

A close-up photograph of a tiger's face, showing its orange fur with black stripes, a white muzzle, and a yellow eye. The tiger is looking slightly to the right.

together.

WWF-Singapore
Annual Report

2022

ABOUT WWF-SINGAPORE

World Wide Fund for Nature (WWF) is one of the world's largest and most respected independent conservation organisations. WWF's mission is to stop the degradation of the earth's natural environment and to build a future in which humans live in harmony with nature. As one of WWF's international hubs, WWF-Singapore supports a global network spanning over 100 countries.

WWF-Singapore works closely with local stakeholders towards a greener and more sustainable Singapore and the region around us. We work to address key conservation areas, such as climate change, sustainable finance, deforestation, illegal wildlife trade, marine conservation, and sustainable production and consumption, through collaboration, education and outreach efforts involving the community, businesses, and governments.

For more information, please visit [wwf.sg](https://www.wwf.sg)

WWF MISSION STATEMENT

An aerial photograph of Singapore, showing a dense urban skyline with numerous skyscrapers on the right side, transitioning into green parks and sports fields on the left. A body of water is visible in the middle ground. The sky is blue with some light clouds.

WWF's mission is to stop the degradation of the planet's natural environment and to build a future in which people live in harmony with nature, by: conserving the world's biological diversity, ensuring that the use of renewable natural resources is sustainable and promoting the reduction of pollution and wasteful consumption.

CHAIRMAN AND CEO MESSAGE



● If the pandemic taught us anything other than the importance of building back better, it is that by working together, we can truly overcome the worst of times. Imagine the possibilities of what we can all achieve when we work together for the one planet that we all share.



With COVID-19 restrictions easing up, 2022 was a year of renewed activity. Our pandas have been working tirelessly together with our valued partners and committed volunteers, to fight the degradation of the natural world in Singapore and Southeast Asia.

USHERING IN THE YEAR OF THE TIGER

2022 is the year of the tiger based on the Chinese Lunar calendar. It was also a crucial year for the WWF network, as it marked 12 years of continuous tiger conservation work. As you may be aware, wild tigers have disappeared in Cambodia, Lao PDR, and Viet Nam in the last 25 years. Further, at current rates of decline, the Malayan tiger could become extinct within our lifetime.

When wild tiger numbers hit an all-time low, as few as 3,200 in 2010, all 13 tiger range governments came together for the first time at a summit in St. Petersburg, where they committed to double the number of wild tigers by 2022. In 2016, the year marking the halfway point in the 12-year goal to double wild tigers, the population was approximately 3,900 wild tigers.

In collaboration with more than 100 sponsors, partners, locally and internationally acclaimed artists, and the support of other WWF offices in the region, we launched the WWF-Singapore's AR-mazing Tiger Trail. This island-wide art trail took place between February and April 2022 and involved the public display of 33 life-sized tiger art sculptures at iconic spots all over Singapore.

This display was designed to raise the public's awareness and educate them on the urgent need to conserve, protect and restore tiger habitats, and prevent the poaching of wild tigers in Southeast Asia. Beyond the conservation of this spectacular animal, securing tiger landscapes has far-reaching benefits, including the protection of forests which help prevent drought, reduce flooding, and mitigate the impact of climate change. Tiger landscapes are also home to a multitude of other species such as elephants, orangutans and rhinos. Further, by protecting tigers, we are also preserving a cultural and spiritual icon for millions of people in this region.

Each of the art masterpieces presented a unique perspective on how climate change, poaching and deforestation was affecting wild tigers. Using art as a medium to enthrall and educate, the trail helped to ignite hope that positive change is possible if we unite for a common goal. The trail culminated in an auction of the sculptures, held by our partner Sothebys, with all proceeds going to further our tiger conservation work in the region.

TAKING COLLECTIVE ACTION

Earth Hour on 26 March 2022 at 8.30 pm Singapore time saw a record-breaking 1,000 businesses and organisations switching off non-essential lights along with individuals who did so in their homes. Further, the count of personal net zero pledges as part of the WWF's Kosong Plan, doubled since its launch in 2021.

In a stunning display of the nation's united resolve for nature, Singapore and its iconic skyline went dark as hundreds of landmarks, buildings, residences and individuals islandwide made a stand for climate action and switched off their lights for this global movement.

The impact was greater with the active participation of local communities. Several grassroots organisations, like the West Coast Grassroots Organisation, Pioneer Constituency and the Marymount Community Club, held a month-long line up of activities for their local communities.

It's now very clear that people, individually and collectively, are ready to take action against climate change. We are confident and ready to play our part and help everyone along on this journey.

EDUCATING THE LOCAL COMMUNITY ON SUSTAINABILITY

Educating our local community on environmental issues and solutions is a vital part of our sustainability agenda.

This year, we launched a series of reports through collaborative research projects with partners on vital sustainability issues in different sectors.

Through a research collaboration with Lendlease, we launched a report for the retail sector that provided tailored inputs and recommendations to improve waste reduction efforts and support a circular economy strategy. This effort closes the knowledge gap for tenants in commercial properties on the volume of waste generated and the best methods to deal with them, with technology as a key enabler for waste reduction. Following the launch of the report, WWF's Plastic ACTion (PACT) held a closed-door roundtable with 18 key industry players to share more findings, and further encourage cross-sector collaboration for improvement.



WWF-Singapore CEO sharing insights of our programmes with Minister for Education, Mr Chan Chun Sing, and Minister for National Development, Mr Desmond Lee at the annual Festival of Biodiversity organised by the National Parks Board.

We also partnered with Epson Southeast Asia, to co-create sustainable solutions and empower communities. Our new partnership with them seeks to scale up marine conservation and climate solutions and involves working with businesses, youths, citizen scientists, and local communities over the next couple of years.

Climate was also one of the major concerns. This year, we launched a report titled "Decarbonising Singapore's Energy System in the Context of Cooling" authored by the Carbon Trust. We worked with the National Climate Change Secretariat (NCCS) to shape the study, which focuses on the importance of clean cooling and provides viable recommendations on how it can play a critical role in achieving Singapore's net zero ambition. The report produced from the study, provides viable recommendations on how clean cooling can play a critical role in achieving Singapore's net zero ambition. The report also highlights four clean cooling solutions that can bring about grid flexibility to aid and support Singapore's decarbonisation goals.

ACCELERATING A SUSTAINABLE ECONOMY THROUGH FINANCE

The finance sector plays a key role in enabling sustainable practices in businesses and across our operational economy. WWF-Singapore established the Asia Sustainable Finance Initiative (ASFI), which anchors global and regional science-based and financial organisations for collective engagement and capacity building of the finance sector in Asia. This year ASFI launched its e-learning Academy - a suite of accessible, practical and technology-enabled digital courses on sustainable finance based on the latest science and designed specifically for Asia-based finance professionals.

The courses were developed through multi-stakeholder collaboration between ASFI Knowledge Partners including WWF-Singapore, Carbon Disclosure Project (CDP), United Nations Environment Programme Finance Initiative (UNEP FI), University of Oxford Sustainable Finance Programme, the International Accounting Standards Board (IASB), and EDHECinfra, among others; and supported by the ASFI Advisory Group whose members include the Association of Banks in Singapore (ABS), the Institute of Banking and Finance (IBF), the Investment Management Association of Singapore (IMAS), the Singapore Exchange (SGX) and the Singapore Venture Capital and Private Equity Association (SVCA).

The launch of the ASFI Academy came amidst growing momentum around sustainable finance in Singapore and the region. ASFI Academy courses are accredited and follow the MAS/IBF 12 Sustainable Finance Technical Skills Competencies (12 SF TSCs).

Also within the scope of ASFI collaboration, WWF-Singapore together with the 2° Investing Initiative (2DII) released a report on a study that uncovered

what driving tangible, real world change entails for Asian financial institutions. This study was undertaken using survey tools that were based on first-hand research on effective actions to tackle climate change and to align with Paris 1.5 degree goals. This report articulates recommendations for policy makers, financial supervisors and financial institutions on the most effective ways to break down existing barriers and accelerate the region's financial sector contributions to support a transition to a low-carbon future.

SHAPING FUTURE SUSTAINABILITY LEADERS

For the second year running, together with Temasek Foundation, we opened admission for local youths to join the Class of 2022 of our youth sustainability incubator programme - We Got This. This follows the successful completion of the inaugural edition of We Got This, for the Class of 2021. WWF-Singapore and Temasek Foundation have worked with like-minded partners to create a youth-led community movement to empower younger generations in Singapore and Southeast Asia to take the lead in their own sustainable future, through social media advocacy. We Got This equips youths with skills, knowledge, and tools on sustainability, innovation and digital advocacy so that they can build up a sustainability following, reach out to peers and the larger community, and drive change through their own social media platforms.

BUILDING CAPACITY IN THE PANDA FAMILY

As the world evolves, we need leadership capabilities and diverse skills to navigate towards our vision. Therefore we are glad that WWF-Singapore continues to attract quality talent who are equally committed to drive positive change for our planet. Towards the end of 2021, we saw the onboarding of a few key personnel. These were Vivek Kumar, our Director, Marketing, Communications and External Relations, Sophia Zhu, our Director of Finance, Uma Sachidhanandam, our

Deputy Director of Conservation, and Kamal Seth, our Head of Global Palm Oil. Each one plays a significant role in ensuring that our programmes are successful and impactful.

ONWARDS AND UPWARDS

As the year wraps up, we express our gratitude to everyone who has been on this journey with us, working tirelessly to produce great results. We look forward to a successful rollout of our refreshed strategy in FY 2023 comprising four themes and nine programmes along with greater collaborative partnerships that will seek to deliver lasting impact for the protection of our natural world. We hereby commit ourselves to work diligently for a more promising future, together.

Together Possible!

Achal Agarwal,
Chairman,
WWF-Singapore

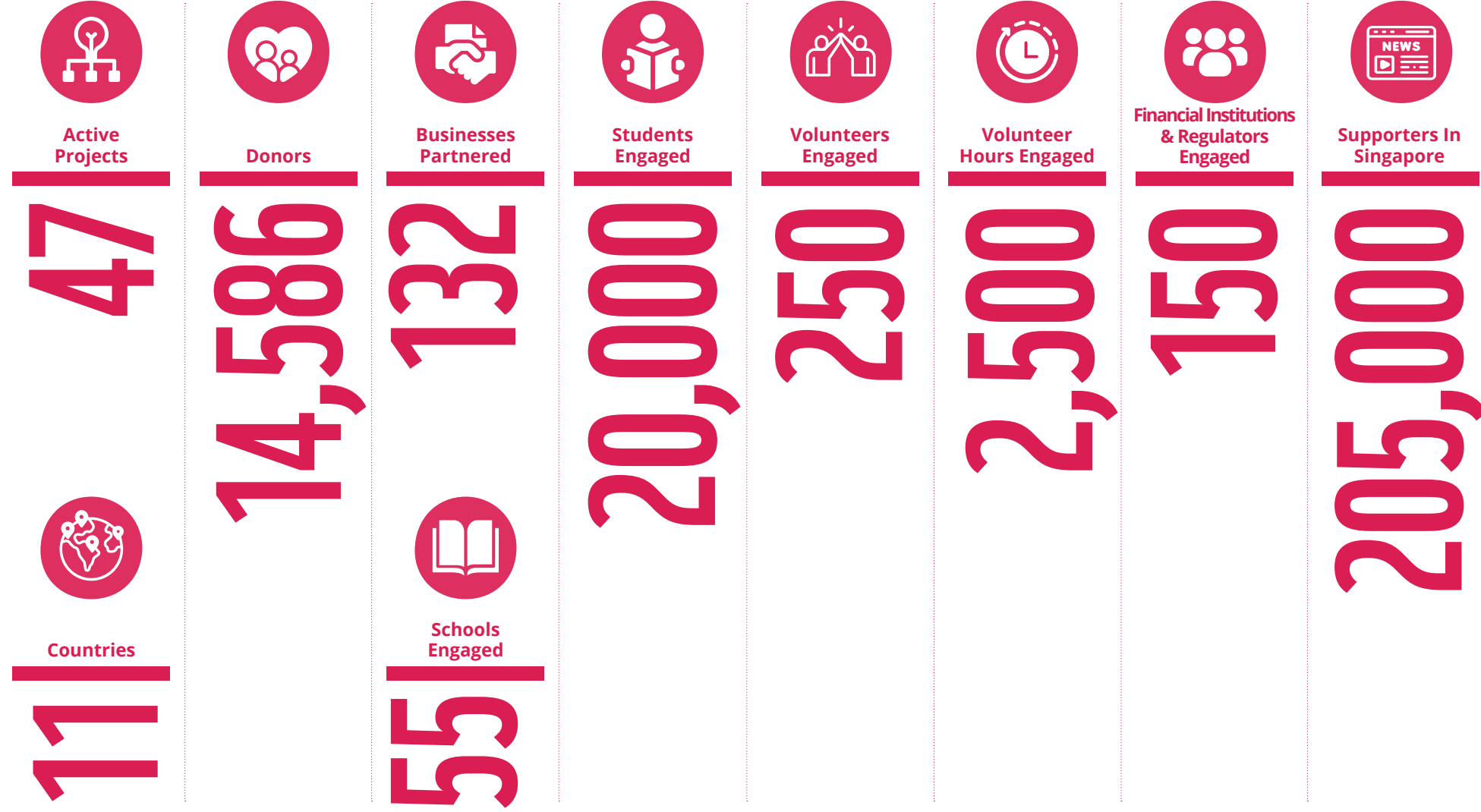
R. Raghunathan,
CEO,
WWF-Singapore



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HIGHLIGHT IN NUMBERS





WWF-Singapore 2022 Highlights

WWF-SINGAPORE'S AR-MAZING TIGER TRAIL

HIGHLIGHTS

The trail consists of **33 life-sized tiger art sculptures**, strategically placed against the background of iconic landmarks in Singapore

Biggest suite of partners - ranging from sponsors, artists, media, and the WWF offices in the network - helped build the community awareness and action through the trail

Conservation of tigers also includes **far-reaching benefits like protection of forests to mitigate climate change, and preserving cultural and spiritual icon** for millions around the region

When wild tiger numbers hit an all-time low - as few as 3,200 in 2010 - all 13 tiger range governments came together for the first time at the St. Petersburg Summit, where they committed to double the number of wild tigers by 2022, the next lunar year of the tiger.

Together with WWF International and Tigers Alive Initiative, the trail was conceived as a campaign to secure a future for tigers, supporting interventions for protection of tigers, and accelerating tiger population recovery across priority landscapes in the four Southeast Asian countries.

Beyond the conservation of this magnificent animal, securing tiger landscapes has far-reaching benefits, including the protection of forests which help prevent drought, reduce flooding and mitigate climate change. Tiger landscapes are also home to a multitude of other species such as Asian elephants, orangutans, Asian rhinos, and many more.



"Half-Submerged Tiger" by Yip Yew Chong. The tiger sculpture was sponsored by Tiger Brokers, and was placed outside the Asian Civilisation Museum during the trail period.

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© Georges Nader_WWF-Singapore

© Georges Nader_WWF-Singapore



"Life is not a circus" by Mauro Peruchetti. The tiger sculpture was sponsored by Tata Consultancy Services, and was placed at the Clifford Pier during the trail period.

Further still, by protecting tigers, we are also preserving a cultural and spiritual icon for millions of people across the region.

33 life-sized tiger art sculptures, presenting a unique perspective on how climate change, poaching, and deforestation is affecting tigers in the wild, were placed amongst iconic landmarks in Singapore, addressing three key objectives:

- Providing an accessible, and unique experience for Singaporeans through a curated amalgamation of art, culture, and conservation to raise awareness of the conservatorship of tigers, at the same time,
- Raising awareness of biodiversity in Singapore and the region by using tigers as a key indicator, and
- Raising vital funds for tiger conservation, and illegal wildlife trade mitigation work in Singapore and the region.

The success of the trail is attributed to the collective actions of sponsors, partners, internationally and locally acclaimed artists, and the pandas from the various internal teams locally and in the global network.

HIGHLIGHTS IN NUMBERS

Sponsors and
Partners

54

Artists

60

WWF Offices
Engaged

14

PR Value Earned

Over
\$1.4
million

Media Sponsorship
Value

\$528,388

Social Media
Reach

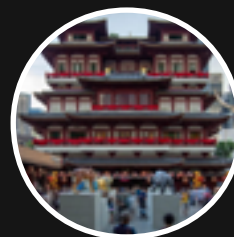
1.3 million

The trail took place from
26 February 2022 to 9 April 2022.

Campaign conceptualisation,
development and planning

September 2020
to May 2022

THE AR-MAZING
TIGER TRAIL
#GETWILDFORTIGERS



7 January to
15 February 2022

Sneak preview of the trail -
Lunar New Year setup at Kreta Ayer
Square, Chinatown

Exclusive sneak preview event for sponsors,
media, and WWF-Singapore's major support-
ers, at National Gallery Singapore, graced by
Senior Minister Sim Ann, Senior Minister of
State for National Development

24 February 2022



26 February 2022

Official launch at Gardens by the Bay. In
attendance were VIPs, Ambassador Jonathan
Eric Kaplan of the Embassy of the United States
of America, and CEO of Gardens By The Bay,
Mr Felix Loh, amongst more than 200 guests,
general public and media, attended the event

The trail in action

26 February to
9 April 2022



12 April to
5 May 2022

Private Online Auction by Sotheby's

For more details of the trail, visit www.wwf.sg/past-project/tiger-trail/

MARINE CONSERVATION

HIGHLIGHTS

Expanded marine habitat protection by over 1,100 ha through MPAs in the Coral Triangle

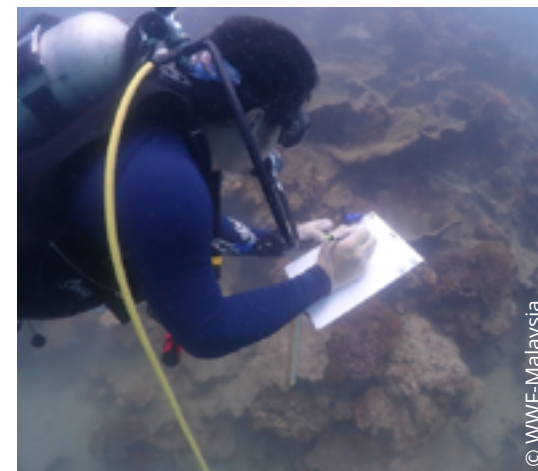
Increased scientific understanding of coral reef habitats state and marine life health to inform effective management

Strengthened community resilience by engaging over 200 local community members through workshops and training on topics such as law enforcement, MPA management and fisheries management

The Coral Triangle is a global epicentre of marine biodiversity - more than 76% of the world's coral species and over 6,000 species of fish can be found here. Beyond being a major tourism destination, this seascape supports the food and livelihoods for over 130 million people.

The Coral Triangle faces growing threats such as marine pollution, overfishing and destructive fishing methods, unsustainable coastal development and deep seabed mining. Impacts of climate change will put reefs, marine life and people at even greater risk.

Located on the edge of the Coral Triangle, Singapore has a role to play in driving positive change and fostering collaborative efforts with multiple stakeholders to support the conservation of marine life, and the preservation of coastal livelihoods in this region. We rely on surrounding seas for our food security, climate mitigation and adaptation and transportation.



© WWF-Malaysia

© WWF-Philippines

For the entire FY22, our marine conservation team has been working to:

EXPAND MARINE HABITAT PROTECTION

In Northeastern Palawan, Philippines, WWF helped establish over 1,100 ha of Marine Protected Area (MPA). We also supported the co-management of another 3,500 ha of reef and seagrass MPAs for 4 villages within the municipality of Roxas.

In Darvel Bay, Malaysia, WWF worked closely with Sabah Parks, a conservation-based statutory body in Sabah, to engage with local communities and identify priority sites for protection.

PROVIDE SCIENTIFIC SUPPORT THROUGH CORAL REEF ASSESSMENT

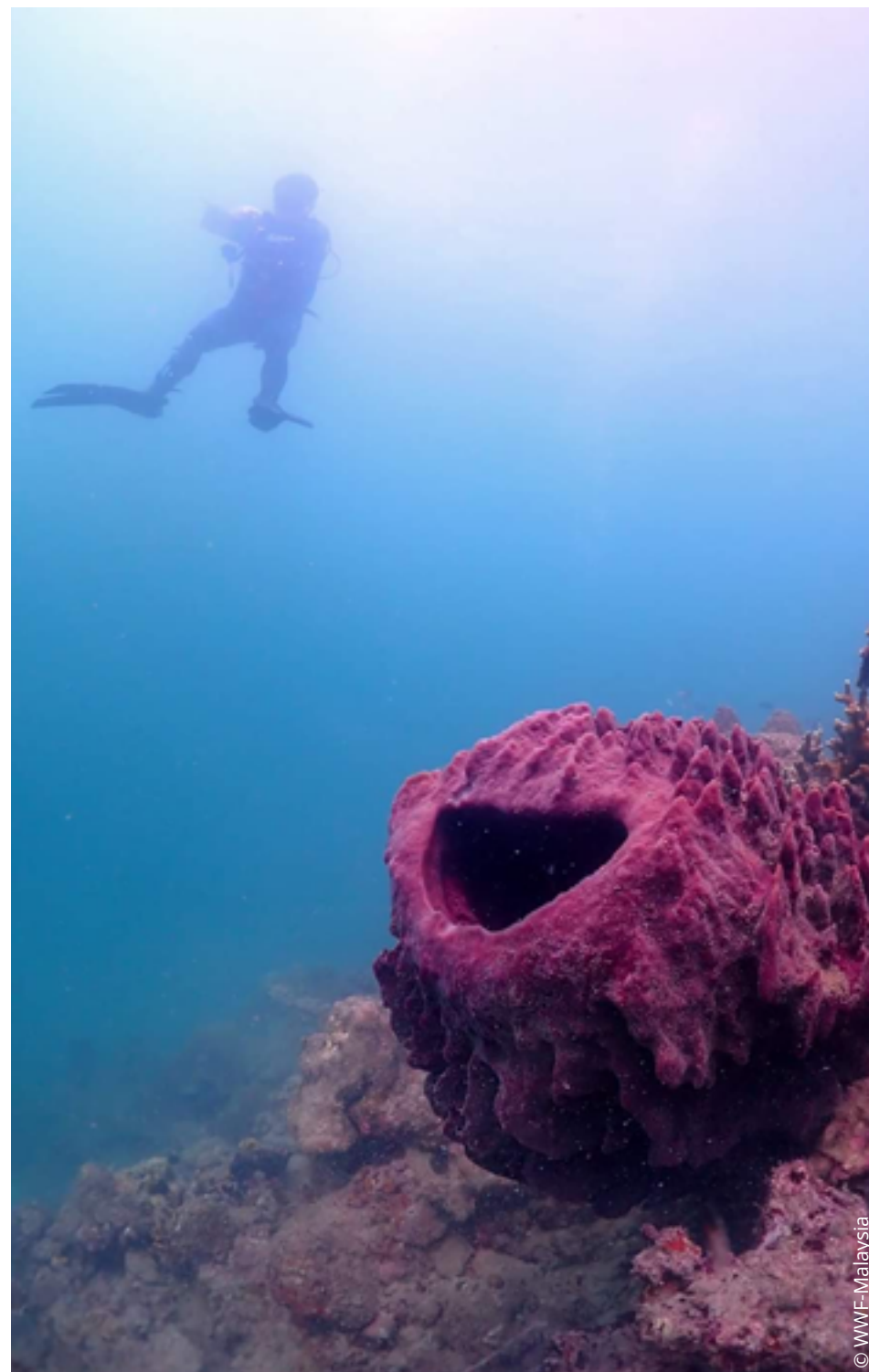
We also provided scientific support to understand the state of coral reefs and fish health. A Coral Reef Assessment was conducted after Typhoon Rai, that struck the Philippines in December 2021, to understand the impact of the typhoon on coral reef habitats in four municipalities.

The results found that the typhoon significantly impacted coral reef ecosystems in the area and that coral cover significantly decreased at all four sites. This provided better understanding of reef health and the gaps and opportunities to design suitable restoration plans that can meet the needs of the community and achieve greater conservation impacts.

INCREASE CAPACITY OF LOCAL COMMUNITIES

Finally, we worked towards building community resilience in regions surrounding the Coral Triangle. This is to ensure that marine habitats are sustainably and equitably managed, minimise negative impacts from economic activities, and enhance food security and sustainable livelihood opportunities thanks to more resilient marine ecosystems.

- **Over 1,100 ha of MPA established in the Palawan, Philippines, and supported the creation of another 3,500 ha of reef and seagrass Marine Protected Areas which includes four villages.**
- **We engaged more than 200 local community members from 18 villages in Malaysia and the Philippines on conservation activities. Furthermore, we organised six capacity building workshops conducted on topics such as protected areas management, coral reef assessment, law enforcement and fisheries management.**



FOREST LANDSCAPE RESTORATION

HIGHLIGHTS

Over 200,000 hectares of biodiversity hotspots and carbon rich forests protected by engaging with decision makers on land use planning and sustainable resource management.

Restored deforested or degraded forests by planting over 20,000 trees and explored innovative approaches to monitor impacts.

Empowered local communities from more than 36 villages and 1,000 community members to participate in conservation efforts and in the development of sustainable livelihood models.

The forests of Southeast Asia (SEA) are arguably the habitat to most species in the world, and one of our best natural climate solutions. The rich variety of life in our tropical forests keeps many vital natural systems running and provides nature-based solutions to solve societal and environmental challenges.

However, forests are coming under more pressure than ever as demand for food, fuel and the need to lift people out of poverty grow. Due to deforestation and land degradation, our forests in Southeast Asia are now releasing more carbon than they absorb as well as losing the vital ecosystem services we rely on forests for. If forest loss continues, the consequences for people and nature will be catastrophic.

Singapore has an especially deep interest in protecting forests within and beyond our borders for a myriad of reasons -

- As a low-lying city-state, we are particularly vulnerable to the consequences of climate change.
- We rely on forests for our economy. Singapore is a leading global hub for agri-commodities, metals and minerals as we are strategically located in resource-rich Asia.
- We depend on forests and their ecosystem services for our water supply and food security. As Singapore relies heavily on imports, we are especially vulnerable to external disruptions that affect the availability and affordability of our food.

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© WWF-Indonesia



© WWF-Indonesia

Protect and safeguard biodiversity hotspots and carbon-rich forests

WWF-Singapore's forest solutions focus on protection, restoration, and community empowerment in priority forest landscapes in SEA. In FY22, we:

Secured commitment from key stakeholders to protect over 1,000 ha of forests through sustainable resource management and integrating strategies for nature conservation in their land use plans

Early detection of fires to prevent large-scale forest fires in over 200,000 hectares degraded peatlands in Indonesia - where fire incidents and hotspots have decreased by 71%.

Restore deforested or degraded forests to regain their ecological functionality

More than 20,000 trees planted, with 25% geotagged through the NEWTrees platform, over 300 ha of degraded areas in Malaysia, Indonesia and Myanmar.

Reduced fire risk in peatlands in Indonesia through rewetting with 42 canal blocks and revegetation over 45 ha.

Empower local communities to participate in conservation efforts and in the development of sustainable livelihood models

More than 36 villages engaged, 8 capacity building and awareness raising workshops conducted, and 5 reports developed for communities to adopt sustainable agriculture practices.

Two standard operating procedures for fire management developed in Indonesia with 127 local community members trained. This is important for the safe management of fire prevention, detection and mitigation and include outlining roles and responsibilities, improve coordinated efforts and better monitor villages that are at greater risk of forest fires.

Three sustainable agriculture reports developed in Myanmar to help farmers develop sustainable livelihood options.

Multiple community engagement sessions conducted to ensure local communities are involved in the design and implementation of conservation projects.

576 children from 22 communities became members of the Green Generation clubs in Myanmar.

ILLEGAL WILDLIFE TRADE

HIGHLIGHTS

Poaching situation has reached a critical stage with preliminary findings that recent surveys showing the tiger population decreased tremendously.

Anti-poaching patrols by Orang Asli rangers have been conducted to remove wire snares used to trap wildlife as well as to conduct camera-trapping to monitor wildlife populations.

Tiger cubs recorded by camera traps set up at the Royal Belum State Park, Malaysia, showing great signs that the tigers are continuing to breed in the landscape.

The illegal wildlife trade (IWT) is a complex issue with many actors and requires an equally comprehensive solution. To put a stop to the illegal trade of wildlife products, we work on achieving the three stops: stop the poaching, stop the trafficking, and stop the buying.

STOP THE POACHING

We have been supporting efforts to recover tiger populations in the Belum-Temenggor landscape since 2020, where the landscape spans 3,400 km², and is the core area of Peninsular Malaysia's second largest contiguous forested landscape (Northern Banjaran Titiwangsa; ~9,000 km²). It is also one of the three priority sites for tigers in Malaysia. The main threat that tigers and other wildlife face in the landscape is poaching.

Preliminary findings from surveys in 2017-2018 show that the tiger population in Belum-Temenggor decreased by 50% since the baseline in 2010-2011. Anti-poaching patrols by Orang Asli (Indigenous People) rangers have been conducted to remove wire snares used to trap wildlife as well as to conduct camera-trapping to monitor wildlife populations. 75 indigenous rangers making up 15 patrol teams have been trained so far.



© Rajan Ramchandani / WWF

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STOP THE TRAFFICKING

When illegal wildlife products are in demand for sale, trafficking becomes major yet common. From September 2021 to June 2022, we have been actively participating in NParks' public consultation of the Endangered Species Act, providing recommendations to help strengthen regulation on local trade of animal and plant species listed in the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).



STOP THE BUYING

WWF Cyber Spotter Programme helps combat IWT by training volunteers to identify and report IWT listings online. The programme was scaled up in April 2022 with an aim to evolve into a volunteer-led programme by 2024. An introduction to volunteers as Biodiversity Champions Level 1 - Identify and report IWT online, and Level 2 - volunteers get involved in the back-end work to recruit volunteers, train and engage them, and conduct data review and analysis on the compiled IWT listings.

The programme is supported by SG Eco Fund grant till March 2024. At the end of each round of Cyber Spotter, these listings are submitted to the respective e-commerce platforms and law enforcement for further action.

- **As of June 2022, active snare encounters in Belum-Temenggor has decreased by more than 90%, as a result of these patrols. Six cubs have also been recorded to date. Two in 2021 and four more in January 2022 - first time a mother with four cubs has been recorded in Royal Belum State Park, a sign that tigers are continuing to breed in the landscape.**
- **Royal Belum State Park has shown significant progress on the compliance of the Conservation Assured Tiger Standard (CA|TS) criteria, especially under the Protection and Tiger Populations Pillars. This indicates great potential for successful tiger conservation in the Park, a huge achievement!**
- **Over 200 volunteers trained, and close to 10,000 IWT listings have been identified, and shared with coalition members and law enforcement for further actions.**

STOPPING IWT - TIMELINE

12 August 2021

On World Elephant Day, we co-hosted the "In Plain Sight: Tackling online illegal wildlife trade in Singapore" workshop with NParks. The event welcomed more than 35 attendees from 7 e-commerce companies, as well as representatives from WWF-Singapore, NParks and TRAFFIC.

October 2021 - January 2022

Together with Tigers Alive Initiative, we supported the development of the Southeast Asia Tiger Recovery Action Plan (STRAP), which encouraged tiger range countries to make focused, impactful, action-based commitments within 3 years to urgently halt and reverse the decline of tigers in their countries and more broadly across the region. The STRAP was presented as a key intervention at the 4th Asia Ministerial on Tiger Conservation held in Malaysia in January 2021.

28 January 2022

We once again co-hosted the inaugural "All Hands on Deck - Tackling illegal wildlife trade in Singapore's Maritime Industry" roundtable with NParks.

March 2022

WWF and SEE Turtles launched the first mobile application to use artificial intelligence to combat the illegal wildlife trade. The SEE SHELL app allows users to identify and avoid purchasing products made from the shells of critically endangered hawksbill sea turtles.

April 2022

Following the delivery of the Silence of the Snares report in 2020 and snaring stakeholder workshop in Viet Nam in 2021, WWF-Singapore supported a capacity building workshop to address the snaring crisis in Laos in April 2022.

June 2022

We started a new collaboration with the National Library Board to hold monthly IWT exhibitions at their public library spaces that will last till December 2022. Through this rotational exhibition, we aim to raise awareness on the current issues of IWT and how we are actively working to tackle IWT through our Cyber Spotter Programme.

SUSTAINABLE FINANCE

HIGHLIGHTS

ASFI, together with its partners, launched the ASFI Academy this year - a suite of accessible, practical, and technology-enabled digital courses on sustainable finance.

Under the ASFI scope, we also launched a report, together with 2DII that discussed limitations of strategies adopted by financial institutions in green financing and the barriers that limit their effectiveness.

The SUSREG assessment shows growing awareness about the financial impacts of climate change and biodiversity loss, with an increasing number of central banks, banking regulators, and supervisors taking steps to create a more sustainable financial system.

The finance sector plays a key role in enabling sustainable practices in businesses and across our operational economy.

SUSREG ANNUAL REPORT

This year, the Asia Sustainable Finance Initiative (ASFI) launched its e-learning Academy - a suite of accessible, practical and technology-enabled digital

courses on sustainable finance based on the latest science and designed specifically for Asia-based finance professionals.



The courses were developed through multi-stakeholder collaboration between ASFI Knowledge Partners including WWF-Singapore, Carbon Disclosure Project (CDP), United Nations Environment Programme Finance Initiative (UNEP FI), University of Oxford Sustainable Finance Programme, and supported by the ASFI Advisory Group whose members include the Association of Banks in Singapore (ABS), the Institute of Banking and Finance (IBF), the Investment Management Association of Singapore (IMAS), and the Singapore Exchange (SGX).

The launch of the ASFI Academy came amidst growing momentum around sustainable finance in Singapore and the region. ASFI Academy courses are accredited and follow the MAS/IBF 12 Sustainable Finance Technical Skills Competencies (12 SF TSCs).

“BARRIERS TO IMPACT” STUDY

Within the scope of ASFI collaboration, and together with the 2° Investing Initiative (2DII) we conducted a study using survey tools that were based on first-hand research on effective actions to tackle climate change and to align with Paris 1.5 degree goals, and conducted those surveys with Asian Financial Institutions (FI) including asset owners, asset managers and banks.



The survey revealed internal, and external barriers which limit the success of the Asian FIs' climate actions. This includes internal barriers, for example the lack of strong conviction for climate change and cohesive climate strategies while external barriers, such as the absence of clear regulations to define impact products and robust technology for data collection add to Asian FIs' challenges. Asian FIs surveyed have begun their climate journey, but take on varied climate actions and acknowledge that more climate actions are needed to deliver significant impact on reducing greenhouse gas emissions.

The report produced, entitled, “Barriers to Impact” uncovers what driving tangible, real world change entails for Asian FIs. The report highlighted internal and external barriers which limit these successes. It also articulated recommendations for policy makers, financial supervisors, and financial institutions on the most effective ways to break down existing barriers and accelerate the region's financial sector contributions to support a transition to a low-carbon future.

SUSREG ANNUAL REPORT

The Sustainable Finance team also worked on the first Sustainable Financial Regulations and Central Bank Activities (SUSREG) annual report this year. The SUSREG assessment shows growing awareness about the financial impacts of climate change and biodiversity loss, with an increasing number of central banks, banking regulators, and supervisors taking steps to create a more sustainable financial system.

However, only very few are starting to use monetary, regulatory and prudential tools to ensure that financial institutions do not continue to support activities that are incompatible with climate, environmental and broader sustainability objectives. None are using capital and liquidity requirements following a precautionary approach to mitigate climate and environmental related financial risks.

From a central banking perspective, environmental and social considerations are not yet fully integrated in key monetary policy measures, such as asset purchases, collateral frameworks or refinancing programs, with only 22% of the relevant central banks having some of these measures in place, and none fully satisfying the related SUSREG indicators. Although more progress can be seen in foreign exchange reserves and overall portfolio management, making better use of these tools would ensure central banks contain environmental and social risks and do not slow down the transition to a more sustainable economy.

The report covers 38 countries across the Americas, Europe, Middle East, Africa and Asia-Pacific regions, including most members and observers of the Basel Committee on Banking Supervision. Together, they account for more than 90% of global GDP, 80% of

total GHG emissions and 11 of the 17 most biodiversity-rich countries.

Regulations and supervisory expectations are now starting to be rolled out globally, with 35% of the assessed jurisdictions mandating banks to develop and/or strengthen their climate, environmental and/or social risk management practices. Notable examples include the European Central Bank and the Monetary Authority of Singapore issuing new climate and environmental risk management guidelines, as well as Banco Central do Brasil strengthening its existing risk management regulations, covering the full spectrum of environmental and social risks.



- **WWF-Singapore and ASFI launched accredited online courses to build sustainable finance expertise among the 170,000+ strong finance sector workforce in Singapore.**
- **The “Barriers to Impact” Report provided recommendations for policy makers, financial supervisors, and financial institutions on the most effective ways to break down existing barriers and accelerate the region's financial sector contributions to support a transition to a low-carbon future.**
- **The SUSREG report covers 38 countries across the Americas, Europe, Middle East, Africa and Asia-Pacific regions, including most members and observers of the Basel Committee on Banking Supervision.**

SUSTAINABLE PALM OIL

HIGHLIGHTS

WWF-Singapore and SASPO published a report that highlighted Singapore's important role in the global palm oil industry, and the actions key stakeholders must take to transition to sustainable palm oil.

Launch of mobile palm oil traceability and risk assessment application Hamurni for independent smallholders and other upstream suppliers.

WWF-Singapore organised our first in-person meet for SASPO members after two years of virtual meetings to discuss the revamp of the SASPO programme as well as upcoming projects and initiatives.

Palm oil is one of the world's most lucrative and versatile oil crops, with uses in food manufacturing, industrial applications and even a biofuel production. As a crop type, palm oil has one of the highest yields per hectare compared to other vegetable oils such as sunflower and coconut. With such booming prospects, it is important to help the palm oil industry innovate and transition to more sustainable production and mitigate its social and environmental impact which includes significant habitat and biodiversity loss.

WWF-Singapore's sustainable palm oil programmes works not only with palm oil producers but also the associated industries that depend on it to strengthen their sustainability interventions.

SASPO NETWORKING SESSION

Singapore Alliance for Sustainable Palm Oil (SASPO) is a multi-stakeholder initiative facilitated by us, aimed at tackling the palm oil supply chain issues and working towards increasing the supply and demand of certified sustainable palm oil in Singapore. SASPO also provides businesses with relevant resources, guidance, and best practices to help them lower their deforestation footprint and adopt sustainable palm oil sourcing practices.

The meeting included attendees from 7 organisations and was a great opportunity to facilitate collaboration and discuss upcoming activities and initiatives, as well as innovations and solutions for traceability in the sustainable palm oil sector.

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PALM OIL TRACEABILITY PLATFORM

Harmurni is WWF's palm oil traceability to plantation and risk assessment platform that captures profile and transaction data from independent smallholders and other upstream suppliers. That information is then assessed against WWF's original risk assessment tool to assess environmental and legal risks.

Between April and August 2021, WWF-Singapore together with WWF-Indonesia ran a pilot with a mill to help map part of their supply chain in Riau, Indonesia using the Hamurni platform. Mills, traders, and downstream companies will be able to view the risk levels of their supply base and strengthen their sustainability interventions.

IN THE PALM OF SINGAPORE'S HAND REPORT

Together with SASPO, we published a report entitled "In The Palm Of Singapore's Hand - Advancing The Sustainable Palm Oil Agenda" which highlighted the important role Singapore plays in the transition to a sustainable palm oil industry. The report emphasises that while Singapore has made progress in recent years, more ambition and action is needed across key stakeholders - buyers, traders, financial institutions, and the government - to address, and lower the social and environmental risks in the palm oil supply chain.

The report was launched alongside WWF's Global Palm Oil Buyers Scorecard (POBS) 2021 which assessed 227 major players in the retail, consumer goods and hospitality sectors on their commitments and actions in favour of the sustainable palm oil industry. The scorecard results further strengthened the resolve for participating companies to revise their processes towards more sustainable policies and practices.

The Hamurni platform, developed by WWF and Agridence, is a practical and inclusive tool for supply chain mapping and traceability. It is designed to improve the integration of smallholders into the value chain and to achieve sustainable commodity production and nature conservation. Approximately 40% of oil palm area in Indonesia and Malaysia is owned by smallholder farmers, making them significant contributors towards a sustainable palm oil industry.

Key stakeholders in the palm oil sector are able to apply the recommendations in the report to their businesses, and transit to a more sustainable and responsible industry.



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CIRCULAR ECONOMY

HIGHLIGHTS

WWF PACT worked with multiple stakeholders this year to conduct studies and release guiding reports on waste management in the retail sector, and e-commerce packaging waste

Through the partnered studies and reports, businesses particularly in the retail sector, actively participated in the pilot programmes that our partners and us jointly started

Work has also begun in NEA's Beverage Container Return Scheme as part of the continuous effort to close the loop in the circular economy.

From nature to landfill, that has been the conventional trajectory of extracted resources in the goods and manufacturing industries. We are determined to play our part in closing the loop on the traditional resource extraction, manufacturing, and supply chains to create a circular economy - this means that waste generated from these processes are channelled back into the chain, without having to further extract virgin resources. Transitioning to a circular economy would mean that less habitats and species biodiversity would be lost to resource exploitation.

With our Plastic ACTION (WWF PACT) business initiative, we continue to empower businesses to adapt to circular business models and become more resource-efficient. This is done through providing them with guidance and best practices to adopt.



WWF-SINGAPORE'S PACT AND LENDLEASE WASTE REPORT

WWF PACT worked with Lendlease this year to launch the "Circularity in Retail" report that serves as a meaningful guide for the retail property management industry, and its key stakeholders. The report highlights the existing challenges, and the potential opportunities that the retail sector can take to achieve greater waste reduction and recycling targets. The study conducted prior to the report, analysed waste data on Lendlease's four retail malls in Singapore, interviews and observations from key stakeholders and a plastic waste profiling exercise.

Following the launch of the report, WWF PACT held a closed door roundtable in collaboration with the National Environment Agency (NEA) with 18 participants from key industry players to share findings and encourage cross sector collaboration to improve the industry. The key topics discussed were waste data monitoring, waste reduction at source through incentives, and increasing recycling rates through establishing procedures.



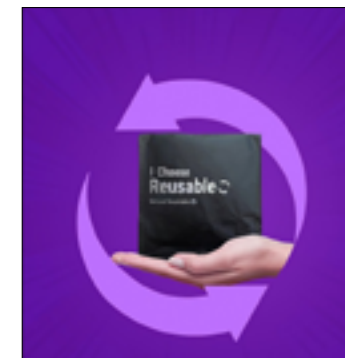
STUDY ON REUSABLE E-COMMERCE PACKAGING

Together with DHL Consulting, we released a joint report titled "Delivering on Circularity - Feasibility Study". The report provided Singapore's e-commerce retailers an insight into opportunities and strategies to switch to reusable packaging, prompted by the rise in e-commerce transactions following the COVID-19 pandemic. This could be achieved by tapping on existing logistics networks, ensuring a frictionless returning mechanism for their customers and engaging relevant stakeholders in the process. A co-organised event was held with the Textile and Fashion Federation (TaFF) to share the findings of the feasibility study. 50 participants from the various industries attended the event, with attendees actively participating in the pilot programme.

LAUNCH OF REUSABLE E-COMMERCE PACKAGING PILOT PROGRAMME

WWF PACT also launched the Reusable e-Commerce Packaging Pilot Programme in partnership with United Overseas Bank (UOB), SingPost and Better Packaging. The initiative promotes a circular business model for e-commerce packaging by allowing buyers an option to return the product's delivery packaging. Retailers such as ALPS Group Pte Ltd (Cloversoft), EIG Dermal Wellness (S) Pte Ltd (Davines), Herbal Pharm, Outfy, Retykle, Rusby & Co Pte Ltd (Good Dog People™), Thryft, Unpackt, Vintage Sports, and our own merchandise store participated in the pilot.

The pilot programme will be concluded in September 2022, with learnings from the pilot – opt-in rates,



return rates, and time taken to return the packaging – will help to build knowledge about consumer behaviour, which is vital for subsequent scaling of the programme, industry-wide.

This pilot programme showcases how Singapore's developed postal network can be utilised to support a robust reverse logistics supply chain to promote a circular economy.

WWF-SINGAPORE STAKEHOLDER IN NEA'S BEVERAGE CONTAINER RETURN SCHEME

Our CEO, Mr R. Raghunathan was invited to co-chair a stakeholder working group to provide insights on NEA's Beverage Container Return Scheme (BCRS). BCRS encouraged recycling through deposit refunds to consumers upon disposing of their beverage containers at designated return points. Our CEO, Mr R. Raghunathan, was invited to co-chair the stakeholder working group on BCRS. The stakeholder group was formed to garner views and distil feedback on the framework for the scheme. The group is envisioned to serve as a nimble and focused platform to engage key stakeholders and seek views on the design and implementation of the scheme.

- **WWF-Singapore launched the region's first e-commerce reusable packaging pilot, with participation from 10 retailers.**
- **WWF-Singapore was the co-chair of the stakeholder working group on the Beverage Container Return Scheme (BCRS). This is significant since about a third of domestic waste disposed of in Singapore is packaging waste, and about 60% of this is plastic waste. In 2021, only 6% of plastic waste disposed of was recycled.**

NET ZERO

HIGHLIGHTS

We have been working with businesses to adopt carbon reducing practices and working towards net zero carbon emissions by 2050

Through workshops, reports and capacity building on standards like SBTi, we are increasing awareness on meaningful climate target setting

Programmes like the Kosong Plan Kaki educate the public on how they can inculcate sustainable habits easily into their daily lives.

Climate change is an urgent threat with significant consequences such as extreme weather and rising sea levels. In order for Singapore to do its part in reducing carbon emissions, processes and infrastructure must be put in place to assist various stakeholders in tracking and accounting for their carbon footprint.

Businesses are important stakeholders to engage. WWF-Singapore supports key industries both locally and in the region to find low-carbon pathways for growth through meaningful business transformation. Our aim is to strengthen the shared vision of limiting global warming to 1.5° by helping businesses of all sizes ramp up their climate action and take more accountability in monitoring their carbon footprint.

CLIMATE BUSINESS EVENTS WORKSHOP

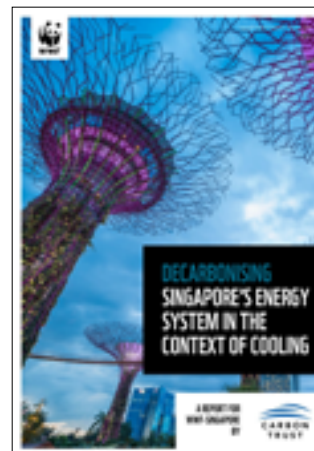
In November 2021, we launched the first of two Climate Business Events Workshops to increase capacity building on climate action and enhance climate business engagement. The sessions brought together industry experts and leaders to demonstrate local climate ambition, build confidence work towards corporate decarbonisation through expertise and resource sharing. The workshop focused on the main outcomes of the COP26 summit, and how they impact businesses in Singapore, and the region. The second workshop was conducted in February 2022 and discussed decoding climate jargon, climate target setting and credible pathways for corporate decarbonisation.

To help further guide businesses and policymakers towards being more conscious of their carbon footprint, we collaborated with various partners to create further resources and guides.

DECARBONISING REPORT

In June 2022, we launched a report titled “Decarbonising Singapore’s Energy System in the Context of Cooling” authored by the Carbon Trust. We worked with the National Climate Change Secretariat (NCCS) to shape the study, which focuses on the importance of clean cooling and provides viable recommendations on how it can play a critical role in achieving Singapore’s net zero ambition.

The launch of the report was a hybrid event with over 450 registrants and the report was featured on a live radio and television segment. It provided a pathway for policy makers and industry leaders to accelerate clean cooling solutions in Singapore by identifying technologies that can create the highest impact and drive action.



INCREASE CAPACITY AND UPTAKE ON SBTi

The Science Based Targets initiative (SBTi) was formed to help companies set meaningful climate targets, aligned to the latest science. We have been working closely with companies in helping them to increase their capacity and uptake on the SBTi standard by running tailored programmes.

- **Over 800 registrants for the Climate Business Event Workshops were empowered and inspired by the sharing from leading scientists, WWF-International subject matter experts, SBTi management, and Singapore business leaders including Keppel, PwC, Razer, Singtel, and Temasek.**
- **The cooling report gained attention among policymakers and businesses that cooling is responsible for one-third of the nation’s electricity consumption, and the commercial building sector offers the biggest opportunity to adopt clean cooling solutions.**
- **The report also highlights four clean cooling solutions that can bring grid flexibility to support Singapore’s decarbonisation goals**

#WEGOTTHIS

HIGHLIGHTS

The first year of #WeGotThis saw 130 youths participating in the programme with 53 participants successfully completing the course.

Year two of the programme opened its doors to more participants this year, with the extension in age limit for participation to 30 years old.

More in-person meetings, activities, and networking sessions were included for the second year of the programme.



Recognising the power of youth in driving meaningful progress, WWF-Singapore and Temasek Foundation are working with like-minded partners to create a youth-led community movement to empower younger generations in Singapore and Southeast Asia to take the lead in their own sustainable future, through social media advocacy. Youth participants of ages 18 - 25 underwent virtual masterclasses, bootcamps, and hands-on mentorship programmes helmed by industry experts to guide them through the journey.

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#WeGotThis

Using the skills, knowledge and tools acquired through the programme, 89 youths from the Class of 2021 formed 42 teams who designed and executed strategic online campaigns to engage in public outreach and contributed to a youth-led movement on sustainability. They were selected from over 400 youths from around the world, including Cambodia, Hong Kong, India, Kenya, Malaysia, Myanmar, Singapore, and Thailand.

Some of the best campaigns included a LinkedIn campaign - Sustainable Finance Simplified, winner of the Campaign with the Best Content award. The campaign explained complicated concepts and jargons that are often used in sustainable finance topics.



There were also creative campaigns recognised, like _painot, an instagram page featuring creative illustrations on climate change and global warming. These campaigns successfully relayed educational material regarding environmental issues and initiatives to a wider audience.



In April, launched the second year of #WeGotThis with Temasek Foundation, where the age limit was raised to 30 years old for participation, following the demands from older youths who were interested to participate. More in-person activities such as field trips and networking sessions were included in the planning of the programme. The second year of the #WeGotThis is currently ongoing, and will see its final outcome and graduation in December 2022.





WWF

Conservation Fund

EARTH HOUR

HIGHLIGHTS

Over 1000 establishments switched off their non-essential lights during the hour.

The Kosong Plan doubled in pledges since its inception in 2021.

More communities, government officials, businesses, and individuals spread the message of collective climate action through social media than the past year.

Earth Hour 2022, provided a great indicator for the readiness to take action for nature from individuals to businesses. Businesses and organisations committed to switching off non-essential lights for an hour. A total of over 1000 establishments, and over 500 individuals who pledged to do so with their homes, a record-breaking count of switch off since Earth Hour first started in Singapore. In addition, the count of personal net zero pledges, the WWF's Kosong Plan, doubled since its launch in 2021.

The switch off came to life at 8.30 pm local time on 26 March 2022, with a stunning display of the nation's united resolve for nature, Singapore and its iconic skyline went dark as hundreds of landmarks, buildings, residences and individuals islandwide made a stand for climate action and switched off their lights for this global movement. This year, Earth Hour also saw strong positive participation also from the local communities, like West Coast Grassroots Organisation who held a month-long line up of activities with the community around them, which culminated in a Facebook livestream event on the main Earth Hour day.

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FUTURE SUSTAINABILITY LEADERS

HIGHLIGHTS

Under the Eco-Schools programme, we've engaged schools through school talks on topics such as climate change, waste management and wildlife conservation.

Eco-Schools expanded scope features school-wide, student-led sustainability projects

Our volunteer programme is going strong, and we meet up with our volunteers annually to engage and thank them for their contribution.

Shaping future leaders in sustainability by engaging youths, educators, and the community at large, is one of our priorities locally. Through our school engagements programmes, and volunteer programmes, we deepen their knowledge and participation in critical thinking discussions surrounding environmental issues.

Youth engagement is a big part of our education and outreach work to grow future leaders in sustainability and conservation. This is achieved by creating resources for educators and students to deepen their knowledge and participate in critical thinking discussions surrounding environmental issues.

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ECO-SCHOOLS PROGRAMME

Under the Eco-Schools Programme, we conducted school talks on themes and topics aligned with our conservation goals. Topics covered include climate change and nature, wildlife conservation, sustainable diet and food waste, plastic waste, and circular economy. From January till June this year, we completed 36 school talks and engaged a total of over 20,000 students and teachers across preschool, kindergarten, primary and secondary school institutions.

Expanding the scope, we work with educators and students, to take on school-wide, student-led projects. With guidance from our experts, students go through a 7-step framework that builds their capacity as leaders to implement outreach initiatives within their school. This will hopefully enable student leaders to take charge of environmental efforts, and find ways to involve the school community to take action.

In 2022, the Eco-Schools Programme conducted 36 school talks with a total of over 20,000 students and teachers engaged. 69 student-led Eco-Schools Projects were completed, and over 300 students and teachers trained.

Year 1 of #WeGotThis saw 60 successful social media campaign launches across 18 countries and 4 continents. 29 of those campaigns were based in Singapore. Some of the areas of interest of these campaigns included biodiversity conservation, plastic alternatives and climate action.



GREEN CITIES

HIGHLIGHTS

Greening Singapore begins with educating the masses of the importance of conservation.

WWF-Singapore Pandas joined in the OneMillionTrees Movement to help repopulate the native flora and fauna with NParks.

is an effort that WWF-Singapore continues to take.

Engaging communities

Singapore is home to multiple natural ecosystems including tropical forests, mangrove swamps and coral reefs - hosts to a rich haven of biodiversity. Conservation starts at home and so it is crucial to highlight to the masses of the importance of preserving our local flora and fauna. We are passionate about helping individuals and communities foster a deep connection with their natural environment and activate them to act on its behalf.

This year, we worked closely with the National Parks Board (NParks) in two major events that championed Singapore's greening journey.



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ONEMILLIONTREE MOVEMENT

The movement was started by NParks with the aim to restore nature back into our city, by planting a million more trees islandwide over the next 10 years. We supported the movement by first bringing our Pandas, with the invitation from NParks, to plant more than 60 native tree saplings at the Dairy Farm Nature Park. Aside from repopulating the area with native tree species, NParks also educated us about Singapore's natural heritage through the tree planting session.

FESTIVAL OF BIODIVERSITY

The annual Festival of Biodiversity (FOB) by NParks, was back in action since the COVID-19 restrictions were eased, and this year we were once again invited to be a part of it. Our participation this year showcased the topic of illegal wildlife trade, and our work in engaging school students and educators through the Eco-Schools programme.

More than 200 visitors were engaged at the event, and our Pandas had the honour of meeting with the Guest-of-Honour, Minister for Education, Mr Chan Chun Sing, and Minister for National Development, Mr Desmond Lee, when they visited our booth.

ANNUAL VOLUNTEER MEET

Over the years, our volunteer base has grown tremendously through the various volunteer programmes that we have such as the Cyber Spotter programme, and the Kosong Kaki. They've helped make our programmes held locally a success, and be the voice for our organisation to their peers to garner more support.

A collective meet up session with our volunteer base is held at the start and middle of every year, to meet and greet the volunteers, show our appreciation for their active participation in our programmes, and allow networking amongst the volunteers. This year we did it virtually, pre-easing of the Covid-19 restrictions, and had a great time with playing games, and networking with the volunteers.



DONORS' STORIES

I TURNED 8 AND WROTE A BOOK FOR NATURE! LAUREN QUINN AFABLE, 2021

"This all started when my love for animals began to grow. I decided that money should be used to save animals too. So I wrote a book about animals and all the money I got from the sales of the book would be donated to WWF. I was very excited when people started buying the book, especially those who were getting multiple copies. Although it was hard work writing the book, it was all worth it in the end. I hope the money we raised can be used to protect endangered animals. This is only the start of my journey.

I started the campaign because I wrote a book about animals and I wanted to save the animals. I also wanted to encourage other children to love animals and write their own story. I felt excited and proud when I first shared my fundraising campaign with my family and friends. And when a few people first bought my book, I was dancing and jumping on the couch!

The most challenging part was thinking about how to write the story. But if you plan to do your own campaign, know what you care and are passionate about, don't rush and work hard.

Lastly, do your best and pray that God will help you."



CARAT FOR CHANGE - CARAT, 2021

"We decided to partner with WWF for our Peer-to-peer Carat for change initiative because WWF was very aligned with the climate change cause we wanted to support. Our challenge was dedicated to supporting the marine protected areas specifically as their marine life has global impact.

Our goal was not only to support the cause but also raise awareness about the importance of protecting our oceans in the battle against climate change."



GOVERNANCE AND POLICIES

WWF-SINGAPORE IS GOVERNED BY THE SINGAPORE COMPANIES ACT 1967 AND THE CHARITIES ACT 1994 AND 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 goals in accordance with its principal objectives and mission. The BOD also oversees the financial management of resources. As a fundamental part of its responsibilities, the BOD is committed to ensuring that the highest standards of governance are practised within the organisation.

As at the date of this report, there are 11 members on the BOD. No board member has served on the board for more than 10 consecutive years. Directors serve up to two consecutive or non-consecutive terms of up to 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 a director. The BOD conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter. The last self-evaluation was conducted in December 2020.

The WWFS Conservation Fund, managed by WWF-Singapore, is administered by the Board of Trustees ("BOT"), comprising four trustees as at the date of this report. The BOT is responsible for ensuring that the objectives and goals of the WWFS Conservation Fund are achieved with its charitable purpose and objectives. The trustees are independent of WWFSingapore management and receive no remuneration for their services. The BOT conducts a self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter. The last self-evaluation was conducted in December 2020.

The BOD and BOT have conducted meeting(s) respectively, as stated in the meeting attendance section, during the past financial year for the purpose of carrying out their duties, attended by the company secretary and presided by their respective Chairmen. The financial year for both WWF-Singapore and WWFS Conservation Fund runs from July to June.

THE AUDIT, RISK AND FINANCE COMMITTEE

The Audit, Risk and Finance Committee (ARFC) oversees the overall financial accounting, reporting, internal controls and financial risk management of WWFSingapore. The ARFC maintains its independence and reports to the Board of Directors. It provides a channel of communication between the Board of

Directors, management, the internal and external auditors on risk and financial matters. All members are independent persons and the Chair is an independent Board member nominated by the Board of Directors. The ARFC met four times in the past financial year.

PDPA POLICY

WWF-Singapore acknowledges and understands the importance of the protection of Personal Information in accordance with applicable data protection laws and regulations.

The personal data protection policy ("Personal Data Protection Policy") is a set of internal policies and guidelines to be adhered to by WWF-Singapore, and is primarily designed to ensure that WWF-Singapore meets the requirements of the Singapore Personal Data Protection Act (PDPA) and other applicable data protection laws and regulations.

This Personal Data Protection Policy is supplemental to, and is to be read in conjunction with, the WWF-Singapore Privacy Statement published on https://www.wwf.sg/wwf_singapore-pdp_policy/.

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 a no-tolerance approach to fraud and corruption. This policy defines fraudulent and corrupt activities

and provides guidance to employees and contractors on the high standards of personal conduct and integrity that they need to adhere to, and defines the responsibilities of management and staff at different levels to prevent fraud and corruption.

WHISTLEBLOWER POLICY

WWF-Singapore has a whistle-blowing policy which provides for an independent mechanism such as a hotline / email for stakeholders (employees, external parties) to safely report matters related to illegal activity, improper conduct, fraud, corruption or dishonest and unethical practices. The whistle-blowing policy is publicly available on <https://www.wwf.sg/whistleblowing-policy/>.

CONFLICT OF INTERESTS POLICY

This policy outlines examples of situations which may present potential conflicts for an employee, contractor or director. All employees and board members of WWFSingapore and trustees of the WWFS Conservation Fund are required to annually submit a conflict of interests declaration to ensure that potential conflicts of interest are identified and managed on a timely basis.

FUNDRAISING EFFICIENCY

WWF-Singapore maintains a fundraising efficiency ratio below 30%, in accordance with local charity guidelines.

EXECUTIVE MANAGEMENT



R. RAGHUNATHAN
Chief Executive Officer
Date of Appointment: 16 April 2020

Mr R. Raghunathan (Raghu) is the Chief Executive Officer of the World Wide Fund For Nature (Singapore) Ltd since April 2020. WWF-Singapore is a regional hub for one of the world's largest conservation organisations.

As CEO, Raghu is focused on shaping conservation strategies with global impact and local relevance, bringing communities, businesses and governments together to enable change. He believes in making a positive impact for the world by empowering people to take climate action and restore our natural biodiversity.

Raghu brings more than 25 years of extensive and diversified experience in management and finance consulting, having spearheaded successful business transformation strategies for organisations in Singapore and the region. Prior to joining WWF-Singapore, Raghu provided consulting services related to the implementation of digital technologies, working with industry associations, government agencies and local small and medium enterprises in Singapore. He is also a former partner and leader in the Consulting practice of PricewaterhouseCoopers (PwC) Singapore.

Raghu graduated from the University of New Delhi with an Honours Degree in Commerce. He is also an executive committee member at SINDA (Singapore Indian Development Association), a self-help group that uplifts the socio-economic status of the Indian community in Singapore.



ELIZABETH CLARKE
Director, Conservation
Date of Appointment: 1 April 2020

Elizabeth (Liz) Clarke has been with WWF-Singapore since 2017 and is a lifelong environmentalist. She previously led the business programme for the Zoological Society of London (ZSL) where she launched the Sustainability Policy Transparency Toolkit (spott.org) and a landscape approach in Sumatran tiger habitat. Her expertise in sustainable palm oil led her to become the WWF global palm oil lead, representing WWF on the Roundtable on Sustainable Palm Oil (RSPO) Board of Governors and in various sustainability working groups.

Other engagements include the Business and Biodiversity Offsets Programme executive committee, the High Conservation Value (HCV) Network management committee, the Wildlife Friendly Enterprise Network board, and the Southeast Asia Climate and Nature-Based Solutions Coalition (SCeNe) steering committee. She is an Associate of the Institute of Environmental Management and Assessment (AIEMA), starting her career as an environmental and sustainability consultant in London, and for six years was the Biodiversity and Ecology Section Co-Chair of the International Association of Impact Assessors (IAIA).

Her passion for wildlife and nature stems from an upbringing on the southwest coast of England where she learnt to scuba dive and hiked in the countryside and on the moors, and she went on to study Zoology BSc (ARCS) at Imperial College London and Environmental Policy MPhil (Cantab) at Cambridge University. In her spare time Liz enjoys discovering green spaces in Singapore with her rescue dog, Leia.

EXECUTIVE MANAGEMENT



UMA SACHIDHANANDAM
Deputy Director, Conservation
Date of Appointment:
24 November 2021

Uma Sachidhanandam is at present Deputy Director of Conservation at WWF-Singapore where she works closely with conservation, policy and the education and outreach teams. She was previously a senior lecturer on sustainability with Republic Polytechnic for 10 years. She started her career specialising in Environmental Education and Outreach at the Singapore Environment Council and at the time of her departure was Deputy Director of the organisation and Director of Projects. She has had over the years the opportunity to build up a wealth of experience relevant to Singapore's conservation agenda. She has published scientific papers and books on sustainability issues and biodiversity.



JOSH PINDER
Director, Fundraising
Date of Appointment:
17 June 2019

Josh is the Director, Fundraising for WWF-Singapore, working over 20 years in the not for profit sector as a senior strategic engagement, marketing & fundraising director, consultant and manager.

Josh specialises in the multi disciplines of donor stewardship, supporter engagement, fundraising, communications and marketing. He believes an emphasis on audience understanding, relationship management, and communication is essential in bringing nature conservation to life for supporters.

Josh is passionate about inspiring people and embracing direct methods of communication, which are essential in delivering meaningful and impactful conservation programmes.



VIVEK KUMAR
Director, Marketing, Communications and External Relations
Date of Appointment:
2 November 2021

Vivek Kumar is the Director, Marketing, Communications and External Relations, for WWF-Singapore, leading brand management, marketing, web infrastructure, strategic communications and external relations. He is a member of the WWF-International Communication Leadership Group.

Vivek and his team work on multi-stakeholder campaigns to drive awareness on conservation and sustainability topics through collaboration with communities, businesses, institutions and governments.

Vivek has over 20 years of diversified leadership experience in MNCs such as Shell Retail, WPP Group PLC, and public sector entities such as the NTUC. Formerly the NTUC FairPrice Group's Director, Strategic Marketing and Omnichannel Monetisation, he spearheaded marketing transformation for over 160 Cheers and FairPrice Xpress stores and established the business blueprint, a partnership ecosystem and led the P&L for FairPrice Group Media.

An alumnus of the Harvard Business School, Vivek is the honorary Chairman of the Asia-Pacific Advisory Board of the Global Chief Marketing Officer (CMO) Council. He is a Board Member of Assurity Trusted Solution (wholly owned subsidiary of the Government Technology Agency of Singapore), and a member of the Digital Committee of Singapore Institute of Directors (SID).

EXECUTIVE MANAGEMENT



KRISTINA ANGUELOVA
Head, Asia Sustainable Finance
Date of Appointment: 1 June 2021

Kristina Anguelova currently leads the Asia Sustainable Finance team across the banking, responsible investment and regulation workstreams. Previously, she managed WWF-Singapore's Asia Sustainable Finance Initiative (ASFI) - a multi-stakeholder initiative aimed at harnessing the power of the finance sector, transitioning capital markets to build low-carbon, nature-positive economies through focusing on collective engagement, training and capacity building, strengthening strategic partnerships, adoption of sustainability reporting standards and disclosures, as well as growing science-based research, targets and tools; Expanding beyond core ESG themes, ASFI focuses on sectors such as food and agriculture, energy, transport, and infrastructure.

Before joining WWF-Singapore, Kristina established and developed a multilateral association, supporting several countries with little or no representation in Singapore. She is also involved in the innovation and startup ecosystem in Europe and Singapore, supporting early-stage startups through mentorship, advisory or investment, primarily in financial inclusion and well-being, equitable workplace and education technology.



JAMES CAIRNS
Head, Operations and Projects
Date of Appointment: 4 May 2020

James (Jay) Cairns joined WWF-Singapore in 2020 and has had the opportunity to work with his colleagues to support employee engagement, renovate the office, oversee contractual matters, and promote cross functional project management. Initially hired to the Human Resources department, he has taken on additional roles within the Communication department and now is Head of Operations and Projects; a mandate that includes administration, facilities, IT, and legal.

Jay has previously had the privilege to focus his efforts towards doing good through diverse roles in government, higher education, and charities. Within the government, he managed a partnership between the regional school board and community stakeholders to develop and deliver healthy and active living programming to thousands of students and families. Within higher education, he supported an institution's first foray into digital recruitment and introduced a data driven approach to its wider recruitment efforts within one of its divisions. As well, he has worked as an internal workplace coach providing guidance to students, staff, and faculty. He has also coordinated funding, training, and events for individuals with less access to such resources with multiple charities.



SOPHIA ZHU
Director, Finance
Date of Appointment: 13 September 2021

Sophia was appointed as Director of Finance in Sep 2021. In this role, Sophia has led the finance digital and operating model transformation through the COVID pandemic, particularly challenging given the safe management measures at the workplace. She strengthened the control and governance in alignment with the Singapore Charities Act, Financial Reporting Standards, and WWF global policies. Her leadership is pivotal in driving data-led business decision-making, operational efficiency, and ensuring financial stability of the company to support WWF's priority conservation activities in Singapore and the rest of the global network.

Prior to joining WWF Singapore, her responsibilities included finance strategy development, financial planning and performance management, controllership, digital transformation project management, corporate finance, merger and acquisition evaluation, and integration. Sophia brought considerable experience to the role having spent her career in senior finance roles at the fastest-growing global business unit of Unilever, and the regional leadership team of Diageo Asia Pacific. From 2005 to 2012 Sophia held a number of corporate finance positions in the energy industry focusing on project investment, financing, and partnering with businesses for expansion and inorganic growth opportunities.

Sophia is a Chartered Accountant and holds a master's degree in Management of Information Systems and Digital Innovation from the University of Warwick. She is married with one child and enjoys spending time with her family. With a passion for nature, she is an enthusiastic but amateur hiker.

EXECUTIVE MANAGEMENT



KAMAL SETH
Global Palm Oil Lead
Date of Appointment: 14 March 2022

Kamal is the Global Palm Oil Lead for the World Wide Fund for Nature (WWF) based in Singapore. His expertise lies in providing strategic direction for mainstreaming sustainable palm oil production, trade and consumption and for organisations to take the necessary actions for UN SDG 12 - Responsible Consumption and Production and UN SDG 13 - Climate Action amongst many others. Kamal has been managing global partnerships and programmes with key stakeholders like companies, financial institutions, civil society organisations, sustainability standards and governments to halt deforestation and to improve the livelihood of smallholders connected to commodities like palm oil. He co-chairs Roundtable on Sustainable Palm Oil's (RSPO) 'Assurance Standing Committee' and 'Shared Responsibility Working Group' and is a member of the 'Standards Review Steering Group'.

Previously as the Global Deputy Director, Market Transformation and Head of India for the RSPO, he supported the formation of I-SPOC - Sustainable Palm Oil Coalition for India and scaled up RSPO's growth and impact in India, China and Asia Pacific. To engage consumers for sustainable consumption, Kamal led the #KnowYourPalm campaign and built partnerships with Youth for Sustainability (YfS) India Clubs and the YfS India Alliance as a founding and steering committee member. He has also been a member of the World Economic Forum's (WEF) 'Expert Review Panel' and COP26's Forest, Agriculture and Commodity Trade – FACT Dialogue Global Multistakeholder Taskforce. He loves to stay updated with the latest developments in the world of market transformation and completed the 'System Thinking' programme from the Massachusetts Institute of Technology (MIT) in 2021.



SHARON LIE
Senior HR Advisor
Date of Appointment: 14 March 2022

Sharon Lie joined the organisation as a volunteer to lead the Human Resources department in June 2021 to assist in rebuilding the team, and worked closely with the Executive Management team through the transformation of the organisation. During the transformation period, the team also continues to upgrade the HR processes and policies. The focus and priority is to support WWF-Singapore's strategy through employee development and well being.

Sharon is an established HR leader with 20 years experience in HR consulting and in-house roles covering the United Kingdom, Europe, Asia, Australia and China. She is currently the Global Head of Total Rewards, and Corporate Functions HR for LIXIL, a Tokyo listed company with 60,000 employees.

Having started her career as a practising solicitor in London (personal tax and trusts), Sharon's experience covers the full breadth of HR with deep roots in Executive Reward, HR operations and compliance and Mergers and Acquisitions. Her consulting career started with Mercer in both the London and Sydney offices, while her major corporate role was with GE Money Asia, based in Singapore as Regional Head of Compensation and later leading the APAC HR team. Deeper market HR leadership experience was gained as Head of HR for Mondelez China with a HR team of 100 covering 10,000 employees across China.

WWF-SINGAPORE BOARD OF DIRECTORS



MR ACHAL AGARWAL
Board Member of WWF-Singapore
since 17 August 2015
Chairman of WWF-Singapore
since 21 December 2020

Mr Achal Agarwal is an accomplished executive with over 40 years of experience in leadership roles at successful global companies and a passion for human capital development. Most notably, Mr Achal prioritises on encouraging and motivating his teams to innovate, digitalise, and develop them to be the leaders of the next generation.

As Chairman of the Board of Directors for WWF-Singapore, Mr Achal brings his vast experience in developing people, building teams, and leading transformative growth, to help achieve our purpose. His leadership at WWF-Singapore would be instrumental in helping address conservation and climate challenges such as deforestation, haze pollution, food security, plastics, sustainable finance, sustainable consumption and illegal wildlife trade. He also acts as an advisor to corporate partners on their transformation efforts which are grounded in sustainable purpose.

Mr Achal has made a conscious effort to engage and develop future leaders at business schools such as INSEAD Asia Campus, National University of Singapore, and Singapore Management University. He has also been a keynote speaker at leadership forums organised by the Economist, EuroCham, Milken Institute and Human Capital Leadership Institute.

Mr Achal was previously the President for Kimberly-Clark's Asia Pacific business for more than 11 years. His last role at Kimberly-Clark was the Global Chief Strategy and Transformation Officer, where he reported to the Global CEO and was a member of the Global Executive Leadership team. Before joining Kimberly-Clark, Mr Achal held senior leadership roles at PepsiCo.

Under Mr Achal's leadership, Kimberly-Clark embarked on an ambitious journey to reduce its environment footprint across Asia Pacific, through investments in renewable energy, expansion of recycling and reuse programs, sponsorship of leading industry standards such FSC certified pulp, and several afforestation programs. In Singapore, K-C installed one of the largest solar rooftops in the city on its manufacturing site in Tuas, partnered with NUS MSc in Environment Management program to promote the study of the circular economy, and drove innovation in manufacturing initiatives to divert waste from landfill.

Mr Achal is currently a Non-Executive Director on the boards of Amcor, a global leader in developing and producing high-quality, responsible packaging, and SATS Ltd, Asia's leading provider of food solutions and gateway services. Mr Achal is based in Singapore with his wife and two daughters.



MR HSIEH FU HUA
Board Member of WWF-Singapore since
1 July 2022

Mr Hsieh Fu Hua serves on the boards of a number of non-profit and business organisations. He chairs the National University of Singapore, the National University Health System and the Singapore Business Federation Foundation Limited. He is currently also a member of the National Research Foundation's Research, Innovation and Enterprise Council.

He is active in the social sector and co-founded a number of charities, especially in the area of mental health. He was previously President of the National Council of Social Service and Chairman of Stewardship Asia Centre as well as the National Gallery Singapore.

In business, Mr Hsieh is the Chairman of Eastspring Investments Group Pte Ltd and GXS Bank Pte Ltd (a Grab-Singtel joint venture for digital banking). He is also a board director of GIC Private Limited and adviser to the PrimePartners Group, which he co-founded.

Mr Hsieh started his career in merchant banking and capital markets in 1974 when he joined Morgan Grenfell Asia Holdings upon graduation, eventually rising to head the organisation. He subsequently served as Group Managing Director of BNP Prime Peregrine Group Hong Kong, CEO of Singapore Exchange, President of Temasek Holdings and Chairman of Tiger Airways Holdings, United Overseas Bank and Asia Capital Reinsurance Group respectively.

Mr Hsieh is an alumnus of the NUS Business School.



DR. GEH MIN
Board Member of
WWF-Singapore since
9 April 2019

Dr Geh Min is an ophthalmologist with a strong interest in environmental issues.

She was President of Nature Society Singapore from 2000 to 2008 and still remains on the council as Immediate Past President. She also served as a Nominated Member of Parliament and was awarded the inaugural President's Award for the Environment and the Honorary Watermark Award.

Dr Geh Min also serves on several boards and advisory councils including the Temasek Life Sciences Laboratory Limited, Centre for Nature-Based Climate Solution – NUS, The Duke-NUS Medical School, The Master of Science (Environmental Management), NUS and Birdlife International (Asia).



MR ABHIJIT GHOSH
Board Member of
WWF-Singapore since
9 April 2019

Mr Abhijit Ghosh is an International Tax Partner of PwC Singapore. He has more than 32 years of experience in advising, setting up and managing various cross-border complex business structures and operational models for MNCs, SMEs and NPOs as they expand globally using Singapore as a hub location. He is also actively involved in providing input/ guidance to emerging economies in shaping their FDI and related policies.

Mr Abhijit was an Adjunct Associate Professor of NUS and conducted multiple IP Tax Strategy workshops for IP Academy/NUS. He was on the Board of Maxwell Chambers Pte Ltd (under Ministry of Law) which was responsible for promoting Singapore as an international arbitration centre. He also served as a Board member and Chairman of the Audit Committee of Intellectual Property Office of Singapore.

Currently he is the Treasurer and a council member of the Board for the Teaching and Testing of South Asian Languages under the aegis of Ministry of Education and plays an active role as a Board member of Sifas Production Pte Ltd and as a the Audit Committee Chairman of Singapore Indian Fine Arts Society (SIFAS).



MS KAN SHOOK WAH
Board Member of
WWF-Singapore since
9 April 2019

Ms Kan Shook Wah was a public servant who served in various senior appointments in the Ministry of Defence for over 35 years until her retirement in 2015. In 2001, she received The Public Administration Medal (Silver).

In 2013, Ms Kan founded the Dare to Dream Scholarship for students with disabilities at the Lasalle College of the Arts. The scholarship was extended to the Nanyang Academy of Fine Arts in 2017. She is also active in the wider community in support of persons with disabilities.

As Director (Projects) at Ad Planet Group, Ms Kan focuses on projects that support the special needs, arts and health communities. She also sits on the boards of some private organisations and start-up charities.



MS SUSAN DE SILVA
Board Member of
WWF-Singapore since
20 November 2019

Ms Susan de Silva is a certified Life & Executive Coach who helps people sustainably thrive in their lives and work. She has been a practicing lawyer for over 30 years, the majority of which were with the law firm she co-founded in 1994 until she stepped down in December 2018 to focus on her coaching practice.

Ms Susan has a strong personal interest in nature and the environment. As a lawyer, Ms Susan established her law firm's practice on Environmental law, advising on industrial pollution control, energy and clean technology.

Her experience working with charities and corporates includes advising the former National Council of the Environment in its corporatisation to the Singapore Environment Council (SEC), an institution of public character with which she served as Director and Corporate Secretary. Ms Susan also served as legal adviser to SAFECO which evolved into the Sustainable Energy Association of Singapore (SEAS).

Ms Susan currently serves on the Employability & Employment committee of Yellow Ribbon Singapore (YRSG), which is committed to rebuilding the lives of ex-offenders by helping them enhance their employability potential.



MR JIT NAGPAL
Board Member of
WWF-Singapore since
21 December 2020

Mr Jit Nagpal serves as a member of NHRC and of the Board of Directors of WWF- Singapore.

Mr Jit is an advocate of living meaningfully. He believes that employees and clients are an integral part of our communities, and that creating a delightful experience for them is a way of giving back every day. To achieve work-life success for employees, and to ensure that employees develop learning agility so that they keep learning through experiences, he supports them with coaching, IT systems and digitalised processes that enable them to complete their tasks within normal work hours so that they achieve their aspirations. He leads his organisation to support various initiatives in the areas of nature conservation, career coaching and education of children in need.

He is a founder/CEO of Sciente group which has won 30+ awards during 15 years with business interests in business technology consulting within banking, insurance industries and technology talent management services across the industries. He has played a leading role in the ICT industry for more than 33 years with rich work experience in business applications, IT systems integration, digital transformation, and technology talent management.

He is one of the active ICT Career Mentors since 2016, under ICT Career Compass initiative of Singapore Computer Society and WSG Singapore. He is also a brand ambassador of life- learning and Certified Career Advisor and Certified Career Practitioner by WSG Singapore. He is a charter member of TIE Singapore and SCS Technopreneurship SIG to add value to aspiring entrepreneurs.

Making the real impact in the lives of people and living a meaningful life are the values that Jit lives by every day.



MR JUSTIN SEOW
Board Member of
WWF-Singapore since
21 December 2020

Mr Justin Seow is the founding principal of Albizia Capital, a boutique ASEAN consumer specialist investment firm, which has been working through its Responsible Investing framework with entrepreneurs to improve sustainability and mitigate negative environmental impact in their operations. He has served on corporate boards and been active with charities in the region.



MS KIRTIDA MEKANI
Board Member of
WWF-Singapore since
1 May 2021

Ms Kirtida Mekani currently serves on the Board of Directors in WWF-Singapore. She has devoted her life to advocating for her passions for the environment, education, arts and business. Ms Kirtida is seen as a change-maker in matters relating to our environment, biodiversity, climate change and nature-based solutions – and has championed many programmes that connect communities, corporations and students with nature.

As an entrepreneur, educationist and businesswoman with diverse experience in fundraising, institutional advancement, capacity building and promoting environmental causes, Kirtida also plays key roles in other environmental agencies serving on the board of Botanic Gardens Conservation International (BGCI). She is a committee member on the NParks Garden City Fund Management Committee, and was the Executive Director of the Singapore Environment Council. Kirtida had also served as a committee member on the Environment and Health Committee of the South West Community Development Council of Singapore (SWCDC) for three terms.

In the education space, Kirtida serves on the International Advisory Board of the

Global Schools Foundation (Singapore), as well as the Singapore Indian Fine Arts Society (SIFAS) management committee. She was also a trustee on the Board of the United World College of South East Asia (UWCSEA) Foundation, chairing their fundraising committee. Kirtida uses her business acumen to raise funds for various institutions and causes, including the Singapore Management University, the Anglo-American School of Moscow, and others. Kirtida serves as Director on the Board of LASALLE College of the Arts Singapore and Jane Goodall Institute of Singapore (JGIS).

In recognition of her outstanding efforts, Kirtida was bestowed the prestigious President's Award for the Environment in 2015. She was also nominated for the Singapore Women Award in 2014, and recognised as a 2012 Community in Bloom (CIB) ambassador.

Outside of work, Kirtida is an accomplished artist and ceramist, whose works have been showcased at exhibitions across Singapore. Kirtida aspires to continue creating, funding and supporting initiatives that bring people together, drive education forward and nurture the minds of future generations.



MS TRINA LIANG
Board Member of
WWF-Singapore since
1 May 2021

Ms Trina Liang serves on the Board of Directors in WWF-Singapore. She is a fund manager for a US\$5bn firm, focused on renewable energy investing in Asia. She is Singapore's current representative to the G20 for Women.

She is President of Women in Sustainability and Environment (WISE) Singapore. In 2021, her new board appointments include World Wildlife Fund for Nature (WWF) and SPCA Singapore. She also serves on the boards of the Community Foundation of Singapore, Singapore Repertory Theatre, United Women Singapore and Victoria Junior College.

She is past president of UN Women Singapore and the Financial Women's Association Singapore. And the past vice president of the Singapore Council of Women's Organisations and co-lead of BoardAgender.

Past board appointments include Sentosa Development Corporation (audit); Singapore Institute of International Affairs (member), National Volunteer and Philanthropy Centre (NVPC, member), In 2014,

she was appointed Chairperson of the Philanthropy in Asia summit organised by NVPC. From 2015 she was appointed co-chair of the President of Singapore's Volunteer and Philanthropy Awards (PVPA). She together with her husband set up the Lin Foundation in 2016. In Nov 2018, she and her husband were named Forbes Asia's 2018 Heroes of Philanthropy. Tatler's Philanthropy award. In Aug 2018, Harper's Bazaar Singapore named her on their Power List. In Nov 2018, Tatler awarded her the Philanthropy Award.

She was voted Woman of the Year (Business & Finance) by Women's Weekly in 2006 and Her World's Most Inspiring Women under 40 in 2010. She was named both Straits Times' 50 Young Singaporeans to Watch (2004) and 20 Women to Watch (2006).

She has worked as a speech writer in political campaigns notably: the 2011 Presidential elections representing Dr Tony Tan (President of Singapore 2011- 2017) and Minister Lawrence Wong's (Singapore's Finance Minister) 2015 election campaign.



MR BEN JAMIN SWAN

Board Member of
WWF-Singapore since
1 May 2021

The co-founder and CEO of Sustenir Agriculture, Mr Ben is the company's resident tech expert and the brains behind Sustenir's patented growing techniques.

At Sustenir, Mr Ben leverages and optimises existing infrastructures to revolutionise traditional farming methods for the 21st century. His patented growing systems for Sustenir bring supply to the heart of demand by providing a controlled environment to enhance produce growth.

Passionate about sustainability, adaptive reuse and carbon footprint reduction, Mr Ben's goal in life is to formulate technology that gives back to communities – starting with healthy, nutritious food and with the long term aims of making a positive difference to the agricultural landscape and promoting a healthy lifestyle.

Prior to starting Sustenir, Mr Ben previously held roles in UOB and Citibank where he was Vice President of Marketing and Regional Vice President of Project Management respectively. During his time at Citibank, Mr Ben oversaw the construction of their regional offices to meet sustainability standards. He was also a construction manager on Marina Bay Sands.

PROF LYE LIN HENG

Appointed as Board Member since 1 March 2016.
Retired as of 20 December 2021.

WWF-SINGAPORE BOARD COMMITTEES

Audit, Risk and Finance Committee	Date Of Appointment
Mr Abhijit Ghosh	Chairperson Appointment Date: 21 January 2020
Ms Susan De Silva	25 November 2020
Ms Kuan Li Li (Co-opted member)	09 October 2017

Marketing and Communications Committee	Date Of Appointment
Ms Kirtida Mekani	Chairperson Appointment Date: 29 June 2021
Mr Benjamin Swan	29 June 2021
Mr Gaurav Gupta (Co-opted member)	29 June 2021

Fundraising Committee	Date Of Appointment
Mr Justin Seow	Chairperson Appointment Date: 22 January 2021
Dr. Geh Min	21 January 2020
Ms Kan Shook Wah	22 January 2021
Ms Trina Liang	29 June 2021

Nomination and Human Resources Committee	Date Of Appointment
Ms Kan Shook Wah	Chairperson Appointment Date: 26 February 2021
Ms Susan De Silva	21 January 2020
Mr Jit Nagpal	26 February 2021

WWFS CONSERVATION FUND BOARD OF TRUSTEES



MR JOSEPH KOH

Chairman of the Board of Trustees
since 12 October 2020

Mr Joseph K H Koh has been on the Board from August 2017 to 21 December 2020, and served as its Chairman from July 2018 to 21 December 2020. He was appointed a Senior Advisor to the Board on 30 April 2021, and became the Chairman of the Board of Trustees of the WWFS Conservation Fund on 12 October 2020. He has been researching 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 Singaporean and Bornean spiders. Mr Koh is an honorary research affiliate of National Biodiversity Centre of the National Parks Board, and the Lee Kong Chian Natural History Museum of the National University of Singapore. He is currently the Chairman of the Friends of Bukit Timah Forest. 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 Australia and Brunei Darussalam. Mr Koh was conferred the President's Award for the Environment in 2021.



MR ACHAL AGARWAL
Board of Trustees since
20 November 2020



**MS LO WEI MIN @ MRS
PEARLYN CHONG**
Board of Trustees since
18 August 2015

Mrs Pearlyn Chong was appointed as a Board of Trustees of WWFS Conservation Fund on 18 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 has served as a council member of CPA Australia Singapore Division, and currently serves as the chair-person of the Division's Public Practice Committee.

She is a fellow member of the ISCA and CPA Australia and an Accredited Tax Advisor (Income tax and GST) registered with SCTP. She is also active in community services where she serves on the board of a number of charities and institutions of public character such as Autism Resource Centre, Pathlight School and Kwong Wai Shiu Hospital.



MS CHNG SOH KOON
Board of Trustees since
11 February 2015

Ms Chng Soh Koon was appointed as Board of Trustees of WWFS Conservation Fund on 11 February 2015. Ms Chng is a communications professional who 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.

WWF-SINGAPORE MEMBERS MEETING

Attendance for Board Meetings FY2022 (1 July 2021 - 30 June 2022)

Names of Board of Directors	Attendance	Total
Mr Agarwal Achal	8	8
Ms Goh Hwee Cheng	1	2
Mr Markham Shaw	2	2
Prof Lye Lin Heng	4	5
Dr Geh Min	7	8
Mr Abhijit Ghosh	8	8
Ms Kan Shook Wah	8	8
Ms Susan Mary De Silva	5	8
Mr Jit Nagpal	6	8
Mr Justin Seow	4	8
Mr Benjamin Swan	8	8
Ms Kirtida Mrs Kirtida Mekani	5	8
Ms Trina Liang Zhen	7	8

Attendance for Audit, Risk and Finance Committee Meetings FY2022 (1 July 2021 - 30 June 2022)

Names of Audit, Risk and Finance Committee Members	Attendance	Total
Ms Goh Hwee Cheng	0	1
Mr Abhijit Ghosh	1	5
Ms Susan Mary De Silva	5	5
Ms Kuan Li Li	5	5

Attendance for Marketing and Communications Committee Meetings FY2022 (1 July 2021 - 30 June 2022)

Names of Marketing and Communications Committee Members	Attendance	Total
Ms Kirtida Mekani	3	3
Ms Benjamin Swan	3	3
Mr Gaurav Gupta	3	3
Ms Trina Liang	3	3

Attendance for Nomination and Human Resource Committee Meetings FY2022 (1 July 2021 - 30 June 2022)

Names of Nomination and Human Resource Committee Members	Attendance	Total
Ms Kan Shook Wah	3	3
Ms Susan Mary De Silva	3	3
Mr Jit Nagpal	3	3

Attendance for Fundraising Committee Meetings FY2022 (1 July 2021 - 30 June 2022)

Names of Fundraising Committee Members	Attendance	Total
Mr Justin Seow	2	2
Mr Markham Shaw	0	1
Prof Lye Lin Heng	1	1
Dr Geh Min	1	2
Ms Kan Shook Wah	2	2
Ms Trina Liang	1	2

Attendance for Trustees Meetings FY2022 (1 July 2021 - 30 June 2022)

Names of Board of Trustees	Attendance	Total
Mr Joseph Koh	1	1
Mr Achal Agarwal	1	1
Ms Chng Soh Koon	1	1
Ms Lo Wei Min @Mrs Pearlyn Chong	1	1

WWF-SINGAPORE ADVISORY COUNCIL



The WWF-Singapore Advisory Council brings together a network of distinguished civic, academic, scientific, business, and philanthropic leaders to help raise funds and advance the WWF's cause and conservation agenda.

Members of the Advisory Council, designated as "Senior Advisors", act as ambassadors for WWF-Singapore and advocates for conservation. They make an effort to keep themselves informed about WWF-Singapore and its conservation initiatives, as well as issues that affect nature, wildlife and the health of the planet.

Our Senior Advisors help enhance WWF-Singapore's visibility within the community, and host and participate in outreach and fund-raising activities.

LIST OF SENIOR ADVISORS (as of December 2022)

Mr Achal Agarwal

Mr Joseph Koh

Mr Tarun Kataria

Prof Annie Koh

Mr Li Li Kuan

Mr Mikkel Larsen

Ms Goh Hwee Cheng

Mr Markham Shaw

Prof Lye Lin Heng

Mr Zubin Dabu

WWF-SINGAPORE COMPANY PROFILE

WWF - WORLD WIDE FUND FOR NATURE (SINGAPORE) LIMITED

A company limited by guarantee

COMPANY SECRETARY

Catherine Lim Siok Ching
Lim Ka Bee

REGISTRATION NO.

200602275E

DATE OF INCORPORATION

20 February 2006

REGISTERED OFFICE AND PLACE OF BUSINESS

354 Tanglin Road
#02-11, Singapore 247672
Website: www.wwf.sg
Email: info@wwf.sg

PLACE OF INCORPORATION

Singapore

EXTERNAL AUDITOR

Ernst & Young LLP
One Raffles Quay, North Tower,
Level 18 Singapore 048583

INTERNAL AUDITOR

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



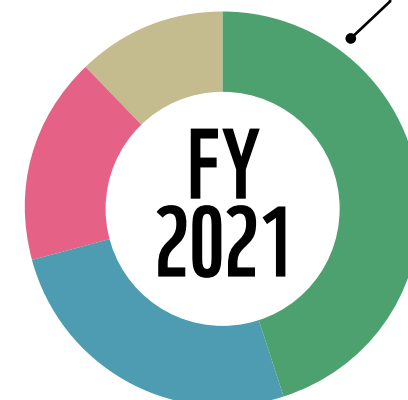
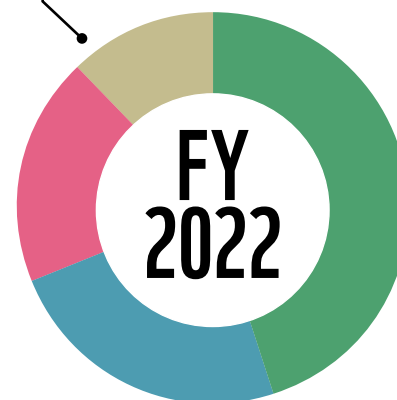
FINANCES INCOME

SOURCES OF INCOME	FY2022	FY2021
	S\$000	S\$000
Donations from individuals	6,646	8,275
Major donors	881	247
Corporate sponsorships and donations	2,519	672
Charitable trusts and foundations	59	19
Income from other WWF organisations*	6,275	7,101
Government Grant	194	2,602
Gifts in kinds	910	1,604
Others	221	110
TOTAL INCOME RESOURCES	17,705	20,630

WWF-Singapore's financial liquidity and reserves policy is to maintain unrestricted operating funds of approximately three 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 from 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.

FY2022	USES OF INCOME	FY2021
45%	PROGRAMMES	45%
24%	OUTREACH, ADVOCACY, EDUCATION & COMMUNICATIONS	26%
19%	FUNDRAISING	17%
12%	ADMIN, HR, FINANCE	12%
100%		100%



FINANCES EXPENDITURE

RESOURCES EXPENDED	FY2022	FY2021
	S\$000	S\$000
Local programmes and outreach	4,554	4,210
Global conservation commitments	2,344	1,553
Fundraising	2,998	2,645
Administrative, consultancy, and professional fees	3,824	2,642
Costs funded by other WWF organisations	5,928	7,379
TOTAL RESOURCES EXPENDED	19,648	18,429

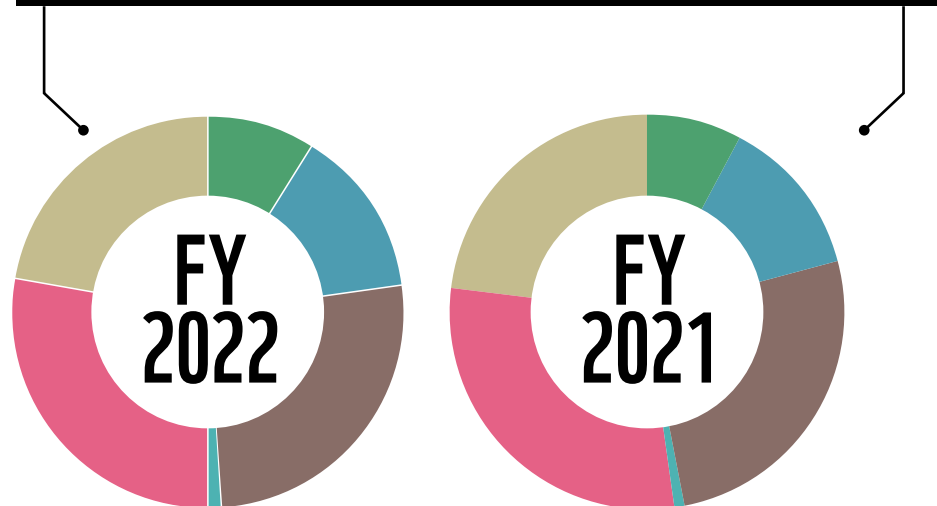
COMPENSATION OF THREE HIGHEST PAID STAFF

With reference to Section 8 of the “Code of Governance for Charities and institutions of a Public Character”, the annual remuneration of three highest paid staff involved in the day-to-day operations are as follows:

	2022	2021
Remuneration band:		
\$100, 000 to \$200, 000	1	2
\$200, 001 to \$300, 000	2	1

In 2022 and 2021, there is no paid staff who is close member of the family of the Executive Heads or Board Members.

FY2022	PROGRAMME SPEND	FY2021
9%	FORESTS	7%
14%	OCEANS	10%
26%	WILDLIFE	36%
1%	PLASTICS	1%
28%	CLIMATE CHANGE	26%
22%	OTHERS (INCLUDE SUSTAINABLE FINANCE)	20%
100%		100%



THANK YOU

We would like to express our heartfelt appreciation to our fellow Pandas, donors, sponsors, volunteers, and partners for your unwavering support to help build a sustainable future for Singapore and the region.

We approach 2023 with a renewed vigour and determination, knowing that you are by our side on this important mission.

Together Possible.



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

together possible™

panda.org

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WWF-Singapore (World Wide Fund For Nature (Singapore) Limited)

354 Tanglin Road #02-11, Tanglin International Centre, Singapore 247672

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