
Rabies in West Africa	**15**	11

7. Grants (cont'd)

Grants were made to the following institutions: Institution name:	2020 £'000	2019 £'000
Blue Ocean Gear	**15**	-
Boon Lott's Elephant Sanctuary	**14**	-
University of Calgary	**12**	12
ProVeg e.V.	**11**	-
Byron Bay Wildlife Hospital	**9**	-
Burm and Emily's Elephant Sanctuary	**8**	-
Taronga Conservation Society Australia	**7**	-
Happy Elephant Care Valley	**6**	51
Wildcare Queanbeyan	**5**	-
Eco Tourism Koh Lanta (Charae Sangkaow)	-	59
Global Alliance for Rabies Control	-	48
Manchester Metropolitan University	-	33
Elephant Valley Thailand	-	26
Kenya Veterinary Association	-	21
AIUNAU	-	16
Four Corners Institute	-	16
Hillswick Wildlife Sanctuary	-	15
Mandalao Elephant Conservation	-	11
China Association for NGO Cooperation	-	11
University of Lincoln	-	9
Myanmar Ocean Project	-	9
The Good Food Institute	-	8
Zimbabwe National Society for the Prevention of Cruelty to Animals	-	6
Fathoms Free	-	6
Other grants to institutions (all under £5,000)	**17**	8
	1,804	1,518

Notes to the consolidated financial statements

8. Analysis of support and governance costs

	Animals in communities £'000	Animals in farming £'000	Animals in disasters £'000	Global advocacy for animals £'000	Animals in the wild £'000	Consolidated 2020 £'000	Consolidated 2019 £'000
CEO and executive management	83	396	78	166	578	**1,301**	1,597
Finance	77	457	83	166	591	**1,374**	946
IT	28	190	36	85	298	**637**	717
Facilities	83	529	146	174	682	**1,614**	1,856
HR	50	360	51	161	601	**1,223**	1,325
Governance	46	214	43	58	265	**626**	636
	367	2,146	437	810	3,015	**6,775**	7,077

In the table above, the basis of apportionment for support costs has been the proportion of the direct expenditure for each charitable activity compared to total expenditure.

9. Net incoming resources

This is stated after charging	2020 £'000	2019 £'000
Operating lease expense	**1,185**	1,234
Depreciation charges	**87**	104
Loss/(profit) on disposal of fixed assets	**-**	17
Auditor's remuneration:		
Fees payable to the charity's auditor for the audit of the charity's annual accounts	**124**	93
Fees payable to the charity's auditor and its associates for other services:		
– Audit of the accounts of subsidiaries	**29**	37
– Other non-audit services	**-**	-
Amounts paid to other auditors – internal audit	**8**	77
Amounts paid to other auditors – Marks Paneth	**30**	28
Investment managers' fees	**13**	15

- Audit remuneration in relation to the group audit was £87,000 (2019: £53,150) and this was paid to Grant Thornton UK LLP. Of this amount, £12,000 was for additional fees for the 2019 audit.
- Audit remuneration for overseas offices was £66,016 (2019: £77,486) and this was paid to Grant Thornton International member firms.
- Internal audit remuneration was paid to RSM UK Group LLP.

10. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

	Consolidated 2020 £'000	Consolidated 2019 £'000
Wages and salaries	**11,523**	12,060
Social security costs (national insurance and other taxes)	**922**	982
Other pension costs	**742**	750
	13,187	13,792

In addition, a great amount of time, the value of which is impossible to reflect in these financial statements, was donated by our volunteers. Our volunteers helped to raise funds and provided office administration and support.

The average number of contracted employees throughout the year, calculated on a full-time equivalent basis, was:	2020 Number	2019 Number
Charitable activities, campaigns and publicity	**151**	154
Fundraising	**38**	46
Managing and administration	**52**	56
Leadership and governance	**8**	11
	249	267

The emoluments of members of staff, including benefits in kind within the range of £60,000 to £169,999, are:	2020 Number	2019 Number
£60,000 - £69,999	**20**	20
£70,000 - £79,999	**12**	13
£80,000 - £89,999	**5**	6
£90,000 - £99,999	**5**	5
£100,000 - £109,999	**5**	6
£110,000 - £119,999	**4**	2
£120,000 - £129,999	**1**	-
£130,000 - £139,999	**-**	1
£140,000 - £149,999	**1**	-
£160,000 - £169,999	**-**	1
	53	54
The pension costs paid in respect of these employees amounted to	**£221,748**	£223,970

Within our branches and subsidiaries, we employ staff with the required skills and experience to enable our organisation to meet our goals. We attract and retain staff and the salaries are based on the local market. Many of our staff team could make use of their skills elsewhere in the charitable or private sector for considerably higher salaries and of the high earners' number quoted above, only 15 out of 53 staff were employed within the UK

The key management personnel of the charity are considered to be the Global Leadership Team (GLT). The GLT comprises the CEO, the global director of programmes, the global people director, the global director of development, the interim global director of finance and the interim global director for strategy. In the prior year, the GLT comprised the CEO, the chief operating officer, the global people director, the global director of programmes and the global director of development. The key management personnel of the charity received £677,237 (2019: £600,167) in salaries and fees. The employer contributions into the charity's pension scheme with respect to key management personnel amounted to £36,143 (2019: £31,878). The total employee benefits of the key management personnel of the charity were £2,348 (2019: £1,982).

Redundancy and termination payments	2020	2019
Redundancy/Termination payments (£'000)	**608**	191
Number of employees made redundant	**30**	7

Redundancy payments are made as compensation for loss of office. Such payments are recognised in the period they arise.

Trustee expenses

Total board/committee expenses incurred in respect of travel, accommodation and subsistence was £7,467 (2019: £28,016).

Included in the above are £317 (2019: £2,379) of expenses reimbursed to two trustees (2019: five).

None of the trustees receive any remuneration for their services as trustees of the charity.

Photo: World Animal Protection staff examine cattle at the mobile veterinary health camp organised in Paharsingpara Village, Goalpara District.
Credit: World Animal Protection

11. Tangible fixed assets (consolidated)

	Short leasehold property £'000	Office equipment £'000	Computer equipment £'000	Software £'000	Total £'000
Cost					
At 1 January 2020	924	223	471	207	1,825
Additions	-	-	12	33	45
Foreign exchange differences	(3)	(5)	3	1	(4)
Disposals	(28)	(27)	(9)	-	(64)
At 31 December 2020	893	191	477	241	1,802
Depreciation					
At 1 January 2020	725	203	402	204	1,534
Disposals	(28)	(26)	(8)	-	(62)
Foreign exchange differences	(3)	(6)	(2)	1	(10)
Depreciation in year	41	6	37	3	87
At 31 December 2020	735	177	429	208	1,549
Net book amount at 31 December 2020	158	14	48	33	253
Net book amount at 31 December 2019	199	20	69	3	291

Tangible fixed assets (charity)

	Short leasehold property £'000	Office equipment £'000	Computer equipment £'000	Software £'000	Total £'000
Cost					
At 1 January 2020	761	79	344	145	1,329
Additions	-	-	3	33	36
Foreign exchange differences	(8)	(2)	(1)	-	(11)
Disposals	(28)	(27)	(9)	-	(64)
At 31 December 2020	725	50	337	178	1,290
Depreciation					
At 1 January 2020	640	66	298	145	1,149
Foreign exchange differences	(4)	(3)	(4)	-	(11)
Disposals	(28)	(26)	(8)	-	(62)
Depreciation in year	27	4	17	-	48
At 31 December 2020	635	41	303	145	1,124
Net book amount at 31 December 2020	90	9	34	33	166
Net book amount at 31 December 2019	121	13	46	-	180

Notes to the consolidated financial statements

12. Fixed Asset Investments (consolidated and charity)

	Consolidated 2020 £'000	Charity 2020 £'000	Consolidated 2019 £'000	Charity 2019 £'000
Market value as at 1 January 2020	5,845	4,672	7,808	6,804
Add: acquisitions at cost	17	-	10	-
Less: investment manager's fees	(13)	(11)	(15)	(13)
Foreign exchange differences	(40)	-	(38)	-
Less disposals at opening book value	(12)	-	(3,007)	(3,000)
Unrealised gains on revaluation	500	283	1,087	881
Market value at 31 December 2020	6,297	4,944	5,845	4,672
Historical cost at 31 December 2020	4,520	3,630	4,539	3,630

An analysis of the market value of investments at 31 December 2020 is as follows:	Consolidated 2020 £'000	Charity 2020 £'000	Consolidated 2019 £'000	Charity 2019 £'000
Overseas equities	2,205	2,205	2,084	2,084
UK stock/bond mixed indexed funds	1,058	1,058	1,000	1,000
US stock indexed funds	969	-	805	-
Bonds	1,503	1,503	1,420	1,420
Bond indexed funds	558	178	533	168
US fixed-interest stock	4	-	3	-
	6,297	4,944	5,845	4,672

At 31 December 2020, the charity owned the entire issued share capital of World Animal Protection Trading Company Limited (£2 cost), a company which supports the charity by carrying out ancillary trading activities. The trading results are set out in Note 4. At 31 December 2020, the amount of this company's assets, liabilities, share capital and reserves was:

	2020 £'000	2019 £'000
Current assets	**42**	81
Creditors: amount falling due within one year	**(11)**	(67)
Creditors: amount falling due after more than one year	**-**	-
	31	14
Called-up share capital – (£2 rounded down to nil)	**-**	-
Profit and loss account	**31**	14
	31	14

13. Debtors

	Consolidated 2020 £'000	Charity 2020 £'000	Consolidated 2019 £'000	Charity 2019 £'000
Trade debtors	**4**	**4**	121	10
Amounts owed by subsidiary undertakings	**-**	**921**	-	258
Amounts owed by other WAP entities	**120**	**120**	258	257
Accrued income	**164**	**150**	285	275
Prepayments	**780**	**672**	859	736
Other debtors	**423**	**227**	490	172
	1,491	**2,094**	2,013	1,708

14. Creditors: amounts falling due within one year

	Consolidated 2020 £'000	Charity 2020 £'000	Consolidated 2019 £'000	Charity 2019 £'000
Trade creditors	**964**	**683**	1,247	739
Other creditors	**580**	**151**	137	46
Taxes and social security	**287**	**225**	338	258
Accruals and deferred income	**902**	**625**	632	404
Amounts owed to other World Animal Protection entities	**66**	**64**	395	394
Amounts owed to subsidiary undertakings	**-**	**267**	-	279
	2,799	**2,015**	2,749	2,120

15. Provisions

	Consolidated 2020 £'000	Charity 2020 £'000	Consolidated 2019 £'000	Charity 2019 £'000
Opening balance	**177**	**118**	465	406
Provision released during the year	**(48)**	**(27)**	(304)	(300)
Provision built up in the year	**22**	**6**	16	12
Closing balance	**151**	**97**	177	118

The provision relates to lease dilapidations for the London and Australian offices.

Notes to the consolidated financial statements

16. Unrestricted funds (Consolidated and Charity)

Consolidated

	Balance at 1 January 2020 £'000	Income £'000	Expenditure £'000	Realised and Unrealised gains and losses £'000	Transfers £'000	Balance at 31 December 2020 £'000
Designated funds	-	-	-	-	-	-
General & revaluation funds	9,731	25,948	(26,896)	460	(239)	9,004
Total unrestricted Funds	9,731	25,948	(26,896)	460	(239)	9,004

Charity

Designated funds	-	-	-	-	-	-
General & revaluation funds	6,474	18,409	(19,575)	275	(239)	5,344
Total unrestricted funds	6,474	18,409	(19,575)	275	(239)	5,344

17. Restricted funds

Consolidated

	Balance at 1 January 2020 £'000	Income £'000	Expenditure/ transfers £'000	Exchange differences £'000	Balance at 31 December 2020 £'000
Animals in farming	407	1,421	(1,004)	-	824
Animals in the wild	7	521	(526)	-	2
Animals in communities	-	1	(1)	-	-
Global advocacy for animals	-	232	(232)	-	-
Animals in disasters	-	794	(545)	-	249
Geographical restrictions	2,294	2,455	(2,254)	(51)	2,444
	2,708	**5,424**	**(4,562)**	**(51)**	**3,519**

Charity

	Balance at 1 January 2020 £'000	Income £'000	Expenditure/ transfers £'000	Exchange differences £'000	Balance at 31 December 2020 £'000
Animals in farming	407	1,421	(1,004)	-	824
Animals in the wild	7	521	(526)	-	2
Animals in communities	-	1	(1)	-	-
Global advocacy for animals	-	232	(232)	-	-
Animals in disasters	-	794	(545)	-	249
Geographical restrictions	2,294	2,455	(2,254)	(51)	2,444
	2,708	**5,424**	**(4,562)**	**(51)**	**3,519**

The restricted expenditure during the year includes £179,176 reallocated from unrestricted funds.

18. Endowments

Consolidated	Italy/ Isle of Capri £'000	General Operations £'000	Eberle Capital £'000	Ruth Whist Capital £'000	Total £'000
Balance at 1 January 2020	36	758	654	333	1,781
Net realised and unrealised gains	–	–	277	141	418
Sale of assets – realised gains/losses	–	–	–	–	–
Foreign exchange differences	(1)	(20)	–	–	(21)
Balance at 31 December 2020	**35**	**738**	**931**	**474**	**2,178**

Charity	Eberle Capital £'000	Ruth Whist Capital £'000	Total £'000
Balance at 1 January 2020	654	333	987
Net realised and unrealised gains	277	141	418
Sale of assets – realised gains/losses	–	–	–
Balance at 31 December 2020	**931**	**474**	**1,405**

The Eberle Capital Investment Fund arises from a legacy received in 1991 for the protection of small animals "if possible". The capital of the fund cannot be used for other charitable purposes unless prior approval is given by the trustees. The income arising from this fund is part of unrestricted investment income.

The Ruth Whist Capital Cash Fund arises from a donation for use in work for animals in need. The capital of the fund cannot be spent, and interest should be withdrawn annually for use at the discretion of World Animal Protection's global director of programmes. The income arising from this fund is part of unrestricted investment income.

In World Animal Protection USA, since 1980, numerous donors have contributed to the endowment fund for General Operations. In 1990 the estate of Mona Bismarck contributed an endowment gift for Italy/Isle of Capri. For both funds, the capital amounts must be held in perpetuity and cannot be spent. The income arising from these funds are part of investment income.

The net realised gains and unrealised gains during the year has been reallocated from the revaluation funds.

Notes to the consolidated financial statements

19. Analysis of net assets between funds

For 2020

Consolidated	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	242	11	-	253
Investments	4,119	-	2,178	6,297
Net current assets	4,794	3,508	-	8,302
Provisions	(151)	-	-	(151)
	9,004	**3,519**	**2,178**	**14,701**

Charity	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	155	11	-	166
Investments	3,539	-	1,405	4,944
Net current assets	1,747	3,508	-	5,255
Provisions	(97)	-	-	(97)
	5,344	**3,519**	**1,405**	**10,268**

For 2019

Consolidated	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	281	10	-	291
Investments	4,064	-	1,781	5,845
Net current assets	5,563	2,698	-	8,261
Provisions	(177)	-	-	(177)
	9,731	**2,708**	**1,781**	**14,220**

Charity	Unrestricted funds £'000	Restricted funds £'000	s £'000	Total funds £'000
Tangible fixed assets	170	10	-	180
Investments	3,685	-	987	4,672
Net current assets	2,737	2,698	-	5,435
Provisions	(118)	-	-	(118)
	6,474	**2,708**	**987**	**10,169**

20. Commitments

Capital commitments: There were no capital commitments by the charity or group, contracted or authorised, at 31 December 2020 or 31 December 2019.

21. Operating lease commitments

Operating lease payments relate to total contractual rent commitments for premises within the group, over the remaining life of the leases.

	Consolidated 2020 £'000	Charity 2020 £'000	Consolidated 2019 £'000	Charity 2019 £'000
Due in one year or less	1,162	834	1,128	845
Between one and five years	4,401	2,755	4,769	3,426
In five years or more	966	122	1,877	188
	6,529	**3,711**	**7,774**	**4,459**

22. Gifted assets

During 2019 it was decided to change the status of the Beijing office from being a subsidiary to being a branch. The branch is registered as World Animal Protection (UK) Beijing Representative Office. Wosipu Consulting (Beijing) Co., Ltd, the former Chinese subsidiary, ceased operations and was deregistered on 22 August 2019.

The net assets transferred into the branch from the subsidiary have been treated as gifted assets within income of the parent charity. The treatment adopted is in line with the guidance from Charities SORP (FRS 102), which says that if assets and liabilities of one charity are transferred into the control of another charity at nil or nominal consideration, the excess of the fair value of the assets acquired over the fair value of the liabilities assumed should be treated as a gain and recognised as income.

	Consolidated and Charity 2019 £'000
Cash at bank	17
Debtors and prepayments	-
Creditors and other liabilities	-
	17

23. Related party transactions

	Paid by World Animal Protection £'000	Received by World Animal Protection £'000	Amounts owed by World Animal Protection £'000	Amounts owed to World Animal Protection £'000
World Animal Protection Brazil	992	-	2	1
World Animal Protection Canada	-	813	64	-
World Animal Protection Denmark	-	3,050	-	-
World Animal Protection India	336	-	-	119
World Animal Protection Netherlands	-	1,262	-	-
World Animal Protection Sweden	-	1,364	-	-
	1,328	**6,488**	**66**	**120**

24. Guarantee

The charity is also a company limited by guarantee. In the event of winding up, its members would be liable to pay an amount not greater than £1.

25. Analysis of cash and cash equivalents

	At 1 January 2020 £'000	Cash flows £'000	At 31 December 2020 £'000
Cash at bank and in hand	8,243	553	8,796
Cash on deposit	752	56	808
	8,995	**609**	**9,604**

Some of the year-end cash balances are held in a number of foreign currency accounts including US dollars and euro.

26. Pensions

The charity contributed towards a defined contribution scheme for the benefit of employees.

Prior to 31 December 2009, World Animal Protection USA provided a defined benefit pension plan covering salaried permanent employees. Benefits were based on years of service and the employee's remuneration. Effective 31 December 2009, all benefits under the defined benefit pension plan were frozen. Following 31 December 2009, no employees were eligible to participate in the defined benefit pension plan and vested employees in the plan are no longer accruing additional benefits. There were $9,084 and $17,154 of expenses associated with this plan for the years ended 31 December 2020 and 2019, respectively.

Since 2010, World Animal Protection USA has provided a group tax-deferred 403(b) plan covering all permanent employees. The assets are held for each employee in an individual account maintained by an investment firm. Eligible employees may contribute to the plan up to allowable levels. World Animal Protection USA matches employee contributions to the plan up to 3% of each employee's bi-weekly salary. Employees forfeit employer contributions if they terminate in the first three years of employment. Plan contributions incurred by World Animal Protection, before non-vested forfeitures, during the years ended 31 December 2020 and 2019 totalled $26,415 and $20,038, respectively. Non-vested forfeitures totalled $3,724 and $15,401 for the years ended 31 December 2020 and 2019, respectively.

27. Legacies

The value of legacies notified to the Charity, but which do not meet the recognition criteria (and so are not accounted for within the financial statements) is approximately £6.6 million (2019: £4.1 million).

Thank you

To our supporters

We would like to say a sincere thank you to all our supporters. Ending animal suffering starts with moving people to care and contribute; you have made life-changing work for animals possible in 2020.
With your continued generous support, we will work hard in 2021 and beyond to move the world to join us in protecting animals.

To our volunteers

Volunteers are important to World Animal Protection in many ways, from raising vital funds to helping with office administration and support. Many thousands give their time and support by engaging with us in forms of campaign action. So, we would like to express our warmest thanks to you all for your dedication and hard work during 2020. You make a fundamental contribution to our mission to move the world to protect animals.

Photo: A bear in the snow at the Libearty sanctuary in Zarnesti, Romania, January 2021. Credit: World Animal Protection

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Final Audit Report 2021-07-05

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