



A Season of Change

One of Earth's greatest natural events is the congregation of monarch butterflies in the winter. They embark on a super migration – flying 5,500 km across North America to Mexico. There, they blanket trees in the millions, forming one of the largest aggregations of a single species on Earth.

How do they do it? The butterflies release a chemical that marks the migratory path. By trailing a path for others to follow, everyone reaches the finish line and survives the winter.

The incredible journey that they undertake – from caterpillar to cocoon and finally, the great migration as a butterfly – mirrors the change that we witness across every conservation challenge.

For every individual and partner that rises to the challenge, the process always requires change - not all of which is comfortable. But just like the monarch butterfly, radical transformation tends to give the most stunning results.

This narrative highlights WWF-Singapore's ethos on how together, we can make the impossible, possible – and drive the change our planet needs.

CEO's Note

Do you believe that nature can be protected and restored in our lifetime? Well, I do. But this turning point is only possible if individuals, businesses and governments take urgent action together as we work towards a New Deal for People and Nature in 2020.

We are also working closely with governments, industries, civil society, and local communities towards an equitable transition that limits global warming to 1.5 °C and builds a climate resilient future

The past year has given us good reason to hope. We have witnessed breakthroughs and successes never thought possible, as well as progress on issues that we continue to work at. We are able to do so because of the team behind WWF-Singapore: our best people, supporters and champions, some of whom you will read about in these pages.

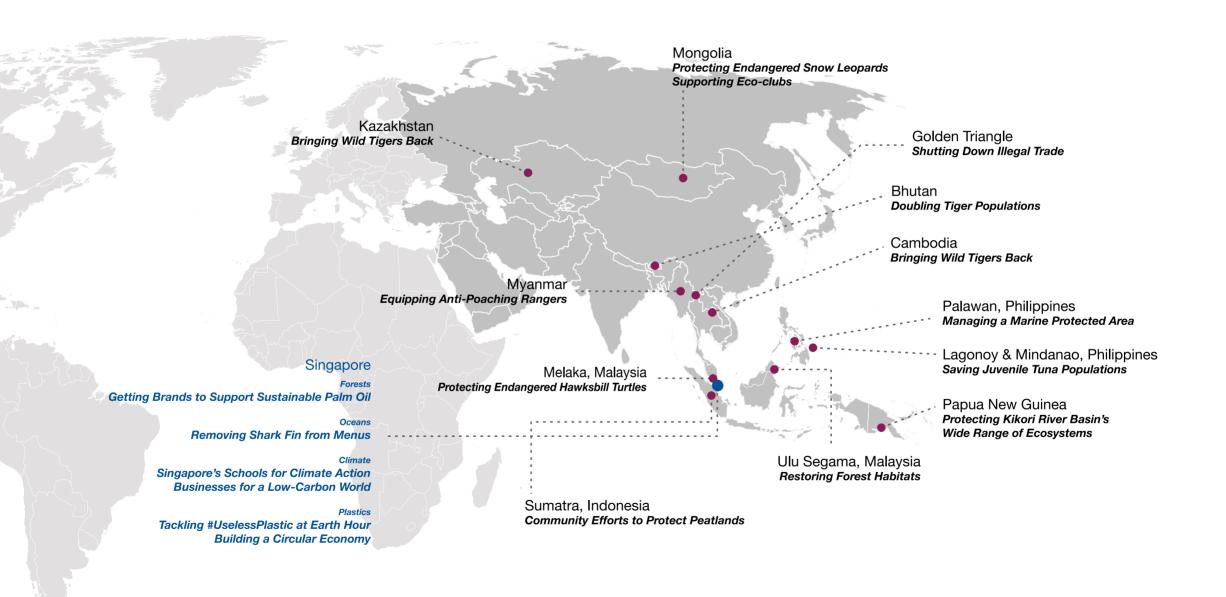
From having 89 local F&B outlets taking shark's fin off their menu to closing four illegal wildlife markets in this region and tripling the number of local brands committed to sustainable palm oil, this year is proof that we are ready to move onward — to a season of change and transformation.

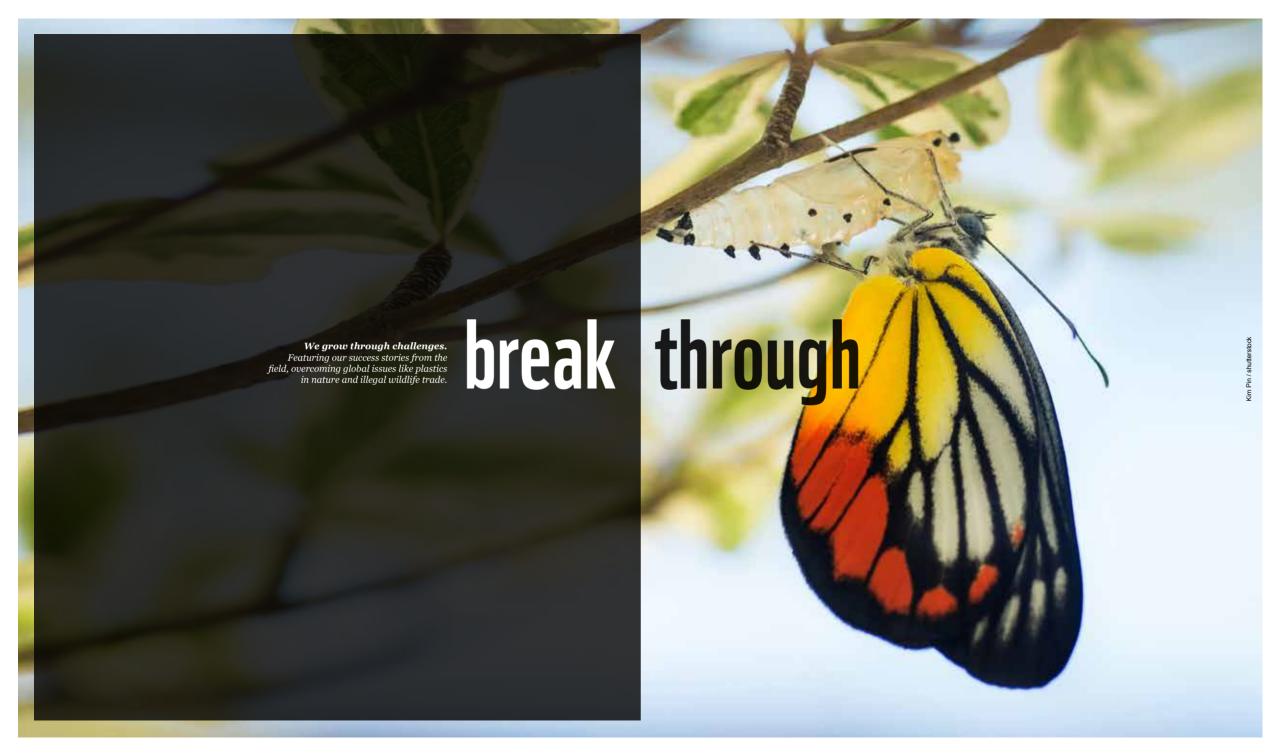
Yun Lin Yeo

Acting Chief Executive Officer and Chief Financial Officer, WWF-Singapore

Our Conservation Actions in FY2018

With 18 projects across 12 locations around the region, we are protecting Singapore's essential needs such as our air, water and food sources. These conservation projects and initiatives are made possible thanks to the passionate donors, philanthropists and partners that support WWF-Singapore. Find out more in the following pages.







Collaborations for a Haze-Free Singapore





Getting Brands to Support Sustainable Palm Oil

When our Palm Oil Scorecard revealed that 2 out of 3 brands in Singapore show no action to source for sustainable palm oil, we jumped into action.

WWF's **#IBuylCare campaign** empowered consumers to voice their concerns to the top leaders of local brands about their use of unsustainable palm oil. Following the campaign, 10 more local companies signed our sustainable palm oil pledge. This tripled the number of local businesses committing to sustainable palm oil, taking Singapore a significant step closer to stopping the haze for good.

Collaborations for a Haze-Free Singapore







Community Efforts to Protect Peatlands

Singapore has gone haze-free for three years since the crisis in 2015. But it was not without strategic efforts between the local governments and communities.

Enter Giam Siak Kecil-Bukit Batu, a large peatland area covering 705,271 hectares that is part of a known fire hotspot Bengkalis District, Riau.

In February 2018, a fire broke out in Bengkalis, where our peatland project is located.

It started from a local community's farming land and the bushes area nearby Pakning Asal village. Around 20 people including MPA members, police, army and government officials were involved to put out the fire.

After three days of intense fire fighting, the fire was successfully put off without causing more damage than approximately one hectare of forest bushes that were burnt.

Establish a Fire Information Centre

To put off forest fires quickly and effectively, the community needs to always be well-informed and updated.

WWF helped establish a fire information centre and it is currently operating with support from at least six officials, presenting recent news about forest fires and peatland management. Hotspot data is also shared to community fire fighters.

Rehydrate Peatlands

WWF assisted Riau University with a hydrological study of a water and land management system. The aim: To rehydrate peatlands and prevent them from burning in dry seasons, ultimately ensuring that the haze stops.

WWF has built 22 canal blocks to-date. The result: no peat fire has been reported and the community, too, feels the benefits of the facility.





Restoring Forest Habitats

This year, we have successfully reforested 134 hectares of the remaining degraded blocks of the forest in Ulu Segama, saving more orangutans and other wildlife.

Orangutans have been sighted in restored areas, a hopeful sign that the forest will provide quality habitat for their populations in the long term.

WWF's reforestation work is crucial in ensuring the orangutans' survival in creating a significant contiguous area of 12,000 hectares of orangutan habitat.

Heart of Sabah Site Visit

Each year, WWF organises field tours and provides opportunities for major donors to make a difference for people and nature. In April 2018, we travelled to Sabah to experience the beautiful landscapes and incredible biodiversity of the Kinabatangan River and Danum Valley, and visited the WWF reforestation project at Bukit Piton which they have funded for three years.



Addressing Threats to Asia's Wildlife





Shutting Down Illegal Trade

Southeast Asia is home to many iconic species, and yet, precious wildlife are killed for many reasons: traditional medicines, jewellery and more. Enter the Golden Triangle, Asia's most notorious ground for illegal wildlife trade - one that we are dedicated to shutting down for good, with help from governments and consumers across this region.

Four Shops Closed in Don Sao Market

The Golden Triangle, comprising Thailand, Myanmar and Laos, is home to some of the most notorious illegal wildlife trade activities in Southeast Asia. With support of the Laos government, WWF has successfully shut down not one, but four shops at wildlife trade hotspot, Don Sao Market, in the Golden Triangle this year.

Surprise raids were conducted, following the swift confiscation of almost 400 items including jewellery pieces like bracelets, bangles, necklaces made from parts of tiger, elephants and the like. Among the finds: horns, tusks and teeth being sold as standalone "art pieces".

The success of the closure of these shops in Don Sao Market is the outcome of WWF's work in stopping illegal wildlife trade in Southeast Asia, taking us a big step closer towards our goal of closing 20 illegal wildlife markets in this region by 2020.

Addressing Threats to Asia's Wildlife



Equipping Anti-Poaching Rangers

Poaching is most rampant in easily accessible lowlying areas because of the easy terrain and lowest possibility of armed conflict. Two such places are the Ayeyarwady Region and Bago Yoma mountain range in Myanmar. While Myanmar is home to one of the largest wild populations of Asian elephants, it is also most susceptible to floods and poaching activities, especially during raining seasons.

46 elephants were killed in these areas in 2017 alone until WWF, along with the local government, stepped in to take action.

We trained and equipped anti-poaching rangers, providing them with the latest available technology including Spatial Monitoring and Reporting Tool (SMART) and poacher-detection cameras. Other equipment we support to patrolling base camps: motorbikes, solar power system, field gear and GPS. Strategic coordinated efforts helped reduce poaching by 58% (reducing the average number of elephants killed from 3.25 in August 2017 to 1.6 in December 2017). This also ensures continued protection of wild elephants in Myanmar.

Starting a Ranger College

Rangers are the first, and most often, the only line of defense between poachers and wildlife. Despite these dangerous circumstances, rangers are often ill-equipped with no formal training to develop crucial skillsets. WWF's critically important work in training rangers continues as we are one step closer to building a wildlife training institution in Myanmar.

Our next steps: we are working towards having a fully equipped mobile training centre (so they can easily be moved to each park and reserve as needed) to develop practical skills and ensure that rangers are aligned to field conditions and requirements. Current facilities could also be upgraded and expanded.

Addressing Threats to Asia's Wildlife



Protecting Endangered Species

We protect critical species around the region to safeguard the vulnerable habitats of iconic, endangered species.

Hawksbill Turtles in Melaka

The main threats to hawksbill turtles in Melaka for the past three decades include egg poaching and unsustainable coastal development.

We need to protect the remaining prime nesting beaches urgently to ensure the survival of hawksbill turtles in the Coral Triangle.

Part of the beach rehabilitation project is the Turtle Friendly Village Initiative event that was attended by various government dignitaries which provided the opportunity for WWF to highlight the need for tighter legislation such as closing turtle egg markets statewide.

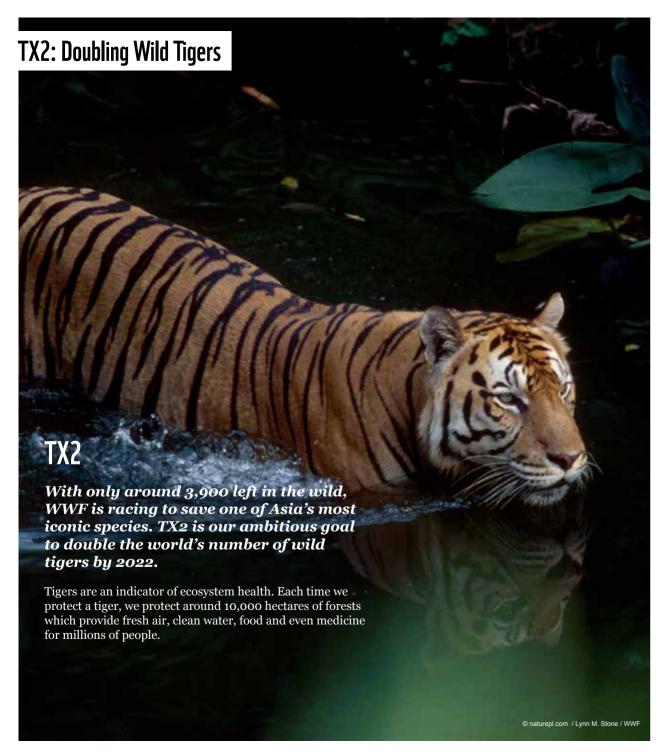
Snow Leopards in Mongolia

In Mongolia, WWF established 16 children's EcoClubs in the Altai-Sayan Eco Region to raise awareness of sustainable development issues, inspire love for nature, and value endangered wildlife such as snow leopards and saiga antelope.

In Nov 2017, 12 Eco-Club members helped install 23 camera traps in the snow leopard habitat. Out of the 125 photos and videos of various wildlife discovered, 59 were snow leopards.

As a result of wildlife monitoring, the children also identified Ariya River as an important source of water critical for wildlife, and of their own initiative, chose to fence 200-metre-long fences around it to help improve survival rates of the saiga.

Over 400 children and 1,000 community members have a new appreciation towards conservation of landscapes and wildlife. In mid-2018, this programme was extended to 3 new Eco-Clubs in eastern Mongolia to raise awareness of the need to protect the steppe grasslands and Mongolian gazelle.



Tiger Numbers on the Rise

Good news! Efforts to restore and increase tiger population numbers are paying off in Bhutan, Cambodia and Kazakhstan.

- WWF-Bhutan declared a doubling of the wild tiger population in Royal Manas National Park, where the country's largest contiguous tiger population lives.
- This year, the governments of Cambodia and Kazakhstan publicly announced plans to bring wild tigers back. In Cambodia, the Prime Minister has publicly endorsed national plans to reintroduce tigers, while Kazakhstan has embarked on a partnership with WWF to reintroduce tigers in Central Asia, a region where tigers have gone extinct for nearly 70 years.

Strengthening Conservation Case for Tigers

Adding momentum to global efforts to save tigers, we continue to invest in research and surveys that underpin our conservation work.

- Launch of a landmark report, Beyond the Stripes: Save Tigers Save So Much More, to advocate for the protection of the wild tiger's forest homes.
- Published the world's first comprehensive survey of over a hundred tiger conservation areas, where an estimated 70% of the world's wild tigers live. The result: At least one-third of these areas are severely at risk of losing their tigers, sounding alarm bells to tiger range governments to ensure tiger conservation areas are truly protected.



Camera trap photo of tiger in Bhutan



Last camera trap photo of tiger in Cambodia

Global Partnership for Tigers

WWF embarked on a six-year global partnership with Tiger Beer that will support our global tiger conservation efforts with a donation of at least US\$1M each year until 2022. The collaboration kicked off with a #3890tigers digitally-led campaign where nearly 35,000 people pledged against the devastating trade. In the campaign, selfies were turned into a digital artwork pledge and with commitment, we are one step closer towards ending illegal tiger trade and doubling tigers in the wild by 2022.



Protecting Marine Resources and Habitats





Removing Shark Fin from Menus

Over 70 million sharks are killed every year. Growing demand of shark fin soup is pushing our sharks to extinction and disrupting the balance of our oceans.

A popular dish at Chinese festive celebrations and wedding banquets, it's no surprise to have Singapore being identified as the world's second largest trader for shark fin by value.

Working with WWF, 89 Singapore-based establishments including Crystal Jade, Pan Pacific Hotels and foodpanda have committed to phasing out shark fin in 2018.

Changing the Market for Sustainable Seafood

"We are what we eat" applies to our planet too. Our daily food choices not only have a great impact on our health but the environment.

To encourage people all around the world to choose sustainable seafood, we work with local restaurants, hotels and the world's best chefs to transform seafood sourcing practices in the region.

The message is clear: sustaining our oceans is our job and responsibility.

Protecting Marine Resources and Habitats





Managing a Marine Protected Area

Palawan is home to some of the world's best nature tourism spots. On 17 October 2017, we celebrated a huge conservation milestone when one million hectares of sea in Northern Palawan was declared a Marine Protected Area (MPA), protecting the livelihoods of over 8,000 fishermen.

But such a large expanse of the sea also calls for a viable management system to ensure its continued success.

WWF is working to expand the project area to cover a total of two million hectares to enable local government units to establish regulations and effectively manage this area. At the same time, we are also facilitating the development of a monitoring framework for the MPA to build resources and capacity for local municipalities.

Success in the management system will reduce pressure of human activities like fishing and tourism and create sustainable sources of income for the community members.

Meet Mavic Matillano, Project Manager for Improved Fisheries in Palawan on the next page.

How do you protect over 1 million hectares of marine lives? Her job could.

Mavic Matillano, the Project Manager for Improved Fisheries in Palawan for WWF-Philippines, discusses how it is like to work with community members on the ground. "They are more creative, more clever!"



For Mavic, the most challenging part of her job is mobility and access to project sites as there are 120+ islands and islets and at least 50 fishing villages.

A recent Memorandum of Agreement signed by six municipalities on Oct 17,2017 in Northern Palawan, Philippines has set the ball rolling for another million-hectare marine protected area (MPA).

Together with WWF-Philippines, Mavic worked on the ground at all levels, from hook-and-line fishermen to village officials and mayors. The best part: people no longer complain about why they can no longer fish from some areas. They've already tasted and seen of the benefits.

Here, Mavic Martillano discusses more about her important work in protecting these marine protected areas.

Tell us more about the work you do in WWF.

We spend most of our time out of the office. During the rainy season, it's mostly workshops and meetings with project partners and communities. In these sessions, we work on proposed policies and strategies to institutionalise our objectives and goals. During the dry season, it would entail a whole day of field work either for habitat assessments and research, or going out to schools and villages for policy advocacy and information campaigns.

What is the most challenging part of the job?

Mobility and access to project sites as some of our target areas takes one to two days to reach. It's a 1 million hectare coastal and marine area with over 120 islands and islets, and at least 50 fishing villages.

We strictly apply a bottom-to-top approach which prioritises the concerns and issues of stakeholders at the grassroots level. We always make sure that the communities are not only involved in policy and decision-making, but also in community-based research.

What are the most rewarding parts of the job?

Seeing the project objectives slowly taking shape. Being able to land in one island village and not be looked-at with curiosity nor animosity. Being able to talk to a fisherman's wife and hear her discuss her day and her children and her fisherman husband's catch the previous night.



This particular climb was part of the assessment for the probability of incorporating tourism development to the management of Cambari Island as a no-take zone.

What does success look like when you first took on the job, now and the future?

In the beginning, it was just being able to deliver the 500,000 hectares of Marine Protected Areas (MPA). Now, we have gone beyond the numbers and focusing more on how will the community sustain the management of 1 million hectares of MPA on their own.

What is it like to work with the hook-and-line fishermen? Has it become easier - now that the local communities are ready to be on board?

There are still challenges. The local perspectives can still be easily swayed by local politics and economic developments or changes.

What is the one thing people don't know about working on the ground?

It's a never-ending job of learning and there's more to learn working on the ground, dealing with the community (think owner of the biggest store in the village; wealthiest in a clan, or rice field owner). They are more creative, and smarter.

What is the next big thing you are looking forward to?

Incorporating solid waste management to MPA management since it's not only overfishing that threatens fisheries sustainability but the overall quality of habitat as well.

Working on the ground, what is the best way for Singapore to help in preventing overfishing?

Supporting the operationalisation of large Marine Protected Area (MPA) as studies have shown that the larger the protected area (where fishermen can't fish from), the more effective it is for conservation.

Less than 4 per cent of the ocean is protected. As part of our ongoing efforts to ensure sustainable seafood and fishing practices, WWF-Singapore has been supporting the Marine Protected Area (MPA) for Improved Fisheries in Palawan, Philippines project since 2016. This is critical in safeguarding priority habitats like the Coral Triangle.





Saving Juvenile Tuna Populations

Many tuna fisheries in the Philippines are severely overfished, with the incomes of thousands of small-scale handline fishermen at risk.

To protect their livelihoods and restore healthy tuna populations, we are now implementing steps to save juvenile tuna in these areas, starting with a compensation payment system that allows the fishermen to get a daily income - even if they stop fishing the juvenile species.

We are also working with potential investment partners and the world's largest tuna companies to raise awareness on incentivising catch reduction of juvenile tuna.

By allowing the fishes to grow to adulthood, we are not just protecting a key marine species but also securing long-term economic benefits for over 5,000 fishermen in 112 villages.







Singapore's Schools for Climate Action

Coinciding with Singapore's Year of Climate Action in 2018, we launched a Schools for Climate Action initiative as part of our Eco-Schools programme.

The programme piloted with almost 500 students and teachers across 12 primary and secondary schools, and aims to encourage ground-up action for climate among local schools.

Students will learn about how their electricity, water use, waste, transport and even food choices impact their carbon footprint. They will then take real action to reduce it, contributing to Singapore's national commitment under the Paris Agreement.

Action for a Climate-Friendly Future





Businesses for a Low-Carbon World

WWF supports the Science Based Targets initiative, which mobilises companies to set science-based targets and boost their competitive advantage in the transition to the low-carbon economy.

The world's biggest companies are now formally committing to science-based targets to reduce their GHG emissions. In 2017, more than 90 new companies made a commitment to set a science-based target, and 45 companies have had their targets officially validated. Among the frontrunners: Singapore's Singtel and City Developments (CDL).

Supporting Solutions for Plastic Pollution

Every minute, one garbage truck of plastic enters the ocean. We are eating, drinking – even breathing plastic.

Plastic pollution in our environment is at crisis levels. This is impacting us in ways we are only starting to understand. To address the root of the problem, we are bringing together individuals, businesses and even governments to work on solutions that address the entire lifecycle of plastics: from production to after-use recovery.

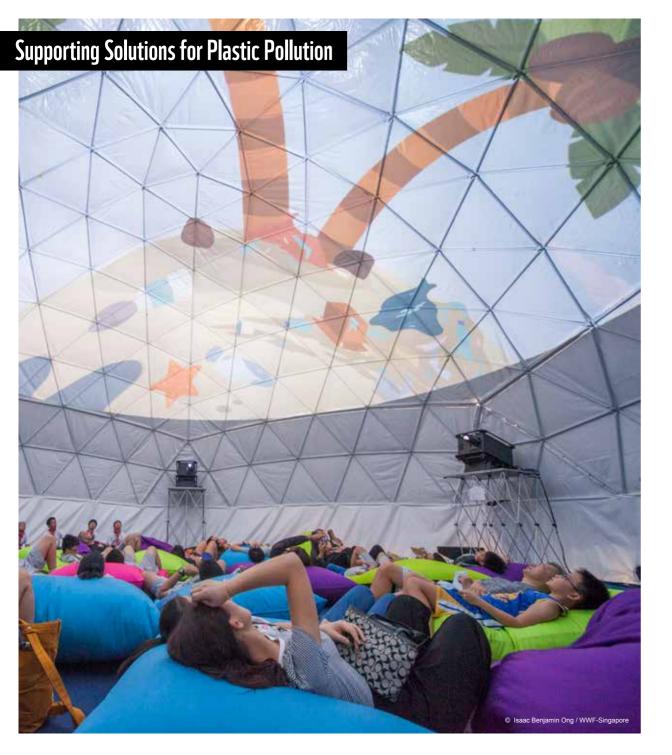


Tackling #UselessPlastic at Earth Hour



Engaging Businesses in Singapore







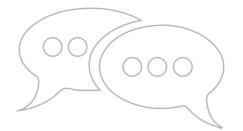
Tackling #UselessPlastic at Earth Hour

In Singapore, a person uses 13 plastic bags a day, amounting to 27 billion plastic bags every year.

Earth Hour 2018 was all about tackling the plastic crisis. Over 15,000 people came together for environmental action where thousands took a signed pledge to reduce their use of plastic.

Overwhelmingly, the thousands of people at the event and around Singapore strongly supported measures to address plastic pollution. 80% were supportive of local legislation on plastic bags, and over 90% indicated support to address the production and recycling of plastics by businesses.

Supporting Solutions for Plastic Pollution





Building a Circular Economy

We are changing mindsets towards the usage and production of plastics in Singapore. The first step: an opinion piece co-signed by 10 environmental groups in Singapore to highlight the root cause of the problem and the need for collaborative efforts.

Comprising WWF, Asean CSR Network, Ocean Recovery Alliance, Gone Adventurin', International Coastal Cleanup Singapore, Plastic Disclosure Project, Plastic-Lite Singapore, NUS Toddycats!, Tingkat Heroes and Team Small Change, the article highlighted our shared view of shared responsibility towards plastics by individuals, businesses and the government.

Engaging Businesses to Act

Large amounts of plastics are produced and sold by businesses - making them the ideal partners to drive change in our plastic use. We held a closed-door event with media platform, Eco-Business, bringing together government, business and civic society leaders.

The roundtable meeting discussed ways to find coordinated solutions to address all aspects of the plastics issue, from packaging and usage, to recovery and waste management.



Corporate Partnerships



Partnerships for Change

The corporate sector drives much of the global economy, and also has a responsibility to ensure that the natural resources and ecosystems that underpin their business are used sustainably.

By working with the corporate sector, we aim to change behaviour and drive conservation results. We also enable these businesses to be leaders in creating innovative solutions that drive much needed environmental change.

WWF's partnerships with companies cover sustainable business practices, community outreach, employee engagement, cause-related marketing and strategic philanthropy.

Changing the Game for Seafood in Southeast Asia

With 90 percent of the world's oceans already overfished, the only way to protect our seafood sources is to ensure that businesses do their part to procure sustainable seafood.



100% responsible sourcing of seafood by 2020

The top 10 seafood species procured and consumed at Marina Bay Sands includes popular options like salmon, prawn, barramundi, garoupa and mussels.

Marina Bay Sands is progressively increasing the responsible sourcing of its Top 10 priority seafood species (proof: 70 per cent of it by 2018, and 100 per cent by 2020) from Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC)-certified sources.

Today, Marina Bay Sands has removed the popular red garoupa and blue fin tuna from all menus.

Four sustainable farms to protect marine ecosystems

Marina Bay Sands is supporting four aquaculture farms as they aim to be among the first in the world to be certified sustainable for popular species such as snapper, grouper and sea bass.

Working in partnership with WWF, these farms will improve their aquaculture practices, protect marine environments and secure livelihoods for communities across Langkawi, Penang, Perak and Selangor. The aim: at least three out of four farms to be ready for full assessment for the highest levels of certification, under ASC, by 2020.

"Marina Bay Sands is committed to sustainability across every aspect of our operations, along the entire supply chain. As an IR home to Singapore's largest hotel, a 1.3 million sq ft convention centre, a luxury shopping mall and more, we recognise the significance and impact of our sustainability actions within Asia's hospitality industry, and down the supply chain. In partnership with WWF, we have the opportunity to make great strides towards ensuring all the seafood served on our property comes from sustainable stock and is sourced responsibly. We hope to elevate sustainability standards, raise awareness among our guests and inspire other industry players to follow suit,"

Ian Wilson, Senior Vice President, Non-Gaming Operations, Marina Bay Sands.

Corporate Partnerships





Avery Dennison

Sustainable management of natural landscapes is the only way we can continue protecting our resources for the future. Labelling and packaging leader Avery Dennison Corporation, is helping to build a certified sustainable forest plantation in Vietnam's Thua Thien Hue province, home to a World Heritage site.

As part of a partnership with WWF, Avery Dennison has committed to reduce greenhouse gas emissions by at least 3% every year between now and 2025. At the same time, through its 2025 goals, it also aims to develop a paper supply with origins that are 100% certified sustainable.

"I'm very proud to be part of this truly unique collaboration with WWF and the Forest Owners Sustainable Development Association of Thua Thien Hue Province in Vietnam. I believe such positive actions not only raise awareness of the importance of sustainable paper sourcing within our industry but also help influence the broader value chain to make more sustainable choices which can directly help the environment and livelihoods of local communities"

Marcel Cote, Director for Strategic Marketing and Regional Sustainability Lead, Label and Graphic Materials, South Asia Pacific and Sub-Saharan Africa, Avery Dennison

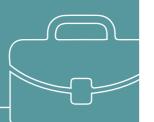
HSBC

Each Singapore resident uses 150 litres of water per day, enough to fill almost two bathtubs. This is far more than the usage in other cities with comparable standards of living.

In partnership with HSBC, WWF launched the Ripples Programme to build a network of water warriors by securing water consumption to sustainable levels through community-based knowledge sharing and action.

The Ripples programme has since engaged around 300 volunteers from HSBC and WWF. These volunteers have been deployed to participate in activities such as Public Utility Board's Singapore World Water Day Walk, raising awareness about water conservation during Earth Hour, environmental patrols in Singapore's waters, and storytelling collaborations with the National Library Board.

Business



Transforming Markets Everywhere

Globally and in Singapore, we partner businesses to be good stewards of our natural resources. We collaborate with businesses and financial institutions through one-on-one partnerships and industry engagement. Together, we are transforming the way they source and finance their growth, turning markets into powerful drivers for the environmental change the world needs.



Top business leaders stepped up the industry-led push for sustainable palm oil



SASPO sustainable palm oil guide

Top Business Leaders Lend Their Support

Consumer support for responsible palm oil sourcing is on the rise in Singapore, contributing to the growing momentum for actions by businesses. In response, ten local F&B brands, including prominent brands such as Crystal Jade, F&N and Tung Lok, committed to sourcing sustainable palm oil in 2018. This triples the number of companies in Singapore with public commitments to 100% sustainable palm oil.

Supporting the Growth of SASPO

SASPO, Support Asia for Sustainable Palm Oil, is a regionally-focused, industry-led alliance that brings together like-minded businesses to commit to sourcing 100% sustainable palm oil.

Businesses that are part of SASPO collectively account for over 81brands and 200 food and beverage (F&B) outlets across Singapore today.

As secretariat for SASPO, WWF-Singapore facilitates industry discussions and acts as a knowledge partner on sustainable palm oil.

Supported by Singapore's Ministry of Environment and Water Resources, represented at European national palm oil alliance meetings and the Roundtable on Sustainable Palm Oil (RSPO), SASPO is growing in reach and depth among businesses interested in progressing on their journey of sourcing sustainable palm oil.

Salad Stop!'s Katherine Braha on building a sustainable business empire

Co-founder and director of Salad Stop! Katherine Braha is not only passionate about everything marketing-related, the mother-of-one is also pushing the brand to go plastics-free.



"If more people realised that it is in the power of the individual — and only the individual — then things would move a lot faster."

The almost decade old homegrown business is fast becoming the next global food giant with more than 31 outlets in Singapore and 12 others across two continents, including Japan and Switzerland.

Behind its success is the multi-hyphenate Katherine Braha who manages all things design and marketingrelated in SaladStop! Here, she discusses how businesses can take easy steps to be planet-friendly, how she juggles her expanding career and family time and more.

An early riser, Katherine wakes up at 4am most mornings to train horses at the polo club (she calls it her second job), catch the sunrise and spend some solo quiet time before the hustle starts.

She will then pop in to one of SaladStop!'s outlets and have her green juice before walking to the office.

"Once I get in the office, it's normally meetings, meetings, meetings! I'm passionate about everything from design and packaging to marketing and product. It all tells our story. No two days are ever the same. That's what I love about my job."

Celebrating 10 years of growth

SaladStop!'s sustainable journey started by removing beef from the menu (because of the high carbon footprint) and giving back to the World Land Trust by giving proceeds to plant trees in deforested areas — mostly in the Amazon rainforest. "Since then, we have worked on developing sustainability reports and looking at all angles of the business."

And the future of the next decade is looking bright, indeed.

Describing how success looks like for her personally, Katherine would like to help people eat mindfully and understand the impact their food choices have on the environment. "I think the push towards veganism will be a very important aspect in the food industry in the next few years and would like SaladStop! to be a part of this change in the region by giving people easy access to alternative protein."

Her favourite topping? SaladStop!'s very own mushroom patty that is made in-house everyday. "It's a fantastic source of protein for a vegan like me and brings so much taste to a salad especially since I do not use any dressings."







What conscious eating means

For the brand, it is about being transparent and knowing exactly where each ingredient comes from - the hands that made it possible and the soil it's grown in, to the location of food source. 70% of its ingredients are sourced from Malaysia or locally, helping to reduce their carbon footprint and support local businesses.

Phasing out single-use plastics

There is an urgent need to address the massive production, usage and disposal of plastics — which ultimately ends up in nature. And SaladStop! is inviting every one of its customers to be a part of that change.

Committed to taking a sustainable approach in their business practices to ensure that food is sourced responsibly and ethically, there is ongoing efforts to reduce single-use plastics by 2020.

How they are championing it: by slowly phasing out the use of single-use plastic bags and straws, and have made available takeaway salad bowls made of 80% recycled plastic or 100% unbleached bamboo fibres. By 2025, the brand promises to have all global outlets aligned consistently to the sustainable goals which will include greener packaging, water conservation, efficient illumination, cleaner cleaning and sustainable sourcing.

"I can't stand being on a plane and seeing all the plastic cups being used in just one flight. I remembered sitting next to a passenger a few months ago that had seven plastic cups stacked up on the floor. This is so unnecessary."

On the other hand, she has had positive experiences which spell hope for the planet too. "I was very impressed when I flew KLM over the summer that they were serving vegan wraps to all customers on a short haul flight in a paper box — and included a nice message on the food and how it was sourced."

Tips for businesses in becoming more sustainable

Two words: be focused.

"Look at the area where you can impact the most. If it's in the takeaway packaging, focus on that and make a change and move on to the next area of focus. Don't try to do it all at once. Let's educate customers along the way, comfort the world and show them an authentic reality of a business, one that is incredibly transparent."

Ending with her favourite quote by Robert Swan, "The greatest threat to our planet is the belief that someone else will save it."

"If more people realised that it is in the power of the individual — and only the individual — then things would move a lot faster."

Sustainable Finance

Tapping Capital Markets in the Fight Against Climate Change

We work in partnership with banks, regulators and banking associations throughout ASEAN to develop policies and guidelines that are aligned with environmental, social and governance (ESG) best practices.



Southeast Asia's financial sector has significant untapped potential to link financial flows with sustainable development. Working with the region's financial institutions, we are helping set new standards for ESG integration, climate change, seafood, water, and infrastructure.

As a result of ongoing engagements with regional financial institutions, 10 ASEAN banks issued new or improved ESG frameworks, sector policies or sector-specific requirements for ESG sensitive sectors this year.

WWF also launched the first "Sustainable Banking in ASEAN" report - the first report examining the performance of 34 banks across six ASEAN countries on their corporate governance and ESG integration. Building on the findings of the report, we have since engaged hundreds of banking professionals and almost 1,500 financiers in the region.



At the G20 Green Finance Conference, Singapore's Minister for the Environment and Water Resources, Masagos Zulkifli outlined plans by WWF and the Monetary Authority of Singapore for a Asia Sustainable Finance Initiative (ASFI). ASFI would help build capacity, best practices and develop innovative products in sustainable finance when launched.

Promoting Responsible Investment

Building on the momentum for sustainable finance, we are engaging regional investors that collectively influence the ESG frameworks and policies of financial institutions that, in turn, have links to a wide range of businesses.

Improving Sustainability in Soft Commodities

We are working to leverage the power of financial institutions to influence corporate behavior and ensure sustainable development of Southeast Asia's soft commodities sector. This year, we extended our outreach to sustainable agriculture and fisheries in Malaysia and Thailand, published a "Keep Palm" report and stepped up investor engagement focused on banks' soft commodities lending policies.

He majored in biomedical sciences but found meaning in teaching biology

For biology teacher Jacob Tan from Commonwealth Secondary School, there is no greater joy than to see his students in awe and wonder of the intricacy of life (and nature). "When I teach, I want my students to go beyond understanding the biology concepts!"



"If I am not interested, I know my students will feel it. That's when I started to do more research and become more knowledgeable bit by bit."

Jacob started teaching eight years ago at Commonwealth Secondary School.

The perfect school day, in Jacob's books, is one where seizing a teachable moment is possible by bringing an insect or animal to class, or bringing his students out of the classroom to witness the mass blooming of the trumpet flowers. "And if I am able to make a link to the segment of the biology textbook, I will feel even more accomplished because my students can then experience how knowledge is applied to understand the natural world."

Like many teachers in Singapore, Jacob arrives in school at 6.45am to get ready for the day by printing and preparing lesson materials. He will then go for his first lesson at 8am, and in the late morning, he puts on his high boots to do his daily rounds around the school's eco-habitats.

He looks out for interesting flora and fauna and posts it on Instagram at #cwssbiodiversity.

Occasionally though, he responds to requests from students or staff to help injured or trapped animals in the school.

Rescuing wild animals in school

Just a month ago, Jacob was alerted when a group of students and their teacher came to look for him in the staff room at 8.20am on Oct 16. They were having their lesson at the computer lab when they heard a loud bang.

It was the stunningly beautiful yet endangered Jambu Fruit Dove — lying motionlessly — dead.

"This is the fourth recorded case of bird collision with glass windows in our school since April 2017. Birds crash into windows and glass panels because they see reflections of vegetation or see through the glass to vegetation on the other side."

Bird collisions in Singapore have been more common recently. In fact, a new study has shown that a third of resident birds found dead (362 bird carcasses were picked up between November 2013 and last October alone) were caused by building collisions, as reported by The Straits Times.





An adult male Jambu Fruit Dove was found dead outside the computer lab. Drops of blood were reportedly seen around its bill.



Commonwealth Secondary School was presented with the internationally recognised Eco-School International Green Flag at the WWF Eco-Schools

Award Ceremony 2018 on Nov 9.

The school contacted David Tan, a researcher from the Evolutionary Biology Laboratory at the National University of Singapore (NUS) who studies bird collisions in Singapore. His research contributes to data-driven proposals that help local authorities introduce mitigation measures for buildings situated in bird collision hotspots.

Three other collisions which happened last year at different wetlands in the school were the Spotted Dove and female Pink-necked Green Pigeon (two months ago, a juvenile species was found too).

"When it happened, we did think about blocking out the reflection, but the urgency wasn't there. It wasn't until the attractive Jambu Fruit Dove, coupled with the fact that it's such a rare species, that brings about more awareness. We took action immediately."

The new feature reportedly mitigates the risk of future bird collisions without compromising on natural light into the room.

"Another successful rescue story was when a monitor lizard was stuck in a trap meant for pests. A colleague informed me and I immediately put on my gloves and texted Animal Concerns Research and Education Society (ACRES) for advice. They told me to put a towel over head and eyes to calm it — and use cooking oil to spray onto the body to remove the glue from the trap. It survived and went off its way."

Building a green school culture

An award given to schools with an emphasis on continuous school improvement and culture of environmental awareness, the school has successfully defended the status for two years. To top it off, it has won the WWF Eco-Schools Excellence Award - Campaigns (Plastic), too.

"As a recipient of WWF Eco-Schools Green Flag Award, we can be a shining example for other schools to follow us on using less plastic. Last year, my ex-student came back to visit and told me about his burden for the reduction of plastic waste and hoped I can initiate something in the school. Now, I can see how the efforts borne fruits. Colleagues are now more conscious of their contribution to plastic waste, students remind each other to skip the straw, and our canteen vendors have switched to more environmentally-friendly alternatives."

Encounter with a Eurasian Tree Sparrow

When asked about the best part of teaching, Jacob shared that one of it is helping students develop a greater respect for all living things.

And it does come to pass, at least for a student.

"One day, I was on my way to leave the school and was stopped by a student who witnessed a bird that fell from the ceiling after being hit by the fan. I told her that the bird was most likely going to die but she still wanted me to go with her to the site, hoping that I may do something to revive the bird. She said, 'Mr. Tan, surely you can think of a way to save this bird. Do CPR or something!!'.

"I realised that she is filled with compassion for this small Eurasian Tree Sparrow and that I have initially failed to address her concern and tap on her emotions for wildlife. Unfortunately, the bird stopped breathing and we briefly said a prayer before digging a hole to bury it."



CORPORATE GOVERNANCE

WWF-Singapore is governed by the Singapore Companies Act, Cap. 50 and the Charities Act, Cap. 37 and all related subsidiary legislation.

BOARD OF DIRECTORS & BOARD OF TRUSTEES

The Board of Directors ("BOD") is responsible for the overall governance and strategic direction of WWF-Singapore, developing its aims, objectives and goals in accordance with legal and regulatory guidelines and within its principal objective, mission and guiding principles. The BOD also maintains sound financial management of resources, ensuring expenditure is in line with WWF-Singapore's objects. As a fundamental part of its responsibilities, the BOD is committed to ensuring that the highest standards of governance are practiced.

As at the date of this report, there are seven members on the BOD. Directors shall serve up to two consecutive or non-consecutive terms of three years each. Directors may be eligible for re-appointment after an absence of two years from the Board. No director is an employee of WWF-Singapore and no director receives remuneration for their services rendered as directors.

The WWF-Singapore Conservation Fund, managed by WWF-Singapore, is administered by the Board of Trustees ("BOT"), comprising three members at the date of this report. The BOT is responsible for ensuring that the objectives and goals of the WWF-Singapore Conservation Fund are achieved in accordance with legal and regulatory guidelines, while remaining true to its charitable purpose and objects. The trustees are independent of WWF-Singapore management and receive no remuneration for their services.

The BOD and BOT have conducted four and two meetings respectively during the financial year for the purpose of carrying out its duties, attended by the company secretary and presided by the Chairman.

THE AUDIT COMMITTEE

The Audit Committee oversees the overall financial accounting, reporting, internal controls and financial risk management of WWF-Singapore. The Audit Committee maintains its independence and reports to the Board of Directors. It provides a channel of communication between the Board of Directors, the internal and external auditors. All members are independent persons and the Chair shall be an independent Board member nominated by the Board of Directors. The Audit Committee meets at least twice per financial year to ensure that there is proper governance and that financial and auditing related matters are properly dealt with.

FRAUD AND CORRUPTION POLICY

WWF-Singapore has a fraud and corruption policy which reflects WWF's commitment to a high standard of ethical conduct and zero tolerance approach to fraud and corruption. This policy is designed to define fraudulent and corrupt activities so as to encourage prevention of such activities, provide guidance on high standards of personal conduct and integrity, define responsibilities of management and staff at different levels, and promote the understanding of methods of fraud detection.

WHISTLEBLOWER POLICY

WWF-Singapore also has a whistle-blowing policy which provides a mechanism such as a hotline / email for the reporting of matters of illegal activity, fraud, corruption or dishonest and unethical practices.

CONFLICT OF INTERESTS POLICY

This policy outlines examples of situations which may present potential conflicts for an employee. All employees and board members of WWF-Singapore and trustees of the WWF-Singapore Conservation Fund are required to submit a conflict of interest declaration to ensure potential conflicts of interest are identified and managed on an annual basis, or when a conflict arises.

CORPORATE GOVERNANCE

DIRECTORS

Mr Joseph K.H. Koh

Chairman of WWF-Singapore Board of Directors.

Mr Joseph Koh has been on the Board since August 2017. He was appointed as chairman of the Board on 1 July 2018. He has been researching on spiders for more than 50 years. He has authored several photographic guides of Southeast Asian spiders and has published many scientific papers describing new species of Singapore and Borneo spiders. Mr Koh is currently the Chairman of the Nature Reserves Scientific Advisory Committee of the Singapore National Parks Board (NParks), and a research affiliate of NParks' National Biodiversity Centre and the Lee Kong Chian Natural History Museum of the National University of Singapore. Mr Koh is a retired public service officer, having held various key appointments in the Ministry of Defence, Home Affairs and Foreign Affairs, and served as the head of Singapore's official missions in Taiwan, Australia and Brunei Darussalam.

Ms Chan Ee Lin

Ms Chan Ee Lin is an experienced trust and estate planner with wide Asia-Pacific expertise.

With 15 years of experience working with charities, Ms Chan is a full member of the Society for Trust and Estate Practitioners (STEP). Currently Adjunct Professor at Singapore Management University's Lee Kong Chian School of Business, Ms Chan also develops content for and teaches multiple programs at Temasek's wealth management institute while running her on wealth planning consultancy for high net worth clients.

Ms Chan steps down from the Board on 31 December 2018, when her Board term of 6 years completes.

Mdm Goh Hwee Cheng

Mdm Goh Hwee Cheng was appointed to the Board on 17 August 2015, after serving on the WWF-Singapore Conservation Fund Board of Trustees since 2007. Mdm Goh has over 30 years' experience as a chartered accountant and chartered secretary, and is currently the principal of a chartered and public accounting firm providing audit, tax and other accounting services.

Mdm Goh has 20 years of experience working with charities, and is currently a Board Member of the Convent of the Holy Infant Jesus Schools' Board of Management; and President of the Singapore Gymnastics Management Committee.

Mr Achal Agarwal

Mr Achal Agarwal joined the Board on 17 August 2015. He is the President of Kimberly-Clark, Asia Pacific Headquarters, with almost 40 years of experience in managing large, complex and fast-growing organizations in Asia. Mr Achal also serves as a member of the Board of Directors of the Singapore International Chamber of Commerce, and is on the Advisory Board of the Antai College of Economics & Management, Shanghai Tiao Tong University.

Mr Markham Shaw

Mr Markham Shaw was appointed to the Board on 17 August 2015. He is currently the Executive Vice-Chairman at Shaw Organisation.

Mr Shaw has been working with charities for 18 years. His current appointments include Chairman of National Fire and Civil Emergency Preparedness Council, and member of the Board of Governors, Home Team NS. The Shaw Foundation, set up by the Shaw family, gives generously especially to education and social causes.

Prof. Lye Lin-Heng

Lye Lin-Heng is an Advocate & Solicitor of the Supreme Court of Singapore and is Director of the Law Faculty's Asia-Pacific Centre for Environmental Law (APCEL). She was Vice-Dean and Director of the Faculty's Graduate Programme from 1995-1998. She chairs the University's Inter-Faculty Programme Management Committee on the multi-faculty Masters in Environmental Management (MSc (Env Mgt)) programme hosted by the School of Design and Environment.

She is a member of the Land Titles (Strata) Board, and was a former board member of the Housing Development Board and the Tenants' Compensation Board. She was a member of the Ministry of Environment's Committees on Environmental Education and on Waste Minimization and Resource Conservation in the Revised Singapore Green Plan 2012. She is a member of the Technical Committee on National Drinking Water Quality Standards, National Environment Agency, Ministry of Environment and Water Resources.

Professor Lye is a member of the Board of Governors of the IUCN Academy of Environmental Law, and co-chair of its Teaching and Capacity-Building Committee. She is a resource person in capacity-building programs conducted by the World Bank, the Asian Development Bank and the Ministry of Environment, Singapore.

Ms Maureen Saskia De Rooij

Ms Maureen DeRooij joined the Board in August 2017. Ms DeRooij is the Asia-Pacific CEO for ABN AMRO Bank and is based in Singapore where she also is Country Executive.

She has spent over 25 years in Corporate Banking both in the US and Asia mostly focused on the Natural Resources related industries. She also serves on the Singapore Management University's Advisory Board of the Lee Kong Chian School of Business and the Board of the Europe-Asean Business Alliance. She occasionally provides commentary on Bloomberg and CNBC and guest lectures at INSEAD.

CORPORATE GOVERNANCE

TRUSTEES

Dr. Christopher John Hails

Chairman of WWF-Singapore Conservation Fund Board of Trustee

Dr. Christopher Hails joined the WWF International headquarters in Switzerland in 1988 as Director of the Asia-Pacific Region, and was global Programme Director from 1995 until 2007. He worked in the WWF International Director-General's office, responsible for Network Relations, until he retired in April 2016.

Dr. Christopher Hails is a British biologist trained at the University of Stirling in Scotland. He worked as a lecturer in Zoology and Ecology at the University of Malaya in Kuala Lumpur from 1976 to 1983. From 1983 to 1988, he was an environmental advisor to the Ministry of National Development in Singapore.

Ms Chng Soh Koon

Ms Chng Soh Koon was appointed as a Trustee of WWF-Singapore Conservation Fund on 11 February 2015. Ms Chng is a communications professional who had spent a great part of her career with WWF. Prior to joining WWF in 1988, she worked at the Singapore Government Information Service. Since returning to Singapore in early 2009, she has been working as a communications consultant.

Ms Lo Wei Min @ Pearlun Chona

Mrs Pearlyn Chong was appointed as a Trustee of WWF-Singapore Conservation Fund on 15 August 2015. Mrs Chong is the managing partner and one of the co-founders of Lo Hock Ling & Co., an established chartered accountants' firm in Singapore.

As a chartered accountant who has been in practice for more than 30 years, she has extensive experience providing accounting and business advisory services to multinational corporations, SMEs, government linked agencies, and non-profit organisations.

Mrs Chong is a council member of CPA Australia Singapore Division, and also serves in the Division's Public Practice Committee. She is a fellow of the ISCA and CPA Australia and an Accredited Tax Advisor (Income tax and GST) registered with SIATP. She is also active in community services where she serves in the board of a number of charities and institutions of public character such as Autism Resource Centre, Pathlight School and Kwong Wai Shiu Hospital.

AUDIT COMMITTEE

Mdm Goh Hwee Cheng

Board member of WWF-Singapore

Ms Kuan Li Li

Li Li is currently the CFO for ABB Singapore, a subsidiary of the Fortune 500 Swedish engineering technology company. At ABB, Li Li leads the Finance, Treasury. Internal Control and Real Estate functions. She is also an Independent Director of Capitaland Retail China Trust, an SGX listed REIT with properties in China.

Between 2004-2017, Li Li was with Barclays Singapore where she was promoted to Country Manager and Chief Operating Officer in 2014. At Barclays, she was responsible for the smooth execution of the bank's investment banking, private banking and corporate businesses as well as the governance of its legal entities in Singapore. She also served as a director for Barclays' businesses in Malaysia. Thailand and Indonesia.

Li Li is known for her knowledge and insight of business and culture in Asia Pacific, specifically on the finance, real estate and infrastructure sectors. She has a strong track record of leading and repositioning businesses and functions through market cycles. She has successfully implemented business and regulatory driven initiatives, leveraging her banking, finance, legal and tax experience.

Mr Tarun Kataria

Mr Tarun Kataria has over twenty five years of global corporate finance, M&A, Capital Markets and Venture Capital experience having worked in New York, Singapore, Hong Kong and Bombay, He has a deep understanding of global macroeconomics, capital markets, financial and operating risk management and demonstrated leadership in building, managing and right sizing businesses. He is well recognised and respected participant in the Indian and Singapore business circles, holding independent directorships in several corporates such as Mapletree Logistics Trust Limited, HSBC Bank (Singapore) Limited (Chair, Audit Committee), Jubilant Pharma Ltd amongst others. His charitable giving is directed to environmental conservation and the health and education of adolescent girls.

COMPANY PROFILE

Board of Directors

Koh Kok Hong Joseph (Chairman) Chan Ee Lin Goh Hwee Cheng Agarwal Achal Shaw Chai Chung Markham Lve Lin Heng Maureen Saskia De Rooii

Acting Chief Executive Officer

Yeo Yun Lin

Company Secretary

Low Mei Mei Maureen

Reaistered Office and Place of Business

354 Tanglin Road #02-11, Singapore 247672 Tel: +65 6730 8100 Fax: +65 6730 8122

Website: www.wwf.sg

Place of Incorporation

Singapore

Company Registration No.

200602275E

Date of Incorporation

20 February 2006

External Auditor

Deloitte & Touche LLP 6 Shenton Way, OUE Downtown 2, #33-00 Singapore 068809

Internal Auditor

Crowe Singapore 8 Shenton Way, AXA Tower, #05-01 Singapore 068811

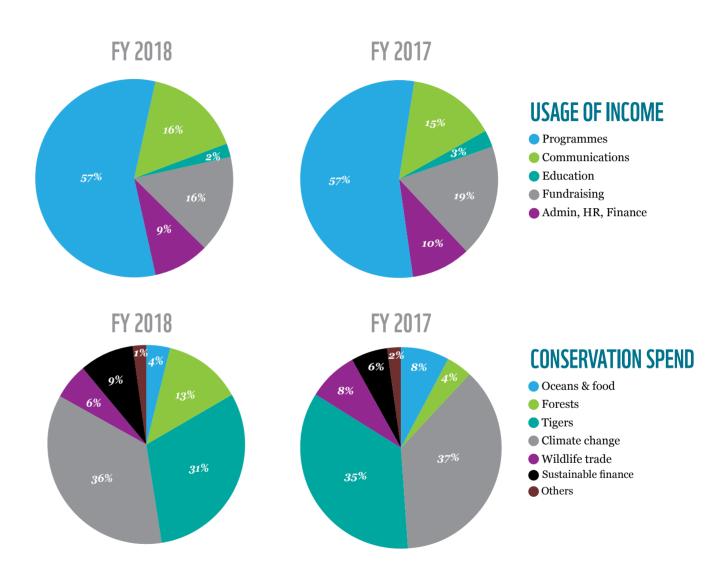
FINANCIAL HIGHLIGHTS

Sources of income	FY2018	FY2017
	S\$'000	S\$'000
Donations from individuals	7,761	5,301
Major donors	291	32
Corporate sponsorships and donations	802	590
Charitable trusts and foundations	213	587
Income from other WWF Organisations*	7,331	4,723
Government grant	606	592
Gifts in kind	1,872	1,083
Others	84	50
Total incoming resources	18,960	12,958

Resources expended	FY2018	FY2017
	S\$'000	S\$'000
Local programmes and outreach	5,346	3,575
Global conservation commitments	2,173	1,649
Fundraising	2,307	1,933
Administrative	1,319	1,025
Costs funded by other WWF Organisations*	7,825	5,123
Total resources expended	18,970	13,305

WWF-Singapore's financial liquidity and reserves policy is to maintain unrestricted operating funds of approximately six months of its monthly management and administrative costs to ensure that the organisation's operational activities can continue even during a period of unforeseen difficulty.

^{*}Income from other WWF organisations refer to donations or grants received by the company via other WWF organisations. They are used to fund programmes and staff members who assume global and regional roles in conservation, as well as regional and global conservation projects.







Why we are here

To stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.

wwf.sg

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