



# Annual report and accounts 2020

**Our vision:**

A world where animals live free from cruelty and suffering

**Our purpose:**

We move the world to protect animals

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

**About the cover:**

Timka is a twenty-year-old male bear who spent most of his life in captivity with Alisa the bear in Ukraine. In November 2020, the LAEO association in Ukraine rescued Timka along with his life partner Alisa, and funded the almost 2,000km journey to AMP's Liberty sanctuary. Credit: World Animal Protection

**Our trustees' annual report**

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A message from our chief executive

# Transforming the systems – tackling the worst abuse

The terrible suffering caused by the COVID-19 crisis provided an unexpected and unparalleled opportunity to put animal welfare on the global agenda. By the end of March our whole organisation was working at an incredible pace on an extraordinary and urgent task – bringing about a global ban to the wildlife trade.

The pandemic, linked to wildlife cruelly captured and sold in Wuhan wet markets, sharply and irrevocably highlighted the inextricable links between human and animal health.

The wildlife trade – both legal and illegal – and the systems that support it, exploit more than a trillion wild animals annually. They are horrifically abused and treated as commodities for use in food, ornaments, traditional Asian medicines, entertainment and as pets.

To tackle their suffering, we formed a clear strategic campaign and target – to convince world leaders from the G20 to support a ban on the trade during their November meeting in Saudi Arabia.

In a massive effort across all our offices, we mobilised more than 1.1 million supporters and achieved recognition from sympathetic governments. Despite this, and the horrific rising human death toll from the virus, the G20 fell short of supporting a ban on the trade. However, G20 agriculture and water ministers did take a significant step. They asked the One Health Tripartite – the World Organisation for Animal Health (OIE), the World Health Organisation (WHO) and the Food and Agriculture Organisation (FAO) – to assess wildlife trade and pandemic links.

Our next move is clear. In 2021 Italy will host two hugely important meetings – the Global Health Summit in May and the next G20 Leaders' meeting in October. We will be targeting both. We also look forward to contributing to the 2021 UN Climate Change Conference in Edinburgh. With your support, we will use our influence to be heard by the highest levels of government and use our local presence to galvanise popular support.

## Overturing the systems – our new strategy

COVID-19, SARS, Ebola and swine and avian flus all share a common source: the exploitation of wild and farm animals that are treated as mere commodities by systems profiting from their abuse. People are waking up to the fundamental truth – the more we abuse animals, the more we also put our own lives at risk.

And so, our new strategy for the next 10 years (2021–2030) focusses on overturning the systems that cause so much suffering and anguish to the greatest number of animals. We must elevate animal welfare to a priority issue of global importance firmly linked to the health of people, and the environment.

With your help, determination, passion and commitment we will ensure farmed animals live good lives by transforming the global food system. And we will stop wild animals being cruelly exploited as commodities by changing the systems that allow it.

This sharper focus means we will put less emphasis on other areas on which we have historically campaigned. However, we will continue to protect animals affected by disasters and those in communities by supporting and working with trusted local, national and global partners.

The past year has been financially tough for so many people, and organisations within our sector. We faced a drop in our income and had to restructure our work and teams to reduce our cost base and prepare for delivering our new strategy. These were, of course, challenging times, but I'd like to reassure you that World Animal Protection is in a better place than ever to move forward.

I am forever mindful that the work we do to move the world for animals would be impossible without the valued commitment and support of those who share our vision to end animal cruelty. My sincerest thanks for everything our supporters do to give animals a voice. I look forward to sharing ways we can work together to achieve even more for animals in 2021.



**Steve McIvor**  
Chief executive

# Moving the world in numbers 2020

## 1.12 billion

With our supporters we helped improve the lives of more than **1.12 billion** animals globally.

## 1.1 million

More than **1.1 million** people signed our petition calling for the G20 to end the wildlife trade.

## 9

When the tourist industry dried up in Thailand, we paid for elephant food and care in **9** higher welfare elephant venues.

## 107

All **107** bears at the Romanian bear sanctuary thrived during lockdown. We ensured our partner Asociația Milioane de Prieteni (AMP) had the money needed to care for them.

## 27,683

We helped our local partners save **27,683** animals after Taal volcano erupted in the Philippines, and when Hurricanes Eta and Iota devastated communities in Nicaragua and Guatemala.

## 26,000

In Kenya and Sierra Leone we helped low income families in six Nairobi and Freetown communities feed more than **26,000** dogs.

## 764 million

Through our Change for Chickens campaign, we successfully pressed fast food retailers, supermarkets and producers to give more than **764 million** chickens better lives.

## 5

We convinced **five** food companies including Starbucks and Just Salad to invest in plant-based proteins - their efforts are critical in reducing the world's meat consumption.

## 50

We launched our second edition of the Animal Protection Index (API) ranking how well **50** countries protect animals. The results will help us press for better legislation.

## 1.5 million

Our documentary 'Fooled by a smile' and its trailer, featuring a former dolphin trainer exposing how dolphins suffer for tourist entertainment, was watched by more than **1.5 million** people worldwide.

# Our strategy on a page

## Our vision is of...

A world where animals live free from suffering

## To make our vision a reality...

We move the world to protect animals using our theory of change



Educating and mobilising



Lobbying and advocating



Catalysing sustainable solutions to protect animals

To most effectively deliver our vision we will focus on the issues and activities where we can have the biggest impact on reducing the scale, duration and intensity of animal suffering, through the four priority programmes in our 2015-2020 strategy.



### Animals in communities

We will convince the governments of 25 countries to adopt humane and ethical dog population management policies and practices. These will improve the lives of at least 50 million dogs.



### Animals in disasters

We will directly benefit the lives of at least 5 million animals through our disaster response and improve the lives of a further 270 million animals by working with target governments to change policy and practice.



### Animals in farming

We will transform the lives of at least 1 billion farm animals, secure commitments from four global retail brands and 12 national chicken retailers to source higher welfare chicken and move seven of the top 10 global pig producers to end close confinement and barren environments.



### Animals in the wild

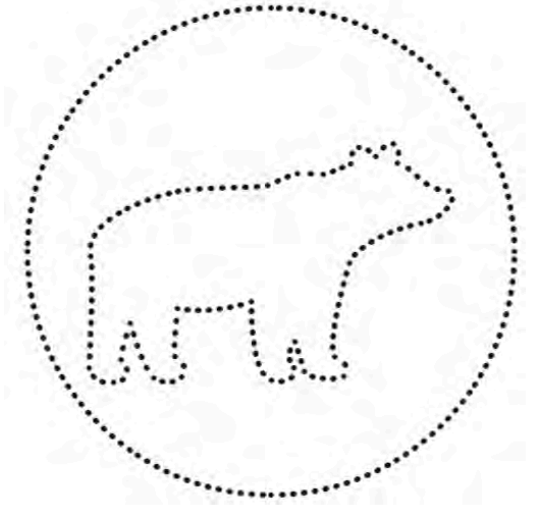
We will directly save at least 100,000 wild animals from being traded and used for entertainment, as luxury pets or products, and as traditional medicines. We will also save 1 million marine animals.



**Photo:** World Animal Protection has been providing emergency funding to Tiger Tops in Nepal, which has been closed to visitors since the start of the COVID-19 crisis in 2020. Thanks to funding from World Animal Protection, the venue has been able to look after the elephants in its care. So far funding has been used for salaries, unhusked rice, hay, molasses and rock salt. Credit: Tiger Tops



# Protecting animals in the wild 2020



Our world's wild animals face unimaginable abuse, exploitation, pain and suffering. At least 1.6 trillion suffer through people's actions every year. For profit and greed, they are poached, captured, bred and traded to be used as pets, for entertainment, for traditional Asian medicines, and ornamentation. If left unchecked, this demand for wild animals and their suffering will continue to accelerate. We are determined to stop this legal and illegal exploitation and cruelty for good. We are moving the world to demand that wild animals are valued and protected in the wild where they belong.

# Banning the wildlife trade – How we moved a million...

“We wanted a ban... Not just on wildlife markets, with which the pandemic was linked, but to stop all aspects of this horrific trade that inflicts horrendous suffering on billions of animals annually... “So, we pushed the boundaries calling for an end to all legal and illegal wildlife trade...And as the first NGO out of all conservation or animal welfare organisations to do this, we set the agenda.”



**Kate Nustedt**  
Global director of wildlife – International

The coronavirus link to a wildlife market in China – where live and dead animals were sold – shone a harsh spotlight on the cruel treatment of wildlife globally for commercial gain. It showed the world-shattering effects of trading wild animals on people’s health. This gave World Animal Protection an unprecedented opportunity and an urgent, extraordinary task – to end the wildlife trade.

By the end of March, with the pandemic raging, our employees in 14 countries were working separately and remotely from home. Yet they were united in their common cause of getting the global leaders of the G20 to ban the wildlife trade.

“We had very good and sound reasons for tackling the G20,” explains Kelly Dent, our external engagement director. They are 20 of the world’s most powerful nations – with a very large percentage of the world’s population and about 80% of the world’s GDP. They also have a large share of supply and demand fuelling the global wildlife trade.”

## Sharp focus – targeting the G20

Expert teams combined across the organisation, literally working around the clock because of bases in different time zones, to develop a strategy and prepare extensive advocacy and communications materials. Everything that was developed was built upon our long-term, sound scientific research into the links between the wildlife trade and zoonotic diseases, says Kate Nustedt.

“We knew our issues very well. Our three campaign areas were already focussing on three big drivers of the trade: wildlife for entertainment, wildlife as pets, and wildlife derivatives for traditional medicine. So, we knew the scope and scale of the problem, and had a good understanding of the associated public health risks.”

“We have been warning of the threats and dangers of treating wild animals cruelly and the links with zoonotic diseases – those that can transfer between animals and humans. Sixty percent of emerging infectious diseases are zoonotic, with 70% of these thought to originate from wild animals.”

Both Kelly and Kate, working with communication colleagues, agreed that public mobilisation would be essential in convincing G20 governments to call for a ban to the wildlife trade. And so, a petition was launched. More than 1.1 million people, moved by the pain and suffering caused by the trade, signed it. This was double the number of signatures World Animal Protection has ever received for a single petition.



Devices used to galvanise support involved social media activities, events including spectacular light projections across Brazilian and Canadian cities and an online interactive map packed with pictures, stories and film showing the trade's flow. Businesses including The Body Shop in Denmark and Sweden embraced the campaign urging customers to sign.

"People always ask me about the importance of petitions," explains Kelly. "They are a very useful tool to show that there is public interest and concern. This is particularly helpful when there are signatures from specific G20 countries as these represent their constituents – voters on the issue."

## Mobilising supporters – inspiring government action

She points out that mobilising supporters, and successful country office campaigns with coalition partners were particularly effective. Partners included the Campaign to End Wildlife Trade in the UK, Defenders of Wildlife and Humane Society in Mexico, and Green Korea United in South Korea

"Globally, our work with the C20 the civil society platform influencing the G20 was influential. They helped bring the Australian, UK and French governments on board, and engaged others such as the Canadian and Chinese governments on this issue.

"We identified the ministers that would be really important and so wrote to the health and agriculture ministers outlining our case, what we are looking for and why, urging them to take steps to ban the trade in wildlife."

Other achievements included successfully engaging more than 300 organisations, including the International Fund for Animal Welfare and the Humane Society International, to sign a joint letter to the WHO. The letter urged them to endorse a permanent ban on live wildlife trade markets and the use of wildlife in traditional medicines.

The trade ban was not achieved at the G20 meeting in November 2020. But Kelly, an experienced political lobbyist and campaigner, is not daunted.

"Getting something even onto the agenda of the G20 leaders is incredibly difficult. And so, while we didn't get what we wanted this time, getting the wildlife trade on the political agenda of some of the most powerful countries in the world is an incredible highlight.

"The other highlight was the G20 agriculture ministers meeting acknowledging the connection between human and animal health. So, we have laid very firm foundations for the issue to be back on the agenda at the next G20 meeting in Italy."

Kate is also ready for the next G20 challenge. "We are committed to following up on this opportunity. World Animal Protection people are a special bunch – highly committed, passionate, deeply knowledgeable and committed to bringing lasting changes for wild animals. It is people like them and our supporters that make change happen."

"We had very good and sound reasons for tackling the G20. They are 20 of the world's most powerful nations – with a very large percentage of the world's population and about 80% of the world's GDP. They also have a large share of supply and demand fuelling the global wildlife trade."



**Photo:** In November 2020, World Animal Protection successfully secured over 1 million signatures from our supporters to support our G20 campaign in ending the global wildlife trade. Credit: World Animal Protection

# Wildlife. Not Entertainers

## What we intended to do in 2020...

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**Push** for the elephant-friendly transformation of more low-welfare elephant venues across Thailand, India and Nepal.

**Mobilise** the public to influence the travel industry and reduce the profitability of cruel wildlife entertainment. As part of this, we will increase our focus on first time Chinese travellers to Thailand encouraging them to only participate in responsible, wildlife-friendly activities.

**Expose** companies continuing to promote or profit from cruelty through the wildlife entertainment industry and press them to become wildlife friendly.

## What we did...

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**Launched** an urgent appeal in April to help elephants at 12 observation-only high-welfare venues in Asia at risk of starvation because of the decline in tourism due to COVID-19. Funds raised enabled nine venues in Thailand, one in Cambodia, one in Laos and one in Nepal, to continue to care for the elephants and to provide jobs and income to local people. Because of the pandemic we decided not to support any new venues to transition to elephant-friendly in 2020. Helping the existing high welfare venues stay in business and look after their elephants became our priority.

**Exposed** how elephants are cruelly trained – through ‘the crush’ – for tourism. The undercover and systematic footage we gathered in Thailand shows how young elephants are forcibly removed from their mothers at two years old and then brutally trained to make them submissive enough to interact with tourists. Our release of the footage captured widespread media attention and caused global public outrage.

**Launched** our report ‘Elephants. Not commodities’ on World Elephant Day – 12 August. The report exposed the harsh reality of elephant tourism across Asia and included a foreword written by the high-profile primatologist, Jane Goodall.

**Persuaded** one new company to sign our elephant-friendly pledge and stop promoting all elephant entertainment activities. We also convinced three new companies to sign our wildlife-friendly pledge and stop all activities that use captive wild animals as entertainment. This is despite the challenges of working with an industry so adversely affected by COVID-19. There are now 261 elephant-friendly travel companies; 24 companies have adhered to our wildlife-friendly pledge.

**Launched** our report, ‘Tracking the travel industry’, which ranks companies based on how much they incorporate animal welfare issues in their tours and experiences. The companies assessed were: Airbnb; Booking.com; The Travel Corporation; TripAdvisor; Viator; TUI.co.uk; DER Touristik; Expedia; Flight Centre; AttractionTickets.com; Trip.com; GetYourGuide; Klook, and Musement. The report has opened doors for new conversations about how to improve wildlife-friendly commitments with some of the companies ranked.

**Worked** with The Dutch Association of Travel Agents and Tour Operators (ANVR) to update and launch their new animal welfare guidelines. Under the guidelines, entertainment with dolphins and cetaceans (including performances, swim with dolphins and dolphin therapy) and all other performances with wild animals are ‘unacceptable’. Although voluntary, these guidelines give tour operators and their members clear guidance regarding the acceptability and unacceptability of animal experiences. Through our efforts, more than 290 Dutch tour operator members are now advised not to offer or support these activities.

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## What we intended to do in 2020...

## What we did...

**Supported** global tour operator, Intrepid Travel, to launch an animal welfare policy toolkit called 'Don't send wild animals back to work'. The toolkit makes it simple for tourism companies to implement wildlife-friendly practices. It includes information on drafting animal welfare policies and a full policy template modelled on Intrepid's own policy, which we also worked with them to produce.

**Escalated** our campaign against travel giant, Expedia Group at the start of 2020 to stop selling tickets to captive dolphin venues. Our activities involved public stunts and demonstrations on the streets of the UK, Canada, Brazil, USA, Sweden and the Netherlands. Before the COVID-19 crisis we had achieved more than 300,000 petition signatures and emails. We met with Expedia Group to urge them to stop the sales. However, they were not willing to do this, and so our campaign will continue. This was a step in the right direction, but not far enough. As the travel industry starts to pick up again, our plans are to re-launch our public campaign urging Expedia to end its captive dolphin sales and take a proper stand for wild animals.

**Released** our new documentary, 'Fooled by a smile', featuring a former dolphin trainer, which highlighted the scale of dolphin industry within tourist entertainment. More than 1.5 million people watched the documentary and trailer globally.

**Developed** and launched our Travel Back Better website in response to COVID-19, and as part of our global call to end the global wildlife trade. This website offers guidelines and other resources to help companies avoid cruel wildlife tourist venues. It also lists the companies that have joined our wildlife-friendly Pledge.

**Partnered** with the World Cetacean Alliance (WCA) to promote the Whale Heritage Sites (WHS) Programme. The WHS is a global accreditation that recognises outstanding destinations that implement and celebrate responsible and sustainable whale and dolphin watching. We are developing them as responsible alternatives, close to key captivity hotspots to divert demand. As part of our partnership with WCA, two new candidate sites, Tenerife-La Gomera in Spain and Dana Point in the United States, were recognised as candidate sites. They have submitted their final applications for full accreditation.

## Our challenges

The global tourism industry was badly affected by the challenges of COVID-19. So, we suspended our campaign against Expedia Group, allowing them to focus on the impacts the pandemic had on their sector. It is still a priority for us to get Expedia to stop selling and promoting cruel dolphin venues and become more wildlife friendly.

The situation made public campaigning against travel industry targets difficult to achieve, in terms of tone and timing. Also, given that tourists were not travelling, we stopped our planned activities targeting tourists direct, in particular Chinese tourists travelling to Thailand. However, despite the pandemic our underlying aim remained the same - to move the travel industry to stop exploiting wild animals for their economic benefit. So, we developed new plans to suit this COVID-19-adapted approach and shine a light on tourism's role in perpetuating the demand for a supply of wild animals and its involvement in the global wildlife trade.

# Wildlife. Not Medicine

## What we intended to do in 2020...

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**Develop** our Wildlife. Not Medicine campaign to end the horrific use of wild animals in traditional Asian medicine.

## What we did...

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**Achieved** great progress with the research we commissioned with Oxford University - WildCRU - and Three Gorges University in China to identify plant-based alternatives to wildlife use in traditional Asian medicine. They compiled the first complete list of animal species currently used in the official traditional Chinese medicine pharmacopeia list and those that are popular but not in the official list. .

**Developed** and launched a website called 'Traditional Chinese medicine alternatives to wild animal preparations' ([www.tawap.org](http://www.tawap.org)) in collaboration with traditional medicine experts. The information provided on the website is intended as guidance for practitioners and patients looking for substitutes to remedies containing wild animal parts. By the end of the year, it had been endorsed by four influential organisations.

**Moved** three international traditional Asian medicine associations and four pharmaceutical organisations in China to sign our pledge supporting an end to the exploitation of wildlife for traditional medicine.

**Inspired** 313 medical practitioners in China to sign the wildlife-friendly medical practitioners' pledge. This means they have committed to not recommend or prescribe any medicine or health products with wildlife ingredients to patients; they will also support herbal alternatives.

**Collaborated** with our partner Blood Lions and Lion Coalition in South Africa to develop new research on zoonosis and animal welfare. We submitted papers and presented on these topics to the government's High Level Panel (HLP) to appeal for the abolition of the lion bone export quota and end the captive breeding of lions for traditional Asian medicine. The HLP was set up by the government to review the industry. We presented them with three papers from our joint research on zoonotic diseases, animal welfare and the impact of legislation and practices on lions in the industry. A decision is expected in 2021. Around 8,000-12,000 lions are held captive in facilities across the country. Through quotas as many as 1,500 lion skeletons have been exported in a single year.

**Supported** a creative initiative with Blood Lions - 800 voices for 800 lions - where a total of 1,300 lion art pieces were submitted by supporters. The purpose was to raise awareness about the lion breeding industry in South Africa and to petition the government to abolish the industry.

**Worked** with our long term partner Education for Nature Vietnam (ENV) to stop bear farming in the country. Bear bile farming inflicts intense pain and suffering on bears. They are caged in terrible conditions throughout their lives while bile is regularly extracted from their stomachs. Our joint efforts involving campaigning, microchipping of bears and law enforcement have resulted in a 90% reduction in bears held captive on bear bile farms.

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## What we intended to do in 2020...

## What we did...

By the end of 2020 there were 376 farmed bears left in Vietnam and 33 bear-free provinces. During the year 28 bears were confiscated and transferred to rescue centres and 56 bears were microchipped. Microchipping is vital in preventing more bears being snatched from the wild to be farmed for their bile. It sends a clear message that farming is unacceptable and illegal.

**Partnered** with Green Korea United (GKU) in South Korea to appeal to the government to increase penalties for illegal breeding with an Amendment Bill to the Wildlife Protection and Management Act.

**Investigated** and exposed the illegal sale of bear bile products in traditional Asian medicine stores throughout New York City. State authorities acted on evidence our US team handed over in April and seized thousands of dollars in products in at least 10 traditional Asian medicine stores. All stores selling the illegal products agreed to sign a Consent Order relinquishing them, and received penalties of US\$4,500- \$5,000.

## Our challenges

Corporate engagement was challenging for us in 2020; many of our target traditional Asian medicine or pharmaceutical companies were focussed on protecting their businesses in response to the pandemic. Despite this, we still secured significant progress in China.

**Photo:** A seized pangolin at the Natural Resources Conservation Center Riau, Pekanbaru, Indonesia. Credit: Arief Budi Kusuma / shutterstock.com





# Wildlife. Not Pets

## What we intended to do in 2020...

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**Continue** to disrupt the trade in wild animals as pets by reducing their acceptability and availability. This will involve releasing innovative research and a behaviour change campaign to disrupt Africa's highly prolific and cruel reptile trade.

## What we did...

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**Uncovered** the suffering inflicted by the global wildlife pet trade on ball pythons, Africa's most legally traded live animals. More than 3 million have been exported from Benin, Ghana and Togo over the last 45 years to pet traders in Europe, North America and China. 'Suffering in silence' our report and our documentary, 'Uncovering the trade in ball pythons' - seen by 8.3 million people in China - highlighted intensely cruel capture methods. These methods cause the snakes stress, disease, infection and death.

Our investigations also revealed how West African ball python farming creates lethal hotbeds of bacterial and viral diseases including respiratory and skin infections.

The campaign report was underpinned by 10 published scientific papers produced through a collaboration of our research team and reptile experts.

**Joined** with the Global Youth Biodiversity Network, Universities, Africa Animal Welfare Network, media and other local and international groups and influencers to press for an end for the wildlife trade.

**Called** on West African countries (Benin, Togo, and Ghana) to introduce a suspension on ball python global exports, and for the main importers (USA, Europe, Canada, and China) to introduce an import ban. Our work on the issue resulted in the following steps forward:

- Benin agreeing to reduce its quota for ball python exports by 20,000.
  - Ghana suggesting a scientific assessment of ball python populations in the wild with the intention of reducing export quotas.
  - Youzan, an important retail science and technology service provider in China, committing to stop selling all live animals and products associated with the wildlife trade.
  - The Alibaba Group, also in China, banning the sale of snakes, pythons, squirrels and lizards from its online platforms Taobao and Tianmao. More than 100 online sellers were required to remove around 10,000 product links.
  - More than 66,000 people in the UK signing our petition to ask Doncaster Racecourse to stop hosting their reptile expo - the most important sales event for ball python breeders in the UK. The expo was cancelled because of COVID-19.
  - More than 90,000 people in the USA joining our campaign asking UPS to stop carrying exotic pets including ball pythons.
  - 37,483 visitors to Baidu - a Chinese search engine - signing our pledge not to buy and own exotic animals as pets. This was through our campaign with the company to reduce exotic pet sales.
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## What we intended to do in 2020...

## What we did...

**Launched [wildlifetrademap.org/#1](https://wildlifetrademap.org/#1)** in September. This interactive map exposes the global wildlife trade, and the implicit cruelty and public health risks. The map is a powerful education tool to help people understand the threats of the global trade and the importance of supporting a global wildlife trade ban. It shows examples of the wildlife trade in different parts of the world featuring infographics, videos, and recent evidence. By the end of 2020 it had been viewed by more than 375,000 people globally.

As part of the launch, 16 Instagram influencers in Brazil were introduced to the map and urged to support the campaign. Combined they were able to reach an estimated 3.8 million people who follow them.

### We also...

**Conducted** exotic pet webinars in Canada to highlight the problems caused by the trade. These were attended by 400 government representatives, policy advisors, animal welfare community, public health inspectors, and shelter staff. And our Wildlife. Not Pets team was invited to join the Ontario government's Provincial Animal Welfare Services Act advisory table to provide recommendations on animal welfare regulations.

**Carried** out market research to understand the shopping behaviour and opinions of PetSmart customers to inform our planned 2021 campaign to stop the public buying exotic pets. PetSmart is one of the largest pet store chains in North America, with approximately 1,650 stores in the USA, Canada and Puerto Rico. In Canada, PetSmart holds the largest market share, with more than 140 stores across the country, and is the only superstore chain that continues to sell reptiles and amphibians.

**Submitted** Freedom of Information requests in both the UK and Canada to better understand the importation of exotic wild animals. This information is important for our local and global campaigning. In the UK the research into wild animal imports was analysed by Manchester Metropolitan University and written into a published paper. We also published research into licensing of pet shops selling exotic pets. Both these stories achieved strong media coverage.

**Uncovered** serious abuses of animals at a reptile exhibition in the Netherlands during the pandemic. These included animals of different species being crammed into cages on top of each other. This captured media attention and involved political debate regarding whether these exhibitions should be banned. Our public opinion poll in the Netherlands showed a decline in the acceptability of exotic pets ownership since 2019 with 65% finding it unacceptable in 2020 compared to 61% in 2019.

**Achieved** a state ban in Florida, USA on the breeding and sale of green iguanas and tegus after our supporters called on state legislators to take action as a part of the invasive species problem. It's unclear how many free-ranging green iguanas are loose in South Florida. More than 7,000 iguana sightings have been recorded by the University of Georgia's Early Detection and Distribution Mapping System since 1998 – most of those since 2012. A large percentage of the lizards now running about the state probably descend from escaped or unwanted pets.

## What we intended to do in 2020...

## What we did...

**Persuaded** local and state health and agriculture officials in the USA to talk to the organisers of reptile expos in their jurisdictions. They asked them to take measures issued by the National Association of State Public Health Veterinarians to prevent disease associated with animals in public settings.

**Mobilised** 35,000 people in the USA to call for the passing of The Big Cat Public Safety Act in the House of Representatives. The bill supporting it achieved more than the needed two thirds majority. However, time ran out before the Senate could vote so it will need to pass the House again in 2021. Once passed, the Act will regulate the private ownership of big cats such as lions, cheetahs, leopards, cougars, jaguars, tigers and other prohibited wildlife species. There are an estimated 5,000-10,000 big cats kept as pets in the USA in unsafe and abusive environments.

**Partnered** with Brazil's Boys and Girls Scout Movement, which has around 80,000 members, to raise awareness about the scale and suffering caused by the exotic pet trade. An estimated 38 million wild animals are snatched from Brazil's forests to fuel the trade annually and the education of young people is crucial in protecting their country's wildlife. Our partnership has led to the creation of the Brazil Scout Movement's first Wildlife Protector badge.

## Our challenges

The COVID-19 pandemic affected internal meetings, traveling, planned offline activities, and the responsiveness of target governments who had to prioritise the pandemic implications to their nations. The corporate engagement actions that we had planned in most of the countries were cancelled or postponed in the second quarter of 2020. So, we pivoted from our original 2020 plans and ensured all Wildlife Not Pets activities were focussed on the global wildlife trade ban campaign for the G20 meeting.



**Photo:** In 2020, World Animal Protection undertook a study into the welfare of ball pythons traded in the EU and North America. The report found unacceptable welfare conditions in the housing of ball pythons in four environmental areas; mobility, shelter, water, and substrate. Credit: World Animal Protection

# Protecting bears in Pakistan

## What we intended to do in 2020...

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**Support** our partner the Bioresource Research Centre (BRC) to continue to provide high welfare care for bears in the Balkasar sanctuary. We will also support their efforts lobbying for the second amendment of the Punjab Wildlife Act to increase penalties for cruelty against wild animals.

## What we did...

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**Provided** vital funds to BRC throughout a challenging year caused by the COVID-19 pandemic. This support meant they were able to continue the highest possible level of care to all bears formerly used for baiting and dancing. It also helped them save 17 bears from the cruel entertainments of baiting and dancing. Two were confiscated and handed over to the sanctuary and 15 were surrendered to BRC by their owners in exchange for alternative livelihoods. At the end of 2020, Balkasar was home to 70 bears.

**Supported** BRC to engage with 36 non-bear baiting landlords. Twenty said they would never host any bear baiting events and 12 agreed to speak out against the practice. From monitoring visits of captive and owned bears undertaken by BRC, they estimate that over the last two years the number of microchipped bears has reduced from 110 to around 79. This indicates there are fewer bears being used for entertainment. During one of these visits an un-microchipped bear cub was discovered. Punjab wildlife officials and BRC arranged for the confiscation of the cub and the transfer to its new home.

**Celebrated** when BRC's successful lobbying achieved the amendment to the Punjab Wildlife Act. This will increase penalties for cruelty against wild animals and give greater protection for wild and captive bears. This is a huge achievement and had previously been delayed due to a challenging political climate in Pakistan.

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## Our challenges

Throughout 2020 BRC focussed on operating and caring for the bears during a very challenging year with staff resources stretched from the impact of the COVID-19 pandemic. Balkasar was also hit by several severe summer storms. Thankfully no bears or staff were harmed, but fences had to be repaired.

# Protecting bears in Romania

## What we intended to do in 2020...

**Help** our partner Asociația Milioane de Prieteni (AMP) - also known as Millions of Friends - reach their financial self-sufficiency target. This is 70% of the bear sanctuary's running costs.

## What we did...

**Launched** an emergency fundraising appeal when the pandemic struck to ensure that AMP had enough support to cover all operating costs. This enabled them to provide high welfare protection for all sanctuary bears during a very challenging year. Despite the impact of the pandemic on the tourist industry, and closing their doors for months, AMP still managed to end the year with 39% financial self-sufficiency. **Helped** AMP welcome six more bears to the sanctuary in 2020 bringing the total they care for to 107.

## Our challenges

The COVID-19 pandemic stopped AMP from reaching their self-sustainability target of 70%. However, with our support, AMP maintained high welfare for the bears and looked after the health and safety of both visitors and staff during 2020.

# Sea Change

## What we intended to do in 2020...

**Exit** the Sea Change campaign by the end of 2020. This would involve completing the fishing gear marking project in Indonesia, continuing our Global Ghost Gear Initiative (GGGI) membership, and supporting the Joanna Toole Ghost Gear Award. Joanna was World Animal Protection's former head of sea change who was tragically killed in the Ethiopian Airways disaster of 2019.

## What we did...

**Completed** the full handover of the GGGI Secretariat to Oceans Conservancy (OC). This secured a lasting future and legacy for this important initiative to remove ghost gear from our oceans. Throughout the handover we remained a member of the GGGI's expert advisory council and oversaw the delivery of final project commitments to OC. **Awarded** the Joanna Toole Ghost Gear Award to the International Pole and Line Foundation (IPNLF) Maldives project. The IPNLF made great progress in 2020 through their initiative which incentivises coastal fisheries to collect and upcycle lost and abandoned ghost nets encountered when fishing. The first major successes of the project involved fishers of Gemanafushi Island, Maldives. They recovered four massive fishing nets from the Indian Ocean while safely releasing an entangled turtle. The release and rescue were the first major successes of the project, implemented by IPNLF and the Olive Ridley Project. **Pressed** the Australian government, at the National Plastics Summit, to action and fund the Threat Management Plan for Marine Debris, and to join the Global Ghost Gear Initiative (GGGI). The environment minister, Sussan Ley, hosted the invitation-only, one-day forum of more than 200 senior people from government, industry and community sectors. Our head of campaigns in Australia chaired the ocean sessions.

## Our challenges

The upgrade of the seal rehabilitation facilities at Hillswick Wildlife Sanctuary, Shetland that we are partly supporting through Sea Change, was delayed because of the pandemic. It was scheduled to start March 2020, but was delayed until October and is scheduled for completion in spring 2021.

Funds for the fishing gear marking project in Indonesia, have been fully distributed to suppliers and partners. However, the pandemic and a change in director general at the Indonesian ministry of marine affairs and fishing have delayed the trial of the technology in the field. The GGGI will finalise this agreement with the Indonesian Ministry.

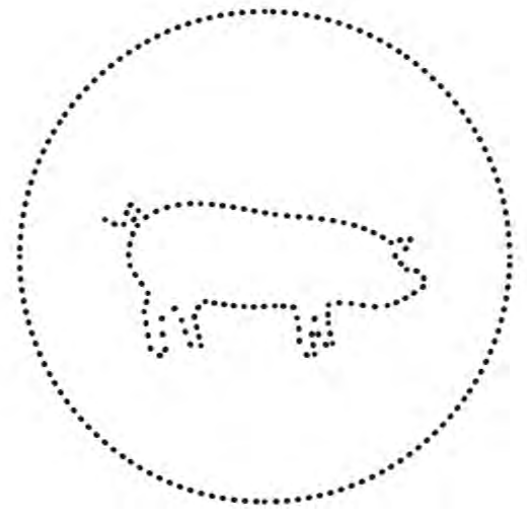




Photo: Pigs at Niman Ranch, a high welfare farm in the USA. Credit: World Animal Protection



# Protecting animals in farming 2020



Most of our planet's 70 billion farm animals spend their lives trapped in factory farms that inflict horrendous suffering. Within these cruel and unacceptable systems, chickens farmed for their meat are bred to grow so quickly that very often their legs can't support their bodies. This in turn leads to painful joint problems and broken bones. They also suffer respiratory and heart problems because of the strain these fast growth rates put on their hearts and lungs.

The systems also condemn mother pigs to spending their days in small narrow cages. These inquisitive social animals have no room to turn around and behave naturally. At just a few days old, their piglets endure painful procedures including castration, tail-docking and tooth clipping.

Throughout 2020 we worked with businesses, governments, farmers and scientists to end this appalling suffering, to give farm animals better lives and to improve people's lives too.

# Transforming the food system became our focus

“Before the COVID-19 outbreak we were discussing and researching the pandemic potential of factory farms; how cruel livestock practices create conditions for zoonotic diseases and pandemics to thrive... Then suddenly, in early 2020 – there we were...”



**Mark Dia**  
Global director of animals in farming – International

“Personal interaction with the companies and entities we want to influence to improve farmed animal welfare is really important. So, we had to pull back on a lot of our farm visits, and on face-to-face meetings. This made it challenging to get businesses and producers to fulfil their commitments to us to improve animal welfare.

The global retailers and Quick Service Restaurants (QSRs) – our traditional targets – suddenly had their own new priorities. They were providing lifelines in this global public health crisis, particularly in urban areas, and became heroes to many. We had to put engagement with them on hold, but the situation and their role reinforced our view that they are the vital targets to focus on. They are very prominent in everyone's lives and can implement significant changes.

COVID-19 also put a spotlight on the other disastrous effects that factory farming has on the wellbeing of people in the meat processing industry.

We were at the end of our strategy from 2015–2020, so we measured our impact on the commitments and implementations we had negotiated with companies and governments. We found we had indirectly improved the lives of more than a billion animals.”

## Planning the next 10 years

Our new 10-year strategy (2021–2030) – transforming the global food system that causes suffering to billions of animals became our major focus. We sought representation from the whole organisation – all the country offices, all the teams. Developing it became a massive highlight for us all.

We looked at our successes over the past five years involving incremental changes to the industrial and the factory farming sector. Then we dramatically shifted our perspective to overturning the very systems that cause such cruelty to farmed animals. Our new strategy clarifies what we must achieve and is very exciting for us and our supporters.

An example of this is the link between factory farming and human health in the light of the pandemic. This builds on our previous work and research regarding antimicrobial resistance.

The animal farming sector is the biggest user of antibiotics on the planet. It uses up to 80% of the world's antibiotics to hide or mitigate the very bad welfare conditions and cruel treatment of animals on factory farms. And the unintended consequence of this is superbugs. This complicates the global response to the pandemic, where treatment of secondary bacterial infections in covid cases could be compromised.

A 2020 UN report targeting factory farming makes the global case that factory farms are pretty much destroying the planet and making it unliveable for future generations.

It's important for us as an organisation to place ourselves at the forefront of this principle and make sure that the animal welfare is part of the global agenda. Transforming the global food system so it is based on good animal welfare, and eating less meat is key to protecting our people, animals and our world.”

# Raising pigs right

## What we intended to do in 2020...

**Press** multinational supermarkets to end the caging of mother pigs and mutilations of piglets in their pork supply chains. We also said we would influence industry and governments to improve pig welfare and highlight good practice examples from around the world.

## What we did...

**Moved** Brazilian retailer, GPA, to make significant commitments to improving pig welfare which will improve the lives of millions of pigs annually from 2028. GPA has great influence with producers within the South American food industry and has thousands of stores in all regions of Brazil. The company has committed to only source pork products from suppliers that will stop caging sows and that will move them to group housing by 2028. They have also demanded suppliers provide environmental enrichment to pigs throughout production and end painful practices. These include castration and ear notching of piglets. GPA also has specified that the routine and painful practice of teeth reduction, should only be used in cases of extreme need. Tooth reduction is used in crowded and stressful poor welfare conditions to protect piglets and their mothers' udders from bite injuries as the animals compete for milk.

**Persuaded** Muyuan Group, one of the most influential pig producers in China, to conduct trials on a number of welfare solutions including group sow housing and enrichment for sows and pigs. If successful, these solutions will be implemented across all their farms and potentially benefit tens of millions of pigs.

**Lobbied** Brazil's ministry of agriculture to establish the first national pig welfare regulation which was published in December after three years of work with us. The regulation sets out several key welfare improvements. These include mandatory environmental enrichment for all animals, the prohibition of painful ear notching and teeth reduction of piglets. It also specifies that new farm builds should adopt group housing.

**Raised** awareness on farm animal welfare and the role of financial institutions. As a member of the Fair Finance Guide Netherlands, we helped launch a report highlighting the link between financial institutions and deforestation in the Amazon and Cerrado for soy and beef production. Both legal and illegal deforestation is carried out for beef and soy production for animal feed – for factory farmed chickens, pigs and cows. An area the size of a football pitch [around 7,000m<sup>2</sup>] is lost every single minute to agricultural uses. Our report prompted more than 2,000 Dutch supporters to contact their bank, insurance company or pension fund urging them to stop investing in companies involved in animal suffering or deforestation.

## What we intended to do in 2020...

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## What we did...

**Launched** the 'Who's telling porkies' report which ranks the top 10 UK supermarkets on their pig welfare and import policies. More than 8,000 emails were sent by our supporters to the bottom ranking supermarkets. They moved six supermarkets to commit to improve their policies. These commitments include publicly reporting on the use of enrichment and making progress to end painful piglet procedures.

**Released** our 'Quit stalling' report in the USA, which assessed the progress of 56 companies on their commitments to source sow stall-free pork. The report led to progress and commitment updates from Hilton Hotels, Compass Group, Kraft, and Aramark, reaffirming that sourcing only sow-stall free pork remains a priority.

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## Our challenges

COVID-19 posed the greatest challenge to our campaign as it was no longer appropriate to single out supermarkets to campaign against while they were focussed on their pandemic response. So, we paused our public campaigning for most of the year. This reduced our ability to move multinational supermarkets to end the caging of mother pigs and mutilations of piglets in their pork supply chains. However, towards the end of 2020, we focussed on engaging the retail sector more broadly. This resulted in several supermarkets updating their pig welfare policies or reaffirming their commitments to improving pigs' lives.

# Creating change for chickens

## What we intended to do in 2020...

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**Extend** our work to protect chickens to China, Australia, Thailand, India and Indonesia and continue to demand that fast food brands improve their chicken welfare policies.

## What we did...

**Revealed** the poor performance of food restaurants globally by launching our second edition of 'The pecking order' in January. We assessed Burger King, Domino's, KFC, McDonald's, Nando's, Pizza Hut, Starbucks and Subway. Combined, these companies use tens of millions of chickens in their businesses annually.

Overall welfare standards were worryingly low, meaning consumers are buying meat from chickens subjected to unnecessary suffering and cruelty. Only KFC was ranked as 'making progress', based on them signing the Better Chicken Commitment (BCC). The BCC commits companies to using slower growing chicken breeds and giving chickens more light and space to behave more naturally.

**Generated** widespread media coverage with 'The pecking order' - the launch story was seen by 216 million people. The publication is an important tool for our campaign teams who use it to press the companies listed and others for change.

**Supported** the following companies and organisations to sign up to the Better Chicken Commitment (BCC):

- Nando's UK and KFC Denmark
  - Pizza Hut in Europe
  - Popeyes in the USA and Canada under the Restaurant Brands International (RBI) umbrella.
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## What we intended to do in 2020...

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## What we did...

**Started** our Change for Chickens campaign in Thailand where we pressed KFC to sign up to the BCC and carried out a series of public mobilisation events encouraging KFC to do the same. We also launched the campaign in Indonesia with a webinar setting out the business case for change.

**Conducted** an assessment of five Chinese companies' - including fast food restaurants and retailers - performance on animal welfare as part of the Business Benchmark (BBFAW) 2020. The BBFAW is an initiative backed by World Animal Protection and Compassion in World Farming and is a global measure of corporate action on farm animal welfare.

**Co-hosted** an international forum on animal welfare and public health in December that was attended by 200 people in-person and more than 46,000 online. Most of them were from industry and various academic institutions.

**Attended** the second Animal Welfare Science (China) Conference in Shanghai in October. This annual conference brings together the food industry, government sectors, academies and non-governmental organisations worldwide. Attendees share and discuss research, policy and practices of farm animal welfare. During the event, the China Animal Health and Food Safety Alliance's - Animal Welfare Science Committee - was officially launched. Xueqin Chu, our farming campaign manager (China), was appointed a committee member. And Zhonghua Zhao, our China country director, gave an online speech on the topic: 'Animal welfare is crucial to human wellbeing'.

**Started** a Change for Chickens pledge in India to demand high welfare products which received more than 10,000 sign ups and approached KFC regarding moving to higher welfare methods of production. Discussions are on-going.

**Liaised** with RSPCA Australia as they developed a chicken welfare certification scheme which aligns with some aspects of the BCC.

### We also....

**Achieved** a significant victory for 6 million Colorado chickens through our work on a Colorado ballot initiative. It resulted in the state legislature passing a new bill prohibiting the production and sale of eggs from systems confining hens to battery cages. This will improve the lives of the 6 million hens in the state. It will also help the millions more raised by producers outside of Colorado that want to continue selling eggs in the state.

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## Our challenges

Most of our global corporate engagement and campaign activities could not be implemented as planned. We experienced challenges and delays in the engagement with producers and QSRs because face-to-face meetings were not possible, and our targets were focussing their time and attention on other urgent priorities. So, we reviewed and reduced our targets across our global campaign.

# Reducing meat consumption

## What we intended to do in 2020...

**Galvanise** major influential food companies to provide nutritious, plant-based protein alternatives to their customers and showcasing those food companies that have already done it. We'll also build a movement of people who pledge to reduce their meat consumption and choose higher welfare meat.

## What we did...

**Influenced** five food companies to invest in plant-based proteins. Of these, both Starbucks and Just Salad have already formally introduced plant-based proteins to their menu, and we expect more to follow suit.

**Called** on our supporters to petition the US Department of Agriculture (USDA) dietary guidelines advisory committee demanding they recommend a reduction in animal-based protein and an increase in plant-based. Tens of thousands of supporters responded, leading to the USDA committee calling for the reduction in their scientific report.

**Developed** Meating Halfway, a 21-day journey guiding people towards eating less meat. It includes dietary advice from experts, meat reduction recipes on YouTube ranging from plant-based cottage cheese to meatballs, a free meat reduction starter kit, and discounts from corporate partners. During 2020 more than 33,000 people joined our meat reduction campaign.

### We also...

**Encouraged** our supporters to urge their members of Congress to back the Farm System Reform Act, a bill that would prohibit the creation or expansion of factory farms and phase them out by 2040.

**Endorsed** publicly the Justice for Black Farmers Act, a visionary bill that would address the history of racial discrimination in America's agricultural policy and encourage a new generation of Black farmers.

## Our challenges

Restaurant closures and the global pandemic's impact on the food industry was a major challenge. COVID-19 restrictions meant we were unable to travel to conferences for networking and hold off-line, in-person events which are so critical in advancing the meat reduction cause.



Photo: Social media post from the Meating Halfway campaign.  
Credit: World Animal Protection

# India dairy campaign

## What we intended to do in 2020...

Exit the campaign by June 2020.

## What we did...

**Completed** our campaign to improve the lives of India's dairy cows and buffalos in December – six months later than planned due to delays caused by COVID-19. Our campaign started in 2017 to address the suffering of dairy animals confined to urban and semi-urban dairies. India has the largest dairy herd in the world.

**Marked** the campaign's end by publishing our report on activities, successes and research since 2017 and sending it to the Indian government. We shared it personally with key government stakeholders including the chief minister of Delhi, and the minister of fisheries, animal husbandry and dairying. The report includes results of consumer research, focus group discussions, petitions, offline mobilisation activities, commitments from dairy companies and sign ups from retailers. We also shared it with our supporters, corporates, and other organisations such as NGOs with whom we have worked and networked on the issue.

**Celebrated** our impact. Since the campaign's launch in 2017 our work with businesses, farmers, federal and state authorities, has improved the lives of more than 68 million dairy cows and buffaloes.

**Photo:** World Animal Protection commissioned research into illegal urban and semi-urban dairies in several Indian cities. Our India dairy campaign has urged national and local authorities to ensure better treatment for dairy cows and buffaloes. Credit: World Animal Protection







Photo: In December 2019 and January 2020, wildfires spread across Australia, killing over an estimated 1 billion animals, and leaving millions of hectares burnt across the country. To help local organisations with their immediate response, World Animal Protection have provided medical supplies to a mobile bushfire triage van, supporting the care of 21 kangaroos including a female joey called Flame. Credit: Aussie Mobile Vets

# Protecting animals in disasters 2020



Animals experience the same terrible effects as people when disasters strike – injury, starvation, thirst, displacement, illness and stress. Our direct responses provide them with food, water, medical care, and other emergency assistance.

More than 1 billion of the world's poorest people depend on animals for food, transport and livelihoods. Consequently, when animals die during disasters, it devastates the people who rely on them for companionship and economic status. So, as well as responding to disasters, we work year-round to help countries prepare and reduce the impact on animals and their owners.

We encourage and train governments, international bodies, and local and national partners to include animals in their plans, policies and practice at international and national levels.



## What we intended to do in 2020...

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**Move** government authorities in Assam state, India and Minas Gerais state, Brazil to include animals in their disaster management plans. We also will encourage other governments to fulfil the UN's Sendai Framework 2020 deadline, which requires including animals in their national disaster risk reduction strategies.

**Persuade** the International Federation of Red Cross and Red Crescent Society's (IFRC's) local chapters to include animals in their guidelines and training programmes.

## What we did...

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**Moved** Tamil Nadu state, India to include animals in their official disaster management plans. We also supported them to develop and launch three more Veterinary Emergency Response Units (VERUs) in the state. The VERUs are using our PrepVet training course which fosters coordination between civil defence bodies and ministries of agriculture.

**Supported** Thailand's working group in drafting the country's first national disaster risk reduction plan for animals.

**Started** work with the Food and Agriculture Organization of the United Nations (FAO) to help people protect animals in areas at high risk of volcanic eruptions in the Pacific Rim region. The one year project will be piloted in Indonesia and the Philippines focussing on Mount Merapi in the Special Region of Yogyakarta and Central Java and at Mount Agung in Bali. There are 129 active volcanoes in Indonesia and their eruptions of pyroclastic flows and toxic ash are extremely dangerous to local people and to their animals on which their livelihoods depend.

**Welcomed** the approval of the IFRC Disaster Preparedness and Response Law Checklist by governments and National RCRC Societies at the IFRC Conference. It includes our recommendation related to the evacuation of livestock and animals, and will be adopted by all local chapters. The IFRC also included our recommendations to insert animal welfare provision into their Vulnerability and Capacity Assessment Toolkit. The VCA is an essential part of Red Cross operations. This assessment is not only used in regions prone to natural disasters, but also for surveying health risks and abilities to cope. It is an integral part of disaster preparedness and contributes to the creation of community-based disaster preparedness programmes at rural and urban grassroots level.

**Celebrated** the adoption of our PrepVet® course by the Costa Rica Red Cross. This unique and free online resource was launched in 2015. During 2020 the Central American branch of the World Organisation of Animal Health (OIE) called for all ministries of agriculture in Central America to carry out and complete the course. Authorities in Guatemala, Panama and Tamil Nadu State, India have also adopted it. To date, 2,235 people worldwide have completed PrepVet®.

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## What we intended to do in 2020...

**Deploy** our expert teams to disaster-stricken areas where we will save more than 250,000 animals from death, injury and disease through our relief operations.

## What we did...

**Gave** live-saving help to 600 farm and pet animals when Taal Volcano erupted in the Philippines in January. Our support enabled our partners to feed starving and abandoned dogs, funded shelter kits for evacuated livestock, and provided veterinary supplies and equipment. Our team then worked with local and national authorities on long-term plans to help prepare to protect animals in future disasters.

**Provided** long and short-term aid to authorities and organisations working to help animals affected by the Australian bushfires. More than 3 billion animals were killed, injured or displaced. We funded emergency aid for local projects including a mobile triage van. And our face-to-face and online training and resources helped thousands of people and vets prepare to protect animals from future disasters. We are also funding McQuarrie University research, that will be critical in examining how disaster risk reduction and preparedness can be enhanced at a state and federal level.

**Saved** more than 20,000 animals from suffering in Assam state after July monsoon floods brought havoc and caused massive destruction. Thousands of animals and people were affected. We funded and organised mobile veterinary clinics, and coordinated the response with local partners. We are lobbying the Assam government to include animals in a state animal disaster management plan to protect them from future disasters.

**Reached** out to our local partners in Nicaragua and Guatemala after their countries were badly hit by hurricanes Eta and Iota in November. We provided them with food and medications that helped more than 8,300 animals.

**Supported** local animal welfare charity Animals Lebanon after the massive ammonium nitrate explosion tore through Beirut in August. Many pet dogs and cats were lost or stuck under the rubble. Our funding of food and veterinary care helped Animals Lebanon rescue animals trying to survive among the devastation, and supported them in caring for animals in their shelter and in finding new homes.

## Our challenges

We could not move Assam state, India and Minas Gerais state, Brazil to include animals in their state disaster management plans because of shifting priorities caused by the pandemic. Pandemic restrictions also meant that we could not galvanise the public in ways that would have highlighted their calls to include animals in the plans. For example, we cancelled our Minas Gerais, Brazil public mobilisation event scheduled for January 2020. This event was intended to remind people of the thousands of animals injured, killed and displaced in the dam burst of January 2019. We also wanted to put pressure on the authorities to include animals in disaster contingency plans.

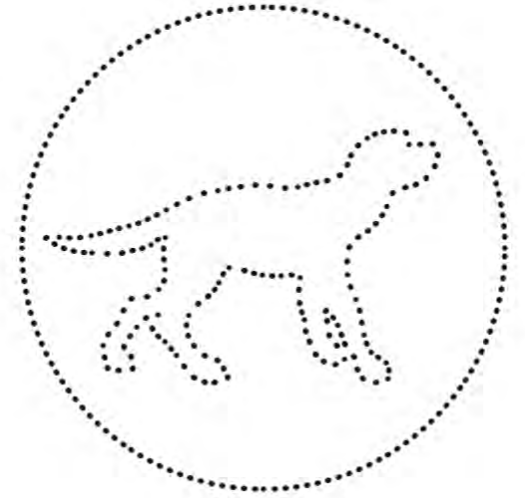
Despite our advocacy work regarding incorporating animals in disasters into Kenya's Animal Health Strategy, the Animal Health Bill did not pass through Parliament. This is because of the circumstances caused by COVID-19. This is now under the responsibility of the chief veterinary officer.

COVID-19 changed the way we worked on response operations to ensure the safety of our field teams. We carried out fewer interventions, and supported local partners where we could.

Photo: In August 2020, World Animal Protection visited the Kenya Society for the Protection and Care of Animals (KSPCA), to give donations to the community animals hosted in the facility. Credit: World Animal Protection



# Protecting animals in communities 2020



Many of the world's 400 million free-roaming dogs endure horrendous lives. They suffer abuse, hunger, lack of veterinary care, injury and disease. Distressingly, around 10 million are killed in cruel culls. This is very often because of people's fear of rabies or because they are concerned about the number of strays in their communities. Methods used can include beatings, poisonings and electrocutions. Culling is often seen as a quick fix, but is cruel and ineffective.

We move governments and communities worldwide to create better lives for dogs through humane dog population management that ends poor treatment and culling. Our solutions involve educating owners and communities, legislation, dog registration, vaccinating against rabies, sterilisation, rehoming – or a combination of some or all of these.

The only way to truly eliminate rabies from an area is to vaccinate 70% of its dog population. Human and animal health are so tightly linked it is not possible to protect people from rabies without protecting dogs first.

We follow the International Companion Animal Management (ICAM) coalition's dog population management methodology. This is a full cycle of action, addressing the root causes of conflict between roaming dogs and communities. We use it to help governments manage dogs humanely and to help communities to live in harmony with dogs.



## What we intended to do in 2020...

**Improve** public perception of free roaming dogs in the context of both rabies elimination and COVID-19. We also wanted to support local organisations in Costa Rica, Brazil, Thailand, India, Kenya and Sierra Leone to feed free roaming dogs throughout the COVID-19 crisis.

**Establish** a global finance facility that will ensure resources are made available for mass dog vaccination in rabies endemic countries. This initiative will galvanise a global partnership between donor countries, international donor organisations, NGOs, the private sector and rabies endemic countries to eliminate rabies and protect dogs.

## What we did...

**Donated** US\$ 10,000 worth of pet food to municipalities and to an NGO in Costa Rica to help families under financial pressure from COVID-19 feed their dogs. Altogether we stopped 1,400 dogs from going hungry.

**Funded** and delivered 18 tons of dog food and five tons of cat food to 21 small non-governmental organisations feeding and caring for stray dogs and cats in five different Brazilian states. These donations helped more than 6,000 stray dogs and cats.

**Delivered** food for approximately 300 dogs at the Hua Koo Temple on the outskirts of Bangkok, Thailand. The temple was inundated with strays and abandoned animals during lockdown. We also provided funds to ensure all the unvaccinated dogs could be vaccinated to prevent disease outbreaks and suffering.

**Supported** low-income families in Sierra Leone and Kenya to feed their dogs throughout the COVID-19 crisis. Our donations helped between 23,000 and 28,000 dogs across six constituencies in Freetown and Nairobi.

**Helped** create the COVID-19 alliance for companion animal welfare with a group of Latin American NGOs in May. The alliance's purpose is to improve companion animal welfare during and beyond the pandemic. As part of our membership we hosted its first webinar attended by 170 participants. It featured 10 speakers including members of our protecting animals in communities team.

**Collaborated**, through our volunteer network in India, with North Delhi Municipal Corporation (NDMC) to feed stray dogs in Corporation areas. We also produced our 'COVID-19 and dogs' dos and don'ts document and shared it with our volunteer network and with local government bodies in Delhi state. Our volunteers also assisted us with events throughout the year including vaccination drives and public awareness activities. Seven hundred dogs were vaccinated. One creative volunteer created an animated video for us to promote dog welfare, vaccination and sterilisation.

**Continued** to call throughout 2020 for global recognition of dog vaccinations and responsible dog ownership to stop people and dogs dying from rabies by 2030 - the UN target. Rabies is responsible for 59,000 human deaths annually. More than 95% of these deaths are caused by dog bites. The only way to effectively achieve zero deaths in people is to properly take care of dogs and achieve herd immunity in the dog population. This is done by vaccinating dogs and promoting responsible ownership.

**Celebrated** the launch of the United Against Rabies Forum by WHO director general Dr Tedros Adhanom Ghebreyesus at the United Against Rabies Virtual Conference in September. This is a World Animal Protection concept long advocated for by our animals in communities team. Our expertise and experience led to us being the only civil society organisation asked to speak at the conference. The Forum will unite stakeholders and attract the political attention and financial resources needed to end rabies and deliver the vision of zero dog-mediated human rabies deaths by 2030. The launch represents the accomplishment of a core objective of our Better Lives for Dogs lobbying and advocacy work.

## What we intended to do in 2020...

**Convince** more national governments to include humane dog population management in their national rabies elimination and control strategies. To help us do this we said we would share the effectiveness of Latin American initiatives with other rabies endemic regions. We want to ensure dogs are not killed and abused from fear of rabies.

## What we did...

**Submitted** recommendations on India's national rabies policy. The policy focusses on vaccination and humane dog population management as effective rabies control measures, rather than post-bite treatment for humans and inhumane culling. It will bring monumental change in rabies control in India and has the potential to give more than 30 million dogs better lives.

**Supported** Ghana, Mali, Gabon and Benin in finalising their rabies elimination strategies. These strategies focus on humane dog population management, rather than inhumane culling, and are likely to save thousands of dogs from cruel treatment which stems from fear of rabies.

**Encouraged** municipalities across Latin America to show their innovative and effective humane dog population management measures and enter our second animal-friendly cities competition. We received 158 entries from 59 municipalities; Curitiba, Brazil scooped first prize.

**Created** a best practice booklet from the 2019 and 2020 animal-friendly cities entries. The booklet highlights actions Latin American governments have taken to make their cities companion animal friendly. It will be uploaded to an online repository and will be free to use and download for governments and other stakeholders globally.

**Provided** ongoing technical support to all participating PARACON member states (Pan-African Rabies Control Network). In Zimbabwe, Benin, Malawi and Zanzibar, via our partners the Global Alliance for Rabies Control (GARC), we supported the implementation of rabies control and dog population management measures. This included the vaccination of 5,359 dogs in Zanzibar.

**Moved** the veterinary services department of North Delhi Municipal Corporation (NDMC) to organise rabies vaccination drives which protected 604 stray dogs against rabies.

**Continued** our sponsorship through GARC of an online and face-to-face education platform promoting responsible dog ownership and rabies prevention. By December 2020 the training reached 390,000 people. Our work with GARC has also supported 2,700 people to gain a certificate in dog handling and vaccination which has led to the vaccination of 135,000 dogs.

**Launched** the 4th edition of our dog population management online course with the public prosecution office of Minas Gerais state, Brazil. The public prosecution service of Minas Gerais state is promoting the course to all governmental agents via their website. By the year's end we had received more than 200 registrations. And with Parana state's government, we developed a new humane dog population management course which will be mandatory for people working with dogs in the state. We estimate that this will give a least 393,000 dogs better lives.

**Reached** more than 300 teachers and education personnel from every district of Si Saket Province on the importance of rabies elimination through two training sessions we hosted in Thailand. Also, in Thailand we donated 10,100 vaccinations to our government partner the department of livestock development and carried our annual vaccination training for 106 volunteers.

**Generated** intensive media exposure in China through collaborating with key opinion leaders and celebrities. This resulted in more than 500,000 people signing our pledge to be better dog owners and treat community animals with respect in just one a week.

## What we intended to do in 2020...

**Continue** to promote humane dog population management. We will do this by presenting our research, regarding its effectiveness, at key regional and global platforms and through our membership of the International Companion Animal Management coalition (ICAM).

## What we did...

**Welcomed**, through our chairing role with ICAM, attendees from 63 countries to the webinar 'Dog and cat population management during COVID times'.

**Agreed** to continue our membership (financial support) of ICAM over the next five years.

We will support them to:

- develop an online repository containing all our educational and research resources that allows stakeholders to find information, guidance, and training on Companion Animal Welfare.
- enhance the public and policy priority of dog population management globally.

Expected steps include:

- research and evidence generation
- development of advocacy and campaign assets and toolkits
- development of communication materials
- advocacy, campaign and communication plan implementation.

**Launched** our 'All eyes on dogs' report in six languages (Mandarin, Portuguese, Spanish, French, Thai and English). This unique publication outlines how dogs hold the key to eliminating rabies by 2030. It concludes with a set of actions for each stakeholder group - governments, donor bodies, the private sector, the veterinary community and individuals.

**Participated** in a study with the University of Sao Paulo. The paper, 'Can sterilisation help to prevent roaming in owned dogs and cats?' was published in the Veterinary Science Journal. Roaming is a serious issue regarding the control of rabies, and sterilisation is part of humane dog population management. So, studies like this help show governments that sterilisation and vaccination are better solutions for rabies control than culling. Also in Brazil, a prestigious medical journal published a scientific paper by our campaign manager on COVID-19 transmission and companion animals. It helped dispel misunderstandings about transmission so that animals would not be unfairly persecuted or abandoned.

**Developed** a case study on our successful pilot vaccination project in Makueni County, Kenya, which was submitted to and accepted by the Rabies in the Americas global conference. The case study shows how our humane rabies elimination programme in Makueni county became a blueprint for other Kenyan counties and the national rabies elimination plan. It will be available on the online repository for other governments to access.

## Our challenges

We wanted to move the Chinese government to include humane dog population management policy in their national rabies control plan. Unfortunately, due to COVID-19, the government was focussed on controlling the disease, so we could not secure meetings. However, the Public Security Bureau, our partner in Beijing, said that when the pandemic is controlled, they will look at making our suggested amendments to the dog management by-law in the city.

We also wanted to support countries to develop national rabies elimination strategies in Africa via the African Platform for Animal Welfare and the Animal Health Strategy for Africa. Gabon, Mali, Benin and Ghana signed off their strategies, but we were unable to carry out much of our planned advocacy and vaccination work due to the COVID-19 crisis.

# Who made the grade?

## Launching the Animal Protection Index 2020

“Effective animal welfare legislation should consider the physical, mental and emotional health of an animal. It is inspiring to see an increasing number of countries recognise and acknowledge animal sentience in their legislation, and the significant impact that this has on the lives of millions of animals.”



**Phil Wilson**  
External affairs manager – International

Persuading governments worldwide to improve the lives of billions of animals and stop the systems that cause them suffering is central to our work. And in March 2020 we launched the second edition of the Animal Protection Index (API) a powerful tool to make this happen.

The public face of the API is an easy-to-use, interactive tool, but behind it is a highly detailed and strategic ranking process.

The API involved more than 12 months of painstaking work from World Animal Protection employees and ranks 50 of the world's largest animal-keeping countries according to their welfare policies and legislation.

“To research and rank just one country took around 100 hours,” says Phil Wilson our external affairs manager who worked intensively on the project.

“Websites and databases were scoured for information and relevant government departments contacted. All 14 World Animal Protection country offices were involved. The Chief Veterinary Officers (CVOs) for each country were asked to check facts before publication. We contacted CVOs because they organise and operate a country's animal health and protection service and veterinary public health service.”

Countries are ranked on an A to G letter system with A representing the highest ranking and G the lowest. The API covers policy and legislation relating to farm animals, captive animals, pets, working animals, wild animals, those used for scientific research and animals used for entertainment.

No country obtained the highest possible score, since none adequately protects animals across each of the 10 indicators to receive an A grade. However, several including Austria, Denmark and Sweden improved their API rankings for the second edition.

By the end of the year, more than 12 countries had either endorsed the API, used it in their communications, or positively changed their policy or legislation. These countries included: Brazil, China, France, Germany, Malaysia, Netherland, New Zealand, Nigeria, Poland, Sweden, UK, and Vietnam.

Several countries, including Malaysia and Nigeria, said they would use their country API reports to assess gaps in their animal welfare legislation and make changes to improve their legislation. The API was also mentioned by members of the Swedish parliament, and Israel's ministry of agriculture said they would like to be included. Some supermarkets and the private sector are using it to source animal products from countries with more humane farm animal welfare legislation.



“The 2020 API, which builds on the success of the first edition of the API in 2014, provides opportunities for focussed discussions with governments on improving their countries’ national animal welfare legislation,” says Phil.

“As we saw with the launch of our first edition of the API in 2014, it can take some time for countries to pass and implement new and improved animal welfare legislation, but World Animal Protection will continue to push this critical work, which improves the lives of millions of animals around the world.”

Some key highlights of improved animal welfare legislation in 2020 include...

- At the start of the year, Denmark passed a new animal welfare law recognising all animals as sentient beings, which will lead to new rules covering all animal species.
- Following the COVID-19 outbreak, China implemented a ban on the trade and consumption of the vast majority of terrestrial (land based) wildlife.
- In September, France banned the breeding of orcas and dolphins in captivity with immediate effect. It also prohibited the import of orcas and dolphins for entertainment and introduced a phase-out ban on the use of wild animals in travelling circuses.

**Photo:** On Wednesday 2 December 2020, we visited Bomet County in Kenya to donate veterinary drugs and equipment for more than 1,000 dogs, and participate in a mini vaccination drive where over 300 dogs were vaccinated. Credit: World Animal Protection



# What we'll do next – 2021

The climate will still be dominated by COVID-19, but here's what we'll focus on as we move into the first year of our bold new strategy...



## Working for goal 1

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

We'll...

**Ensure** a decline in public and private support for factory farming. We'll do this by exposing the unsustainable effects of factory farms on animals, the environment and public health.

**Drive** governments and companies to make and increase their commitments to higher welfare farming and increase their meat reduction commitments.

**Mobilise** consumers to switch to plant-based products and galvanise support for our campaign to press retailers to sell higher welfare products.

## Working for goal 2

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

We'll...

**Focus** on banning exports of wild animals, their parts and derivatives, from Africa to supply the exotic pets and traditional Asian medicine trades. We'll also continue to campaign and influence policies and laws to ban the global wildlife trade by targeting G20 leaders

**Ensure** the global tourism industry builds back better after COVID-19. We'll continue providing emergency food and protection for elephants and bears in high welfare tourist venues affected by the pandemic. And we'll call on the largest operators cruelly exploiting captive dolphins to move towards responsible whale and dolphin destinations.

**Share** new ground-breaking scientific research and solutions on plant-based alternatives to wildlife used in traditional Asian medicine with key governmental and private sector stakeholders in China. We'll generate a further shift towards plant-only traditional Asian medicine.



## Protecting animals in communities

We'll...

**Support** the International Companion Animal Management coalition (ICAM) and freely share our expertise through a joint World Animal Protection-ICAM website. This site will help local and national governments protect and manage dogs and cats in their communities.

**Continue** our membership of the United Against Rabies Coalition (UARC) and call for a global end to the transmission of dog-mediated rabies by 2030. We will work with UARC to ensure the United Against Rabies Forum effectively achieves this goal.

**Help** African countries eradicate rabies from the continent through our involvement during the year with the African Union – Interafrican Bureau for Animal Resources (AU-IBAR).

## Protecting animals from disasters

We'll...

**Continue** to advocate where significant opportunities arise, for governments to prioritise animal welfare in disaster management, and to develop national disaster risk plans. Such plans are critical in implementing the Sendai Framework for Disaster Risk Reduction by 2030.

**Work** with partners, to protect farmed and wild animals in response to emergencies linked with our wildlife and food systems goals.

**Ensure** our expertise is freely available online to international organisations, partners and local and national governments. This includes PrepVet®, which guides governments on implementing the Sendai Framework and fosters coordination between civil defence bodies and ministries of agriculture.

# Making the biggest difference... for the greatest number of animals

## How we'll move the world 2021-2030

### Animals are facing a global crisis



**1.6 trillion** wild animals are killed and suffer every year because of profit and greed for their use as products or entertainments.



**70 billion** farm animals are consumed annually. Most live in close, cruel confinement in factory farms where they fuel the rising demand for meat as cheaply as possible.

### The global wildlife trade and farming systems...



**Inflict** suffering and anguish on animals



**Devastate** habitats



**Cause** public health crises – like COVID-19, SARS, Ebola, swine and avian flus and antibiotic resistance

### With our powerful new strategy, we will...



**Elevate** animal welfare to a priority issue of global importance



**Change** public perception so that animals are no longer considered mere commodities



**Give** animals a voice by addressing the root causes of their suffering

### We are connecting 4 elements for long-lasting change...



**Systems** – we will overturn those that fuel the very worst animal abuse.



**Scale** – we will transform the lives of the greatest numbers of animals.



**Sentience** – we will give animals a voice, based on science, so all their needs are met.



**Sustainability** – we will solve the climate emergency, public health crisis and the depletion of natural resources.

### We have 2 urgent goals...



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

**With your help...**

- We'll work with influential groups to expose the hidden costs of factory farming to animals, people and the planet, and the collusion and corruption that let it thrive worldwide.
- We'll disrupt the finance flows driving the growth of factory farms and work with others to promote plant-based protein ensuring people have affordable nutrition.



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

**Your support will help us...**

- **Continue** to reduce the demand and supply of wildlife for commercial purposes
- **Change** the systems allowing a sustainable use of wildlife and habitats and make sure wild animals are valued, protected and stay in the wild where they belong.

**Together we can move the world and take billions of animals out of a cruel cycle of abuse.**

## Protecting animals in disasters and in communities

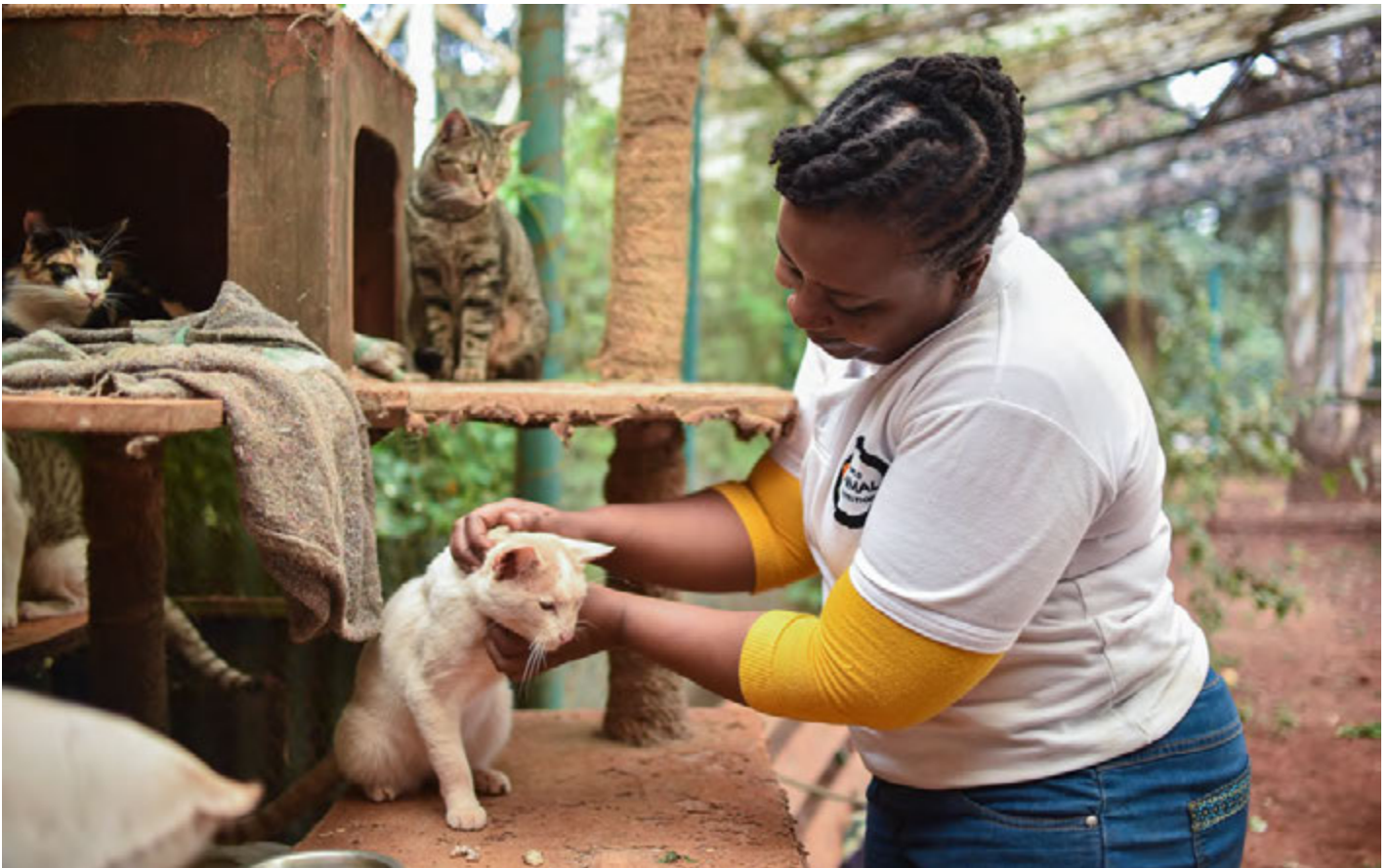
To make the biggest impact for animals and make the most of our resources we must urgently address the biggest causes of cruelty - the wildlife trade and factory farming.

So, we will carefully and responsibly shift our work protecting animals in disasters and in communities to our international, national, and local partners. They will continue to benefit from our 50-year legacy of training and empowerment, our expertise, our tools and guidance.

Several countries, including Malaysia and Nigeria, said they would use their country API reports to assess gaps in their animal welfare legislation and make changes to improve their legislation. The API was also mentioned by members of the Swedish parliament, and Israel's ministry of agriculture said they would like to be included. Some supermarkets and the private sector are using it to source animal products from countries with more humane farm animal welfare legislation.

**We know that the fate of animals' lives rests in our hands. We are tackling the root causes of their suffering so what we can make the biggest difference to their lives.**

**Photo:** Emily Mudoga (Companion Animal Campaign Manager) with one of the cats housed at KSPCA in Nairobi. Credit: World Animal Protection





# Our global reach

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



## Our offices

- |                           |                            |                        |                          |                             |
|---------------------------|----------------------------|------------------------|--------------------------|-----------------------------|
| 1 Costa Rica <sup>1</sup> | 4 Brazil <sup>3</sup>      | 7 Denmark <sup>3</sup> | 10 India <sup>3</sup>    | 13 Australia <sup>2</sup>   |
| 2 Canada <sup>3</sup>     | 5 UK <sup>1</sup>          | 8 Sweden <sup>3</sup>  | 11 Thailand <sup>1</sup> | 14 New Zealand <sup>4</sup> |
| 3 USA <sup>2</sup>        | 6 Netherlands <sup>3</sup> | 9 Kenya <sup>1</sup>   | 12 China <sup>1</sup>    |                             |

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

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

3 These offices are affiliates.

4 New Zealand is a branch of the Australian office.

# Financial review

## Our income

### Every dollar, baht and pound fuels our work to protect animals

Diversifying and growing our income is a critical component of our work to build a worldwide movement of people who value animals and agree to join us in helping to protect them. With generous support from our supporters, we made significant progress in achieving our vision of a world where animals live free from cruelty and suffering.

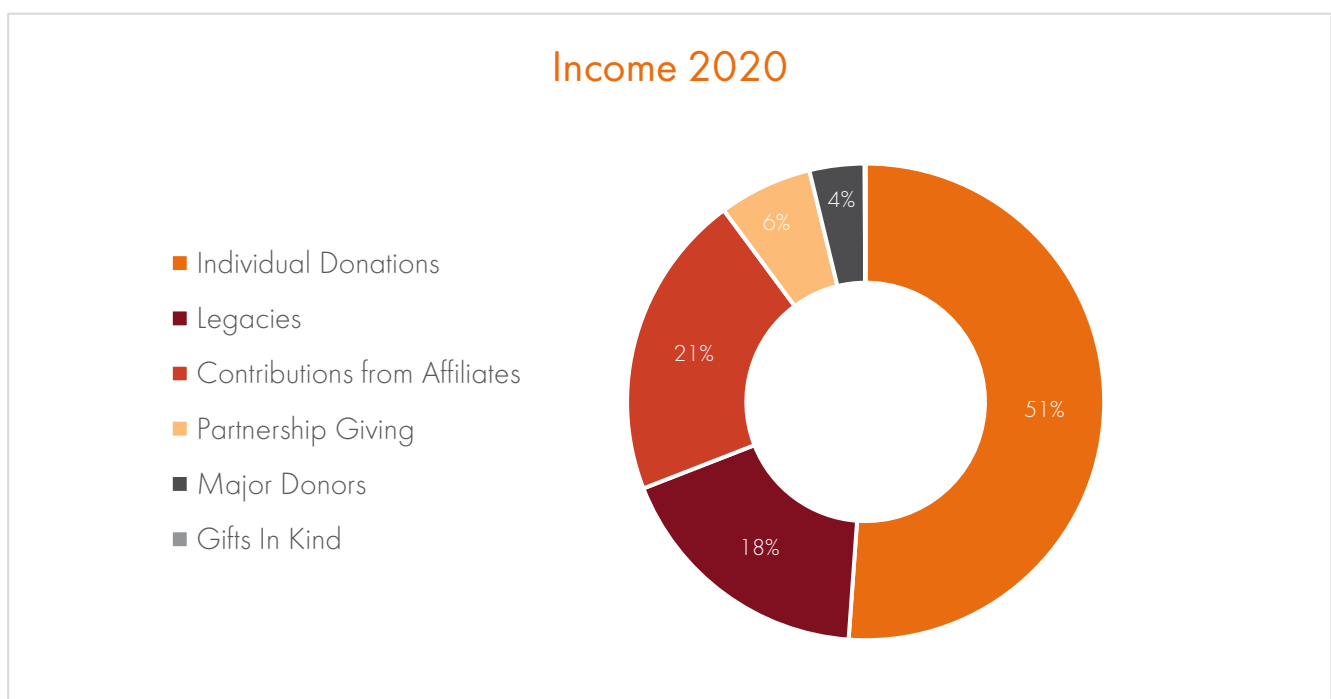
World Animal Protection is committed to delivering sustainable and reliable income in alignment with our mission to protect animals and improve the wellbeing of people and our planet. In 2020, we secured £31.4m in income, a 4.9% decrease on income generated in 2019, and most of the decrease was felt across individual giving and legacy income.

Through the generous support from our individual supporters, we generated total donations of £16.0m in 2020, being a decrease of 4.3% compared to 2019. Fundraising constraints in Thailand for most of 2020 suppressed income generation and we expect this will be resolved in 2021. Legacy income was 22.2% lower than in 2019 as the COVID-19 pandemic has slowed down probate processes nationally.

Major gifts and grants from individuals, governments, businesses and trusts and foundations increased by 12.3% - from £2.6m in 2019 to just over £2.9m in 2020. The Open Philanthropy Project in the USA made several generous, multi-year commitments to our work to improve the lives of farmed animals in China, Southeast Asia and beyond.

Finally, in 2020, our network of affiliated World Animal Protection entities in Canada, Denmark, Netherlands, and Sweden, contributed £6.5m to our animal protection mission.

For more information on our fundraising efforts, please see our 'Global Review 2020', which includes a financial summary of all World Animal Protection entities.



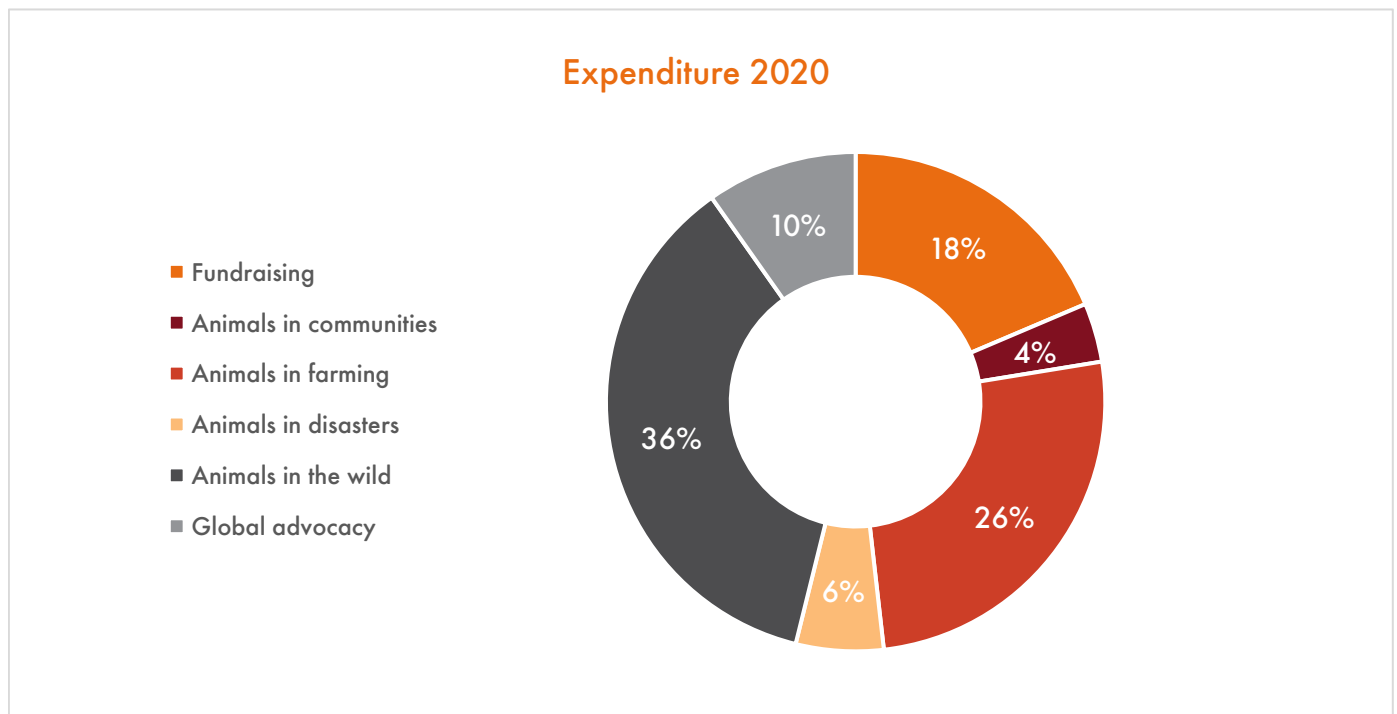
# Our expenditure

During 2020 our total expenditure went down by 19.0% from £38.6m to £31.3m. A restructure had been anticipated to facilitate the delivery of our new strategy but the emergence of the global COVID-19 pandemic added the need for a bold cost reduction programme to strengthen our financial resilience into the future. The cost reduction target that we set ourselves necessitated focussed prioritisation centred on our new strategy and sadly involved the departure of a number of our colleagues. Despite these challenges, we were able to continue to undertake significant and highly effective campaigning activities during the year across all programmatic areas. The global pandemic further highlighted the issue of wildlife trade, and we amplified our work campaigning for a global ban of such activities and will continue to do so in 2021.

We ensure that our fundraising is effective and are mindful how we spend our income. In 2020, we spent £5.8m on fundraising activities, which is a 18.3% decrease over 2019. In previous years, we invested heavily in fundraising activities to drive up our fundraising income. We are currently reviewing our income growth strategy for the next decade. At the end of the year, the rate of return was £4.25 for every £1 spent.

A key performance indicator is our spend on charitable activities and in 2020, this was 81.4% of total expenditure, compared to 81.6% in 2019. Staffing costs were just under 42.2% of total expenditure in 2020, compared to 35.7% in 2019. This change reflect the changed operating environment and a pivoting of our plans in response to constraints on some activities caused by the impact of COVID-19.

As well as our four key programmatic areas, we also highlight our expenditure in relation to global advocacy. This activity is key to our theory of change as we move the world to protect animals. These costs relate to communication, education and advocacy across the world.



# Our fundraising approach

2020 clearly was a year like no other given the effects of COVID-19 and how it affected the charity sector. Therefore, we recognised in March that the Fundraising Team crucially needed to be able to adapt rapidly to the fluid situation of the pandemic owing to challenges but also opportunities that presented themselves. At the outset, we worked hard to ensure we were able to continue our fundraising operation remotely with the sudden shift to working from home prior to the first lockdown. In addition to adapting our ways of working, we pivoted much of our programmes work that culminated in the G20 campaign, calling all governments for a global wildlife trade ban. We highlighted to the public the vital link between infectious diseases, caused by zoonoses, transmitted from animals to humans that led us to COVID-19. Consequently, Fundraising changed activity to reflect these changes.

As part of the G20 campaign, Fundraising tested multiple messages focusing on wildlife trade ban and the emergency relief for bears in Romania and elephants in Thailand due to the collapse of foreign tourism. Alongside that, we took full advantage of reduced media rates for DRTV (direct response television) owing to advertisers dropping their activity significantly. Despite the difficult operating environment, Fundraising had a strong year by exceeding gross income targets by >£500,000

vs. reforecast and acquired sixteen times more new donors making a one-off donation and 10% new regular givers.

Even in such a difficult year as 2020, World Animal Protection UK continued to adhere to the highest standards of fundraising practice and all fundraising and data protection regulations. We have maintained our membership with the Fundraising Regulator, the Chartered Institute of Fundraising, the DMA (Data and Marketing Association), the Lotteries Council, the Institute of Legacy Management, the Withers Indemnity Project and NCVO (National Council for Voluntary Organisations). We are also licensed by the Gambling Commission.

In order to ensure we provide a relevant and a positive experience to supporters, we continued to monitor all feedback, queries and complaints closely. Over the last few years, we've worked hard to engage with our supporters in their understanding of our work in protecting animals through their donations. In 2020, considering the total supporter interactions that run into the millions, we saw an overall total of 72 complaints, similar to 2019. This was broken-down to 47 fundraising complaints, 25 non-fundraising complaints. We also saw a very low number of telemarketing complaints. All these complaints were successfully resolved.

**Photo:** The average dolphin enclosure is less than 200,000 times the size of the animal's natural habitat range. In the wild dolphins are free to swim up to 400 km<sup>2</sup> a day, and live in large family groups. Credit: NOAA / Adam Li





# Financial policies

## Reserves policy

An important role for trustees is to manage the long-term sustainability of the organisation. The reserves policy sets out the basic principles that it should:

- give confidence to funders by demonstrating good stewardship and active financial management
- demonstrate, to stakeholders, funders and the public, the charity's resilience and capacity to manage unforeseen financial difficulties
- give voluntary funders an understanding of why funding is needed to undertake a project
- give assurance to creditors that the charity can meet its financial commitments.

As part of this policy, trustees decided to link the calculation of reserves to liquid cash balances.

Our minimum reserves level will incorporate the following principles:

- include liquid cash and investment balances in our branches and subsidiaries
- ensure we have sufficient cash holdings to meet our organisational needs
- embed monitoring of this target into our management information.

## Reserves performance

The consolidated reserves are £14.7m (2019: £14.2m) of which £5.7m (2019: £4.5m) is restricted or endowed, and £0.9m (2019: £1m) is a revaluation reserve showing the cumulative uplift in the value of the investments.

At the end of 2020 our liquid reserves were £13.4m (2019: £12.4m), of which £7.5m (2019: £8.0m) was held in the UK. This exceeded the minimum target set for the year which was £9.7m. This minimum liquid reserve target is calculated as follows: Restricted plus endowment reserves plus 10% of budgeted income; with 25% contingency added to the total.

Reserves that were not endowments funds, restricted funds, designated funds or tied up in fixed assets, amounted to £8.8m (2019: £9.5m). This was equivalent to nearly 3 ½ months expenditure based on the 2021 budget.

## Investment policy

The trustees reviewed the investment policy during 2017 for the cash holdings which are held by the World Animal Protection UK entity.

The objective of the policy is to balance various requirements:

- to maintain appropriate liquidity in case reserves are needed at short notice
- to achieve the highest possible return on investments
- to minimise risk
- to meet our ethical standards.

The investment policy is to invest surplus funds for the short term in fixed-term or call deposits with a high security rating.

Funds which are not expected to be needed except in the longer term are transferred to an investment manager, whose role is to protect World Animal Protection's investments and generate a return while observing our investment restrictions. As part of the trustees' oversight of this portfolio, the investment performance is considered by the Audit & Finance Committee each year.

## Investment performance

Our investment portfolios held in the UK and USA performed relatively well in 2020 despite the global pandemic and achieved investment gains of £480k. In the UK, our average investment returns during the past 5 years have been 9.1% pa.

In the latter part of 2019, we also started reviewing our policies to ensure we have the highest ethical standards balanced with security and returns. However, due to the COVID-19 situation, we have not been able to progress this further. We are continuously monitoring our investment portfolios and keeping up to date with changes in the market.

At the start of 2021, we decided to withdraw £1.5m from the UK investment portfolio to meet short term UK cash flow requirements and to fund our activities over the first few months of 2021.

## Grant-making policy

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

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



## Fraud resilience

We are clear that we do not tolerate fraud and corruption. Our approach and policies aim to make the honest majority feel empowered to tackle fraud and corruption through robust whistleblowing policies.

We are not complacent, we provide training to staff and publish articles in our internal newsletter promoting anti-fraud to raise awareness.

We are part of the Charity Finance Group Counter Fraud initiative and use the resources produced by them and the Fraud Advisory Panel to promote a fraud resilience culture.

## Data protection

Following on from the work started in 2018, the organisation carried on implementing measures to strengthen our data protection procedures in light of the new General Data Protection Regulations (GDPR). These measures included data audits, improvements in policy and practice and improving staff awareness through workshops to introduce a culture of privacy management and security.

## Remuneration policy

We operate a global remuneration policy, approved by the board, which requires an annual review of all salaries. Reviews take into account factors such as local market rates, the level of salary increases within the sector in a given year, general inflation and affordability. Any proposed increases are in line

with budgets approved by the board as a part of the annual budget process. Where there are proposed salary increases as per external data on inflation, the cost of living and affordability, these are awarded to staff in July.

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

## Safeguarding

As an organisation we have always taken seriously our duty to protect the welfare of our staff and partners. Within the charity sector there is increasing pressure from regulators and the media to maintain high levels of transparency and integrity. We reviewed our safeguarding policy and it was approved by the board in March 2020. The policy outlines our approach to protect the health, safety and welfare of all staff, volunteers, beneficiaries and others who come into contact with the organisation. This policy sets standards of behaviour and accountability for our staff and partners to ensure a workplace free from abuse and harassment. This is a requirement if World Animal Protection is to remain a credible partner for the major global stakeholders we hope to influence as we seek to deliver our mission.

We must also protect the integrity of our brand, the most valuable asset any charity has. We will do this by ensuring that our effort is not just focused on delivering the maximum impact for the animals we serve, but also that the way we go about our work reflects who we are and what we stand for as an organisation. This is reflected in the set of shared principles enshrined in the global policies we have developed together, and those standards expected of the charity sector more widely.

## Modern slavery statement

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

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

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

# Risk and uncertainties

We believe that sound risk management is integral to both good management and good governance practice. In the last year we have introduced an enhanced risk management policy to ensure that risk management forms an integral part of our decision-making and is incorporated within strategic and operational planning.

## Our risk management strategy ensures...

- Risk assessments are conducted on all new activities and projects to ensure they are in line with the charity's objectives and mission.
- Any risks or opportunities arising are identified, analysed and reported at an appropriate level.
- A risk register covering key strategic risks is maintained as a living document and will be presented at least quarterly to the board and more frequently where risks are known to be volatile.
- More detailed operational risk registers are maintained in aspects where this is considered appropriate, taking account of the impact of potential risk and the cost benefit of the exercise.
- All staff are provided with adequate training on risk management and their role and responsibilities in implementing this.
- We regularly review and monitor the effectiveness of our risk management framework and update it as considered appropriate.
- The board receives regular reports on continuing and emerging high concern risks and those where priority action is needed to effect better control.

## Our current significant risks include...

- **Financial stability.** In an uncertain financial environment resulting from the continuing effects of a global pandemic, we closely monitor the ongoing financial health of the organisation and mitigate risks by diversifying income and reducing costs.
- **Ability to deliver strategy.** 2021 is the start of a new ten year global strategic period and as with any pivoting of strategy, this comes with a change in the ways in which we work. We engage frequently and openly as we harmonise the ways in which we work together.
- **Strength of affiliate relationships.** Our World Animal Protection affiliates provided 20.8% of 2020 income and are key elements to our global influence in pursuit of our mission for animals. We work closely with these affiliates to maximise the impact we have collectively.
- **Operational complexity.** We take all reasonable steps to comply with the laws and regulations applicable to UK registered charities, and the relevant regulations where our subsidiaries and branches are located. We engage local professional advice where necessary to supplement the local staff we employ in those locations.
- **Ability to retain and attract staff.** Our people are the heart of our organisation. It is only through our dedicated and committed teams that we can deliver our mission to move the world to protect animals. We are strongly focussed on creating the right culture for our employees and volunteers to grow and flourish. We want to be able to attract, recruit and retain the very best people to work for World Animal Protection and ensure they have the right support and development to nurture them to work flexibly across the globe.

# Structure, governance and management

## Our structure

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

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

## Charity governance

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

## Governance

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

### Audit and finance committee:

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

### Standing committee:

- discharge the functions of the board between regular board meetings.

### Programme and policy committee:

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

### People and culture committee:

- review the CEO's performance, remuneration and appraisal process
- maintain oversight of World Animal Protection's policies on HR and pay to ensure they are consistent with the needs of the business, current legislation and best practice and the board's requirements as expressed from time to time and
- Maintain an oversight of the organisation's development and culture.

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



## Trustee recruitment

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

- reviewing the board's collective skills, knowledge and experience
- interviewing candidates to explore their commitment, knowledge and skills etc.

## Trustee induction

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

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

## Management

The CEO is appointed by the board of trustees to manage the day-to-day operations of the charity. The CEO works with a Global Leadership Team (GLT) which comprises the directors of the key functions.

The full list of 2020 and current members of the GLT and board can be found on page 50 under Reference and administrative details.

**Photo:** A lioness and her four young cubs in a national park in Kenya. World Animal Protection believes that wild animals should be left in the wild and not be used for entertainment. Credit: iStock. by Getty Images



## Reference and administrative details

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

Charity registration number 1081849

Company registration number 4029540

Registered office 222 Gray's Inn Road, London WC1X 8HB

## Board of trustees

(who are directors for Companies Act purposes)

**Joanna Kerr** Chair (appointed on 1 December 2020)

**Paul Baldwin** Chair (retired 14 July 2020)

**Nesta Hatendi**<sup>2,4</sup> Deputy chair (until 30 November 2020)

**Franc Alarcón de Barrientos**<sup>3</sup>

**Sandra Lynn Bereti**<sup>2</sup>

**Jamie Craig**<sup>1</sup>

**Franc Cortada**<sup>3</sup>

**Svetlana Ignatieva**<sup>1</sup>

**Sarah Ireland**<sup>3,4</sup>

**Thomas Jones**<sup>1,4</sup> (resigned 17 July 2020)

**Christine Lloyd**<sup>2,3,4</sup>

**Berangere Michel**<sup>1</sup>

**Mwikali Muthiani**<sup>2</sup>

**Karen Winton**<sup>2</sup>

<sup>1</sup>Member of audit and finance committee; <sup>2</sup>Member of people and culture committee

<sup>3</sup>Member of policy and programmes committee; <sup>4</sup>Member of standing committee

Chief executive officer: **Steve Mclvor**

### Investment managers

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

### Solicitors

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

### Auditors (External)

Grant Thornton UK LLP  
30 Finsbury Square  
London EC2A 1AG

### Bankers

Barclays Bank PLC  
99 Hatton Garden  
London EC1N 8DN

### Auditors (Internal)

RSM  
25 Farringdon Street  
London EC4A 4AB

## Global leadership team

### Steve Mclvor

Chief executive

### Rachel Briggs

Global director of people

### Michael Hammer (left July 2020)

Global director of development

### Lena Ahlby

Global director of programmes

### Howard Beeston (left March 2021)

Interim global finance director

### Stephen Sibbald

Interim global director for strategy

### Hok Pang (joined March 2021)

Global director of finance & resources

## Our public benefit requirement

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

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

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

The report on pages 4-40 demonstrates how we met our charitable purposes in 2020 and our principal achievements under our respective strategic priority areas of work.



**Photo:** Thanks to funding from World Animal Protection, Tiger Tops in Nepal has been able to continue as normal delivering quantities of food provided to the herd of elephants. Credit: Tiger Tops

## Statement of trustees' responsibilities

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

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

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

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

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

### The trustees confirm that:

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

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

### Auditors

In accordance with good practice, we will initiate a competitive tender process to select external auditors for the 2021 financial statements. Grant Thornton UK LLP have expressed their willingness to continue in office and will be invited to tender.

### Going concern

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

The trustees have considered the potential impact of a reduction in future income and the consequential effect on expenditure. The scenarios considered have assumed a minimum reduction of 5% and a maximum reduction of 30% in Group income until December 2022. The trustees have also assumed similar levels of reduction in expenditure within six months after the initial drop in income, to allow time for the group to implement necessary actions to maintain a sustainable financial position.

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

This report, including the Strategic Report, was approved by the board of trustees on 22 June 2021 and signed on their behalf by:



A handwritten signature in black ink, appearing to read 'Joanna Kerr'.

**Joanna Kerr**  
Chair



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

### Opinion

We have audited the financial statements of World Animal Protection (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2020, which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows, the Summary Income and Expenditure Account and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102; The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2020 and of the group's and the parent charitable company's incoming resources and application of resources, including the group's and the parent income and expenditure for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and Charities Act 2011.

### Basis for opinion

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts. We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the group and the parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

We are responsible for concluding on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

In our evaluation of the trustees' conclusions, we considered the inherent risks associated with the group's and parent charitable company's business model including effects arising from macro-economic uncertainties such as Brexit and Covid-19, we assessed and challenged the reasonableness of estimates made by the trustees and the related disclosures and analysed how those risks might affect the group's and parent charitable company's financial resources or ability to continue operations over the going concern period.

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

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

The responsibilities of the trustees with respect to going concern are described in the 'Responsibilities of trustees for the financial statements' section of this report.

### Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and accounts, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

## Other information (continued)

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Strategic Report and the Trustees' Annual Report, prepared for the purpose of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Strategic Report and Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

## Matter on which we are required to report under the Companies Act 2006

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Trustees' Annual Report.

## Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of trustees for the financial statements

As explained more fully in the Trustees' Responsibilities Statement set out on page 52, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true

and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

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

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

## Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Owing to the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK).

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- The Group and parent company are subject to many laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements. We identified the following laws and regulations as the most likely to have a material effect if non-compliance were to occur: the Companies Act 2006, Charities Act 2011, Charities SORP (FRS 102), tax legislation, anti-bribery legislation and employment law including Data Protection Act 2018;

**Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud (continued)**

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general sector experience and through discussion with the trustees, and from inspection of the group's board minutes and legal and regulatory correspondence. We discussed the policies and procedures regarding compliance with laws and regulations with the trustees;
- Based on the results of our risk assessment, we designed audit procedures to identify non-compliance with such laws and regulations as identified above. These audit procedures were performed at all components within the scope of our audit. Our procedures also involved journal entry testing, with a focus on journals meeting our defined risk criteria based on our understanding of the business; enquiries of group management and the Audit and finance Committee;
- Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:
  - understanding of, and practical experience with, audit engagements of a similar nature and complexity through appropriate training and participation;
  - knowledge of the industry in which the group and the parent charitable company operates;
  - understanding of the legal and regulatory requirements specific to the group and parent charitable company.
- We did not identify any matters relating to non-compliance with laws and regulation or relating to fraud.

**Use of our report**

This report is made solely to the charitable company's members and trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 154 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members and trustees as a body, for our audit work, for this report, or for the opinions we have formed.

*Grant Thornton UK LLP*

**William Devitt FCA**

Senior Statutory Auditor

for and on behalf of Grant Thornton UK LLP

Statutory Auditor, Chartered Accountants

London

Date: **5 July 2021**

Grant Thornton UK LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

## Consolidated financial statements

Consolidated statement of financial activities for year ended 31 December 2020

|                                      | Note | Unrestricted funds<br>£'000 | Restricted funds<br>£'000 | Endowment funds<br>£'000 | Total<br>2020<br>£'000 | Unrestricted funds<br>£'000 | Restricted funds<br>£'000 | Endowment funds<br>£'000 | Total<br>2019<br>£'000 |
|--------------------------------------|------|-----------------------------|---------------------------|--------------------------|------------------------|-----------------------------|---------------------------|--------------------------|------------------------|
| Income and endowment from:           |      |                             |                           |                          |                        |                             |                           |                          |                        |
| Donations and legacies               | 2    | 25,804                      | 5,418                     | -                        | 31,222                 | 27,509                      | 5,265                     | -                        | 32,774                 |
| Other trading activities             | 4    | 33                          | -                         | -                        | 33                     | 19                          | -                         | -                        | 19                     |
| Investments                          | 3    | 111                         | 6                         | -                        | 117                    | 197                         | 10                        | -                        | 207                    |
| <b>Total</b>                         |      | <b>25,948</b>               | <b>5,424</b>              | <b>-</b>                 | <b>31,372</b>          | <b>27,725</b>               | <b>5,275</b>              | <b>-</b>                 | <b>33,000</b>          |
| Expenditure on:                      |      |                             |                           |                          |                        |                             |                           |                          |                        |
| Raising funds                        | 5    | (5,522)                     | (298)                     | -                        | (5,820)                | (6,144)                     | (979)                     | -                        | (7,123)                |
| Charitable activities                | 6    | (21,374)                    | (4,085)                   | -                        | (25,459)               | (26,491)                    | (5,023)                   | -                        | (31,514)               |
| <b>Total</b>                         |      | <b>(26,896)</b>             | <b>(4,383)</b>            | <b>-</b>                 | <b>(31,279)</b>        | <b>(32,635)</b>             | <b>(6,002)</b>            | <b>-</b>                 | <b>(38,637)</b>        |
| Net gains on investments             |      | 480                         | -                         | -                        | 480                    | 1,088                       | -                         | -                        | 1,088                  |
| Net movement in funds                |      | (468)                       | 1,041                     | -                        | 573                    | (3,822)                     | (727)                     | -                        | (4,549)                |
| Reconciliation of funds:             |      |                             |                           |                          |                        |                             |                           |                          |                        |
| Fund balances brought forward        |      | 9,731                       | 2,708                     | 1,781                    | 14,220                 | 13,711                      | 3,327                     | 1,808                    | 18,846                 |
| Transfer between funds               |      | (239)                       | (179)                     | 418                      | -                      | -                           | -                         | -                        | -                      |
| Foreign exchange movement            |      | (20)                        | (51)                      | (21)                     | (92)                   | (158)                       | 108                       | (27)                     | (77)                   |
| <b>Fund balances carried forward</b> |      | <b>9,004</b>                | <b>3,519</b>              | <b>2,178</b>             | <b>14,701</b>          | <b>9,731</b>                | <b>2,708</b>              | <b>1,781</b>             | <b>14,220</b>          |

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

The income for the Charity was £23,832,311 (2019: £23,722,743) and expenditure was £23,958,288 (2019: £29,467,817).

The Charity also generated £282,552 (2019: generated net realised and unrealised gains of £880,714) of net realised and unrealised gains leading to an overall net gain of £156,575 (2019 net loss of £4,864,359).

The notes on pages 60 to 78 form part of these accounts.



## Consolidated financial statements

Consolidated and charity balance sheets at 31 December 2020

|  | Note | Consolidated<br>2020<br>£'000 | Charity<br>2020<br>£'000 | Consolidated<br>2019<br>£'000 | Charity<br>2019<br>£'000 |
|--|------|-------------------------------|--------------------------|-------------------------------|--------------------------|
| <b>Fixed assets</b>                            |      |                               |                          |                               |                          |
| Tangible assets                                | 11   | 253                           | 166                      | 291                           | 180                      |
| Investments                                    | 12   | 6,297                         | 4,944                    | 5,845                         | 4,672                    |
|  |      | 6,550                         | 5,110                    | 6,136                         | 4,852                    |
| <b>Current assets</b>                          |      |                               |                          |                               |                          |
| Stock  |      | 6                             | -                        | 2                             | -                        |
| Debtors  | 13   | 1,491                         | 2,094                    | 2,013                         | 1,708                    |
| Cash on deposit                                | 25   | 808                           | -                        | 752                           | -                        |
| Cash at bank and in hand                       | 25   | 8,796                         | 5,176                    | 8,243                         | 5,847                    |
|  |      | 11,101                        | 7,270                    | 11,010                        | 7,555                    |
| Creditors: amounts falling due within one year | 14   | (2,799)                       | (2,015)                  | (2,749)                       | (2,120)                  |
| Net current assets                             |      | 8,302                         | 5,255                    | 8,261                         | 5,435                    |
| Provisions                                     | 15   | (151)                         | (97)                     | (177)                         | (118)                    |
| <b>Net assets</b>                              |      | <b>14,701</b>                 | <b>10,268</b>            | <b>14,220</b>                 | <b>10,169</b>            |
| <b>Unrestricted funds</b>                      |      |                               |                          |                               |                          |
| Designated funds                               | 16   | -                             | -                        | -                             | -                        |
| Revaluation funds                              |      | 895                           | 895                      | 1,041                         | 1,041                    |
| General funds                                  |      | 8,109                         | 4,449                    | 8,690                         | 5,433                    |
|  |      | 9,004                         | 5,344                    | 9,731                         | 6,474                    |
| Restricted funds                               | 17   | 3,519                         | 3,519                    | 2,708                         | 2,708                    |
| Endowments                                     | 18   | 2,178                         | 1,405                    | 1,781                         | 987                      |
| <b>Total funds</b>                             |      | <b>14,701</b>                 | <b>10,268</b>            | <b>14,220</b>                 | <b>10,169</b>            |

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. The notes at pages 60 to 78 form part of these accounts. The financial statements were approved and authorised for issue by the trustees on 22 June 2021.



J Kerr  
Chair

Registered company no: 4029540

## Consolidated financial statements

Consolidated statement of cash flows for year ended 31 December 2020

|   | Note | 2020<br>£'000 | 2020<br>£'000 | 2019<br>£'000 | 2019<br>£'000  |
|---|------|---------------|---------------|---------------|----------------|
| Cash flows from operating activities:   |      |               |               |               |                |
| Net cash generated by/(used in) operating activities                                      |      |               | 541           |               | (6,330)        |
| Cash flows from investing activities:   |      |               |               |               |                |
| Interest received   | 3    | 15            |               | 62            |                |
| Investment income   | 3    | 102           |               | 145           |                |
| Purchase of tangible assets   | 11   | (45)          |               | (95)          |                |
| Sale of tangible assets   |      | 1             |               | -             |                |
| Purchase of investments   | 12   | (17)          |               | (10)          |                |
| Sale of investments   | 12   | 12            |               | 3,007         |                |
| Net cash used in investing activities   |      |               | 68            |               | 3,109          |
| Change in cash and cash equivalents in the reporting period                               |      |               |               |               |                |
|   |      |               | 609           |               | (3,221)        |
| Cash and cash equivalents at the beginning of the reporting period                        |      |               |               |               |                |
|   |      |               | 8,995         |               | 12,216         |
| Cash and cash equivalents at the end of the reporting period                              | 25   |               | 9,604         |               | 8,995          |
| <b>Reconciliation of net income to net cash flow from operating activities</b>            |      |               |               |               |                |
| Net movement in funds for the reporting period (as per Statement of Financial Activities) |      |               |               |               |                |
|   |      |               | 573           |               | (4,549)        |
| Adjustments for:  |      |               |               |               |                |
| Depreciation charges  | 11   |               | 87            |               | 104            |
| Net gains on investments  |      |               | (488)         |               | (1,072)        |
| Foreign exchange differences  |      |               | (56)          |               | (32)           |
| Investment income   | 3    |               | (117)         |               | (207)          |
| Loss on disposal of fixed assets  |      |               | -             |               | 17             |
| (Increase)/decrease in stocks   |      |               | (4)           |               | 2              |
| Decrease/(increase) in debtors  |      |               | 522           |               | (201)          |
| Increase/(decrease) in creditors  |      |               | 24            |               | (392)          |
| <b>Net cash generated by/(used) in operating activities</b>                               |      |               | <b>541</b>    |               | <b>(6,330)</b> |

The notes on pages 60 to 78 form part of these accounts.

## Consolidated financial statements

Summary income and expenditure account for the year ended 31 December 2020  
The World Animal Protection Group

|  | Note | 2020<br>£'000 | 2019<br>£'000 |
|--|------|---------------|---------------|
| <hr/>  |      |               |               |
| Income   |      |               |               |
| Voluntary income                                       | 2    | 31,222        | 32,774        |
| Activities for generating funds                        | 4    | 33            | 19            |
| Investment income                                      | 3    | 117           | 207           |
|  |      | <hr/>         | <hr/>         |
|  |      | 31,372        | 33,000        |
| <br>   |      |               |               |
| Expenditure  |      |               |               |
| Costs of generating voluntary income                   | 5    | (5,790)       | (7,087)       |
| Fundraising trading                                    | 5    | (17)          | (21)          |
| Investment managers' fees                              | 5    | (13)          | (15)          |
| Charitable activities                                  | 6    | (25,459)      | (31,514)      |
|  |      | <hr/>         | <hr/>         |
|  |      | (31,279)      | (38,637)      |
| <br>   |      |               |               |
| Surplus/(deficit) before realised and unrealised gains |      | 93            | (5,637)       |
| <br>   |      |               |               |
| Unrealised gains on investment                         | 12   | 480           | 1,088         |
| Foreign exchange movement                              |      | (92)          | (77)          |
|  |      | <hr/>         | <hr/>         |
| Net movement in funds                                  |      | 481           | (4,626)       |
|  |      | <hr/> <hr/>   | <hr/> <hr/>   |

An income and expenditure account is an alternative summary of the information contained in the Statement of Financial Activities. As recommended in the Charities SORP, this statement excludes gifts of capital that are not currently available for revenue expenditure (see Note 18). The income and expenditure account is included in the accounts in order to comply with the Companies Act 2006.

All incoming resources and resources expended derive from continuing activities.

The notes on pages 60 to 78 form part of these accounts.

# Notes to the consolidated financial statements

## 1. Accounting policies

### a) Basis of preparation

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

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

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

### Going concern

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

The trustees have considered the potential impact of a reduction in future income and the consequential effect on expenditure. The scenarios considered have assumed a minimum reduction of 5% and a maximum reduction of 30% in Group income until December 2022. The trustees have also assumed similar levels of reduction in expenditure within six months after the initial drop in income, to allow time for the group to implement necessary actions to maintain a sustainable financial position.

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

### b) Basis of consolidation

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

The charity is the sole member of World Animal Protection USA, World Animal Protection Australia, and World Animal Protection China. These are included in the consolidated accounts as subsidiaries. The registered offices for the subsidiaries are listed on our website:

<https://www.worldanimalprotection.org/contact-us>

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

### c) Fixed asset investments

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

### d) Tangible fixed assets

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

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

### e) Fund accounting

Funds held by the charity are:

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

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

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

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

### f) Incoming resources

#### Appeals, grants and donations

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

#### Legacies

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



## Legacies (cont'd)

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

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

## Donated services and facilities

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

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

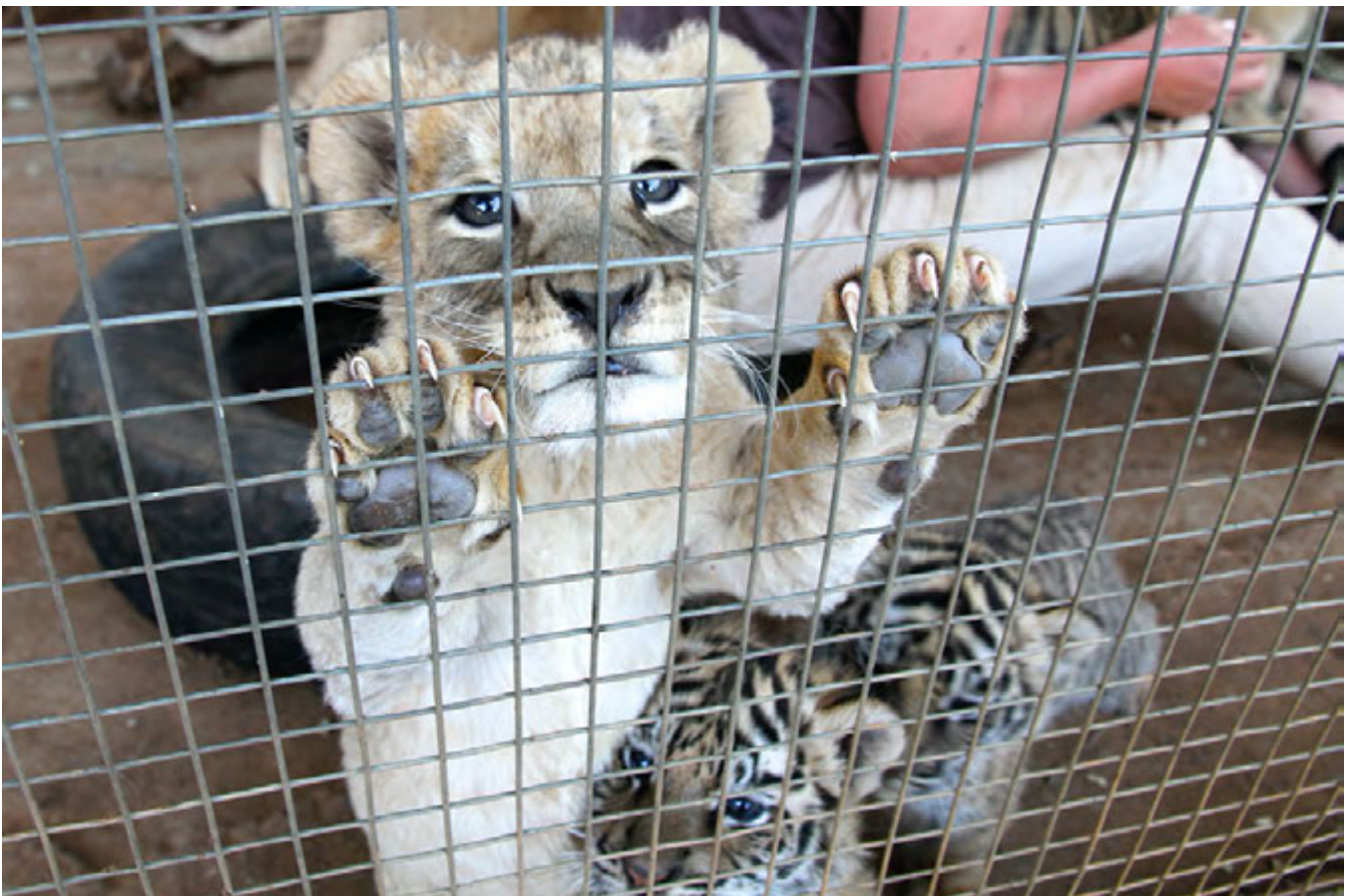
## Interest receivable

Interest is included when receivable by the charity.

## Commercial trading activities

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

**Photo:** A lion and tiger cub at an undisclosed venue in South Africa offering petting and interaction with big cats. Credit: Pippa Hankinson / Blood Lions



## Notes to the consolidated financial statements

### g) Expenditure and irrecoverable VAT

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

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

### Grants

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

### Allocation of support costs

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

### h) Stock

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

### i) Debtors

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

### j) Cash at bank and in hand

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

### k) Creditors and provisions

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

### l) Financial instruments

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

### m) Foreign currency

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

### n) Pensions

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

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

### o) Significant accounting estimates and judgments

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

## Notes to the consolidated financial statements

### 2. Income from donations and legacies

|  | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | Total<br>2020<br>£'000 | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | Total<br>2019<br>£'000 |
|--|--------------------------------|------------------------------|------------------------|--------------------------------|------------------------------|------------------------|
| Appeals and gifts (individual donations)                       | 13,708                         | 2,258                        | 15,966                 | 13,594                         | 3,087                        | 16,681                 |
| Legacies   | 5,596                          | 7                            | 5,603                  | 6,906                          | 293                          | 7,199                  |
| Corporate donations, trusts, foundations<br>and society grants | 260                            | 1,552                        | 1,812                  | 520                            | 1,084                        | 1,604                  |
| Governments  | 11                             | -                            | 11                     | -                              | 99                           | 99                     |
| Major donors   | 839                            | 326                          | 1,165                  | 610                            | 347                          | 957                    |
| Gifts in kind  | 20                             | -                            | 20                     | 306                            | -                            | 306                    |
| Other income   | 157                            | -                            | 157                    | 54                             | -                            | 54                     |
| Income from World Animal Protection<br>affiliates              | 5,213                          | 1,275                        | 6,488                  | 5,502                          | 355                          | 5,857                  |
| Gifted assets  | -                              | -                            | -                      | 17                             | -                            | 17                     |
|  | <b>25,804</b>                  | <b>5,418</b>                 | <b>31,222</b>          | <b>27,509</b>                  | <b>5,265</b>                 | <b>32,774</b>          |

### 3. Investments

|                                    | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | Total<br>2020<br>£'000 | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | Total<br>2019<br>£'000 |
|------------------------------------|--------------------------------|------------------------------|------------------------|--------------------------------|------------------------------|------------------------|
| Interest receivable                | 9                              | 6                            | 15                     | 52                             | 10                           | 62                     |
| Investment income from investments | 102                            | -                            | 102                    | 145                            | -                            | 145                    |
|                                    | <b>111</b>                     | <b>6</b>                     | <b>117</b>             | <b>197</b>                     | <b>10</b>                    | <b>207</b>             |



**Photo:** A wild Blue-and-yellow Macaw (Ara arana) in hotel area of Serra da Bodoquena, state of Mato Grosso do Sul, Brazil. Credit: Mauricio Forlani/ World Animal Protection Brazil

## Notes to the consolidated financial statements

### 4. Subsidiary companies

|  | Trading company |       | USA     |         | Australia* |         | China |       |
|--|-----------------|-------|---------|---------|------------|---------|-------|-------|
|  | 2020            | 2019  | 2020    | 2019    | 2020       | 2019    | 2020  | 2019  |
|  | £'000           | £'000 | £'000   | £'000   | £'000      | £'000   | £'000 | £'000 |
| Income   | 33              | 19    | 4,213   | 5,859   | 7,749      | 8,236   | 52    | 812   |
| Expenditure  | (17)            | (22)  | (5,146) | (4,606) | (7,748)    | (8,236) | 1     | (863) |
| Net incoming/(outgoing) resources before gains and losses and gift aid | 16              | (3)   | (933)   | 1,253   | 1          | -       | 53    | (51)  |
| Gift aid   | -               | (66)  | -       | -       | -          | -       | -     | -     |
| Net (outgoing)/incoming resources before gains and losses              | 16              | (69)  | (933)   | 1,253   | 1          | -       | 53    | (51)  |
| Gains on investments   | -               | -     | 198     | 207     | -          | -       | -     | -     |
| Net movements in funds   | 16              | (69)  | (735)   | 1,460   | 1          | -       | 53    | (51)  |
| Assets   | 42              | 81    | 4,158   | 4,720   | 2,690      | 1,978   | 21    | 32    |
| Liabilities  | (11)            | (67)  | (596)   | (343)   | (1,945)    | (1,280) | -     | (62)  |
| Funds  | 31              | 14    | 3,562   | 4,377   | 745        | 698     | 21    | (30)  |

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

### 5. Expenditure on raising funds

|  | Total<br>2020<br>£000 | Total<br>2019<br>£000 |
|--|-----------------------|-----------------------|
| Appeals and gifts (individual giving)  | 5,184                 | 6,488                 |
| Legacies                               | 43                    | 53                    |
| Corporate donations, trust foundations | 488                   | 477                   |
| Major donors                           | 75                    | 69                    |
| Fundraising trading                    | 17                    | 21                    |
| Investment managers' fees              | 13                    | 15                    |
| Total                                  | 5,820                 | 7,123                 |

Included in the above are governance costs of £116,501 (2019: £94,838)



## Notes to the consolidated financial statements

### 6. Charitable Activities

|                     | Animals in communities | Animals in farming | Animals in disasters | Global advocacy for animals | Animals in the wild | Total 2020<br>£'000 | Total 2019 |
|---------------------|------------------------|--------------------|----------------------|-----------------------------|---------------------|---------------------|------------|
| Grants (see note 7) | 110                    | 98                 | 99                   | 110                         | 1,387               | <b>1,804</b>        | 1,518      |
| Direct expenditure  | 719                    | 5,816              | 1,237                | 2,139                       | 6,969               | <b>16,880</b>       | 22,919     |
| Support costs       | 322                    | 1,930              | 395                  | 753                         | 2,749               | <b>6,149</b>        | 6,441      |
| Governance costs    | 46                     | 214                | 43                   | 58                          | 265                 | <b>626</b>          | 636        |
| Total 2020          | 1,197                  | 8,058              | 1,774                | 3,060                       | 11,370              | <b>25,459</b>       | 31,514     |
| Total 2019          | 1,735                  | 8,209              | 2,415                | 3,885                       | 15,270              | <b>31,514</b>       |            |

**Photo:** In June 2020, two new bear cubs arrived at Liberty bear sanctuary, in Zarnesti, Romania. Bamse (left) had sadly been left by her mother, after entering a small village and being chased out, whilst 'Kenya' (right) had somehow fallen in a river and got stuck there for over 24 hours. Both cubs were rescued by AMP (Asociatia Milioane De Prieteni) and brought to Liberty bear sanctuary where they were treated and looked after by staff. Credit: AMP



## 7. Grants

| <b>Grants were made to the following institutions:</b> | <b>2020</b>  | <b>2019</b>  |
|--|--------------|--------------|
| <b>Institution name:</b>                               | <b>£'000</b> | <b>£'000</b> |
| Asociatia Milioane de Prieteni (AMP)                   | 341          | 200          |
| Bioresource Research Centre                            | 229          | 262          |
| Catalyst   | 134          | -            |
| University of Oxford                                   | 125          | 114          |
| Compassion in World Farming                            | 110          | 82           |
| Ocean Conservancy                                      | 72           | 118          |
| Sierra Leone Animal Welfare Society                    | 72           | 48           |
| Education for Nature Vietnam                           | 57           | 84           |
| Macquarie University                                   | 56           | -            |
| University of Surrey                                   | 43           | -            |
| World Cetacean Alliance                                | 38           | 10           |
| International Cooperation Committee of Animal Welfare  | 34           | -            |
| Zoological Research Museum Alexander Koenig            | 32           | 93           |
| Blood Lions  | 31           | 8            |
| Elephant Livelihood Initiative Environment (ELIE)      | 31           | 36           |
| China Global Philanthropy Institute                    | 28           | -            |
| Tiger Tops   | 27           | -            |
| Green Korea United                                     | 25           | 30           |
| Tree Tops Elephant Reserve                             | 25           | -            |
| Following Giants                                       | 24           | -            |
| Lion's Head Global Partners 18                         | 23           | -            |
| The International Pole & Line Foundation               | 17           | 18           |
| Kindred Spirit Elephant Sanctuary                      | 17           | -            |
| ChangChill   | 17           | -            |
| Mahouts Elephant Foundation                            | 16           | 41           |
| Native Animal Trust Fund Inc                           | 16           | -            |
| Yayasan Lembaga Konsumen Indonesia                     | 15           | -            |
| The Philippine Animal Welfare Society                  | 15           | -            |
| Tambuyog Development Center, Inc                       | 15           | -            |
| Rabies in West Africa                                  | 15           | 11           |

## 7. Grants (cont'd)

| <b>Grants were made to the following institutions:</b>             | <b>2020</b>  | <b>2019</b>  |
|--|--------------|--------------|
| <b>Institution name:</b>   | <b>£'000</b> | <b>£'000</b> |
| Blue Ocean Gear  | 15           | -            |
| Boon Lott's Elephant Sanctuary                                     | 14           | -            |
| University of Calgary  | 12           | 12           |
| ProVeg e.V.  | 11           | -            |
| Byron Bay Wildlife Hospital  | 9            | -            |
| Burm and Emily's Elephant Sanctuary                                | 8            | -            |
| Taronga Conservation Society Australia                             | 7            | -            |
| Happy Elephant Care Valley   | 6            | 51           |
| Wildcare Queanbeyan  | 5            | -            |
| Eco Tourism Koh Lanta (Charae Sangkaow)                            | -            | 59           |
| Global Alliance for Rabies Control                                 | -            | 48           |
| Manchester Metropolitan University                                 | -            | 33           |
| Elephant Valley Thailand   | -            | 26           |
| Kenya Veterinary Association                                       | -            | 21           |
| AIUNAU   | -            | 16           |
| Four Corners Institute   | -            | 16           |
| Hillswick Wildlife Sanctuary                                       | -            | 15           |
| Mandalao Elephant Conservation                                     | -            | 11           |
| China Association for NGO Cooperation                              | -            | 11           |
| University of Lincoln  | -            | 9            |
| Myanmar Ocean Project  | -            | 9            |
| The Good Food Institute  | -            | 8            |
| Zimbabwe National Society for the Prevention of Cruelty to Animals | -            | 6            |
| Fathoms Free   | -            | 6            |
| Other grants to institutions (all under £5,000)                    | 17           | 8            |
|  | <b>1,804</b> | <b>1,518</b> |

## Notes to the consolidated financial statements

### 8. Analysis of support and governance costs

|                              | Animals in<br>communities<br>£'000 | Animals in<br>farming<br>£'000 | Animals<br>in<br>disasters<br>£'000 | Global<br>advocacy<br>for<br>animals<br>£'000 | Animals in<br>the wild<br>£'000 | Consolidated<br>2020<br>£'000 | Consolidated<br>2019<br>£'000 |
|------------------------------|------------------------------------|--------------------------------|-------------------------------------|---|---------------------------------|-------------------------------|-------------------------------|
| CEO and executive management | 83                                 | 396                            | 78                                  | 166   | 578                             | <b>1,301</b>                  | 1,597                         |
| Finance                      | 77                                 | 457                            | 83                                  | 166   | 591                             | <b>1,374</b>                  | 946                           |
| IT                           | 28                                 | 190                            | 36                                  | 85  | 298                             | <b>637</b>                    | 717                           |
| Facilities                   | 83                                 | 529                            | 146                                 | 174   | 682                             | <b>1,614</b>                  | 1,856                         |
| HR                           | 50                                 | 360                            | 51                                  | 161   | 601                             | <b>1,223</b>                  | 1,325                         |
| Governance                   | 46                                 | 214                            | 43                                  | 58  | 265                             | <b>626</b>                    | 636                           |
|                              | <b>367</b>                         | <b>2,146</b>                   | <b>437</b>                          | <b>810</b>                                    | <b>3,015</b>                    | <b>6,775</b>                  | <b>7,077</b>                  |

In the table above, the basis of apportionment for support costs has been the proportion of the direct expenditure for each charitable activity compared to total expenditure.

### 9. Net incoming resources

#### This is stated after charging

|  | 2020<br>£'000 | 2019<br>£'000 |
|--|---------------|---------------|
| Operating lease expense  | <b>1,185</b>  | 1,234         |
| Depreciation charges   | <b>87</b>     | 104           |
| Loss/(profit) on disposal of fixed assets  | -             | 17            |
| Auditor's remuneration:  |               |               |
| Fees payable to the charity's auditor for the audit of the charity's annual accounts | <b>124</b>    | 93            |
| Fees payable to the charity's auditor and its associates for other services:         |               |               |
| - Audit of the accounts of subsidiaries  | <b>29</b>     | 37            |
| - Other non-audit services   | -             | -             |
| Amounts paid to other auditors - internal audit                                      | <b>8</b>      | 77            |
| Amounts paid to other auditors - Marks Paneth  | <b>30</b>     | 28            |
| Investment managers' fees  | <b>13</b>     | 15            |

- Audit remuneration in relation to the group audit was £87,000 (2019: £53,150) and this was paid to Grant Thornton UK LLP. Of this amount, £12,000 was for additional fees for the 2019 audit.
- Audit remuneration for overseas offices was £66,016 (2019: £77,486) and this was paid to Grant Thornton International member firms.
- Internal audit remuneration was paid to RSM UK Group LLP.

## Notes to the consolidated financial statements

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

|  | Consolidated<br>2020<br>£'000 | Consolidated<br>2019<br>£'000 |
|--|-------------------------------|-------------------------------|
| Wages and salaries   | 11,523                        | 12,060                        |
| Social security costs (national insurance and other taxes) | 922                           | 982                           |
| Other pension costs  | 742                           | 750                           |
|  | <b>13,187</b>                 | <b>13,792</b>                 |

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

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

|  | 2020<br>Number | 2019<br>Number |
|--|----------------|----------------|
| Charitable activities, campaigns and publicity | 151            | 154            |
| Fundraising                                    | 38             | 46             |
| Managing and administration                    | 52             | 56             |
| Leadership and governance                      | 8              | 11             |
|  | <b>249</b>     | <b>267</b>     |

#### The emoluments of members of staff, including benefits in kind within the range of £60,000 to £169,999, are:

|  | 2020<br>Number  | 2019<br>Number  |
|--|-----------------|-----------------|
| £60,000 - £69,999  | 20              | 20              |
| £70,000 - £79,999  | 12              | 13              |
| £80,000 - £89,999  | 5               | 6               |
| £90,000 - £99,999  | 5               | 5               |
| £100,000 - £109,999  | 5               | 6               |
| £110,000 - £119,999  | 4               | 2               |
| £120,000 - £129,999  | 1               | -               |
| £130,000 - £139,999  | -               | 1               |
| £140,000 - £149,999  | 1               | -               |
| £160,000 - £169,999  | -               | 1               |
|  | <b>53</b>       | <b>54</b>       |
| The pension costs paid in respect of these employees amounted to | <b>£221,748</b> | <b>£223,970</b> |

Within our branches and subsidiaries, we employ staff with the required skills and experience to enable our organisation to meet our goals. We attract and retain staff and the salaries are based on the local market. Many of our staff team could make use of their skills elsewhere in the charitable or private sector for considerably higher salaries and of the high earners' number quoted above, only 15 out of 53 staff were employed within the UK

The key management personnel of the charity are considered to be the Global Leadership Team (GLT). The GLT comprises the CEO, the global director of programmes, the global people director, the global director of development, the interim global director of finance and the interim global director for strategy. In the prior year, the GLT comprised the CEO, the chief operating officer, the global people director, the global director of programmes and the global director of development. The key management personnel of the charity received £677,237 (2019: £600,167) in salaries and fees. The employer contributions into the charity's pension scheme with respect to key management personnel amounted to £36,143 (2019: £31,878). The total employee benefits of the key management personnel of the charity were £2,348 (2019: £1,982).



## Notes to the consolidated financial statements

| <b>Redundancy and termination payments</b> | <b>2020</b> | <b>2019</b> |
|--|-------------|-------------|
| Redundancy/Termination payments (£'000)    | 608         | 191         |
| Number of employees made redundant         | 30          | 7           |

Redundancy payments are made as compensation for loss of office. Such payments are recognised in the period they arise.

### Trustee expenses

Total board/committee expenses incurred in respect of travel, accommodation and subsistence was £7,467 (2019: £28,016).

Included in the above are £317 (2019: £2,379) of expenses reimbursed to two trustees (2019: five).

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

**Photo:** World Animal Protection staff examine cattle at the mobile veterinary health camp organised in Paharsingpara Village, Goalpara District.  
Credit: World Animal Protection



## Notes to the consolidated financial statements

### 11. Tangible fixed assets (consolidated)

|                                     | Short leasehold<br>property<br>£'000 | Office<br>equipment<br>£'000 | Computer<br>equipment<br>£'000 | Software<br>£'000 | Total<br>£'000 |
|-------------------------------------|--------------------------------------|------------------------------|--------------------------------|-------------------|----------------|
| Cost                                |                                      |                              |                                |                   |                |
| At 1 January 2020                   | 924                                  | 223                          | 471                            | 207               | 1,825          |
| Additions                           | -                                    | -                            | 12                             | 33                | 45             |
| Foreign exchange differences        | (3)                                  | (5)                          | 3                              | 1                 | (4)            |
| Disposals                           | (28)                                 | (27)                         | (9)                            | -                 | (64)           |
| At 31 December 2020                 | 893                                  | 191                          | 477                            | 241               | 1,802          |
| Depreciation                        |                                      |                              |                                |                   |                |
| At 1 January 2020                   | 725                                  | 203                          | 402                            | 204               | 1,534          |
| Disposals                           | (28)                                 | (26)                         | (8)                            | -                 | (62)           |
| Foreign exchange differences        | (3)                                  | (6)                          | (2)                            | 1                 | (10)           |
| Depreciation in year                | 41                                   | 6                            | 37                             | 3                 | 87             |
| At 31 December 2020                 | 735                                  | 177                          | 429                            | 208               | 1,549          |
| Net book amount at 31 December 2020 | 158                                  | 14                           | 48                             | 33                | 253            |
| Net book amount at 31 December 2019 | 199                                  | 20                           | 69                             | 3                 | 291            |

### Tangible fixed assets (charity)

|                                     | Short leasehold<br>property<br>£'000 | Office<br>equipment<br>£'000 | Computer<br>equipment<br>£'000 | Software<br>£'000 | Total<br>£'000 |
|-------------------------------------|--------------------------------------|------------------------------|--------------------------------|-------------------|----------------|
| Cost                                |                                      |                              |                                |                   |                |
| At 1 January 2020                   | 761                                  | 79                           | 344                            | 145               | 1,329          |
| Additions                           | -                                    | -                            | 3                              | 33                | 36             |
| Foreign exchange differences        | (8)                                  | (2)                          | (1)                            | -                 | (11)           |
| Disposals                           | (28)                                 | (27)                         | (9)                            | -                 | (64)           |
| At 31 December 2020                 | 725                                  | 50                           | 337                            | 178               | 1,290          |
| Depreciation                        |                                      |                              |                                |                   |                |
| At 1 January 2020                   | 640                                  | 66                           | 298                            | 145               | 1,149          |
| Foreign exchange differences        | (4)                                  | (3)                          | (4)                            | -                 | (11)           |
| Disposals                           | (28)                                 | (26)                         | (8)                            | -                 | (62)           |
| Depreciation in year                | 27                                   | 4                            | 17                             | -                 | 48             |
| At 31 December 2020                 | 635                                  | 41                           | 303                            | 145               | 1,124          |
| Net book amount at 31 December 2020 | 90                                   | 9                            | 34                             | 33                | 166            |
| Net book amount at 31 December 2019 | 121                                  | 13                           | 46                             | -                 | 180            |

## Notes to the consolidated financial statements

### 12. Fixed Asset Investments (consolidated and charity)

|                                      | Consolidated<br>2020<br>£'000 | Charity<br>2020<br>£'000 | Consolidated<br>2019<br>£'000 | Charity<br>2019<br>£'000 |
|--------------------------------------|-------------------------------|--------------------------|-------------------------------|--------------------------|
| Market value as at 1 January 2020    | 5,845                         | 4,672                    | 7,808                         | 6,804                    |
| Add: acquisitions at cost            | 17                            | -                        | 10                            | -                        |
| Less: investment manager's fees      | (13)                          | (11)                     | (15)                          | (13)                     |
| Foreign exchange differences         | (40)                          | -                        | (38)                          | -                        |
| Less disposals at opening book value | (12)                          | -                        | (3,007)                       | (3,000)                  |
| Unrealised gains on revaluation      | 500                           | 283                      | 1,087                         | 881                      |
| Market value at 31 December 2020     | 6,297                         | 4,944                    | 5,845                         | 4,672                    |
| Historical cost at 31 December 2020  | 4,520                         | 3,630                    | 4,539                         | 3,630                    |

| An analysis of the market value<br>of investments at 31 December 2020<br>is as follows: | Consolidated<br>2020<br>£'000 | Charity<br>2020<br>£'000 | Consolidated<br>2019<br>£'000 | Charity<br>2019<br>£'000 |
|---|-------------------------------|--------------------------|-------------------------------|--------------------------|
| Overseas equities   | 2,205                         | 2,205                    | 2,084                         | 2,084                    |
| UK stock/bond mixed indexed funds   | 1,058                         | 1,058                    | 1,000                         | 1,000                    |
| US stock indexed funds  | 969                           | -                        | 805                           | -                        |
| Bonds   | 1,503                         | 1,503                    | 1,420                         | 1,420                    |
| Bond indexed funds  | 558                           | 178                      | 533                           | 168                      |
| US fixed-interest stock   | 4                             | -                        | 3                             | -                        |
|   | 6,297                         | 4,944                    | 5,845                         | 4,672                    |

At 31 December 2020, the charity owned the entire issued share capital of World Animal Protection Trading Company Limited (£2 cost), a company which supports the charity by carrying out ancillary trading activities. The trading results are set out in Note 4. At 31 December 2020, the amount of this company's assets, liabilities, share capital and reserves was:

|  | 2020<br>£'000 | 2019<br>£'000 |
|--|---------------|---------------|
| Current assets   | 42            | 81            |
| Creditors: amount falling due within one year          | (11)          | (67)          |
| Creditors: amount falling due after more than one year | -             | -             |
|  | 31            | 14            |
| Called-up share capital - (£2 rounded down to nil)     | -             | -             |
| Profit and loss account                                | 31            | 14            |
|  | 31            | 14            |

## Notes to the consolidated financial statements

### 13. Debtors

|   | Consolidated<br>2020<br>£'000 | Charity<br>2020<br>£'000 | Consolidated<br>2019<br>£'000 | Charity<br>2019<br>£'000 |
|---|-------------------------------|--------------------------|-------------------------------|--------------------------|
| Trade debtors                           | 4                             | 4                        | 121                           | 10                       |
| Amounts owed by subsidiary undertakings | -                             | 921                      | -                             | 258                      |
| Amounts owed by other WAP entities      | 120                           | 120                      | 258                           | 257                      |
| Accrued income                          | 164                           | 150                      | 285                           | 275                      |
| Prepayments                             | 780                           | 672                      | 859                           | 736                      |
| Other debtors                           | 423                           | 227                      | 490                           | 172                      |
|   | <b>1,491</b>                  | <b>2,094</b>             | 2,013                         | 1,708                    |

### 14. Creditors: amounts falling due within one year

|  | Consolidated<br>2020<br>£'000 | Charity<br>2020<br>£'000 | Consolidated<br>2019<br>£'000 | Charity<br>2019<br>£'000 |
|--|-------------------------------|--------------------------|-------------------------------|--------------------------|
| Trade creditors  | 964                           | 683                      | 1,247                         | 739                      |
| Other creditors  | 580                           | 151                      | 137                           | 46                       |
| Taxes and social security                              | 287                           | 225                      | 338                           | 258                      |
| Accruals and deferred income                           | 902                           | 625                      | 632                           | 404                      |
| Amounts owed to other World Animal Protection entities | 66                            | 64                       | 395                           | 394                      |
| Amounts owed to subsidiary undertakings                | -                             | 267                      | -                             | 279                      |
|  | <b>2,799</b>                  | <b>2,015</b>             | 2,749                         | 2,120                    |

### 15. Provisions

|                                    | Consolidated<br>2020<br>£'000 | Charity<br>2020<br>£'000 | Consolidated<br>2019<br>£'000 | Charity<br>2019<br>£'000 |
|------------------------------------|-------------------------------|--------------------------|-------------------------------|--------------------------|
| Opening balance                    | 177                           | 118                      | 465                           | 406                      |
| Provision released during the year | (48)                          | (27)                     | (304)                         | (300)                    |
| Provision built up in the year     | 22                            | 6                        | 16                            | 12                       |
| Closing balance                    | <b>151</b>                    | <b>97</b>                | 177                           | 118                      |

The provision relates to lease dilapidations for the London and Australian offices.

## Notes to the consolidated financial statements

### 16. Unrestricted funds (Consolidated and Charity)

#### Consolidated

|                                 | Balance at 1<br>January<br>2020<br>£'000 | Income<br>£'000 | Expenditure<br>£'000 | Realised and<br>Unrealised gains<br>and losses<br>£'000 | Transfers<br>£'000 | Balance at 31<br>December<br>2020<br>£'000 |
|---------------------------------|--|-----------------|----------------------|---|--------------------|--|
| Designated funds                | -  | -               | -                    | -   | -                  | -  |
| General & revaluation funds     | 9,731                                    | 25,948          | (26,896)             | 460   | (239)              | 9,004                                      |
| <b>Total unrestricted Funds</b> | <b>9,731</b>                             | <b>25,948</b>   | <b>(26,896)</b>      | <b>460</b>  | <b>(239)</b>       | <b>9,004</b>                               |

#### Charity

|                                 |              |               |                 |            |              |              |
|---------------------------------|--------------|---------------|-----------------|------------|--------------|--------------|
| Designated funds                | -            | -             | -               | -          | -            | -            |
| General & revaluation funds     | 6,474        | 18,409        | (19,575)        | 275        | (239)        | 5,344        |
| <b>Total unrestricted funds</b> | <b>6,474</b> | <b>18,409</b> | <b>(19,575)</b> | <b>275</b> | <b>(239)</b> | <b>5,344</b> |

### 17. Restricted funds

#### Consolidated

|                             | Balance at 1<br>January<br>2020<br>£'000 | Income<br>£'000 | Expenditure/<br>transfers<br>£'000 | Exchange<br>differences<br>£'000 | Balance at<br>31 December<br>2020<br>£'000 |
|-----------------------------|--|-----------------|------------------------------------|----------------------------------|--|
| Animals in farming          | 407                                      | 1,421           | (1,004)                            | -                                | 824  |
| Animals in the wild         | 7  | 521             | (526)                              | -                                | 2  |
| Animals in communities      | -  | 1               | (1)                                | -                                | -  |
| Global advocacy for animals | -  | 232             | (232)                              | -                                | -  |
| Animals in disasters        | -  | 794             | (545)                              | -                                | 249  |
| Geographical restrictions   | 2,294                                    | 2,455           | (2,254)                            | (51)                             | 2,444                                      |
|                             | <b>2,708</b>                             | <b>5,424</b>    | <b>(4,562)</b>                     | <b>(51)</b>                      | <b>3,519</b>                               |

#### Charity

|                             | Balance at 1<br>January 2020<br>£'000 | Income<br>£'000 | Expenditure/<br>transfers<br>£'000 | Exchange<br>differences<br>£'000 | Balance at<br>31 December<br>2020<br>£'000 |
|-----------------------------|---------------------------------------|-----------------|------------------------------------|----------------------------------|--|
| Animals in farming          | 407                                   | 1,421           | (1,004)                            | -                                | 824  |
| Animals in the wild         | 7                                     | 521             | (526)                              | -                                | 2  |
| Animals in communities      | -                                     | 1               | (1)                                | -                                | -  |
| Global advocacy for animals | -                                     | 232             | (232)                              | -                                | -  |
| Animals in disasters        | -                                     | 794             | (545)                              | -                                | 249  |
| Geographical restrictions   | 2,294                                 | 2,455           | (2,254)                            | (51)                             | 2,444                                      |
|                             | <b>2,708</b>                          | <b>5,424</b>    | <b>(4,562)</b>                     | <b>(51)</b>                      | <b>3,519</b>                               |

The restricted expenditure during the year includes £179,176 reallocated from unrestricted funds.



## Notes to the consolidated financial statements

### 18. Endowments

| Consolidated                           | Italy/<br>Isle of Capri<br>£'000 | General<br>Operations<br>£'000 | Eberle<br>Capital<br>£'000 | Ruth Whist<br>Capital<br>£'000 | Total<br>£'000 |
|--|----------------------------------|--------------------------------|----------------------------|--------------------------------|----------------|
| Balance at 1 January 2020              | 36                               | 758                            | 654                        | 333                            | 1,781          |
| Net realised and unrealised gains      | -                                | -                              | 277                        | 141                            | 418            |
| Sale of assets - realised gains/losses | -                                | -                              | -                          | -                              | -              |
| Foreign exchange differences           | (1)                              | (20)                           | -                          | -                              | (21)           |
| <b>Balance at 31 December 2020</b>     | <b>35</b>                        | <b>738</b>                     | <b>931</b>                 | <b>474</b>                     | <b>2,178</b>   |

| Charity                                | Eberle<br>Capital<br>£'000 | Ruth Whist<br>Capital<br>£'000 | Total<br>£'000 |
|--|----------------------------|--------------------------------|----------------|
| Balance at 1 January 2020              | 654                        | 333                            | 987            |
| Net realised and unrealised gains      | 277                        | 141                            | 418            |
| Sale of assets - realised gains/losses | -                          | -                              | -              |
| <b>Balance at 31 December 2020</b>     | <b>931</b>                 | <b>474</b>                     | <b>1,405</b>   |

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

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

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

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

## Notes to the consolidated financial statements

### 19. Analysis of net assets between funds

#### For 2020

| Consolidated          | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | Endowment<br>funds<br>£'000 | Total<br>funds<br>£'000 |
|-----------------------|--------------------------------|------------------------------|-----------------------------|-------------------------|
| Tangible fixed assets | 242                            | 11                           | -                           | 253                     |
| Investments           | 4,119                          | -                            | 2,178                       | 6,297                   |
| Net current assets    | 4,794                          | 3,508                        | -                           | 8,302                   |
| Provisions            | (151)                          | -                            | -                           | (151)                   |
|                       | <b>9,004</b>                   | <b>3,519</b>                 | <b>2,178</b>                | <b>14,701</b>           |

| Charity               | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | Endowment<br>funds<br>£'000 | Total<br>funds<br>£'000 |
|-----------------------|--------------------------------|------------------------------|-----------------------------|-------------------------|
| Tangible fixed assets | 155                            | 11                           | -                           | 166                     |
| Investments           | 3,539                          | -                            | 1,405                       | 4,944                   |
| Net current assets    | 1,747                          | 3,508                        | -                           | 5,255                   |
| Provisions            | (97)                           | -                            | -                           | (97)                    |
|                       | <b>5,344</b>                   | <b>3,519</b>                 | <b>1,405</b>                | <b>10,268</b>           |

#### For 2019

| Consolidated          | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | Endowment<br>funds<br>£'000 | Total<br>funds<br>£'000 |
|-----------------------|--------------------------------|------------------------------|-----------------------------|-------------------------|
| Tangible fixed assets | 281                            | 10                           | -                           | 291                     |
| Investments           | 4,064                          | -                            | 1,781                       | 5,845                   |
| Net current assets    | 5,563                          | 2,698                        | -                           | 8,261                   |
| Provisions            | (177)                          | -                            | -                           | (177)                   |
|                       | <b>9,731</b>                   | <b>2,708</b>                 | <b>1,781</b>                | <b>14,220</b>           |

| Charity               | Unrestricted<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | s<br>£'000 | Total<br>funds<br>£'000 |
|-----------------------|--------------------------------|------------------------------|------------|-------------------------|
| Tangible fixed assets | 170                            | 10                           | -          | 180                     |
| Investments           | 3,685                          | -                            | 987        | 4,672                   |
| Net current assets    | 2,737                          | 2,698                        | -          | 5,435                   |
| Provisions            | (118)                          | -                            | -          | (118)                   |
|                       | <b>6,474</b>                   | <b>2,708</b>                 | <b>987</b> | <b>10,169</b>           |

### 20. Commitments

Capital commitments: There were no capital commitments by the charity or group, contracted or authorised, at 31 December 2020 or 31 December 2019.

## Notes to the consolidated financial statements

### 21. Operating lease commitments

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

|                            | Consolidated<br>2020<br>£'000 | Charity<br>2020<br>£'000 | Consolidated<br>2019<br>£'000 | Charity<br>2019<br>£'000 |
|----------------------------|-------------------------------|--------------------------|-------------------------------|--------------------------|
| Due in one year or less    | 1,162                         | 834                      | 1,128                         | 845                      |
| Between one and five years | 4,401                         | 2,755                    | 4,769                         | 3,426                    |
| In five years or more      | 966                           | 122                      | 1,877                         | 188                      |
|                            | <b>6,529</b>                  | <b>3,711</b>             | <b>7,774</b>                  | <b>4,459</b>             |

### 22. Gifted assets

During 2019 it was decided to change the status of the Beijing office from being a subsidiary to being a branch. The branch is registered as World Animal Protection (UK) Beijing Representative Office. Wosipu Consulting (Beijing) Co., Ltd, the former Chinese subsidiary, ceased operations and was deregistered on 22 August 2019.

The net assets transferred into the branch from the subsidiary have been treated as gifted assets within income of the parent charity. The treatment adopted is in line with the guidance from Charities SORP (FRS 102), which says that if assets and liabilities of one charity are transferred into the control of another charity at nil or nominal consideration, the excess of the fair value of the assets acquired over the fair value of the liabilities assumed should be treated as a gain and recognised as income.

|                                 | Consolidated and Charity<br>2019<br>£'000 |
|---------------------------------|---|
| Cash at bank                    | 17  |
| Debtors and prepayments         | -   |
| Creditors and other liabilities | -   |
|                                 | <b>17</b>                                 |

### 23. Related party transactions

|                                     | Paid by<br>World Animal<br>Protection<br>£'000 | Received by<br>World Animal<br>Protection<br>£'000 | Amounts<br>owed by<br>World Animal<br>Protection<br>£'000 | Amounts<br>owed to<br>World Animal<br>Protection<br>£'000 |
|-------------------------------------|--|--|---|---|
| World Animal Protection Brazil      | 992  | -  | 2   | 1   |
| World Animal Protection Canada      | -  | 813  | 64  | -   |
| World Animal Protection Denmark     | -  | 3,050  | -   | -   |
| World Animal Protection India       | 336  | -  | -   | 119   |
| World Animal Protection Netherlands | -  | 1,262  | -   | -   |
| World Animal Protection Sweden      | -  | 1,364  | -   | -   |
|                                     | <b>1,328</b>                                   | <b>6,488</b>                                       | <b>66</b>   | <b>120</b>  |

## Notes to the consolidated financial statements

### 24. Guarantee

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

### 25. Analysis of cash and cash equivalents

|                          | At 1 January<br>2020<br>£'000 | Cash flows<br>£'000 | At 31 December<br>2020<br>£'000 |
|--------------------------|-------------------------------|---------------------|---------------------------------|
| Cash at bank and in hand | 8,243                         | 553                 | 8,796                           |
| Cash on deposit          | 752                           | 56                  | 808                             |
|                          | <b>8,995</b>                  | <b>609</b>          | <b>9,604</b>                    |

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

### 26. Pensions

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

Prior to 31 December 2009, World Animal Protection USA provided a defined benefit pension plan covering salaried permanent employees. Benefits were based on years of service and the employee's remuneration. Effective 31 December 2009, all benefits under the defined benefit pension plan were frozen. Following 31 December 2009, no employees were eligible to participate in the defined benefit pension plan and vested employees in the plan are no longer accruing additional benefits. There were \$9,084 and \$17,154 of expenses associated with this plan for the years ended 31 December 2020 and 2019, respectively.

Since 2010, World Animal Protection USA has provided a group tax-deferred 403(b) plan covering all permanent employees. The assets are held for each employee in an individual account maintained by an investment firm. Eligible employees may contribute to the plan up to allowable levels. World Animal Protection USA matches employee contributions to the plan up to 3% of each employee's bi-weekly salary. Employees forfeit employer contributions if they terminate in the first three years of employment. Plan contributions incurred by World Animal Protection, before non-vested forfeitures, during the years ended 31 December 2020 and 2019 totalled \$26,415 and \$20,038, respectively. Non-vested forfeitures totalled \$3,724 and \$15,401 for the years ended 31 December 2020 and 2019, respectively.

### 27. Legacies

The value of legacies notified to the Charity, but which do not meet the recognition criteria (and so are not accounted for within the financial statements) is approximately £6.6 million (2019: £4.1 million).

# Thank you

## To our supporters

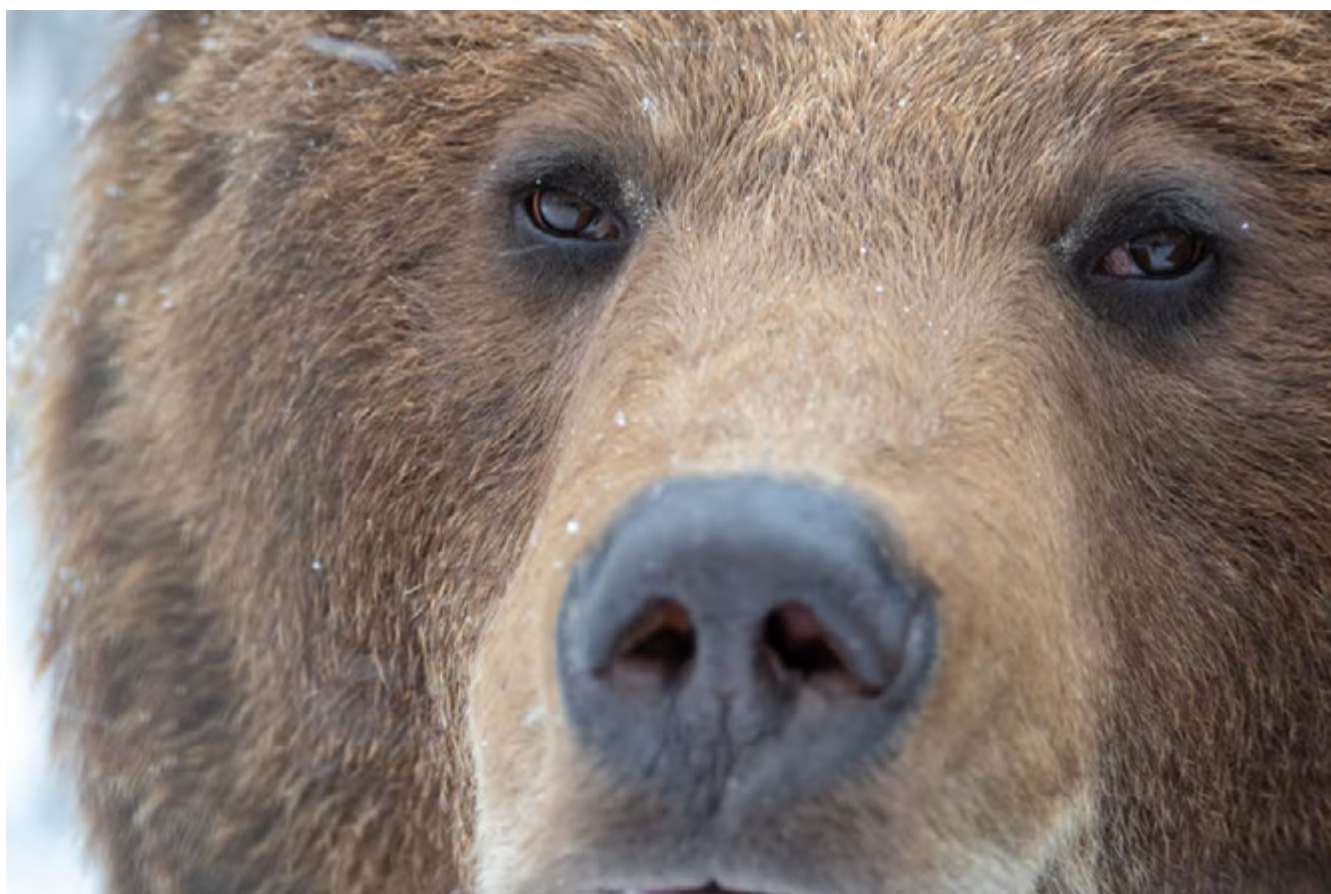
We would like to say a sincere thank you to all our supporters. Ending animal suffering starts with moving people to care and contribute; you have made life-changing work for animals possible in 2020.

With your continued generous support, we will work hard in 2021 and beyond to move the world to join us in protecting animals.

## To our volunteers

Volunteers are important to World Animal Protection in many ways, from raising vital funds to helping with office administration and support. Many thousands give their time and support by engaging with us in forms of campaign action. So, we would like to express our warmest thanks to you all for your dedication and hard work during 2020. You make a fundamental contribution to our mission to move the world to protect animals.


**Photo:** A bear in the snow at the Libearty sanctuary in Zarnesti, Romania, January 2021. Credit: World Animal Protection





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