



We are
World
Animal
Protection

Annual report and accounts 2013

World Animal Protection is the operating name of
WSPA (World Society for the Protection of Animals)



Image: A World Animal Protection vet talks to young pet owners who have brought their dogs for rabies vaccinations in Cainta, Philippines.



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We move the world to protect animals

We hope you will be proud of our amazing progress for animals all over the world in 2013.

We are pleased to introduce our Trustees' annual report and accounts for 2013. It has been an exciting year, as we continue to move the world to protect animals. World Animal Protection in the UK is part of a global network. This report sets out the strategy and achievements of the UK charity, which includes our International office, the UK country office, our regional offices and five branches of the UK charity in China, Colombia, Kenya, Tanzania and Thailand. Other independent national offices are located in Australia, Brazil, Canada, Costa Rica, Denmark, India, the Netherlands, New Zealand, Sweden and the USA.

You have helped us to save animals in disasters

Throughout the year, you helped us bring life-saving aid to 1.3 million animals affected by disasters and hope to their distraught owners. You generously helped to provide long-term funding for our vital disaster management work. And you have helped us develop unique expertise that's increasingly valued by humanitarian organisations such as the United Nations and the International Federation of the Red Cross and Red Crescent Societies.

You have saved hundreds of thousands of dogs

Your generosity also protected hundreds of thousands of dogs from rabies in countries including China and Zanzibar - and will ultimately protect millions more. Our pilot vaccination schemes are producing robust examples that will convince governments worldwide that vaccination, rather than culling, is the only way to control this horrific disease.

You have protected farm animals from a lifetime of suffering

We also worked hard on your behalf throughout the year to alleviate the terrible suffering of billions of farm animals confined to industrial systems. And, right now, you are helping us fund humane and sustainable agriculture campaigns, training and innovative solutions that will inspire better treatment for farm animals globally.

You helped us put animal protection on the global agenda

Moving the world to help animals is central to our work - and the past 12 months have also been remarkable for the recognition our expertise has received from the UN to help us do just that. In fact, your support of our international advocacy work resulted in animal welfare being included for the first time in two resolutions submitted to the UN General Assembly.

The resolutions, relating to agriculture, food security and nutrition and disaster reduction, will encourage governments to commit to protecting animals when developing their own policies. Thank you so much for helping us achieve this great success.

You will help us bring a sea change

Every year, including 2013, millions of animals are killed or endure terrible injuries from lost and discarded fishing gear (a form of marine litter). And, until recently, there was little awareness of their suffering. However, your support of our Oceans team is changing this. Thanks to their efforts, the UN Environment Programme's new Global Partnership on Marine Litter recognised marine litter's impact on animal welfare as a global concern in its objectives.



This exciting landmark decision lays firm foundations for our 2014 Sea Change campaign to save 1 million animals from being injured and killed by lost and discarded fishing gear.

We are World Animal Protection

As you've probably noticed, this annual report is the first to feature our new name - World Animal Protection. But while our name has changed, our focus certainly has not. As ever we are firmly fixed on our work with animals; we always have been and always will be about protecting them. We think our new name makes it clear what we are here to achieve and is much easier to remember. And of course, the more people like you who know about our charity, the more animals we can help.

Your support means the world to us

All of the 2013 highlights included in this report have only been possible because of your generosity and loyalty to World Animal Protection. Thank you so much for your trust in us and the huge impact you are helping us make. We hope you will agree that 2013 truly was a year in which we moved the world for animals.

Mike Baker
Chief Executive

Mark Watts
President

4 June 2014

Mike Baker



Mark Watts





Image: A farmer drives her livestock home at dusk across parched fields in Maharashtra, India.



We are World Animal Protection.

We end the needless suffering of animals.

We influence decision makers to put animals on the global agenda.

We help the world see how important animals are to all of us.

We inspire people to change animals' lives for the better.

We move the world to protect animals.

Moving the world – a snapshot

We saved

7,552 animals

including horses, pigs, cows, dogs and chickens, from starvation and disease after floods destroyed communities in Ecuador.

We persuaded

293,511

people to sign a petition on dairy cow welfare that we presented to the European Commission.

We planned for

1 million

animals to be saved through our new marine debris campaign Sea Change.

We supplied

25 local vets

and veterinary and animal science students with specialist veterinary kits so they could protect animals in the aftermath of Cyclone Haiyan.

We celebrated

10 years

of our education work by launching the third edition of Concepts in Animal Welfare – a teaching tool for veterinary institutions worldwide.

We encouraged

23,000

of our supporters to urge the United Nations to support World Animal Day.

We taught

27,000

children in Mexico about animal welfare, thanks to an agreement we signed with the State of Puebla and the Mexican organisation Dejando Huella.

We moved

436,000

supporters to fund our vital work.

We vaccinated

80,000

dogs against rabies in China.

Image: A bear at the Romanian Sanctuary, Zarnesti.

A brown bear is shown in profile, standing on a rocky and leaf-strewn ground. The bear's fur is a mix of dark brown and lighter, ashy-brown tones. It is looking upwards and to the left. The background is a blurred natural setting with green and yellow foliage.

We freed

5 bears

from captivity and gave them new lives in the Romanian bear sanctuary. 77 bears now live there.



WSPA



Image: World Animal Protection staff run a workshop with the local community in Orissa, India after Cyclone Phailin to assess if there is any need for an intervention.



Our strategic report

Our strategy

Our vision

What we want to achieve

A world where animal welfare matters and animal cruelty has ended

Our mission

Why we exist – our purpose in the world

We move the world to protect animals

Our strategic priorities

What we must achieve for animals to make our mission a reality

National and international policy and practice that deliver good animal welfare **because to move the world to protect animals, we need to influence the decisions people make that affect animals on a global scale**

People understand the importance of good animal welfare to them **because to move the world to protect animals, we need to help people understand how protecting animals is fundamental to their lives**

People implement animal-friendly solutions **because to move the world to protect animals we need to help people act in sustainable and practical ways that will benefit animals**

Our plan

What we need to deliver our strategy

Increasing our resources significantly

Become a global leader for animal welfare

Build a robust global organisation

How we work

Ultimately, we would like to protect every single animal that needs our help. Initiatives like the Universal Declaration for Animal Welfare, which has the potential to benefit millions of animals worldwide, will play a key role in helping us achieve this ambitious goal.

We have limited resources, so our strategy for the future must focus on priorities where we can have the biggest impact, for the longest time. This has led to us choosing key programme areas that aim to protect animals where the intensity and duration of suffering and the number of animals affected is the greatest.

Our focus

What we do to make our mission a reality

Where animal suffering is most far-reaching, most severe, we will be there...

In the wild: where animals are cruelly traded, trapped or killed, we help people to prevent it

In disasters: where we save the lives of animals – and the livelihoods of the people who depend on them

In farming: where billions of farm animals are suffering, we work to give them better lives

In communities: where we stop the needless killing of animals – and help save the lives of people

Within our key programmes, we are delivering campaigns that directly tackle the suffering of animals and change the way people view them. When selecting these campaigns, we always consider the following criteria:

Scale

We aim to tackle issues that will benefit the largest number of animals that are suffering.

Intensity

We aim to tackle issues where the intensity and duration of suffering is the most extreme.

Range of issues

We want to demonstrate the breadth of animal welfare issues that exist across the world and tackle cruelty that affects animals in domestic settings, in the wild and in our oceans.

Impact

We will focus on issues where our resources and those of other organisations can have the biggest and most lasting impact.

Replicable solutions

We will develop and promote effective and sustainable solutions that can be replicated across the world.

Catalyst for change

We will work on issues and in regions where we have the best chance of influencing others to replicate our successes.

Expertise

We will choose areas of work where our expert knowledge and wealth of experience can be applied.

During 2014, we will review and update our strategy so it covers the period from 2015–2020. We will provide details of this strategy in next year's annual report.

Image: 13 year old Min Thant looks after livestock for his family in Bagan, Myanmar, where we have been working with communities for several years since they experienced a devastating cyclone.



We protect animals in communities

Our vision

A world where people respect and value animals such as dogs, and act with compassion so we can all live together in harmony.

Why are animals in communities a priority?

It is estimated that more than 20 million dogs are brutally killed each year in mass culls. Many of these culls are in response to the fear of rabies. But dogs are also killed due to communities perceiving them as a nuisance or likely to bite, rising dog populations and sometimes to 'clean up' cities in advance of international events.

The fact is, though, more often than not culls use extremely cruel methods, including electrocution, shooting, poisoning or simply beating dogs to death.

Our campaign

World Animal Protection demands an end to the inhumane culling of dogs. We will show the world that compassionate alternatives, such as rabies vaccination programmes, are available and that these solutions are the most effective way to protect the wellbeing of animals and entire communities.

We will move governments to change policies and practices. We will challenge people's acceptance of cruel mass culls. And we will demonstrate, through practical projects and hard evidence, that introducing humane alternatives has far-reaching benefits for both animals and people.

Our five-year campaign goals

By 2015, we aim for our work to have led to:

- five million dogs being saved from inhumane culling
- at least five countries adopting sustainable dog management programmes, which we can then showcase to other countries as examples of our expertise in this area
- key organisations agreeing that rabies is not an excuse for inhumane culling and them incorporating our compassionate solutions into their policies and practice
- at least three governments not introducing or resuming dog culling in their countries.



Compassionate alternatives, such as rabies vaccination programmes, are the most effective way to protect animals and entire communities.

Image: Mauly, his granddaughter, Fatma and one of his dogs, Lucky. Lucky, like all of Mauly's dogs, has been vaccinated against rabies by our trained local vets on the island of Zanzibar, Tanzania.



We protect animals in farming

Our vision

A world where the welfare of animals is at the heart of farming and the suffering of animals farmed for food has ended.

Why are animals in farming a priority?

Around 70 billion animals are farmed for food each year across the globe, with production becoming increasingly intensive and industrial. It is estimated that nearly two-thirds of all meat and eggs are already produced using industrial systems. And by 2050, the world's meat production is expected to have doubled from 2000 levels, resulting in even greater pressure to intensify animal production.

In too many instances, industrial production uses methods that severely restrict basic movements and animal behaviour and involve painful mutilations. And suffering doesn't end on farms. Far too often, animals are inhumanely transported and slaughtered.

This makes poor farm animal welfare the leading cause of animal suffering across the globe. But it doesn't have to be this way. There are effective alternatives available that involve rearing farm animals compassionately and producing humane, sustainable food. We just need to take action now before this situation gets worse.

Our campaign

World Animal Protection is in a unique position to campaign nationally, regionally and globally to put farm animal welfare at the heart of agriculture and food policy and practice. Through public campaigning, positive engagement with food companies and legislators, and acting as the voice for farm animals on the international policy stage, we aim to deliver real change across the globe.

- In Latin America, we will build on our humane slaughter programme and increase its impact on a national and regional level. We will also further develop our relationships with producer organisations to assess and improve the welfare of farm animals. In particular, we will focus on reducing the number of sows confined in stalls.
- We will engage and work with a wide range of businesses in North America to secure commitments that they will only source eggs from cage-free farming systems.

- In Asia Pacific, we will expand the delivery of the humane slaughter programme. We will engage and start to work with three to four of the biggest pork producers in China to improve the welfare of pigs. And we will create and promote sustainable, high-welfare solutions to existing intensive dairy systems in India.
- We will continue to champion dairy cow welfare within Europe, including building alliances with farmers and corporates, and campaigning for a protective EU directive.
- We will use the publication of the annual Business Benchmark for Farm Animal Welfare report to increase the number of companies that set farm-animal-welfare-related objectives and targets and report on their performance in this area.
- We will continue to lobby intergovernmental organisations such as the UN, Food and Agriculture Organisation and OIE (World Organisation for Animal Health) to include farm animal welfare in international welfare standards and climate and food security policies.

Our five-year campaign goals

By 2015, we aim for our work to have led to:

- billions of animals being treated more compassionately when slaughtered
- effective campaigns that improve the welfare of millions of farm animals across the world, particularly in countries where intensive farming is increasing fastest
- the development of strong evidence that proves high-welfare farming offers a viable, sustainable future for our food and moves businesses and policy makers to embrace this way of farming
- the establishing of sustainable livestock production as a key component of international policies on sustainable development, livelihoods, nutrition and food security.

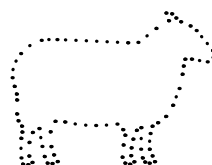


Image: Danish Jersey dairy cow outside on grass on an organic farm in Denmark.

Gideon Mendel for World Animal Protection



We protect animals in disasters

Our vision

Animals and the people who depend on them are protected from disasters.

Why are animals in disasters a priority?

Disasters such as earthquakes, floods and cyclones strike the world's population more than 400 times each year, killing, injuring and displacing millions of people and animals. For animals – over 40 million of which are affected every year – the aftermath is often a time when hunger, dehydration and disease cause intense pain, fear and death.

Conflict between animals and humans can arise over scarce resources, and people are often unable to rebuild communities when their working animals are lost. Most of this impact is felt in the developing world, where up to 9 out of 10 people rely directly on animals for their livelihoods and food security. Despite this, though, animals are rarely included in national emergency response programmes, often for no other reason than a lack of knowledge, skills and resources in this area.

Our campaign

World Animal Protection is one of a few international organisations with dedicated full-time staff trained to provide an immediate and global response to protect animals when disaster strikes. Our commitment to help animals in disaster zones significantly reduces their suffering, saves their lives and protects people's livelihoods and food security.

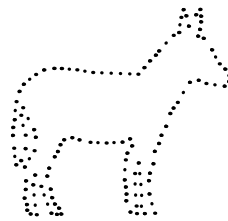
Vital to this work are our effective working relationships with humanitarian groups, governments and the UN. However, responsibility for animal management in disasters should always lie with governments. Therefore, to achieve the greatest impact for millions of animals, we will do our utmost to convince governments worldwide to integrate animal management into their national emergency plans.

In addition, we will continue to work with humanitarian agencies to ensure animal management is incorporated into international standards for humanitarian interventions. And we will be there to provide direct assistance to animals in disasters and help owners better protect their animals during emergencies.

Our five-year campaign goals

By 2015, we aim for our work to have led to:

- one million animals in disasters receiving direct assistance
- 100 million animal owners understanding how to better protect their animals in the event of an emergency
- the national governments and civil defences of Australia, India, Kenya and Mexico incorporating animals into their emergency management plans
- best practice in animal protection being implemented in Colombia, Costa Rica, New Zealand, the Philippines and Vietnam.



Disaster strikes more than 400 times a year
– and animals are often the forgotten victims

Image: At a cattle camp farmer Bhagwan Tuckram Tawlain holds his water buffalo calf as a World Animal Protection vet examines it during a drought in Maharashtra, India.



We protect animals in the wild

Our vision

Wild animals and their habitats are valued and protected by everyone.

Why are animals in the wild a priority?

The rise of consumerism in society has led to a growing view that wild animals are mere commodities, whether as trophies, exotic pets, exhibits or potential ingredients for traditional medicines. The result is that every year tens of millions of wild animals are being forced from their natural environment or bred in captivity simply for financial gain.

Another of our main concerns is the staggering number of wild animals that are at risk of serious injury or death as a direct or indirect result of human activity. In particular, we see animals that live in the oceans as a priority in this area.

For decades, we have worked on issues affecting bears, such as the farming of them for bile, the exploitation of them for entertainment in India and the use of them in bear baiting competitions against fighting dogs in Pakistan. Over the past few years, there has been a rapid decline in these practices, but now we must make sure there is a permanent end to this needless suffering.

Our campaigns

Tackling the wildlife trade

We will develop and launch our campaign to stop the trade in wildlife. This will aim to expose the suffering caused to animals by the trade, stop the capture of wild animals in target countries and end the demand for exotic animals in strategically chosen consumer countries.

Addressing marine debris in the oceans

One of the most serious global threats to the welfare of animals in the oceans is marine debris, and in particular discarded fishing gear, which entangles, mutilates and kills millions of marine animals each year. Our marine debris campaign will target governments, the industry, consumers and the public through regionally tailored campaigns. These will call upon our target audiences to take specific actions to stop fishing gear from being discarded and, in turn, injuring and killing marine wildlife such as seals, whales and turtles.

Ending the captivity of bears

At least 12,000 endangered Asiatic black bears spend their entire lives suffering in captivity in bear farms in Asia. At the farms, most of the bears endure painful bile extraction procedures through an open wound in their abdomen. Using knowledge and expertise gathered over years of campaigning, we aim to finally put a stop to this inhumane practice for good. We will tackle the heart of the industry by seeking a ban on bear farming in China – where the majority of bears are held captive – and in Laos, South Korea and Vietnam.

In Pakistan, our work with local groups has led to a significant decrease in the number of bears held for the horrific sport of bear baiting. Currently, only 60 bears now remain in captivity. Our aim now is to rescue all of these remaining bears and house them in a newly constructed sanctuary. Key to achieving this result will be making sure the former owners of the bears have opportunities to build alternative and sustainable livelihoods for themselves.

Our five-year campaign goals

By 2015, we aim for our work to have led to:

- the launch of our new global campaign to keep wild animals in the wild and stop the trade these wild animals for use as exotic pets, meals and trophy products
- the launch of our Sea Change campaign, which will aim to save 1 million marine animals by 2018. We will also engage with and encourage seafood companies in Australia, Canada, the UK and USA to help us clean up the 640,000 tonnes of 'ghost' fishing nets that are lost or discarded in our oceans each year
- further progress in the ending of bears being trapped and farmed for their bile and entertainment. We will also extend this work to protect other animals facing a similar fate, including snow leopards killed for their body parts in traditional medicine and elephants that are physically and mentally broken down to entertain and give rides to tourists in Asia.



Image: A wild sealion swims in the sea off Australia's coast.
iStock. by Getty Images



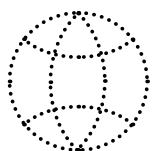
We put animals on the global agenda

As well as focusing on our key programme areas, through our global advocacy we will address issues that benefit all animals. We will provide our expert opinion on a wide range of animal welfare issues and take advantage of new opportunities that move the world to protect animals.

Vital to our success in this area will be the influencing of key stakeholders such as governments, international non-governmental organisations, the public and businesses. More specifically, we need to demonstrate to them that we are a global leader in animal protection and persuade them that animals are vital to building a sustainable world.

We will do this by:

- making animal welfare a main concern for societies around the world
- positioning ourselves as the go-to organisation for animal protection
- promoting the understanding and development of animal sentience (their ability to experience feelings such as pleasure and pain)
- carrying out research, intelligence gathering and investigations that produce evidence to support our work and campaigns.



We will raise awareness of animals' ability to experience pleasure, pain and other emotions.

To achieve our goals, we will focus on the following four areas:

Science

We will underpin all of our strategic campaigning and work on the ground with scientific evidence. This will help us credibly develop and promote our models for lasting change. We will also work with other organisations to increase our understanding of animal sentience and establish it as a science.

Education

We will work with governments and academics to embed animal protection into curricula and provide professional training to change behaviour and promote best practice.

Investigations

We will gather information and generate intelligence to support and inform our campaign strategies and tactics.

Policy and external relations

We will influence global animal welfare policy by providing expertise that helps to shape national legislation and international standards. We will also lead on global initiatives to create change, such as:

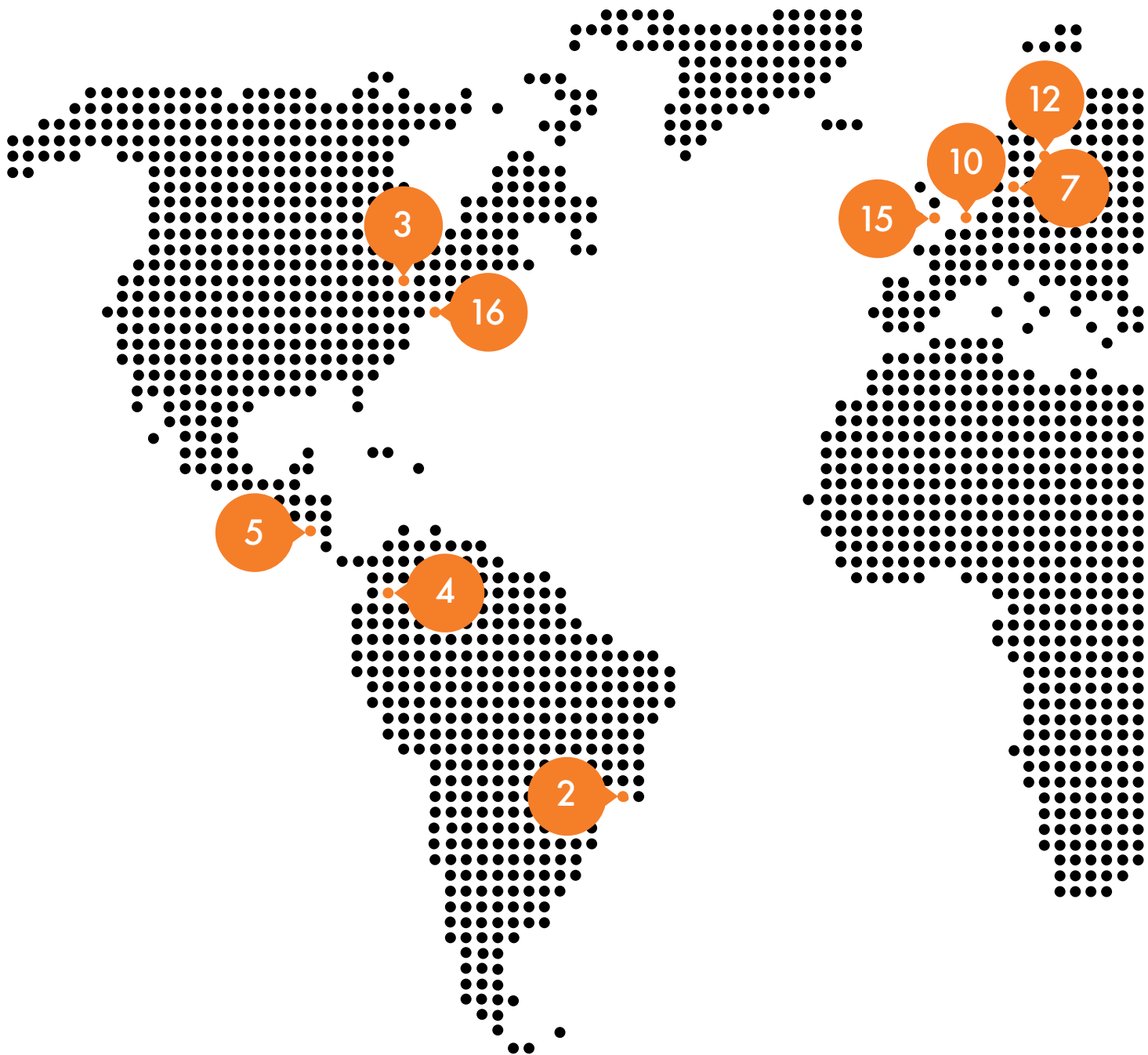
- our **Animal Mosaic** website - an international forum for expertise and collaboration
- our **Animal Protection Index**, which monitors levels of protection for animals across the world
- the **Universal Declaration on Animal Welfare**, which aims to inspire change on a global scale.

Image: 48 year old Khin Maung Myint ploughs farmland with his cows in Mandalay, Myanmar where we have been working with local communities on preparing for disasters for years



Our global reach

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





Our offices

- | | | | | |
|-------------|--------------|-----------|----------------|--------------|
| 1 Australia | 4 Colombia* | 7 Denmark | 10 Netherlands | 13 Tanzania* |
| 2 Brazil | 5 Costa Rica | 8 India | 11 New Zealand | 14 Thailand* |
| 3 Canada | 6 China* | 9 Kenya* | 12 Sweden | 15 UK* |
| | | | | 16 USA |

*These offices form part of the UK Registered Charity and are included in these consolidated accounts. Operations in Colombia and Tanzania ceased in 2013 and activities have been transferred elsewhere within the charity.





We moved the world in 2013

Our objectives

2013 was a fantastic year – a year when we truly moved the world to protect animals.

Our objectives were to make great strides forward in our existing campaigns and launch new initiatives that made the biggest difference to animals where suffering was most severe, most far-reaching. And this is exactly what we achieved...

Image: A World Animal Protection vet calms two year old dog Charlie before administering treatment at a farm on Panay Island, Philippines after the devastation of Typhoon Haiyan.

Animals in communities

Every year, millions of dogs are at risk of being killed because humans fear the threat of rabies. Our overall goal is to stop this culling for good and implement sustainable solutions that control rabies and prevent thousands of human deaths.

Image: World Animal Protection vets giving rabies vaccinations in Anhui Province, China.

In 2013, we aimed to:

- ❖ **Implement rabies control projects** in Bangladesh, China, India, Indonesia and the Philippines by working with each country's government.
- ❖ **Lobby pharmaceutical companies** in North America to provide free or low-cost vaccines for rabies and encourage them to promote our humane alternative to culling dogs in their work.
- ❖ **Build productive relationships** in the Asia-Pacific region that would lead to 60 per cent of key decision makers advocating humane rabies control. In North America, we wanted at least 50 per cent of key institutions we targeted to adopt policy statements that reflect our position on rabies control.
- ❖ **Help celebrate the 30-year anniversary** of the Pan American Health Organization's control of rabies across Latin America.
- ❖ **Spread our messages and evidence** on humane rabies control to a wider audience of influential figures and bodies, including rabies experts, intergovernmental organisations and funding organisations.
- ❖ **Constantly monitor for threats** of new or renewed culling in response to a rabies outbreak. We would then convince the relevant government or key stakeholders to vaccinate dogs instead.



Animals in farming

Our vision is a world where animal protection is at the heart of farming and the suffering of animals farmed for food has ended. To achieve this, we will work with governments, food businesses, farmers and consumers to further the adoption of humane farming solutions for animals.

Image: Dairy cows on an Indian farm wallow in a specially constructed pool allowing them to regulate their body temperature.

In 2013, we aimed to:

- ❖ **Launch the first ever business awards** in North America to celebrate companies that have switched to cage-free eggs and encourage other companies to make the change.
- ❖ **Work with the Indian government**, policy makers and the country's food industry to improve the lives of dairy cows in India.
- ❖ **Increase public support** in Europe for pasture-based dairy farming and start to speak to the industry about changes that will improve the lives of millions of cows.
- ❖ **Continue our humane slaughter training programme** in Brazil and China and launch it in Indonesia to improve the experiences of millions of animals during slaughter.
- ❖ **Engage with key pork producing regions** in China to secure commitments that guarantee the improved lives of millions of pigs.
- ❖ **Launch a public campaign** in Latin America to encourage consumers to take action to end the inhumane confinement of sows and hens.



Animals in disasters

Natural and man-made disasters can have a devastating impact on people and animals. That's why we are committed to making animal protection a key feature of disaster preparation and recovery plans around the world.

In 2013, we aimed to:

- ❖ **Deliver direct aid** to at least 100,000 animals suffering from the effects of disasters.
- ❖ **Mentor the Costa Rican government's animal health department, SENASA,** and drive forward the establishment of an animal emergency fund in the country.
- ❖ **Continue to market the Virtual Disaster Platform** as a valuable resource for coordinating animal protection in emergencies. The platform is an online space for sharing information and skills relating to this important subject.
- ❖ **Develop a partnership** with a major humanitarian NGO to embed animals' needs into their policies and practices.
- ❖ **Help governments** include animals in their disaster preparation plans in Australia, India, Kenya and Mexico.

Image: We taught veterinary skills in Nicaragua following a series of tropical storms to train community leaders to be able to help their remote villages.



Animals in the wild

Many millions of animals are under threat in the wild, all over the globe. That's why our aim is to create a world in which wild animals are valued and respected. In particular, this involves us preventing the commercial exploitation of wildlife.

Image: A green sea turtle on a coral reef in the wild.
iStock, by Getty Images

In 2013, we aimed to:

- ❖ **Initiate an international undercover investigation** into the illegal trade of Indian star tortoises from India to Europe. This would inform future campaigns against the activity.
- ❖ **Convince the Greater London Authority** to provide the resources needed to secure the long-term survival of the Metropolitan Police Service's Wildlife Crime Unit.
- ❖ **Persuade the Turkish government** to fully adopt humane human-wildlife conflict (HWC) protocols throughout Turkey. HWC occurs when growing human populations overlap with established wildlife territory.
- ❖ **Increase our efforts to stamp out the bear bile industry** in China, Korea and Vietnam, and stop it from becoming established in countries where it currently doesn't exist or only on a small scale.
- ❖ **Work with the Cayman Turtle Farm** to end sea turtle farming in the Cayman Islands. If they failed to collaborate, we would intensify our international public campaign to end the practice.
- ❖ **Prevent needless harm to, and deaths of, marine animals.** And launch a campaign that highlights the impact that lost and abandoned fishing gear (such as nets) has on animals and the action we must take.



Putting animals on the global agenda

We aim to move people to think and act in ways that create lasting change for animals. To achieve this, we work with governments and organisations aiming to create a more sustainable world, and influential people and businesses that have a direct impact on animal protection.

In 2013, we aimed to:

- ❖ **Promote and maintain** the English, Spanish and Portuguese versions of our Animal Mosaic website, which helps animal welfare professionals to learn, interact and work together.
- ❖ **Gather in-depth information** on the animal protection legislation and policies of governments from over 50 different countries. This research would feed into the Animal Protection Index, which uses a set of animal protection indicators to rank countries.
- ❖ **Increase our engagement** with key UN agencies following the development of our strategy for UN engagement in 2012. This would help us create even greater change to protect animals.
- ❖ **Launch the third edition of Concepts in Animal Welfare** in English, Portuguese, Spanish and Thai. The updated version of the education programme would continue to confirm our status as a key educational provider in the animal protection sector.
- ❖ **Produce and publish** Education for Sustainable Development as part of the First Concepts in Animal Welfare programme. This is an introductory-level education programme looking at animals, people and the environment.
- ❖ **Gather information** and generate intelligence through our Investigative Affairs team that supports our priority campaigns in 2013.



Image left: A sheep eats out of its owners hand in Myanmar.

Image right: World Animal Protection staff with newly vaccinated Xiaohuang, while her 76-year-old owner, Grandma Hao sat beside her in Shanxi Province, China.



Our achievements in 2013

We protected animals in communities in 2013

With the help of our supporters, we work to build a world where people understand and value the inextricable links between their own wellbeing and that of animals in their communities. In 2013, this work continued to focus on the inhumane culling of millions of dogs all over the world. Our mission was to protect these animals from senseless suffering and cruel deaths triggered by people's fear of rabies.

Because of our authority and expertise in this area, we achieved our goal in many targeted areas. We convinced governments and educated communities that widespread dog vaccination is the only effective way to control the terrible disease.

Changing attitudes in Africa

As part of our Red Collar campaign in Zanzibar, we funded the training of all government district veterinary officers, who traditionally deal with livestock, to give rabies vaccinations. By the end of 2013, they had vaccinated more than 8,400 dogs on Zanzibar's Unguja Island - 90 per cent of the estimated dog population.

Our pilot project in Zanzibar also involves local censuses of the dog population and a government-backed education and rabies awareness campaign. We believe this work, along with our vaccination programme, will serve as best practice to many African governments and convince them to adopt similar projects, preventing the culling of hundreds of thousands of dogs.

Image: A district veterinary officer prepares to vaccinate one of farmer Saidi's puppies in Zanzibar.



8,400

Dogs vaccinated in Zanzibar in 2013

30,000

Dogs vaccinated by the end of our project

Image: Grandpa Xing was happy that seven-year-old Huahua was vaccinated and given a collar. These two are inseparable and Huahua even goes to work with Xing in Shanxi Province, China.

'There has already been great interest in this work from other countries including Kenya and Sierra Leone. I feel we are creating a brighter future for huge numbers of dogs and hope our supporters will be so proud of what they are helping us achieve.'

Nick de Souza, a World Animal Protection vet, who is piloting our Red Collar campaign in Zanzibar



80,000 dogs vaccinated in China

We vaccinated 80,000 dogs against rabies in China via pilot projects with the China Animal Disease Control Centre (CADC). The projects launched in Jieshou City, Anhui Province, Tongzhi County, Guizhou Province and Hancheng City, Shaanxi Province quickly vaccinated 70 per cent of the local dog populations.

The CADC will use results and local experience from these pilot vaccination projects to develop and promote more compassionate and scientific rabies prevention and control solutions throughout China.

Brazil shares best practice

Our emphasis on collaboration between the organisations we work with led to Brazil's Ministry of Health sharing their extensive experience of mass dog vaccination schemes with representatives from the China Animal Disease Control Centre. The four-day visit in November resulted in CADC recommending greater coordination between China's various ministries to prevent rabies and the establishment of standard emergency prevention and control measures.

An exciting partnership in Vietnam

During 2013, we developed our relationships with the Association of Southeast Asian Nations (ASEAN) and Vietnam's government. We were delighted that these close ties led to Vietnam's Ministry of Agriculture and Rural Development and Ministry of Health signing a formal agreement to work with us on rabies control. Vietnam is ASEAN's lead country from its member states for eliminating rabies by 2020.

A landmark agreement in Kenya

Following rabies control success in other countries, the Kenyan government invited us to contribute to their first national rabies control strategy. The strategy will be launched in 2014 and we will support three pilot projects that will be amongst the first sites in the country to adopt the strategy.

Public education in Latin America

As part of our working relationship with the Pan American Health Organization and the Global Alliance for Rabies Control, we developed and started piloting an education resource for teachers in Latin America. Focusing on the 'five keys for the prevention of dog bites', we are positive the resource will increase awareness of the benefits of responsible dog ownership and basic care of suspected rabid bites.

17,000 dogs saved in the Philippines

Through our partnership with the Global Alliance for Rabies Control (GARC), we supported a mass dog vaccination project in the Cainta Municipality of the Philippines in 2013. More than 17,000 dogs were protected from rabies and the needless culling that is driven by fear of the disease.

'We are not rich people in Manila, but dogs are our friends and companions and protect us. If you have pets you must have them vaccinated. Free vaccination keeps our dogs safe and protects the people we love.'

Reynaldo, whose brother died from rabies

Stopping the mass killing of dogs in Romania

In 2013, a new law was passed in Romania that allows stray and roaming dogs to be caught and then killed after only 14 days. So we moved quickly to try to have this inhumane law suspended. This involved raising awareness of the issue in leading media and mobilising the public to call for an end to dog culling. Currently, we are speaking to the Romanian authorities about more compassionate and effective solutions to manage the country's stray and roaming dog population.

For a rabies-free Bangladesh

Following our successful pilot in the seaside town of Cox's Bazar, 54 out of 64 municipalities in Bangladesh received training to start a nationwide rabies vaccination programme.



Image: This man brought his two dogs for their vaccination shortly after a local child died from rabies. Dominican Republic.



Image: A stray dog in Bucharest, Romania

Life-changing global partnerships

We continued to work with the World Organisation for Animal Health (OIE) to support the delivery of rabies vaccines around the world. We also discussed with OIE and the animal health companies Merial and Merck the subject of increasing access to rabies vaccines in the regions we work in.

On World Rabies Day in September, we announced with the Global Alliance for Rabies Control (GARC) the signing of a global memorandum of understanding (MOU) to complement efforts to combat rabies across the world. This MOU will improve cooperation in the areas of rabies surveillance, compassionate prevention, control and elimination, and the promotion of human and animal health and welfare.

'We are pleased to be signing a memorandum of understanding with GARC (Global Alliance for Rabies Control) to work together to combat this tragic and deadly, yet entirely preventable disease. Through holistic vaccination programmes, we can end the needless practice of dog culling and help protect human lives.'

Mike Baker, Chief Executive, World Animal Protection

We protected farm animals in 2013

Every year, billions of pigs, chickens, cows and other farm animals are raised in unacceptable conditions all over the world. In 2013, we moved the world to stop this suffering. With our supporters' help, we persuaded more governments, businesses, farmers and consumers to build a future where the protection of animals is at the heart of farming.

Our vital work truly is making more people recognise the importance of farm animals and their inextricable link with human health, the environment and the ongoing availability of food.

Changing millions of lives

Our expert teams ran 20 practical and theoretical humane slaughter training courses for 500 workers in Chinese slaughterhouses. And in Brazil we delivered 18 training courses to more than 300 slaughterhouse staff.

As a result of these courses, and all of our humane slaughter work in China and Brazil, we estimate over 250 million farm animals were treated more humanely in these countries in 2013. Together, we spared them pain, suffering and trauma before and during slaughter.

'We are at the start of our journey on reporting our farm animal welfare activities. I intend to use the Business Benchmark to guide our actions and structure our reporting on this increasingly important issue.'

Marie H el ene Boidin Dubrule, Sustainability Director, Groupe Auchan

Protecting vulnerable animals in the food industry

Through our expert involvement with the Business Benchmark on Farm Animal Welfare, we pressed food companies to adopt and implement effective policies to protect farm animals. Launched in 2012 with Compassion in World Farming, the framework tool encourages higher farm animal welfare standards across the food industry. In 2013, the benchmark was used to assess 70 global food businesses, including major retailers, restaurants, bars and producers. Results revealed 56 per cent of the companies had published formal farm animal welfare policies - a 10 per cent increase on the previous year. And 71 per cent acknowledged that farm animal welfare is a business issue for them.

Putting animals on the global agenda

We played a lead role in making sure animal welfare was incorporated into the Food and Agricultural Organization (FAO) of the UN's Global Agenda for Sustainable Livestock. The agenda aims to bring together industry, governments, civil society, producers and intergovernmental agencies to develop a viable future for sustainable livestock production.

Without animal welfare being incorporated into the agenda, we believe animals would face two huge threats. Firstly, animal welfare would be absent from globally influential sustainable livestock implementation plans. And secondly, the intensification of livestock production would continue apace with no consideration of animal suffering.

Meeting the International Meat Secretariat

In October, we became the first ever animal protection organisation to meet with the board and animal welfare committee of the International Meat Secretariat (IMS). The IMS is responsible for millions of farm animals through their member organisations and represent 70 per cent of the world's meat and livestock companies.

Following a positive meeting, the IMS invited us to showcase our work with Chinese pig production companies at their biennial World Meat Congress in Beijing. We also look forward to further engagement with the IMS in the future.

Changing farming attitudes in China

Our Model Farm project in China finished in July 2013 after seven years. Run with UK-based Food Animal Initiative, it involved us supporting 12 Chinese farms to develop animal-friendly and community-driven agriculture schemes that increase food safety, grow economies, protect rural livelihoods and look after the environment.

Following this work, we now have a wealth of evidence on the wide benefits of humane and sustainable agriculture to the environment, animals and people. In 2014, we will use this information and develop yet more evidence to convince China's government and the country's huge commercial pig producers of the benefits of animal-friendly farming.

600 million pigs are kept in Chinese farms. Together, we can improve their lives.

Image: Farmer Shi Yan feeds pigs at one of our model farms 'Little Donkey' in Haidian District, Beijing.

Building strong relationships in China

We built important relationships with Chinese companies and decision makers throughout 2013 - work that has the potential to benefit billions of animals. This included:

- contributing to the development of the Ministry of Agriculture's pig welfare guidelines
- leading a session on animal welfare at the World Economic and Environment Conference in Beijing
- signing memorandums of understanding with the Chinese Veterinary Medical Association and the International Cooperation Committee on Animal Welfare, which is affiliated with the Chinese Ministry of Agriculture
- being invited to meet with Luoniushan, a major pig-producing company that is looking to develop a large-scale, high-welfare pig farm
- commissioning research into pig production systems in China.



Protecting dairy cows in Europe

Our campaign with Compassion in World Farming and Ben & Jerry's - Supporting Better Dairy - received a massive 293,511 signatures of support. This response gave great strength to our October meeting with the European Commission, where we outlined our concerns and emphasised that an EU directive is needed to give dairy cows consistent protection across Europe.

Speaking up about unacceptable conditions in India

We developed links with India's National Dairy Research Institute and five leading universities, all of which are keen to work with us to improve dairy cow welfare in India. Currently, there are 199 million dairy cows in India - the world's largest dairy herd. Although most are still farmed, 50 million of these cows suffer in unacceptable farming conditions. Without us intervening, this number is set to rise. We must act now.

50 million dairy cows in India suffer in unacceptable farming conditions. We must stop this number from rising.

Sharing expert knowledge with the United Arab Emirates

In May, Alistair Findlay, Middle East Programmes Field Manager, and Michael Appleby, Chief Scientific Adviser, hosted a visit from veterinary inspectors from Dubai. They came to see examples of humane and sustainable farms in the UK and learn about practices they could take back home.

The visit is one of many ways that we are working with the government of the United Arab Emirates to improve animal welfare in the country, following the signing of a five-year memorandum of understanding.

Hosting an international workshop on farm animals

World Animal Protection (Brazil), the Brazilian ministry of agriculture, Livestock and Food Supply (MAPA), Embrapa and Unesp (São Paulo State University) hosted the International Workshop on Farm Animals in June. Bringing together specialists from Brazil and abroad, the workshop's topics included innovative methods to improve farm animal welfare during rearing, transportation and slaughter.

Researching cows' emotions - and changing people's perceptions

For three months in 2013, two of our scientists, Helen Proctor and Gemma Carder, were based at Bolton Park, the Royal Veterinary College's working and teaching farm in Hertfordshire, UK. There, they conducted groundbreaking research into the positive emotions felt by cows. This involved Helen and Gemma acutely observing the behaviour and temperature of 13 dairy cows when they were stroked and not stroked.

In early 2014, Helen and Gemma will use the data they collected and analysed to produce research papers. These will be rigorously reviewed before potentially being accepted as valid scientific evidence. If this takes place, producers, assessors and inspectors will then have access to a revolutionary checklist of quick and visible measures - including the position of cows' ears and percentage of white in their eyes - that will help them easily identify whether a cow is in a positive state of mind or not.

Image: Cow behaviour and responses are recorded by video as part of a sentience research project.





Image: Sunrise on a pasture in the Netherlands where Friesian dairy cows live.
Gideon Mendel for World Animal Protection

'Animal welfare should be about more than being free from negative experiences. It should also consider what is actually pleasurable for animals.'

**Helen Proctor, Sentience Manager,
World Animal Protection**

We joined forces with Nestlé

Thanks to our partnership with Nestlé, the organisation has committed to ensuring good animal welfare standards throughout its global food supply chains and across all its product sectors.

Together, we can increase Nestlé's expertise on animal protection as a vital part of its Responsible Sourcing Strategy. Our focus is on ensuring high standards for the rearing and care of the millions of animals involved in global food production. As Nestlé is the world's biggest buyer of milk, we hope our joined forces will have a positive effect on millions of farm animals around the world.

Our partnership is a loud and clear message to all involved in the food industry - that the humane treatment of animals should be at the heart of all businesses. After all, consumers have a right to expect this of the companies that provide food for their families.

We protected animals from disasters in 2013

When disaster strikes, animals are often the forgotten victims. But like people, they too are threatened with suffering and death. And our supporters' generosity makes sure our expertise and compassion are given where it's needed most.

We have become the world leader in our field. Our highly trained and well-equipped teams act swiftly in crises and make the right decisions to save animals and the livelihoods of people who depend on them. Our authority also inspires governments and humanitarian organisations to look ahead - to work with us practically and creatively to protect millions of animals from the disasters of the future.

Typhoons. Droughts. Floods. Volcanic eruptions. All kinds of natural disasters threatened the world's animals with disease, starvation and death in 2013. With the help of our loyal supporters, we sent our expert teams to **14 disasters in 11 countries. And they came to the aid of more than 1.3 million animals.**

Image: One of the Peruvian alpacas helped by World Animal Protection



When snow storms struck Peru, we were there

When freezing temperatures and severe snow storms in September brought thousands of alpacas and other animals in Peru to near starvation, we helped alleviate their terrible suffering. We delivered food, veterinary supplies and treatment to help more than 30,000 animals and their grateful owners.



When drought dried up India, we were there

We stepped in to help when a 50 per cent drop in rainfall led to thirsty animals and families moving to government cattle camps in India's Maharashtra State. Our netting and minerals saved 9,000 cattle and buffalo in three camps in the worst affected areas of Beed. This approach was then used by managers of 50 other camps and benefited 91,000 cattle.



When floods swept into Ecuador, we were there

We saved over 7,000 animals, including pigs, cows and dogs, from starvation and disease after floods swept into Ecuador in April. With our partner Protección Animal Ecuador (PAE), we delivered food, medicines, vitamins and veterinary care. We also went back in August to train veterinary experts, government officials and PAE on protecting animals in disasters.



When the typhoon hit, we were there

When Typhoon Haiyan hit the Philippines in November 2013, it killed and injured millions of farm animals, and many more animals were threatened with disease and starvation. We quickly sent an expert team of 11 highly skilled disaster management staff to the poorest and worst hit areas in the Visayas region.

Working through the relentless heat and humidity, we trained local vets, veterinary students and volunteers in emergency aid and in the use of lifesaving veterinary kits. We assessed and visited tens of thousands of animals in some of the most remote communities. We gave veterinary aid to 17,400 farm and other animals. And we distributed mineral supplements and 1 tonne of dog food to desperate owners.

This year, we have already started to work on long-term recovery and disaster preparedness plans with local and national governments. This will involve mobile veterinary teams being equipped with mountain bikes and lightweight veterinary kits and the building of underground typhoon resistant animal shelters.

Image: A farmer from Aklan Province, Philippines, waits with his water buffalo so she can be treated by World Animal Protection vets.

'I can't overstate this enough – these villagers have nothing without their animals. You who support us in doing this work are truly the heroes of this story.'

Scott Cantin, World Animal Protection disaster management team, Philippines

A groundbreaking agreement in India

After lots of hard work encouraging communities in India to include animals in disaster and emergency plans, we were delighted in February when all 28 Indian states signed a groundbreaking agreement to do exactly that. This secures protection for billions of Indian animals and the 800 million people who depend on them.

Landmark training

In October, we delivered our first joint training package to staff from five national societies of the International Federation of the Red Cross and Red Crescent (IFRC). This package shows how animal welfare solutions play an important role in the IFRC's food security and livelihoods projects. And ultimately, it will support many more IFRC staff members who work with animal-owning communities all over the world.

The economic benefits of our work

In 2013 we published an independent report on our 2011 intervention in Kenya's drought-stricken Mwingi district. This showed that every £1 we spent on our work at the time of the crisis generated £2.74 in economic benefits for communities. Over the next three years these benefits increased to an impressive £6.69.

Delivering our message to the UN

We attended the United Nations Disaster Risk Reduction conference in Geneva in May and hosted a disaster planning event, with the help of the Aldama authority in Chihuahua State of Mexico. This made us the first ever animal protection organisation to show the UN what is needed to help safeguard the huge numbers of animals and people who are affected by disasters each year.

'World Animal Protection, as an organisation that is not immersed within the day-to-day activities of the government, is capable of having a different perspective and vision of the issue we are working on. This allows World Animal Protection to support us, not only in emergency preparedness, but also allows us to share our experience with other countries.'

Minister Gloria Abraham, Minister of Agriculture, Costa Rica, October 2013



£1
invested in 2011

£6.69
benefit in 2014

Image: A veterinarian treats drought affected cattle in Mwingi, Kenya.



Image: Women watch over their cows at one of the government cattle camps in Maharashtra, India.

Preparing for disasters in Assam, India

Our long-term disaster preparation work in Seujia Pathar Village, Assam, India helped 73 households prepare to protect more than 3,500 animals from the disasters which so regularly affect their region. The Seujia Pathar example has been taken on board by other communities in the Dhemaji District and more than 80,000 animals are benefitting as a result.

73 households prepared.
80,000 animals protected.
1 huge difference.

An immediate and long-term impact

In India's Maharashtra State, cattle and buffaloes are normally kept in shelters near their owner's house or on agricultural land. But a severe drought in early 2013 resulted in the state government and partners creating over 600 cattle camps to provide feed and water to livestock.

In February 2013, when we visited some of the worst affected areas - Jalna, Beed, Osmanabad and Aurangabad districts - we identified the need for additional support: supplementary feed to provide essential nutrients to livestock and shelter to reduce stress from frequent heatwaves.

Working with the Department of Animal Husbandry of Beed district, cattle camp management staff, district administration, affected communities and the local government, we distributed mineral mixture and greenhouse shade nets to help and protect over 9,000 cattle and buffaloes.

Subsequently, our approach was adopted by cattle camp managers in 50 other camps where we couldn't provide direct help, benefitting a further 91,000 cattle. Plus, our work with and the educating of authorities, organisations and local communities means they are now better equipped to manage animals in disasters in the future.

We protected wild animals in 2013

All over the world, our wildlife is under threat. Every day, many millions of animals are subjected to practices that cause them needless suffering. That's why, every working hour, we are doing everything we can to protect them. With our supporters' help, we continue to make great strides that save more and more wild animals from cruel entrapment, trade and death.

Developing our new marine debris campaign

Our extremely successful Untangled symposium in December 2012 gave us the direction and focus for our new marine debris campaign. This is a global initiative that aims to stop 1 million animals being injured and killed in lost and discarded 'ghost' fishing gear.

In 2013, we invested time and resources to fully understand this complex issue. We also gathered stories and evidence to showcase the best solutions, which we'll promote through our 2014 Sea Change campaign.

Saving entangled whales in South America

Working with the International Whaling Commission and US government, we co-sponsored a June training workshop in Ecuador on best practice when rescuing whales entangled in marine debris. Attendees included fisheries and environment officials, marine stranding responders and researchers from Ecuador, Chile, Colombia, Panama and Peru - hotspots for humpback whale entanglements.

Previously, the main release techniques used for an entanglement involved entering the water and cutting an animal free. This approach is highly dangerous and often unsuccessful because of the size and unpredictability of the animals involved and the ever-changing nature of the sea itself. It can also make an animal's injuries and suffering even worse.

Now, thanks to our two-day training session, 37 rescuers in the region are far better equipped to safely cut free whales that have become entangled. As a result, this will lead to the saving of many animals that travel along the west coast of South America during the summer migration season.

'World Animal Protection are an extremely welcome addition to the Global Partnership on Marine Litter. They bring great passion to this important cause.'

Vincent Sweeney, Coordinator at the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities

Image: A juvenile gray whale is entangled in a lobster trap.

Brandon Cole/naturepl.com



Image: A civet cat looks out from a cage inside a coffee farm in Bali, Indonesia.

Nicky Loh/Getty Images for World Animal Protection



Did you know?

The production process for civet coffee involves civets partially digesting and then excreting coffee beans.

Retailers say no to civet coffee

Our exposure of the cruel production of civet coffee in south-east Asia resulted in 20 major retailers in five countries refusing to sell it. To coincide with a BBC documentary, we revealed in September how civets – usually nocturnal and solitary cat-like animals – are being trapped and farmed to create one of the world's most expensive drinks.

Now, we are working with two of the world's leading coffee certifiers – the Rainforest Alliance and UTZ – with the aim of making cage-free certified civet coffee available to the public and drinks industry.

Moving partners to protect marine wildlife

Due to our expertise, we were the only animal protection organisation invited to help draft the objectives of the United Nations Environment Programme's new Global Partnership on Marine Litter. As a result, it now includes 'securing good animal welfare' as a primary objective. We were also invited to present on the devastation entanglement causes to marine wildlife at the partnership's first meeting.

By end of 2013, we also gained further support for our marine debris campaign from several key organisations, including the Zoological Society of London, the Healthy Seas Partnership and GhostNets Australia.

Turning the tide on turtle farming

Our campaigning resulted in significant improvements being made at the Cayman Turtle Farm, which houses 9,500 green sea turtles in appalling conditions. This included the hiring of a full-time vet and Myrtle the turtle no longer being forced to give rides to members of the public. The farm has also stopped selling turtle-meat based meals at its restaurant and has cancelled its annual release of farm turtles into the wild, after recognising our concerns about a lack of quarantine procedures.

Key to the success of our campaign were a petition signed by 185,000 supporters, the lobbying of the Caymanian government, backing from Sea Turtle Conservancy, Humane Society International and FOUR PAWS, and media coverage of the turtles' plight.

However, although these achievements are steps in the right direction, they are only short-term solutions. This is why, throughout 2014, our Stop Sea Turtle Farming campaign will continue the lobbying, public awareness and education work needed to end this inhumane practice once and for all.



Protecting Pakistan's bears

With our partner Bioresource Research Centre of Pakistan (BRC), we continued to protect Pakistan's bears from the horrors of bear baiting. In 2013, there were only 10 events involving trained fighting dogs attacking defenceless bears. In 2012, this figure was 35. And when we first started our work in this area 16 years ago, we estimate 1,000 bear-baiting events were taking place in Pakistan every year.

Our success is largely due to our work with the BRC to encourage spiritual leaders and landlords to speak out against the cruel and un-Islamic practice of bear baiting. Importantly, we have also negotiated with Pakistan's Federal Public Service Commission to include animal protection issues and bear baiting examples in their curriculum, so people applying for government jobs are educated about these subjects.

Image: Sihu, meaning 'flower', rescued in 2012 relaxes in Balkasar sanctuary, Pakistan.

'The new lives we have given the bears are so different from the horrors of the bear baiting ring. I'm delighted when the torn muzzles and wounds on their noses and necks heal well.'

Sahib Raheem, Balkasar sanctuary manager

New lives for captive bears

Supported by us, the BRC team rescued seven wounded and traumatised bears and took them to the safe haven of our Balkasar sanctuary for expert care and attention. With our help, their former owners have turned their backs on bear baiting and are now successfully running their own general stores.

Giving bears sanctuary in Romania

Working with our partner Asociatia Milioane de Prieteni (AMP) we freed five bears from cramped zoo cages and gave them a new life in our Zarnesti bear sanctuary in Romania. These bears joined 72 other rescued bears living in the mountain bear sanctuary, which we have helped to develop and fund since 2005.

In the future, our aim is for the Zarnesti bear sanctuary to become self-sustainable and raise even greater awareness of the needless suffering caused to bears that are kept in private captivity. Currently, poor captive conditions and a lack of legislation to prevent the capture of bear cubs from the wild is a growing problem for the Romanian authorities.

Changing the lives of wild animals in China

We moved and coordinated key wildlife experts and organisations to develop and present recommendations for the revision of the Wildlife Protection Act in China. This work has the potential to prevent disease, improve medical care and stop the torture and killing of thousands of wild animals in China.

Ending bear bile farming

In Korea and Vietnam, we brought together government officials and key organisations to discuss, review and amend legislation relating to the farming of bears for their bile. Our long-term aim is to end this needless practice for good and for herbal and synthetic alternatives to replace bear bile in traditional Asian medicines.



5 new bears joined 72 other rescued bears living in the mountain bear sanctuary, which we have helped to develop and fund since 2005.

Image: The team from Zarnesti bear sanctuary rescue Gheorghe who has been in captivity in a Romanian zoo for 11 years – he was then taken to the sanctuary to live in a beautiful forest home.



We put animals on the global agenda

The World Organisation for Animal Health. The UN Food and Agriculture Organization. The UN Office of Drugs and Crime. The General Assembly. UNESCO...

In 2013, we moved decision makers all over the world to put animals on the global agenda.

Improving laws, changing lives

Our extremely successful Untangled symposium in December 2012 gave us the direction and focus for our new marine debris campaign. This is a global initiative that aims to stop 1 million animals being injured and killed in lost and discarded 'ghost' fishing gear.

In 2013, we invested time and resources to fully understand this complex issue. We also gathered stories and evidence to showcase the best solutions, which we'll promote through our 2014 Sea Change campaign.

Moving the United Nations

We worked closely with the UN in 2013, reaching a number of milestones:

- For the first time in history, we moved the UN General Assembly to include animal welfare in two resolutions. This will encourage governments all over the world to commit to protecting animals when developing their policies.
- Our status at the UN was upgraded from Special to General Consultative Status, reflecting both our credibility and the contribution we are able to make. We were accepted as a key partner in the UN Food and Agriculture Organization's Global Agenda of Action.
- We participated extensively in all public consultations on the UN's Sustainable Development Goals.

Educating, educating, educating

Our Concepts in Animal Welfare teaching materials give us access to veterinary professionals and policy makers across the world. That's why we have translated these into Chinese, Spanish, Portuguese and Thai. And we have disseminated them to over 850 vet schools to be used by veterinary educators in 27 countries across Latin America, Africa, China, and south and south-east Asia. By training veterinary educators to understand and teach animal welfare, we are in a unique position to equip them, and the next generation of vets, to move the world to protect animals.

Making an impression on UNESCO

UNESCO (United Nations Educational, Scientific and Cultural Organization) has endorsed our materials for schools - First Concepts in Animal Welfare and Education for Sustainable Development. Our school materials are now in at least 14 countries around the world. All of which means we could reach as many as 35,000 teachers and 25 million children this year.

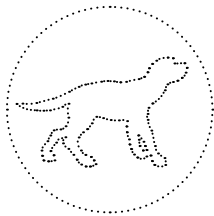
Gathering information, generating intelligence

Throughout 2013, we continued to gather information and generate intelligence through our Investigative Affairs team. A particular highlight was when the team was accepted onto the UN Office of Drugs and Crime database, which helps prevent crimes, including those against animals.

Image: By putting animals on the global agenda, we change their lives for the better.

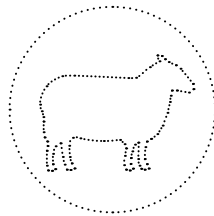


We look forward to 2014



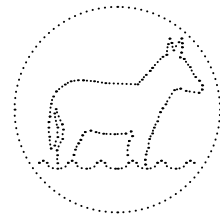
To protect the lives of animals in communities, we will...

- **establish** a new rabies control project on the islands of Flores and Lembata in Indonesia, with support from the Food and Agriculture Organisation of the United Nations and the Indonesian government
- **help** the Kenyan government develop their national rabies eradication strategy and help them pilot it in three counties in Kenya
- **work** with our Romanian partners to improve the lives of dogs in their communities and influence the government to stop cruel dog culls
- **launch** a new campaign that aims to prevent the inhumane culling of animals in response to factors other than rabies, such as international events.



To protect the world's farm animals, we will...

- **develop** compelling campaigns, research and evidence to move farmers, businesses and governments so they embrace better welfare practices, standards and regulations
- **demonstrate** welfare and business-friendly solutions that the farming industry can adopt
- **make sure** those responsible for policies determining the future of global food and farming recognise the importance of animal welfare.

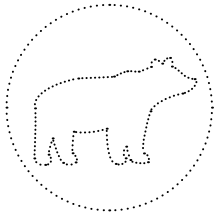


To protect animals threatened by disasters, we will...

- **deliver** help where it is needed most when disaster strikes and move closer to our aim of supporting 1 million animals in disasters by 2016
- **host** a major event in Geneva to put the issue of animal protection squarely on the agenda of the humanitarian community
- **continue** our successful partnership with the Indian National Disaster Management Authority to ensure animals are included in the emergency plans of Indian states.

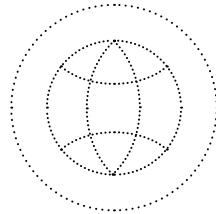
Over the past 12 months, we have accomplished incredible things and truly positioned ourselves as a global leader that can move the world to protect animals.

Looking forward, it's absolutely vital that we not only continue with this life-changing work but also build on it throughout 2014. With our supporters' help, we know we can do even more to change attitudes, behaviour and actions that will prevent the needless suffering of animals around the world.



To protect wild animals globally, we will...

- **aim** to save 1 million marine animals through our Sea Change campaign, which will involve us working with seafood companies to clean up 'ghost nets' lost and discarded in our oceans
- **launch** a new global campaign to protect wild animals from being traded as luxury pets and goods, and for traditional Asian medicine and entertainment
- **continue** our work to stop bears being cruelly captured for entertainment and farmed for their bile
- **demand** better protection for Boto dolphins in the Amazon region, who are hunted for their meat.



To put animals on the global agenda, we will...

- **publish** the first ever Animal Protection Index - a formal index of animal protection in a range of countries
- **make** sure the needs of animals are addressed by the UN's Sustainable Development Goals
- **move** another 15 national governments and regional economic/political communities to support a Universal Declaration on Animal Welfare.

Our financial review 2013

2013 – a summary

In 2013, World Animal Protection continued the trend for long-term stability and growth, raising £27.9 million of total incoming resources – a 11.6 percent increase on 2012. Our voluntary income increased by an average of 17 percent per year over the last decade, more than quadrupling in size since 2003. This represents an enormous expression of confidence from our donors and supporters in our strategy – and reflects the difference World Animal Protection makes for animals. We are very grateful for all of our donors' continued support in 2013.

Our charitable expenditure was £24.3 million – a 1.4 per cent increase on 2012. This reflects our continued commitment to maximising expenditure on animal protection work across the world. The expenditure across the different campaigns varies according to the programmatic needs and plans set for the year. Our objectives and achievements for 2013 are explained in detail on pages 27–51.

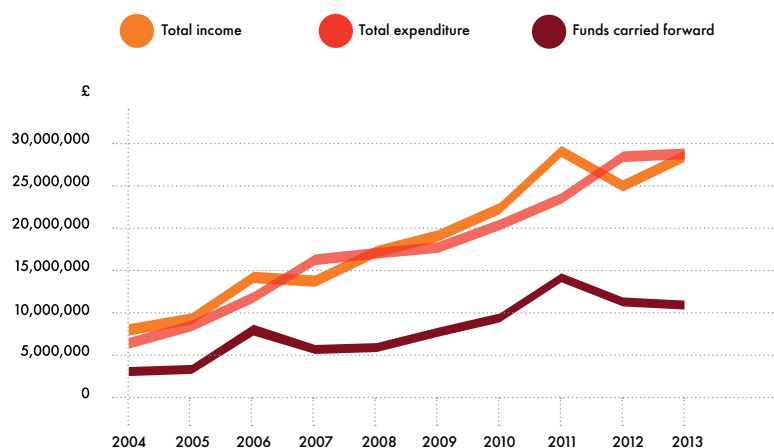
In 2013 we significantly increased expenditure on global advocacy for animals. The main reasons for this increase were:

- the development of the Animal Protection Index, which will be published for the first time in late 2014
- expansion of investigations work to help us prepare for new campaigns, especially in the area of wildlife
- growth of our education work, including into countries such as China
- greater engagement with the UN as we worked to incorporate animal protection into the UN's Sustainable Development Goals.

The expenditure on animals in farming reduced in comparison to 2012 because of the substantial investment in the launch of the European Dairy Campaign in 2012.

Our governance costs increased to £1.4 million from £0.9 million due in part to associated costs of the strategic decision to relocate our activities from Tanzania to Kenya, and close the office in Colombia and shift our Latin American operations to our existing office in Costa Rica.

This has resulted in a net negative movement in funds of £0.7 million, resulting in £11.1 million fund balances carried forward at the end of 2013.



Our fundraising

Every pound, dollar and krone helps move the world

We move the world to protect animals. But we simply couldn't do it without our loyal supporters, whose energy, time and generosity helps animals all over the globe.

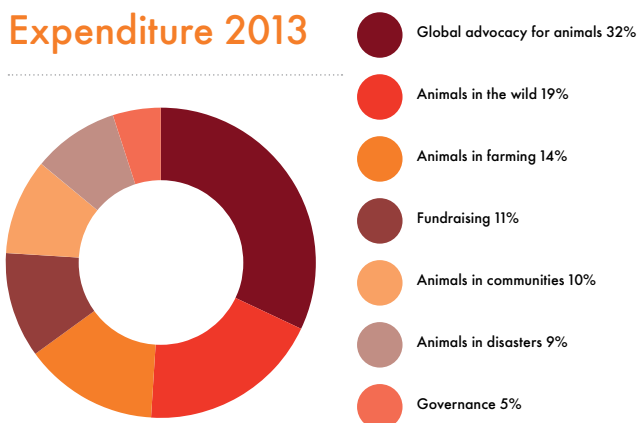
In 2013, World Animal Protection raised £27.8 million in voluntary income, which is an increase of more than £2.9 million (11.9 percent) compared to 2012. This was due largely to an increase in grant income from other entities in the World Animal Protection network from £10.0 million to £12.8 million, an increase of £2.8 million (28 percent), which reflects fundraising success by some country offices. Particularly notable is the success of World Animal Protection's fundraising efforts in Thailand, which continue to go from strength to strength, securing £2.9 million in 2013 (26 percent increase from 2012).

Income from legacies also continued to grow in 2013, increasing by 21 percent compared to 2012.

Gifts from major donors, trusts and foundations decreased from 2012 to 2013, but this reflects a significant gift received in 2012 from the Tubney Charitable Trust for our farm animal welfare work. Not counting this generous, one-off grant, our major gift income increased by 80 percent from £88,000 in 2012 to £158,000 in 2013.

For more information on World Animal Protection's global fundraising efforts, please see our 2013 Global Review, which includes a financial summary drawn from the accounts of all entities of World Animal Protection.

Expenditure 2013



Other highlights from 2013 include:

DLA Piper, one of the world's largest law firms, partnered with World Animal Protection to provide first-class research to support our Animal Protection Index. This will establish for the first time a ranked index of animal welfare policy and legislation in 50 key countries around the world. The index will also help influence countries to improve their standards of animal protection and measure improvements in animal welfare policy over time. DLA Piper's pro bono support represented a generous in-kind gift of £131,000 to World Animal Protection in 2013.



We hosted an event, Cruelty in a Concrete Jungle, for major donors, partners and policymakers at London's Natural History Museum to raise awareness of wildlife crime. Following this successful occasion, we secured £55,000 in voluntary income. This included a generous gift of £30,000 from The Ernest Kleinwort Charitable Trust in support of our partnership with the UK's Metropolitan Police Wildlife Crime Unit to tackle the issue.



World Animal Protection secured more than £46,000 in support of our work to deliver relief to animals in response to Typhoon Haiyan in the Philippines. We received the majority of these funds from October-December 2013. These generous gifts enabled our Disaster Response team to provide emergency feed, veterinary care and shelter to thousands of animals in the aftermath of the devastating storm - work that recently featured in a BBC2 documentary, Vets in the Disaster Zone.

Our volunteers

Our dedicated volunteers help with everything from office administration to raising vital funds. So we would like to take this opportunity to express our gratitude to all our volunteers for their dedication, hard work and support throughout 2013.

Our grant-making policy

World Animal Protection makes grants to other entities in the global network to contribute to their running and programme costs. It also gives grants on a proactive basis to its partner organisations and institutions to support joint work on strategic campaigns and projects. World Animal Protection 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 monthly management reports which include explanations of variance from agreed budgets. Grants to other organisations are governed by grant agreements which lay out agreed terms of reference and requirements for regular reporting.

Our reserves policy

The trustees regularly review the reserves position of World Animal Protection. The charity takes a risk-based approach in determining the amount that should be held in reserves and avoid holding excessive levels of reserves in order to maximise charitable spend in line with our strategic objectives. The reserves policy is intended to protect the organisation and its charitable programme by providing time to adjust to changing financial circumstances. The main objectives of the reserves policy are to:

- provide unrestricted working capital for day-to-day operations of World Animal Protection worldwide
- protect the work of World Animal Protection around the world against fluctuations in voluntary income and reductions in the value of fundraised income due to adverse foreign exchange movements
- protect the work of World Animal Protection around the world in the event of expenditure increasing due to adverse foreign exchange movements
- enable entities in the World Animal Protection network around the world to restructure operations in an orderly manner, in the event of such action being necessary
- provide a lump sum to meet any contingencies other than those detailed here.

As World Animal Protection is a global organisation with separate legal entities in different countries, some with their own reserves requirements, not all of the global reserves are held by the UK-registered charity.

For purposes of this policy World Animal Protection has defined reserves as being cash held in the charity's bank accounts and liquid investments (excluding any endowments which cannot be used for on-going running costs), less those restricted funds that have been specifically donated for discrete projects. Restricted funds that are currently held are not restricted in a practical way because the charity has sufficient planned work to expend the restrictions.

Our investment policy

The Reserves policy establishes an appropriate target range for the level of reserves. The target range for 2013, and throughout the forthcoming period, has been established as between 3–5 months of annual expenditure for the UK-registered charity. The range is based on a risk assessment of the probability and likely impact on the charitable programme that might be caused by a decline in income, an increase in costs or an inability to reduce expenditure in the immediate short term.

Reserves (as defined in this policy) as at 31 December 2013 were £8.7 million (in 2012, they were £8.5 million). For 2013, total expenditure was £28.6 million (up from £28.3 million in 2012) and so reserves represent 3.6 months (2012: 3.6 months) of total expenditure. This is within the target range.

The Reserves policies and the target ranges are reviewed annually to reassess the risks and reflect changes in the charity's income, financial obligations and expenditure.

The trustees have established an Investment policy for the reserves that are held by the World Animal Protection UK entity.

The objective of the policy is to balance various requirements:

- to maintain high 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 as well as to generate a return while observing World Animal Protection's investment restrictions.

The investment manager, UBS Wealth Management, manages World Animal Protection funds using strategic and tactical approaches to asset allocations within strictly agreed parameters on a medium balanced basis (to achieve a balance between income and growth). An income yield portfolio typically has a low risk profile with the lowest exposure to equities; a growth portfolio is typically oriented towards capital growth and has a more risky profile. World Animal Protection's portfolio is a balanced one, sitting between these two approaches. When investing in equities the focus is on the long-term potential of companies with sustainable high underlying returns, strong cash-flow and the ability to pay growing dividends; however these must meet World Animal Protection's ethical investment restrictions.

The trustees have agreed the following investment restrictions to reflect our ethical standards:

- food producers involved with animals
- food packagers involved with animals
- pharmaceutical companies
- arms companies
- fast-food companies
- tobacco companies.

Our risks and uncertainties

Our trustees are responsible for ensuring World Animal Protection has in place an appropriate system of controls, financial or otherwise, to provide reasonable assurance that our charity is operating efficiently and effectively. The systems of risk management and financial control are continually reviewed and improved where necessary to provide reasonable assurance against material misstatement or loss.

In November 2012, our board appointed Crowe Clark Whitehill to carry out the internal audit function within World Animal Protection. They will undertake a programme of reviews until October 2015. In 2013, Crowe Clark Whitehill completed reviews of our Thailand country office, our UK country office, our global approach to risk management, our global management of staff expenses and our IT controls within World Animal Protection International. All reports and recommendations were presented to the board, and the implementation of recommendations is being monitored.

In line with the recommendations of the Statement of Recommended Practice for Accounting and Reporting by Charities, the trustees have approved a risk-management policy to assess business risk and implement risk management strategies. A process of identifying risks and the development of a continuous programme of activities to monitor and mitigate risks has been undertaken and is regularly reviewed by our Global Leadership Team.

This work involves:

- identifying and recording risks
- clarifying management responsibility for each risk
- assessing risks in terms of the potential likelihood of them occurring
- assessing risks in terms of their possible impact
- assessing each risk and determining acceptable tolerance levels
- adopting suitable counter measures to mitigate risks.

The board also reviews all of this work annually.

The key risks and uncertainties that face the charity, as identified in the Risk Register, include:

Risk description	Mitigation in place
<p>1 Income</p> <p>The challenging economic environment affecting all key countries makes it harder to recruit and retain supporters. We therefore face the risk that we will not raise sufficient income to meet our ambitious programme objectives.</p>	<ul style="list-style-type: none"> • New supporter engagement strategies have been developed and attrition rates are monitored. • We started fundraising in Thailand in 2011 – a project which is performing well. • We are developing new income streams within our existing markets to diversify our income base.
<p>2 Fraud and bribery</p> <p>We operate in over 50 countries across the world, often with staff working remotely. We face the risk that individual acts of fraud (including theft), bribery, corruption or money laundering may take place. Our financial resources, reputation and status could be at risk. These acts may be internal or involve third parties, and may involve bribes sought by third parties.</p>	<ul style="list-style-type: none"> • Financial reporting and monitoring processes are in place that look at income and expenditure globally. All budgets have budget holders. Major variances will be spotted and questioned. • The quality of global financial management and control is monitored and weaknesses addressed. • All offices are externally audited each year, and we implemented a new internal audit function in 2013. • A robust global anti-fraud, bribery and corruption policy has been prepared and approved by the board, with supporting procedures being rolled out.
<p>3 Foreign exchange losses</p> <p>Exposure to severe fluctuations in currency exchange rates could have an effect on budgeted income and expenditure.</p>	<ul style="list-style-type: none"> • We take foreign exchange advice from professional advisers, which helps us to transfer our funds at appropriate times and rates. • The impact of exchange rate movements is assessed within the annual budget and monitored by our board. • Increasingly, the currencies in which we spend funds match the currencies in which we receive income, meaning that we have a natural hedge.
<p>4 Maintaining the global World Animal Protection network</p> <p>Our global network includes a number of independent entities. We work together to develop the global strategy. However, if the board of a separate legal entity was to disagree with the direction of World Animal Protection globally, it may choose to leave the World Animal Protection network. This could reduce income and affect our ability to deliver our mission.</p>	<ul style="list-style-type: none"> • Collaboration agreements have been signed between World Animal Protection International and all independent entities. These set out how we will work together. • Our board liaises with the boards of independent entities and will engage with them in 2014 as we review our long-term strategy. • The UK entity owns World Animal Protection brand globally. • Where appropriate, we have made a number of changes to our legal structures to increase the security of our global network.

Risk description	Mitigation in place
<p>5 Income or reputation affected by coverage of charity finances and salaries</p> <p>In the UK, the salaries of charity executives have been subject to media attention and criticism. Some donors expect staff in charities to be paid moderately or even to volunteer. Along with all other charities, we face a reputational and financial threat.</p>	<ul style="list-style-type: none"> • The salary of our chief executive is set by the board and informed by benchmarking. • The salaries of all staff, including the remaining members of our leadership team are set in accordance with a remuneration policy that is approved by the board. • We aim to pay in line with local markets to recruit and retain talented staff. • Our pay arrangements are transparent, as they are disclosed in this annual report.
<p>6 Delays to our work</p> <p>We work extensively with partners, including governments, businesses, inter-governmental organisations and other NGOs. This is the best way to achieve our mission. However, we are to some degree reliant on our partners and therefore face the risk that our work will be delayed.</p>	<ul style="list-style-type: none"> • As far as possible, we use planning and monitoring to predict and prepare for delays. However, the nature of our partnerships with others means we cannot fully control our delivery timetable.
<p>7 Meeting the expectations of partners and stakeholders</p> <p>We work with a wide range of partners, many of which are much larger than us. So we face a risk in many areas of our work that we will not be able to mobilise the level of resources a partner expects when we work together.</p>	<ul style="list-style-type: none"> • When we put formal partnership arrangements in place we clearly set out in our agreements what each party is expected to contribute. This helps to set clear expectations. • In other instances, where we do not have a formal agreement in place, it is still important for us to be clear about our limited funds. • Our overall aim is to be a catalyst for change and deliver sustainable, long-term solutions. Therefore, we seek to ensure that partners such as governments take ownership of projects, including the delivery and funding of them.
<p>8 Maximising our impact for animals</p> <p>We have limited resources, all entrusted to us by our donors. We must strive to maximise our impact for animals. We recognise that we need to improve the monitoring and evaluation of our work to ensure we understand the impact we have on the lives of animals and how we can achieve even more.</p>	<ul style="list-style-type: none"> • A World Animal Protection performance dashboard has been developed. This provides a mechanism for the monitoring of performance across all areas of our work. And we are making on-going improvements to the dashboard. • Our Leadership team holds regular reviews of performance using the quarterly dashboard. The annual budget has clearer objectives. And these can be used as a basis for overall monitoring. • Robust impact assessment is being developed for our work.

Risk description	Mitigation in place
<p>9 Regulatory compliance</p> <p>Failure to comply with the statutory or regulatory requirements concerning the behaviour of NGOs in any one of the countries in which we operate could threaten our charitable status, lead to financial penalties, and damage our reputation and fundraising programmes.</p>	<ul style="list-style-type: none"> • All our offices are registered with the appropriate authorities. • The annual accounts of all our offices are annually audited. • A global governance review has been completed to ensure we have the appropriate legal status in all our offices. • We have put in place appropriate reporting mechanisms to country offices to ensure they have the information they need to meet their local regulatory requirements.
<p>10 IT systems failure or security breaches leading to loss or compromise of sensitive information</p> <p>Unless our IT systems are regularly reviewed, updated or replaced, they might become unable to cope with the increasing requirements of a growing organisation. This may lead to gaps in communications and a failure to manage our information effectively. There is also a risk that sensitive information might be inadvertently leaked.</p>	<ul style="list-style-type: none"> • The control and management of IT systems by the UK charity was reviewed and validated by our internal auditors in 2013. We appointed regional IT coordinator roles in late 2012. They monitor and provide advice on the robustness of our IT systems and infrastructure in our offices outside the UK. We also use local IT suppliers to provide operational support. However, there remain a number of improvements we plan to make in country office IT environments.

Our public benefit requirement

Under the Charities Act 2006, 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 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 sorts of 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, eg neutering.

In accordance with the requirements of the Charities Act 2006, the trustees have paid due regard to the Charity Commission's guidance on public benefit when deciding on and planning the activities of World Animal Protection.

All trustees give their time voluntarily and receive no benefits from the charity. The charity operates a policy that ensures the trustees are reimbursed for expenses incurred in their role to ensure that no one is excluded from contributing on financial grounds. Any expenses reclaimed by the trustees are disclosed in Note 23 to the accounts.

This report demonstrates how World Animal Protection met its charitable purposes in 2013 and its principal achievements under its respective strategic priority areas of work.



Our other important information

Our structure, governance and leadership

Global structure

World Animal Protection is the operating name of The World Society for the Protection of Animals – a registered charity and a company limited by guarantee. World Animal Protection is a global organisation, comprised of a network of national offices, with international headquarters in London, UK.

The organisation is grouped into five regions – Europe; Africa and the Middle East; North America; Latin America; and Asia-Pacific – headed by regional directors who coordinate and direct our work in their respective region at a strategic level. The role of our International office is to develop the global strategy, coordinate activities of the regions and national offices, set global policies and standards and provide central corporate services where it is most efficient to do so. Our national offices raise money for charitable activities, and remit surplus funds to our International office, which redistributes these to fund programmatic activities worldwide.

Every World Animal Protection office is constituted and registered as a legal entity in its own country as required and is licensed through a collaboration agreement with the International office to use the World Animal Protection trademark. These offices focus either solely on their own country or on agreed geographical regions. They carry out a range of animal welfare and fundraising activities united under one global World Animal Protection strategy, developed in consultation between all the offices and approved by the trustees of the UK charity.

World Animal Protection as registered in the UK includes our International office, the country office for the UK, all the regional offices and five other offices in China, Colombia, Kenya, Tanzania and Thailand – which are branches of the UK charity. Other independent national offices are located in Australia, Brazil, Canada, Costa Rica, Denmark, India, the Netherlands, New Zealand, Sweden and the USA.

Since the end of 2013 – but before we produced this annual report – World Animal Protection USA, World Animal Protection Australia and World Animal Protection New Zealand have all become branches or subsidiaries of the UK charity. In addition, during 2013 we decided to close World Animal Protection Colombia and activities have been transferred elsewhere within the charity. In 2013 we moved our office from Tanzania to Kenya.

World Animal Protection has been in existence for over 30 years but has been registered in the UK since 4 August 2000 and was incorporated on 7 July 2000. Its governing instrument is its Memorandum and Articles of Association which were updated in 2011. Prior to 2000 World Animal Protection operated in the UK as a branch of a not-for-profit charitable company registered in the District of Columbia, USA.

Governance

The Board of Trustees consists of not more than 13 individuals. The board meets three times a year to review the performance of the charity and make any decisions necessary to its governance and strategic direction. It also regularly reviews the organisation's Risk Register. Biographical information about current Trustees of World Animal Protection can be found on our website.

The board has a Finance and Audit Committee which reviews and makes recommendations to the board on financial policy, the annual audit and accounts, and the investment policy. The committee meets at least three times a year to review:

- the management accounts and performance in relation to the budget
- the annual budget before it is presented to the trustees
- the investment policy and the performance of investments
- internal audit.

The board's Nominations and Governance Committee ensures that World Animal Protection's governance processes and practices are robust, geared towards enabling the most effective delivery of its global strategy and in line with best practice. In addition, the committee continually reviews the skill requirements and performance of trustees and makes recommendations to the board as appropriate. When new trustees are needed, they are recruited through a global advertising process, with the aim of identifying and appointing candidates with the particular skills and experience required by the board.

The induction process for any newly appointed trustee has two main elements:

- an induction pack containing key documents relating to:
 - the board specifically, including: a trustee role description and Trustee Code of Conduct, to make clear their duties and obligations as a trustee of a UK charity, and Terms of Reference for the board committees
 - the wider organisation, including: Articles of Association, the current strategy and corporate policies
- a series of meetings with board and staff members to:
 - establish key relationships
 - receive briefings on the strategy, World Animal Protection's structure and governance practices and processes, and the organisation's expectations of the new trustee.

Training is offered on new legislation and best practice.

The Human Resources and Remuneration Committee is constituted to review the Chief Executive Officer's (CEO's) remuneration and to keep under review World Animal Protection's policies on human resources and pay to ensure that they are consistent with the board's requirements, current legislation and best practice.

Finally, the board also operates a Standing Committee whose principal role is to carry out the functions of the full board between its regular meetings. This might include advising on matters referred to it by the CEO.

Leadership

Mike Baker, the CEO, is appointed by the 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 and of the regions in order to ensure that his decisions reflect the needs of the global organisation.

The GLT consists of John Trampleasure, Deputy CEO; Nick Stevens, Director of Resources; Ian Cawsey, Director of Policy and External Affairs; Steve McIvor, Director of Campaigns; Margaret West, Regional Director Asia-Pacific; Ruud Tombrock, Regional Director Europe; Alfredo Botti, Regional Director Latin America; Silia Smith, Regional Director North America; and Tennyson Williams, Regional Director Africa and the Middle East.

The charity employs a team of staff in London who coordinate the global work of World Animal Protection.

Our reference and administrative details

World Animal Protection is the operating name of the World Society for the Protection of 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 Memorandum and 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)

Mr Mark Watts ^{1,4}	President: Chair, Standing Committee
Ms Hanja Maij-Weggen ²	Deputy President
Mr Paul Baldwin ^{1,2,4}	Chair, Finance and Audit Committee
Mr Dominique Bellemare ³	
Dr Bjarne Clausen	
Dr Chinny Krishna ²	
Mr Carter Luke ^{2,3,4}	Chair, Nominations and Governance Committee
Ms Marcelle Meredith ^{1,3,4}	Chair, Human Resources and Remuneration Committee
Dr Andrew Rowan ^{1,2}	
Mr Joseph Nhan-O'reilly	Elected June 2013
Ms Nesta Hatendi	Elected June 2013
Ms Cecilia Vega Leon ¹	
Dr Hugh Wirth ^{1,3}	

¹Member of Human Resources and Remuneration Committee; ²Member of Finance and Audit Committee;

³Member of Nominations and Governance Committee; ⁴Member of Standing Committee

Chief Executive Officer Mr Mike Baker

Investment managers UBS AG
1 Finsbury Avenue, London EC2M 2AN

Bankers The Co-operative Bank
62-64 Southampton Row, London WC1B 4ND

Solicitors Bates Wells and Braithwaite London LLP
2-6 Cannon Street, London EC4M 6YH

Auditors Grant Thornton UK LLP
Grant Thornton House, Melton Street, London NW1 2EP

Our statement of Trustees Responsibilities

The trustees (who are also directors of World Society for the Protection on Animals for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year.

Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- make judgments 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
- prepare the financial statements on a 'going concern' basis unless it is inappropriate to presume that the charitable group will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions 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.

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 company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

Grant Thornton 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 trustees and signed on their behalf by:

Mark Watts

Trustee
4 June 2014

WSPA (World Society for the Protection of Animals) is now operating as World Animal Protection. While our operating name has changed, our purpose is the same – to move the world to protect animals.

Independent auditor's report to the members of the World Society for the Protection of Animals

We have audited the financial statements of World Society for the Protection of Animals for the year ended 31 December 2013 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheet, the Consolidated Cashflow Statement and the Summary of Income and Expenditure account and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 its members as a body for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 67, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2013 and of the group's charitable company's incoming resources and application of resources, including its 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 Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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:

- the parent charitable company has not kept proper and adequate accounting records 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 or 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.

Carol Rudge

Senior Statutory Auditor
for and on behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
London
4 June 2014

Consolidated financial statements

Consolidated statement of financial activities

	Note	Unrestricted £'000	Restricted £'000	Endowment £'000	2013 Total £'000	2012 Total £'000
Incoming resources from generated funds						
Voluntary income	2	25,320	2,446	-	27,766	24,818
Activities for generating funds	3	9	-	-	9	20
Investment income	4	117	-	-	117	153
Total incoming resources		25,446	2,446	-	27,892	24,991
Resources expended						
Costs of generating funds						
Costs of generating voluntary income	5	3,235	-	-	3,235	3,434
Fundraising trading	3	4	-	-	4	5
Investment manager fees		21	-	-	21	19
Net incoming resources available for charitable application		22,186	2,446	-	24,632	21,533
Charitable activities						
Animals in communities	6	2,305	444	-	2,749	2,437
Animals in farming		2,811	1,366	-	4,177	6,808
Animals in disasters		1,943	550	-	2,493	2,204
Animals in the wild		4,056	1,560	-	5,616	6,184
Global advocacy for animals		9,244	-	-	9,244	6,305
Total charitable expenditure		20,359	3,920	-	24,279	23,938
Governance costs	9	1,442	-	-	1,442	898
Total resources expended		25,061	3,920	-	28,981	28,295
Net incoming resources before gains and losses		385	(1,474)	-	(1,089)	(3,303)
Realised gains/(losses) on investment assets		10	-	3	13	(15)
Net deficit for the year		395	(1,474)	3	(1,076)	(3,318)
Unrealised gains/(losses) on investment assets	13	286	-	79	365	187
Net movement in funds		681	(1,474)	82	(711)	(3,131)
Fund balances brought forward		8,178	2,709	903	11,790	14,921
Fund balances carried forward		8,859	1,235	985	11,079	11,790

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 accompanying accounting policies and notes form an integral part of these financial statements.

Consolidated financial statements

Consolidated and charity balance sheet at 31 December 2013

	Note	Consolidated 2013 £'000	Charity 2013 £'000	Consolidated 2012 £'000	Charity 2012 £'000
Fixed assets					
Tangible assets	12	869	869	1,152	1,152
Investments	13	3,158	3,158	2,719	2,719
		4,027	4,027	3,871	3,871
Current assets					
Debtors	14	2,621	2,652	3,484	3,506
Cash on deposit	26	558	558	3,461	3,461
Cash at bank and in hand	26	5,960	5,922	3,241	3,212
		9,139	9,132	10,186	10,179
Creditors: amounts falling due within one year	15	(1,996)	(1,993)	(2,202)	(2,199)
Net current assets		7,143	7,139	7,984	7,980
Provisions	16	(91)	(91)	(65)	(65)
Net assets		11,079	11,075	11,790	11,786
Unrestricted funds					
Designated funds	17	1,009	1,009	1,292	1,292
Revaluation funds		559	559	272	272
General funds		7,291	7,287	6,614	6,610
		8,859	8,855	8,178	8,174
Restricted funds	18	1,235	1,235	2,709	2,709
Capital funds					
Endowments	19	985	985	903	903
		11,079	11,075	11,790	11,786

The financial statements were approved by the Board of Trustees on 4 June 2014

Mark Watts
Trustee

Registered company no: 4029540

Consolidated financial statements
Consolidated cashflow statement

	Note	2013 £'000	2012 £'000
Net cash outflow from operating activities	25	(167)	(6,124)
Returns on investments and servicing of finance	4		
Interest received		31	68
Investment income		86	85
Net cash inflow from returns on investments and servicing of finance		117	153
Capital expenditure and financial investment			
Purchase of tangible fixed assets	12	(60)	(675)
Purchase of investments	13	(470)	(618)
Sale of fixed asset investments	13	475	766
		(55)	(526)
Net cash outflow before management of liquid resources and financing		(105)	(6,497)
Decrease in cash	26	(105)	(6,497)

Consolidated financial statements

Summary income and expenditure account

The World Animal Protection Group

	2013 £'000	2012 £'000
Income		
Voluntary income	27,766	24,818
Activities for generating funds	9	20
Investment Income	117	153
	27,892	24,991
Expenditure		
Costs of generating voluntary income	3,235	3,434
Fundraising trading	4	5
Investment manager fees	21	19
Charitable activities	24,279	23,938
Governance costs	1,442	898
	28,981	28,294
Realised gains/(losses) on investments	13	(15)
Net (expenditure)/income	(1,076)	(3,318)

An income and expenditure account is an alternative summary of the information contained in the Statement of Financial Activities. As recommended in the Charity SORP, this statement excludes gifts of capital that are not currently available for revenue expenditure (See note 19). The income and expenditure account is included in the accounts in order to comply with the Companies Act 2006.

Notes to the consolidated financial statements

1. Accounting policies

Basis of preparation

The financial statements have been prepared on a going concern basis and in accordance with the applicable accounting standards, including the Statement of Recommended Practice (SORP) on Accounting and Reporting by Charities (revised 2005) and the Companies Act 2006.

Basis of consolidation

The consolidated financial statements of the group incorporate the accounts of the charity including the Regional Offices of Europe; Africa and the Middle East; North America; Latin America; and Asia-Pacific; and branches in China, Thailand, Kenya, Colombia, Tanzania (operations in Colombia and Tanzania ceased in 2013, and activities have been transferred elsewhere within the charity) 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. A separate Statement of Financial Activities (SOFA) is not presented because the charity has taken advantage of the provisions of paragraph 397 of the SORP and Section 408 of the Companies Act 2006.

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.

Tangible fixed assets

Tangible fixed assets over £5,000 are depreciated on a straight line basis over their expected useful lives as follows:

Computer equipment	3 years
Software	3 years
Office equipment	3 years
Leasehold property	The life of the lease

Funds 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 trustees.

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.

Eberle expendable endowment fund – this fund represents assets received from a legacy in 1991 which should, where possible, be held permanently by the charity, principally as investments. Income arising on the endowment fund must be used for small animals, which falls within the objects of the charity.

Ruth Whist permanent endowment – this fund arises from a donation 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 Director of Campaigns.

Incoming resources

Appeals, grants and donations

Income from appeals, grants and donations is included in incoming resources when it is receivable, except as follows:

- when donors specify that donations and grants given to World Animal Protection must be used in future accounting periods, the income is deferred until those periods.
- when donors impose conditions which have to be fulfilled before World Animal Protection becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions for use have been met.
- when donors specify that donations and grants are for particular restricted purposes which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

Legacies

Legacies are included when the charity is advised by the personal representative of an estate that payment will be made or property transferred and the amount involved can be quantified with reasonable certainty.

Notes to the consolidated financial statements

Grants

Revenue grants are recognised as incoming resources when they are receivable provided that the conditions for receipt have been complied with, unless they relate to a specified future period, in which case they are deferred.

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.

Resources expended and basis of cost allocation

Resources expended are included in the consolidated SOFA on an accruals basis, inclusive of any irrecoverable VAT which is included as part of the expenditure to which it relates.

Costs of generating funds

The costs of generating funds comprise the costs incurred in generating voluntary income, the costs of trading for fundraising purposes and the costs directly attributable to managing the investments.

Charitable expenditure

Charitable expenditure 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 8.

Governance costs

Governance costs represent costs incurred in meeting the constitutional and statutory requirements of World Animal Protection and include audit and legal fees linked to the strategic management of World Animal Protection.

Grants

Grants payable are accounted for as expenditure in the year in which an irreversible binding commitment to make payment is entered into.

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.

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.

Notes to the consolidated financial statements

2. Voluntary income

	Unrestricted funds £'000	Restricted funds £'000	2013 £'000	2012 £'000
Appeals and gifts	10,488	319	10,807	11,078
Legacies	3,425	484	3,909	3,233
Corporate donations, trust, foundation and society grants	39	119	158	537
Gifts In Kind	131	-	131	-
Other Income	11	-	11	-
Donations from World Animal Protection organisations (Note 23)	11,226	1,524	12,750	9,970
	25,320	2,446	27,766	24,818

3. Activities for generating funds

The charity has a wholly owned subsidiary, World Animal Protection Trading Company Limited, incorporated in the United Kingdom, which sells Christmas cards and receives taxable donations from companies operating mail order catalogues, affinity cards, promotional merchandise and ancillary activities.

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

	2013 £'000	2012 £'000
Turnover	9	20
Cost of sales	-	-
Gross profit	9	20
Administration expenses	(4)	(5)
Operating profit	5	15
Gift aid donation	(5)	(15)
Net result/(loss) from trading before interest	-	-
Interest receivable	-	-
Interest payable	-	-
Corporation tax payable	-	-
Result/(loss) for the financial year	-	-

Turnover excludes charitable donations raised as a consequence of trading activity. These are shown within Charity voluntary income.

Notes to the consolidated financial statements

4. Investment income and interest

	Unrestricted funds £'000	Restricted funds £'000	2013 £'000	2012 £'000
Interest receivable on bank deposits	31	-	31	68
Investment income - UK equities	86	-	86	85
Other	-	-	-	-
	117	-	117	153

5. Costs of generating voluntary income

	2013 £'000	2012 £'000
Appeals and gifts	3,017	3,189
Legacies	115	120
Corporate donations, trust, foundation and society grants	103	125
	3,235	3,434

6. Charitable activities

	External grants £'000	Direct expenditure £'000	Support costs (Note 8) £'000	Total 2013 £'000	Total 2012 £'000
Animals in communities	674	1,480	595	2,749	2,437
Animals in farming	130	3,023	1,024	4,177	6,808
Animals in disasters	74	1,820	599	2,493	2,204
Animals in the wild	961	3,407	1,248	5,616	6,184
Global advocacy for animals	163	6,845	2,236	9,244	6,305
	2,002	16,575	5,702	24,279	23,938

Notes to the consolidated financial statements

7. Grants

Grants were made to the following institutions as detailed below:

	2013 £'000	2012 £'000
Bioresource Research (Pakistan) BRC	296	255
Asociatia de Protectie a Animalelor (Romania Bear Sanctuary)	252	413
Food and Agricultural Organisation (FAO)	169	-
China Animal Disease Control Center	137	-
University of Oxford	119	60
Education for Nature (Vietnam) (ENV)	86	-
Metropolitan Police - Wildlife Crime Unit	78	-
FAI Farms Ltd	69	185
Global Alliance Rabies	67	-
Metro Manila	52	-
Zanzibar Department of Veterinary Services	50	27
Lanna Dog Welfare	45	-
Beijing Chaoyang Dist Anhua Dongwu Chanping Anquan Research	44	-
Animal Disease Control	35	-
Green Korea United	33	-
Pegasus	32	26
World Horse Welfare	29	-
Directorate General of Health Services - Bangladesh	27	-
Borneo Orangutan Survival Foundation	25	45
Uon Veru	20	-
Oxfam GB	20	-
Species Survival Network (SSN)	19	20
Commonwealth Veterinary Association	19	-
Friends of Freeland Foundation	19	-
International Whaling Commission	18	-
Kenya Veterinary Association	17	-
International Fund for Animal Welfare, Inc (IFAW)	16	5
Wildlife Trust India	15	-
University of Nairobi	14	31
Kenyatta University	13	-
The Royal Veterinary College	13	25
Indonesian Veterinary Medical Association (IVMA)	12	-
Sierra Leone Animal Welfare Society	11	16
The University of Edinburgh	10	10
National Curriculum Development Centre	10	-
The Winged Horse Trust	10	25
Lampang Pony Welfare Foundation	10	7
Humane Society International	9	100
Makueni County Government	7	-
Makueni	7	-
Urban St Leonards	7	-
Love Wild Life Foundation	6	-
Trinidad and Tobago Vet	5	-
Blue Paw Trust	-	54
Eurogroup for Animals	-	39
Cambodia Pony Welfare Organization	-	32
Marwar Animal Protection Trust	-	31
Compassion in World Farming	-	30
Palestine Wildlife Society	-	22
NOAH	-	17
Norwegian Animal Protection Alliance (Dyrevernalliansen)	-	10
CARE Coexistence of Animal Rights	-	10
Kathmandu Animals Treatment Centre	-	8
Tanzania National Parks	-	6
United Nations Development Programme	-	6
Fundacion CETHUS	-	5
Association SVAA (Huro Programme)	-	5
Callisto	-	5
	1,952	1,530
Other grants to institutions (all under £5,000)	50	65
	2,002	1,595

Grants are included in charitable activities and related support costs are apportioned across these as per Note 6 and Note 8.

Notes to the consolidated financial statements

8. Support costs

	Animals in communities	Animals in farming	Animals in disasters	Animals in the wild	Global advocacy for animals	Costs of generating voluntary income	Governance (see note 9)	Total 2013	Total 2012
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Office and IT	248	438	209	557	951	280	239	2,922	2,500
Staff costs	347	586	390	691	1,285	316	233	3,848	3,505
	595	1,024	599	1,248	2,236	596	472	6,770	6,005

Support costs are apportioned on the basis of direct spend on each area.

9. Governance costs

	Unrestricted funds £'000	Restricted funds £'000	2013 Total £'000	2012 Total £'000
Audit fees	98	-	98	88
Legal fees	655	-	655	340
International management	217	-	217	292
Support (see Note 8)	472	-	472	178
	1,442	-	1,442	898

10. Net incoming resources

This is stated after charging:	2013 £'000	2012 £'000
Operating lease - premises	518	342
Depreciation:		
Tangible fixed assets owned	343	278
Auditor remuneration		
- Statutory audit*	70	88
- Non-audit services	1	-
- Internal audit	27	-
Investment manager fees	21	19

* Audit remuneration in relation to the group audit was £34,000. Audit remuneration for overseas offices was £36,000.

Notes to the consolidated financial statements

11. Employees and staff costs

The payroll costs of these were as follows:

	2013 £'000	2012 £'000
Wages and salaries	9,816	8,143
Social security costs	870	780
Other pension costs	550	417
	11,236	9,340

In addition, a great amount of time, the value of which is impossible to reflect in these financial statements, was donated by our volunteers.

The average number of contracted employees throughout the year, calculated on a full-time equivalent basis, was:

	2013 Number	2012 Number
Charitable activities, campaigns and publicity	134	125
Fundraising	31	27
Managing and administration	51	45
Leadership and governance	8	7
	224	204

The emoluments of members of staff, including benefits in kind, above £60,000 are:

	2013 Number	2012 Number
£60,000 - £69,999	14	8
£70,000 - £79,999	8	4
£80,000 - £89,999	4	4
£90,000 - £99,999	2	1
£100,000 - £109,999	-	1
£110,000 - £119,999	2	1
£120,000 - £129,999	2	1
£230,000- £239,999	1	-

The pension costs paid in respect of these employees amounted to £166,050 (2012 £127,470)

The payment of £231,732 to one member of staff in 2013 represents a one-off exceptional payment of salary and statutory redundancy costs following our decision to close our Colombia office.

Notes to the consolidated financial statements

12. Tangible fixed assets (consolidated and charity)

	Leasehold property £'000	Office equipment £'000	Computer equipment £'000	Software £'000	Total £'000
Cost					
At 1 January 2013	1,030	70	226	298	1,624
Additions	18	24	18	-	60
Disposals	-	(5)	(3)	-	(8)
At 31 December 2013	1,048	89	241	298	1,676
Accumulated depreciation					
At 1 January 2013	241	32	94	105	472
Depreciation in year	155	16	74	98	343
Disposals	-	(5)	(3)	-	(8)
At 31 December 2013	396	43	165	203	807
Net book amount at 31 December 2013	652	46	76	95	869
Net book amount at 31 December 2012	789	38	132	193	1,152

Notes to the consolidated financial statements

13. Investments (consolidated and charity)

	2013 £'000	2012 £'000
Market value as at 1 January 2013	2,567	2,528
Less: disposals at opening book value	(475)	(766)
Add: acquisitions at cost	470	618
Unrealised gain/(loss) on revaluation	365	187
	<hr/>	<hr/>
Market value at 31 December 2013	2,927	2,567
	<hr/>	<hr/>
Cash	231	152
	<hr/>	<hr/>
	3,158	2,719
	<hr/>	<hr/>
Historical cost at 31 December 2013	2,323	2,255
	<hr/>	<hr/>

An analysis of the market value of investments at 31 December 2013 is as follows:

	2013 £'000	2012 £'000
UK equities	1,385	1,340
Overseas equities	828	667
UK fixed interest stock	714	560
Overseas fixed interest stock	-	-
	<hr/>	<hr/>
	2,927	2,567
	<hr/>	<hr/>
Cash	231	152
	<hr/>	<hr/>
	3,158	2,719
	<hr/>	<hr/>

At 31 December 2013 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 3. At 31 December 2013 the amount of this company's assets, liabilities, share capital and reserves was:

	2013 £'000	2012 £'000
Current assets	38	31
Creditors: amounts falling due within one year	(34)	(27)
	<hr/>	<hr/>
	4	4
	<hr/>	<hr/>
Called up share capital - (£2 rounded down to nil)	-	-
Profit and loss account	4	4
	<hr/>	<hr/>
	4	4
	<hr/>	<hr/>

Notes to the consolidated financial statements

14. Debtors

	Consolidated 2013 £'000	Charity 2013 £'000	Consolidated 2012 £'000	Charity 2012 £'000
Owed by World Animal Protection Trading Company Limited	-	31	-	22
Accounts Receivable	10	10	21	21
Owed by other World Animal Protection entities	1,203	1,203	-	-
Accrued income	1,037	1,037	3,166	3,166
Prepayments	216	216	171	171
Other debtors	155	155	126	126
	2,621	2,652	3,484	3,506

15. Creditors: amounts falling due within one year

	Consolidated 2013 £'000	Charity 2013 £'000	Consolidated 2012 £'000	Charity 2012 £'000
Trade creditors	834	831	753	753
Other creditors	9	9	11	8
Tax and employee benefits payable	201	201	212	212
Dilapidations provision	-	-	-	-
Accruals	681	681	958	958
Amounts owed to other World Animal Protection entities	271	271	268	268
	1,996	1,993	2,202	2,199

16. Provisions

	2013 £'000	2012 £'000
Provisions	91	65
	91	65

The provision relates to lease dilapidation. In the lease for the International office, World Animal Protection is responsible for restoring it to the condition prior to World Animal Protection's occupation of it. The lease expires in March 2018.

Notes to the consolidated financial statements

17. Unrestricted funds (Consolidated and Charity)

Consolidated	Balance at 1 January 2013 £'000	Income £'000	Expenditure £'000	Investment gains /(losses) £'000	Transfers £'000	Balance at 31 December 2013 £'000
Designated funds	1,292	-	-	-	(283)	1,009
General funds and revaluation funds	6,886	25,446	25,061	296	283	7,850
	8,178	25,446	25,061	296	-	8,859

As at 31 December 2013, designated funds incorporated:

Funds held as fixed assets and used in the charity's operations which are therefore not available to fund short-term expenditure (£869,000); and funds held for disaster management to enable the charity to respond quickly to natural disasters (agreed at £140,000 by the Trustees).

Charity	Balance at 1 January 2013 £'000	Income £'000	Expenditure £'000	Investment gains /(losses) £'000	Transfers £'000	Balance at 31 December 2013 £'000
Designated funds	1,292	-	-	-	(283)	1,009
General funds and evaluation funds	6,882	25,441	25,056	296	283	7,846
	8,174	25,441	25,056	296	-	8,855

18. Restricted funds (Consolidated and Charity)

	Balance at 1 January 2013 £'000	Income £'000	Expenditure £'000	Balance at 31 December 2013 £'000
Animals in communities	119	373	444	48
Animals in farming	2,344	59	1,366	1,037
Animals in disasters	-	589	550	39
Animals in the wild	246	1,395	1,560	81
Global advocacy for animals	-	30	-	30
Total restricted funds	2,709	2,446	3,920	1,235

Notes to the consolidated financial statements

These funds are allocated for specific projects as follows:

Fund	Purpose
Animals in communities	World Animal Protection aims to help animals in communities around the world by persuading national and local governments to stop the needless killing of the animals which live in and belong to those communities, especially in response to the fear of rabies. We also work with communities to end cruelty towards and neglect of working equines.
Animals in farming	The aim of the animals in farming programme is to promote humane and sustainable agriculture and achieve measurable improvements in farm animal welfare in strategically key areas of the world.
Animals in disasters	Funds for disaster relief work are used in emergencies and working with governments and communities to help reduce risks posed by future disasters. Our disaster management work saves the lives of animals in disasters and the livelihoods of people who depend on them.
Animals in the wild (bears)	Funds are used for a variety of bear protection projects including bear sanctuaries and ongoing campaigns on the bear bile industry and bear trade issue, dancing bears in Asia and bear baiting in Pakistan.
Animals in the wild (other)	Funds were received and used on a variety of wildlife projects including marine debris, human-elephant conflicts, and tackling wildlife crime.
Global advocacy for animals	Funds were received for our First Concept in Animal Welfare Education Programme.

19. Endowment funds (Consolidated and Charity)

	Eberle Capital £'000	Ruth Whist Capital £'000	Total £'000
Balance at 1 January 2013	554	349	903
Net realised and unrealised gains/(losses)	82	-	82
Balance at 31 December 2013	636	349	985

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 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 International Director of Campaigns. The income arising from this fund is part of unrestricted investment income.

Notes to the consolidated financial statements

20. Analysis of net assets according to type of funds

Consolidated	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	869	-	-	869
Investments	2,173	-	985	3,158
Provisions	(91)	-	-	(91)
Net current assets	5,908	1,235	-	7,143
	8,859	1,235	985	11,079

Charity	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Tangible fixed assets	869	-	-	869
Investments	2,173	-	985	3,158
Provisions	(91)	-	-	(91)
Net current assets	5,904	1,235	-	7,139
	8,855	1,235	985	11,075

21. Commitments

Capital commitments: there were no capital commitments by the charity or group, contracted or authorised, at 31 December 2013 or 31 December 2012.

22. Operating lease

Operating lease payments relate to the premises of the charity including the overseas branch offices. The leases to which these amounts relate expire as follows.

	Consolidated 2013 £'000	Charity 2013 £'000	Consolidated 2012 £'000	Charity 2012 £'000
In one year or less	45	45	-	-
Between one and five years	459	459	50	50
In five years or more	-	-	439	439

Notes to the consolidated financial statements

23. Trustees, directors and related parties

No trustee receives any remuneration for their services as trustee of the charity.

Six trustees received payments totalling £18,381 (2012: 6 Trustees - £11,565) as reimbursement of travel costs.

World Animal Protection made payments totalling £8,702 to Humane Society International. World Animal Protection trustee, Dr Andrew Rowan, is the President and CEO of Humane Society International.

The charity enters into transactions with other charities in the World Animal Protection network. The nature of these is principally the transfer of funds to or from those organisations to fund specific charitable projects within our global objectives and which by their nature need to be funded on a local level.

As of November 2012 there is no longer an affiliated entity in Germany. The amount received from Germany in 2013 (shown below) represents a final transfer

World Animal Protection Entities	Paid to £'000	Received from £'000
Australia	-	3,617
Brazil	991	-
Canada	-	760
Costa Rica	1,329	-
Denmark	-	2,258
Germany	-	725
India	320	-
Netherlands	-	3,687
New Zealand	-	842
Sweden	-	467
USA	-	394
	<u>2,640</u>	<u>12,750</u>

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. Reconciliation of surplus of income to net cash inflow from operating activities

	2013 £'000	2012 £'000
Net movement in funds for the year before investment gains	(1,089)	(3,303)
Investment income	(117)	(153)
Gains / losses on Foreign Exchange transactions	13	-
Depreciation	343	276
Decrease/(increase) in debtors	863	(2,468)
(Decrease)/increase in creditors	(180)	(476)
Net cash from operating activities	(167)	(6,124)

Notes to the consolidated financial statements

26. Analysis of net cash resources

	At 1 January 2013 £'000	Cashflow £'000	At 31 December 2013 £'000
Cash held on short-term deposit by investment managers (note 13)	152	79	231
Cash on deposit	3,461	(2,903)	558
Cash at bank and in hand	3,241	2,719	5,960
	<u>6,854</u>	<u>(105)</u>	<u>6,749</u>

Some of the year end cash balances are held in a number of foreign currency accounts including US Dollars and Euros.

27. Pensions

The charity contributed towards a defined contribution scheme for the benefit of the employees.

28. 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 £1.1 million (2012: £0.7million).

Thank you

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 2013. With your continued generous support, we will work hard in 2014 and beyond to move the world to join us in protecting animals.

Image: An owner brings his dog for vaccination in Cainta, Philippines.



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