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n 2017, we started an intense process of organizational reflection, which, internally, we call Evolution, reassessing our actions, purpose, mission and values. This work, which has been continuously intensified since then, guides the strategic planning 2020-2030, which also continues to be supported by scientific evidence and our historic socio-environmental commitment, as a way of discovering the levers of a new development model. All of this will allow us to continue contributing to a transformation of Brazil and the world, changing the current trajectory of environmental degradation and promoting a future where society and nature live in harmony.

But we don't just look outwards. Development of our organization and the people who work in it are also the focus of this process. We are evolving towards working models that facilitate

and encourage cooperation and innovation. And that increases flexibility and agility to focus our efforts on topics aligned with strategic planning and connected to the impacts we want to make. Additionally, having clearer roles and responsibilities has the power of boosting individual talents in a context of collaboration and autonomy for small groups.

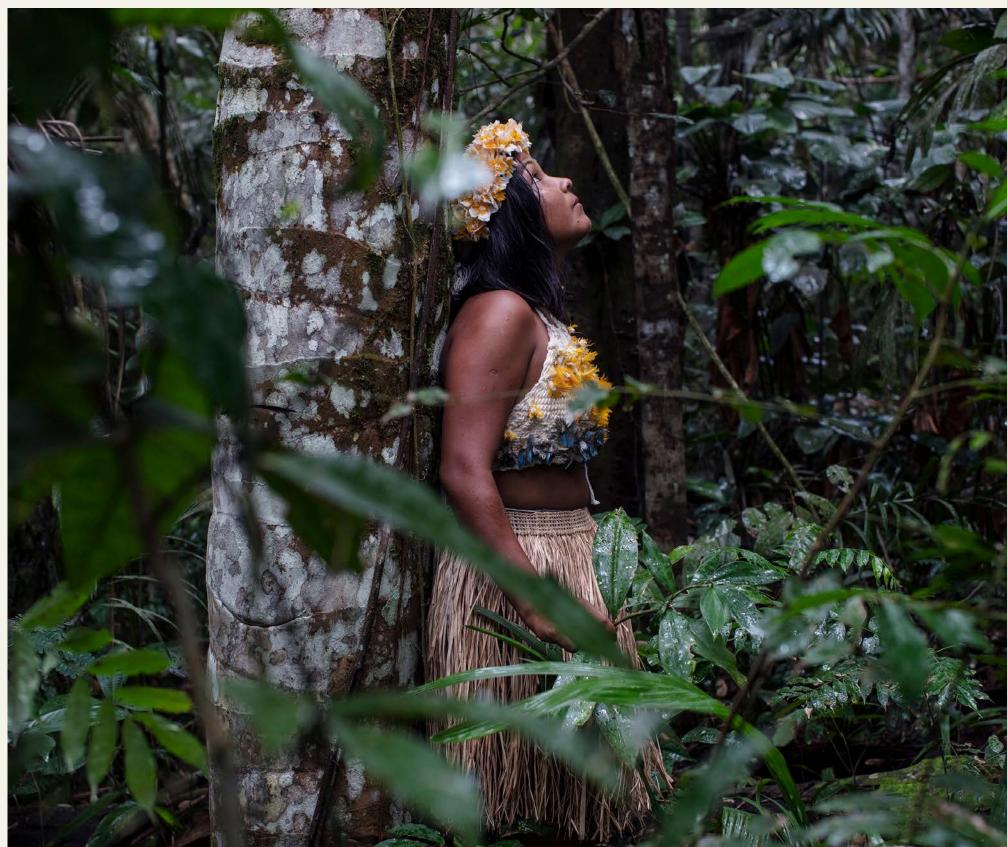
The stimulating and inspiring implementation of these actions has been possible thanks to the collaboration between the Deliberative Council and the Directorate, in addition to the support of the WWF Network. And it is the result of the leadership of the board member Paulo Sodré, who chaired the Board in the last three years and remains with us as an active member. Paulo knew how to conduct this process with mastery and extract from all and everyone - Council and employees their best contributions. His partnership with Mauricio Voivodic, executive director, involving active listening and constant exchange of opinions, is an example to be followed.

I took over the Presidency of the Board in December, committed to pushing on with the Evolution of WWF-Brazil, having as a guide the strategy approved in 2019 and this process of organizational evolution, of which I was already part as leader of the Governance and People Committee. The timing, however, is challenging. The socioenvironmental agenda has suffered setbacks, civil organizations are questioned and the national economy suffers. But we do not lack strength and resilience.

I thank the entire WWF-Brazil team, partners and supporters. I believe that the synergy between the Board, directors and staff can intensify still further, so that the best decisions are made in an increasingly less predictable world.

Our organization is transparent, competent, committed and respected. And it will continue fulfilling its mission. We reiterate our commitment so that, together with Brazilian society, we are able to reduce greenhouse gas emissions, the loss of biodiversity and the destruction of ecosystems. And, at the same time, we can help the country develop in a fair and socially inclusive manner.

Roberto Pedote Chair of the Board



MARIZILDA CRUPPE / WWF-



n 2019, we started witnessing the dismantling of environmental agencies, such as Ibama and ICMBio. It is no coincidence that the data from the National Institute for Space Research (Inpe) showed that deforestation grew by almost 30% in the Amazon from January to December, and that an area equivalent to the total area of the states of Rio de Janeiro, Sergipe and the Federal District was consumed by fires, generally criminal. We closed the year with 89,178 fires in the biome, an increase of 30.4% compared to 2018. Cerrado and Pantanal were also intensely punished by the fires.

It was a period full of mishaps. The year began with the rupture of the Vale dam in Brumadinho (MG), leaving a trail of destruction with 270 dead and missing, and it ended under the impact of the oil spill on the beaches of the Northeast, which had already reached more than 3,000 kilometers off the Brazilian coast. Physical and symbolic violence intensified throughout 2019. Organizations working for the socioenvironmental cause, such as WWF-Brazil, were unfairly attacked. We register here our deepest regret and total solidarity with the environmental defenders who

ARAQUÉM ALCÂNTARA / WWF-BRAZIL

lost their lives in 2019 in fighting for their rights and territories.

While we work alongside suitable partners and vulnerable communities to change the current trajectory of environmental degradation and promote a future where society and nature live in harmony, criminals, fuelled by a negative and irresponsible rhetoric, have practiced illegalities with impunity. We have seen unremitting attempts to undermine the rights of traditional peoples and to loosen environmental rules. So much so that a bill signed by the Presidency in early February 2020 intends to open indigenous lands not only for mining but also for hydroelectric plants, oil exploration and large-scale agriculture. But the difficulties do not intimidate us.

It is part of our mission to contribute to harmonizing the necessary human activity with the fundamental preservation of biodiversity and the rational use of natural resources. Following this line, we initiated 72 projects in 2019. And you will be able to check the main results on the next pages of this publication. One of the highlights was the reinforcement of our operations in the Amazon. Once again, the WWF Network joined WWF-Brazil in the work of conserving

the biome, financing donations of firefighting equipment, the formation of fire brigades and territorial protection action.

More than R\$ 7.4 million is being invested in activities in 7 states, benefiting 25 civil organizations, 8 governmental agencies and at least 36 indigenous areas of land.

Another striking point was the adoption of SMART (Spatial Monitoring and Report Tool), a tool that optimizes data collection and use, streamlining the mapping and monitoring of fauna, flora and threats to biodiversity. We also concluded the Água Brasil Program with R\$ 32.6 million invested since 2016, benefitting more than 2.4 million people.

At times like these, our mission and purpose become even more relevant. In 2019 we reinvented and strengthened ourselves to continue facing the enormous social and environmental challenges.

We will continue to work in coordination with our various partners in Brazilian society in defense of life!

Mauricio Voivodic Executive Director



KLEBER DE BURGOS / WWF-BRAZIL

reated in 1996, WWF-Brazil is a non-profit, non-governmental Brazilian civil organization that is part of the WWF Network, one of the largest nature conservation organizations in the world, present in more than one hundred countries and with the support of 5 million people, including associates and volunteers.

Our work is focused in nine areas: Conservation of ecosystems, Species and biodiversity, Water resources, Protected areas, Sustainable landscapes, Climate change, Forest restoration, Responsible production and Responsible consumption. We have 142 employees, working on 72 projects, and 2,103 active affiliates.

We follow strict internal and external control standards. Our accounts are audited annually by an independent entity. WWF-Brazil's governance is carried out through the bodies provided for it in its Bylaws and Internal Regulations. They aim to ensure the commitment and relationships with the WWF Network, policies, principles and objectives of the organization. And thus, ensure the fulfilment of our Institutional Mission.



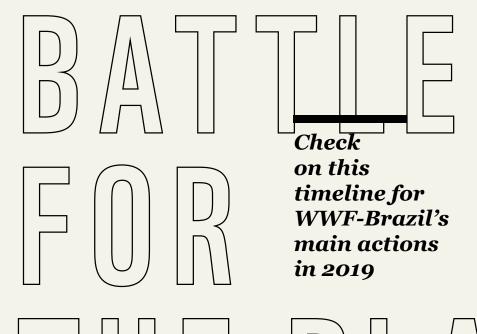


Help Brazilian society conserve nature, harmonizing human activity with the conservation of biodiversity and the rational use of natural resources for the benefit of current and future generations



Change the current trajectory of environmental degradation and promote a future where society and nature live in harmony

LEANDRO JORAS / WWF-BRAZIL



FOCUS ON CONSERVATION

Launch of the Monthly Pro-Species Report: Everyone against extinction, which reports on the progress of

project activities.

CUTTING EDGE TECHNOLOGY

Drones in the Cerrado sky to preserve and restore the Sertão

Veredas-Peruaçu.



JOINT **EFFORT**

The start of the elaboration of *Territorial* Action Plans for Endangered Species.



Critically Endangered (CR) species are the focus of the project. But up to

species could benefit directly or indirectly



basin, in the Federal District.

MINING

Study estimates loss of 125 hectares of forests from the bursting of the dam in **Brumadinho** (MG).

ACCESS ARTICLE

READ MORE

Legend:

JANUARY

FEBRUARY

ENVIRONMENTAL EDUCATION

Partnership assigned with Scouts of Brazil.

MICHEL DANTAS/ WWF-BRAZIL; SHUTTERSTOCK; LUIZA SAMPAIO/ WWF-BRAZIL; ZIG KOCH/ WWF-BRAZIL; LEONARDO LUIZ MOINO NOGUERAWWF-BRAZIL; DIVULGAÇÃO/ WWF-BRAZIL STAFFAN WIDSTRAND/ WWF; ZIG KOCH/ WWF; *Gadus morhua*/ WILD WONDERS OF EUROPE / MAGNUS LUNDGREN / WWF; ANDRÉ DIBWWF-BRAZIL; LUIZ FERNANDES/ WWF-BRAZIL

WATER ECOSYSTEM

Action on World Water Day includes dissemination of study and mobilization in Brazilian cities.

8

CORPORATE **ENGAGEMENT**

Zero Conversion/ Deforestation plans in companies



are advancing.

THREAT TO LIFE

Launch of the global study Solving Plastic Pollution: Transparency and Accountability.



EARTH HOUR

Events in five Brazilian cities and action with ambassadors engage thousands of participants.



1.3 thousand

registrations at the campaign's official website, with 147 cities, including all capitals; 160 companies; 71 educational institutions and 55 third sector organizations

LOLLAPALOOZA 2019

WWF-Brazil was



present at the event.



PRODUCE AND PRESERVE

Workshop on good livestock practices



in the Pantanal.



RICHES OF THE CERRADO

Workshop *for the* production and commercialization of Cerrado agroextractive *products* strengthens organizations that



operate in the biome.



SUSTAINABLE EXTRACTIVISM

Donated four tons of equipment to the Barra de São Manoel community, in Apuí (AM), to increase nut production.



SOCIAL PARTICIPATION

An act was carried out in defense of social participation in the federal government in reaction to Decree 9.759/ 2019, which determines the extinction of practically



all collegiate bodies.

PLANET Launch of a Netflix show created in collaboration with WWF and produced by



OUR

Silverback Films.



38 SPECIES RATED

Launch of the Responsible Fish Consumption Guide.



SOUNDS OF NATURE

Launch in music platforms of the *Unrelaxing* Playlist, a list of nature sounds to promote awareness about deforestation



in the Amazon.

WATER **MANAGEMENT**

Training to improve water governance in the hydrographic basin of the Cabaçal, Jauru and Sepotuba rivers in the



Pantanal.

SHUTTERSTOCK; AMAR DELTA; RICHARD BARRETT/ WWF-BRAZIL; WWF-BRAZIL; WIKICOMMONS STA; MARIZILDA CRUPPE/ WWF-UK; FELIPE SPINA AVINO/ WWF-BRAZIL; WWF-BRAZIL; ADRIANO

ON THE RIGHT PATH

360° Supplier Management Event: how to be more efficient and sustainable has representatives from 25 companies from the entire

food chain

in Brazil.

in Minas Gerais.

Veredas - Peruaçu,

FOR NEW CU'S

Course for the

creation of

Units and

conflict

Areas of

Conservation

management

in the Protected

Mosaico Sertão

ENERGY CLASSES

Parnership with Grupo Neoenergia in Fernando de Noronha wins excelence certificate



for the second time.

BARULHO DA ONÇA

Debut of the podcast show Barulho da Onça, which addresses the peculiarities of the jaguar, its habitat and its relations with



(G)

the Atlantic Forest.

BARULHO

Saiba mais sobre

a onça-pintada na Mata Atlântica!

MOBILIZATION FRONT

1st Meeting of the Alliance for Sustainable Development in the South of Amazonas in Humaitá brings

institutions together from 10 municipalities.



A DAY AT THE PARK

Second edition of the campaign has the participation of more than 230 CU's and more than 10,000



photos published by visitors.



ENVIRONMENTAL LICENSING BILL

WWF-Brazil defends social participation in the environmental licensing process at a public hearing in the house of representatives.









GEODESIGN WORKSHOP

The event took place in the Upper Paraguay Basin with a view to balancing and reducing conflicts

development and conservation.

MARCH FOR THE OCEANS

The second edition was held at the Marine **Extractive Reserve** of the Delta do Parnaíba, which borders



Maranhão and Piauí.



out at the event. Everyone against extinction holds the first workshop to prepare the Territorial Action

Plan for Endangered

Pro-Species Project:

PLANALTO

SUL



Species of Planalto Sul.

SMART

The Spatial Monitoring and Reporting Tool technology starts to reinforce conservation work in the Amazon and the Atlantic



Forest.

AMAZON UNDER PRESSURE

PADDD study in Conservation Units in *the Amazon* proves the high level of threats to the biome, with emphasis on the pressure imposed by public



infrastructure works.

88 thousand km²

of the Amazon have already been affected by 46 PADDD cases

Others

190 thousand km²

may suffer impact by proposals made until 2018

between socioeconomic

JUNE

EMERGENCY IN

MORADORES DA FLORESTA

Final episodes of the series



are aired.



CLIMATE CRISIS

Climate Week - Latin America regional, held in Salvador (BA), combines graffiti, music and awareness about the climate crisis.





OCEANS

Action in

IN DANGER

partnership with

Santos FC warns of

pollution in

the oceans.

BODOQUENA PARK

In mobilization for the integral maintenance of the park, the WWF-Brazil balloon flies over the city of Bonito (MS) with the message #NemUm



PorCento AMenos.

GROWING THREAT

Fires in the Amazon increase the risk of the 265 endangered species that currently



exist in the biome.

fauna species

flora







The 'Voando pela Conservação' project (Flying for Conservation) trains agroextractivists in the use of drones, technology that will help in the survey of fruit trees in the region of





ABDE'S REGIONAL CONFERENCE

The 2nd cycle of events begins, the first was in the Midwest.



of deforestation, wildfires in the Amazon grew more than 110% between January and August compared to the

DEFORESTATION

Following the trail

same period in 2018.



until august on the Amazon is related to deforestation.

IN DEFENSE OF PANTANAL

International meeting brings together in Campo Grande (MS) 33 entities that act in



defense of the biome.

4.7 thousand

species, including plants and vertebrates, have already been recorded in the Pantanal

Januária (MG).

SEPTEMBER

FIRE AND

AUGUST

FEATURED

Contest comes

to an end with

305 photos

of Pantanal's

Protected Areas

integrated into the

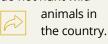
WWF-Brazil's

image bank.

PHOTOGRAPHS

NO TO **HUNTING**

A campaign on the social media instructs the population and invites them to demand that federal representatives do not hunt wild



ECOLOGICAL DISASTER

WWF-Brazil provides individual protection equipment and training for volunteers who worked to remove crude oil from



the Northeast.

beaches in

PANTANAL DAY

Mobilizations by date take place in Mato Grosso and Brasília.







OIL IN THE NORTHEAST

Webinar promotes exchange of knowledge about oil spills on the northeast coast.



Beginning of and rapid response to prevent invasions species of flora and



fauna in the country.

NOVEMBER

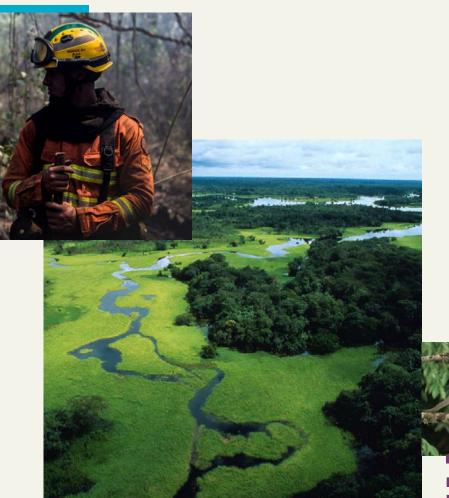
WILDFIRES IN THE PANTANAL

Analysis points out that, until October, the area burned in the Pantanal exceeded



1 million hectares.

increase in the number of hot spots compared to the average of the last 10 years



BUSINESS IN RPPNS

Guide for the development of a business plan for RPPN and other conservation



areas is published. Climate Change



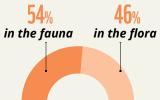
(CB MC), in Recife(PE).

BIODIVERSITY HERITAGE

Pressure on Abrolhos works and there is no offer for the four oil and gas exploration blocks in the Camamu-Almada Basin in the 16th Bidding Round.



potentially invasive alien species were identified in Brazil in 2019



EXOTIC SPECIES

activities to create an alert network, early detection of new exotic

reveals: man is

drying up the Amazon.

SILENT THREAT

An unprecedented

Brazil and Imazon,

published in the

scientific journal

Water/MDPI,

study by WWF-

350 km²

of area covered by aquatic environments have been lost per year on average since the 1980s

CLIMATE CHANGE

Artistic and cultural events are highlighted in the first Brazilian Conference on



OCTOBER

TRANSPARENCY

The *Pro-Species* Project website, making it easier to understand topics related to the main

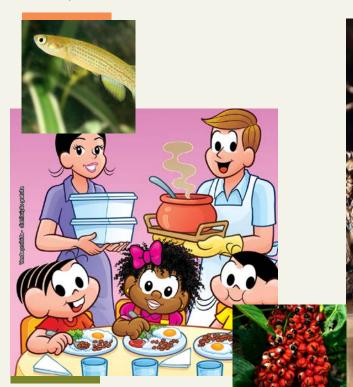
threats to

species.



Conservation strategies will be developed in 24 territories, totalling

hectares



TURMA DA MÔNICA (MONICA'S **GANG)**

Educational magazine launched against food waste, with tips for more



sustainable consumption.

AMAZON 4.0

The 1st Meeting on Bioeconomics and Sociobiodiversity in the Amazon is held in Manaus, organized by a large network of organizations and supported by WWF.



Figures show that international cooperation contributed to the increase in the population of jaguars in the

lguaçu

MORE JAGUARS

IN IGUAÇU

region.

Today, the estimated total of jaguars is between

In 2014, there were between 51 and 84

COP 25

WWF demands that policymakers make significant commitments to reduce scale based emissions quickly.



TÔ LIGADO NA ENERGIA

Music and art to crown the 2019 festival.





The Program comes to an end with almost R\$ 33 million invested in the country's sustainable development

millions

people

benefitted

from the

program

ÁGUA BRAZIL

PROGRAM





FIELD DAY

Rural farmers from Periquito and Governador Valadares, municipalities of Minas Gerais, took part in a forest recovery project in the Rio



Doce basin.

SUSTAINABLE AGROEXTRACTIVISM

Technology helps cooperative in the Cerrado increase sustainable agroextractivism.



PACT FOR THE ATLANTIC **FOREST**

Member organizations launched a challenge to restore more than 1 million hectares of

the size of the Federal District

native forest

by 2025.

The area is approximately



Roberto Pedote is announced as the new Chair of the WWF-Brazil Board.



CLICK ON THE IMAGES TO ACCESS THE CHAPTERS



Conservation of ecosystems

Species and biodiversity

Sustainable landscapes

Water resources

Climate change

Forest restoration

Protected areas

Responsible production

Responsible consumption

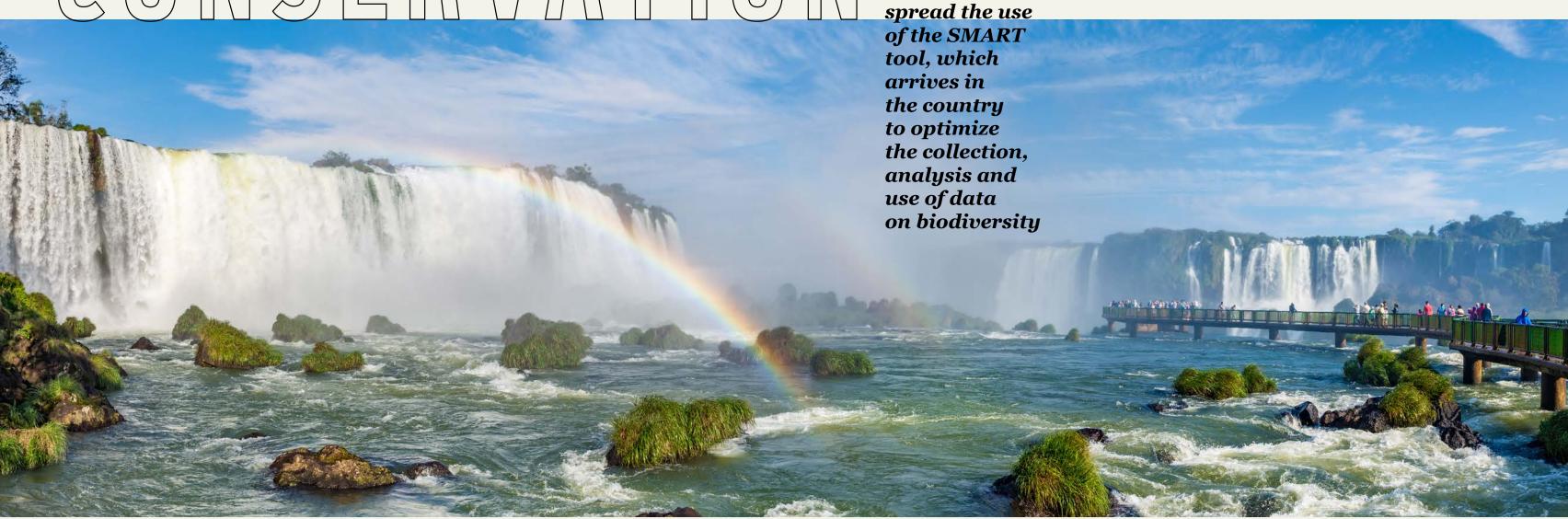


nvironmental sector, traditional communities, scientists and researchers have gained a new ally: the SMART (Spatial Monitoring and Reporting Tool). It is an open source software that optimizes data collection, analysis and use, streamlining the mapping and monitoring of fauna, flora and threats to biodiversity. Throughout the year, we promoted three

activities to bring this technology to the country: a workshop with managers from Conservation Units in the State of Amazonas; a visit by some of them to Colombia, where SMART is part of everyday life; and the first tri-national training on the tool, focused on the Atlantic



Forest, which brought together people from nine institutions in Brazil, Paraguay and Argentina.



Wildfires pressure endangered species

In September, WWF-Brazil warned that the wildfires have raised the risk for the 265 species threatened with extinction in the Amazon, such as thee giant armadillo (*Priodontes maximus* - photo on the right). The danger was greater for about 60 species affected by the fire and which did not have protection mechanisms, such as the black-shouldered opossum (*Caluromysiops irrupta*), registered in 1964 in Rondônia, one of the most deforested states in the country.



The health of flora and fauna is vital to the productivity of the forest.

March for the Oceans holds its second edition

March of the Oceans 2019 was held in June in parts of the Extractive Reserve of Delta do Parnaíba, which borders the states of Maranhão and Piauí. With a playful and innovative format, it passed through the communities that are part of the island, mobilizing more than 500 people. The activity transformed an illegal fishing net, which had been apprehended at the end of 2018, into a symbol of unity, awareness and environmental education,



giving a renewed purpose to the meaning of the net in the conservation unit.



mong the various activities of the *Pro-Espécies* project, carried out in 2019, one of the main ones was the first workshop to prepare the Territorial Action Plan for Endangered Species of Planalto Sul, in June, focusing on Rio Grande do Sul and Santa Catarina. The methodology implemented is innovative as the approach to habitat is territorial, thereby not limiting the efforts of the states. Activities and other locations, such as Rio de Janeiro and in the São Paulo-Paraná and Cerrado Tocantins territories, were also highlighted. The expectation is that by 2022, measures will have been taken to protect all endangered species in the country, especially for the 290 that are in the most critical situation.





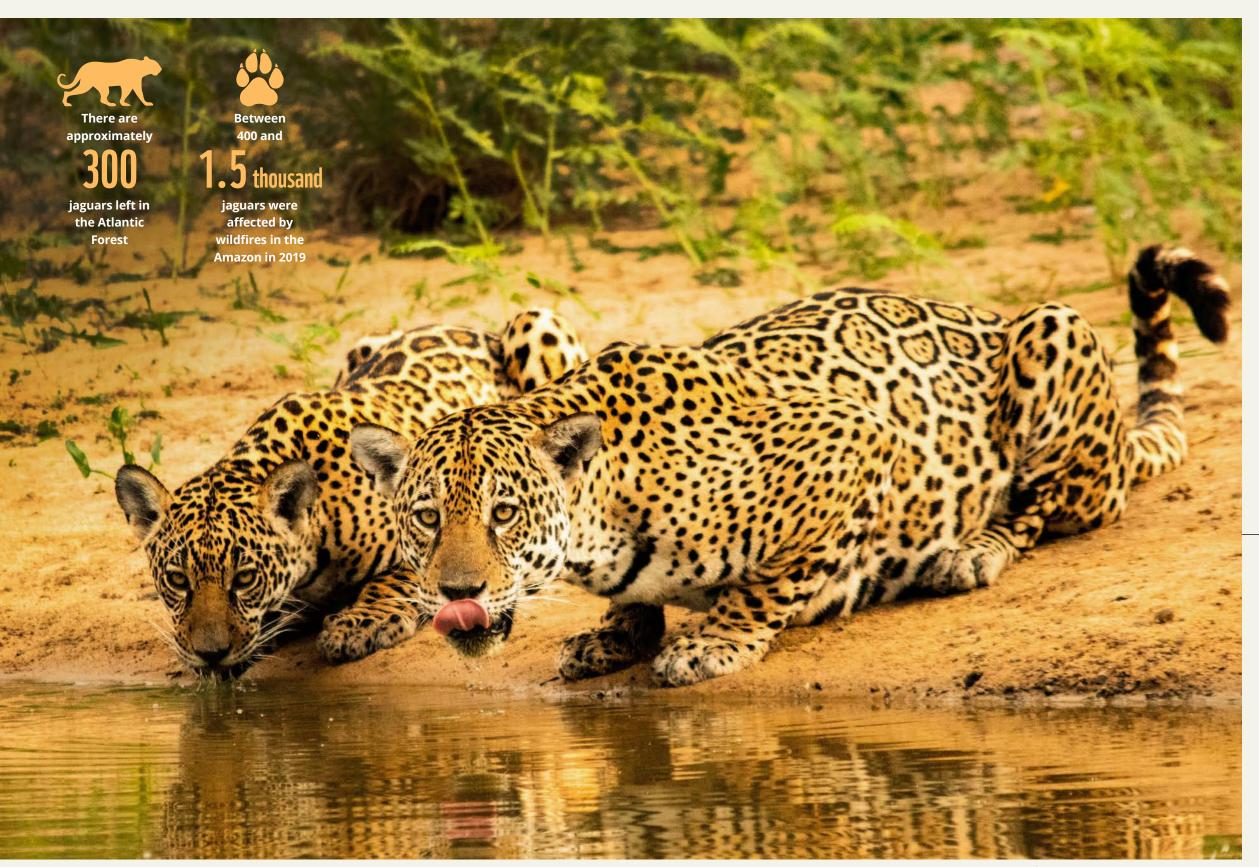












anthera Onca / CARLOS EDUARDO FRAGOSO / WWF-BRAZIL

Jaguar population grows in Iguaçu

Published in November, the Iguaçu population census points to an increase in the number of jaguars in the region. The estimated total in 2019 was between 84 and 125 - compared to 71 to 107 in 2016. The increase is the result of cooperation between WWF-Brazil, Fundación Vida Silvestre Argentina (FVSA), Iguaçu National Park, Iguazú National Park, Project Onças do Iguaçu (Instituto Prócarnívoros), Proyecto Yaguareté ICMBio and Ibama. The conservation of this species is

essential for maintaining the ecological balance of the species' environment.

Alert network, early detection and quick response

In September, the *National Strategy for Invasive Alien Species* began activities to create a technical network for alert, early detection and rapid response that will help prevent the invasion of new exotic species of flora and fauna that could have a major impact on Brazilian ecosystems. This work, whose activities are planned until 2030, is a fundamental conservation tool and aims to maintain the balance

aims to maintain the balance of the habitat of native species.



ecording of remote regions, such as Mongolian deserts, monitoring wildfires in California (USA) and delivering medicines to Rwanda are some of the contributions of drones to humanity. If in the past this equipment was restricted to military purposes, today its benefits can be seen in several other sectors, including conservation, protection and management of forests. So much so that, throughout the year, we promoted three training sessions in this technology in the Cerrado, the most biodiverse savanna on the planet and which has already lost 50% of its original coverage.

More than 70 people working in Mosaico Sertão Veredas-Peruaçu, which encompasses 25 protected areas in the North and Northwest of Minas Gerais and in the Southwest of Bahia, were trained - among them: agro-extraction workers, park rangers, members of wildfire brigades and protected area managers. The project, a result of a partnership between WWF-Brazil and the KWF Kashmir World Foundation, is funded by the Forest Innovation Fund of the WWF Network.







More income and quality of life

In order to promote the production of nuts, we donated four tons of equipment to the community of Barra de São Manoel, a small village in Apuí (AM), on the banks of the Tapajós River. The expectation is that, with this action, the income of 60 extractive families will grow by R\$ 1.000 per year until 2022. And that the indirect benefits will reach 1,200 riverside families in the region, which is located between the states of Amazonas, Mato Grosso and Pará. WWF-Brazil has

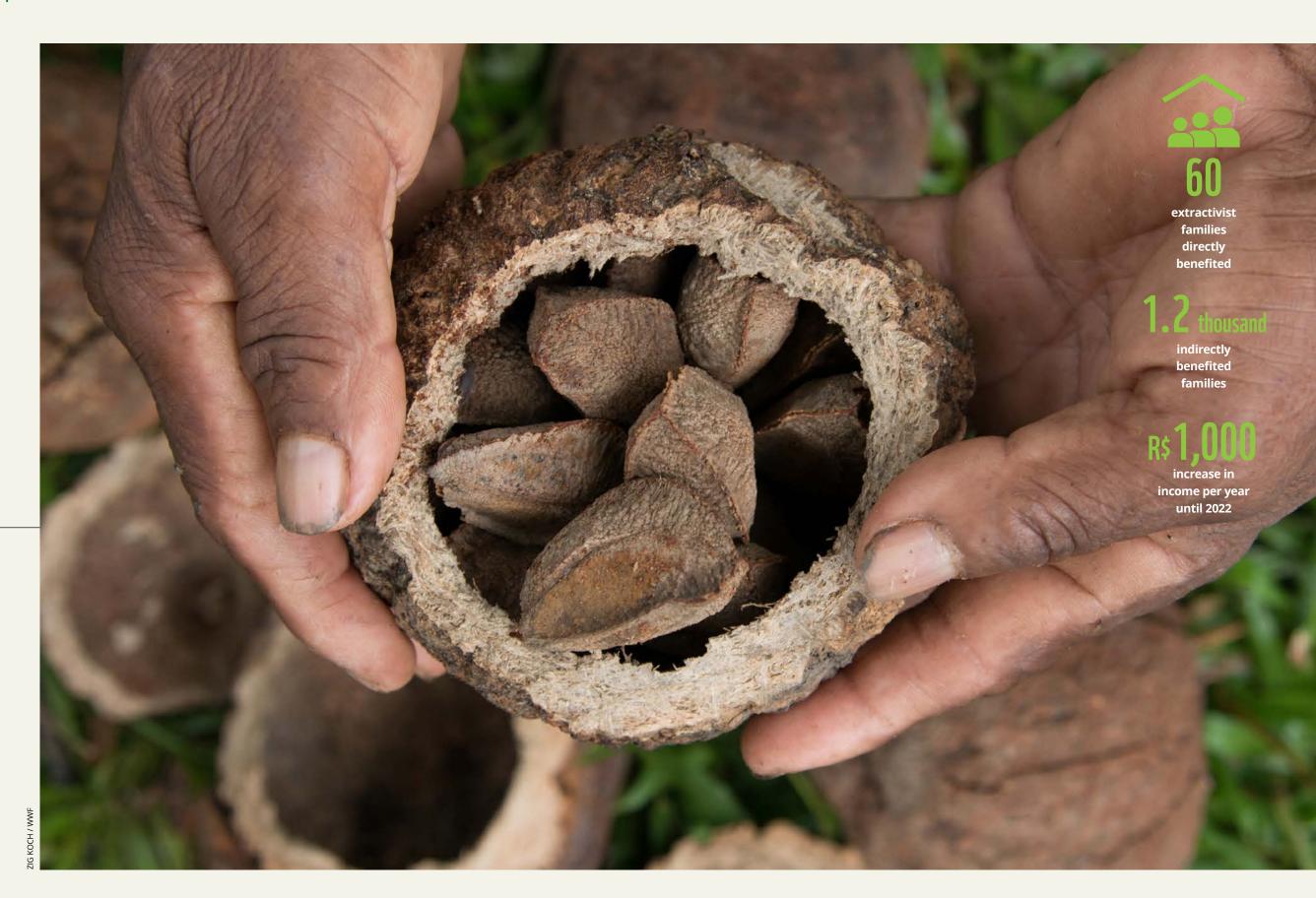


been developing nature conservation projects in that area for over a decade.

Geodesign workshop

In partnership with the Catholic University Dom Bosco, we held a geodesign workshop in Campo Grande (MS), focusing on reducing conflicts between conservation and socioeconomic development in the Upper Paraguay Basin. In May, the activity sought to identify the variables and analyze the different landscapes in search of alternatives. 29 experts from Brazil, Bolivia and Paraguay participated.







rural producers trained in forest restoration techniques so that they can take care of their land themselves

> 2.4 million

of indirect beneficiaries in cities

thousand direct beneficiaries



cooperatives and 18 Communities that Support Agriculture (CSA) created as a way of strengthening rural populations



he Água Brasil Program comes to an end, celebrating great results. Between 2016 and 2019, R\$ 32.6 million was invested in forest restoration projects, support for rural producers, new sustainable business models, socio-environmental risk management and social engagement. We work with 88 local partners to improve quality and increase the amount of water and natural vegetation in the watersheds of Descoberto (DF), Pipiripau (DF), Guariroba (MS) and Peruaçu (MG). More than 2.4 million people benefited from the 15% growth in water production after the restoration of 194.75 hectares - the equivalent of 273 football fields.







VISIT THE PROGRAM'S WEBSITE

Alert action on World Water Day

On World Water Day, March 22, WWF-Brazil renewed the alert to the population about the importance of preserving springs, rivers and lakes, with activities such as the dissemination of studies and mobilization in ten cities. The scenario is worrying: pollution by plastic and mining waste, deforestation, creation of pastures, agricultural crops and dams threaten the water quality in the country. Although more than 70% of the Earth's surface is covered by water, only 3% is fresh. And only 1% is suitable for consumption.



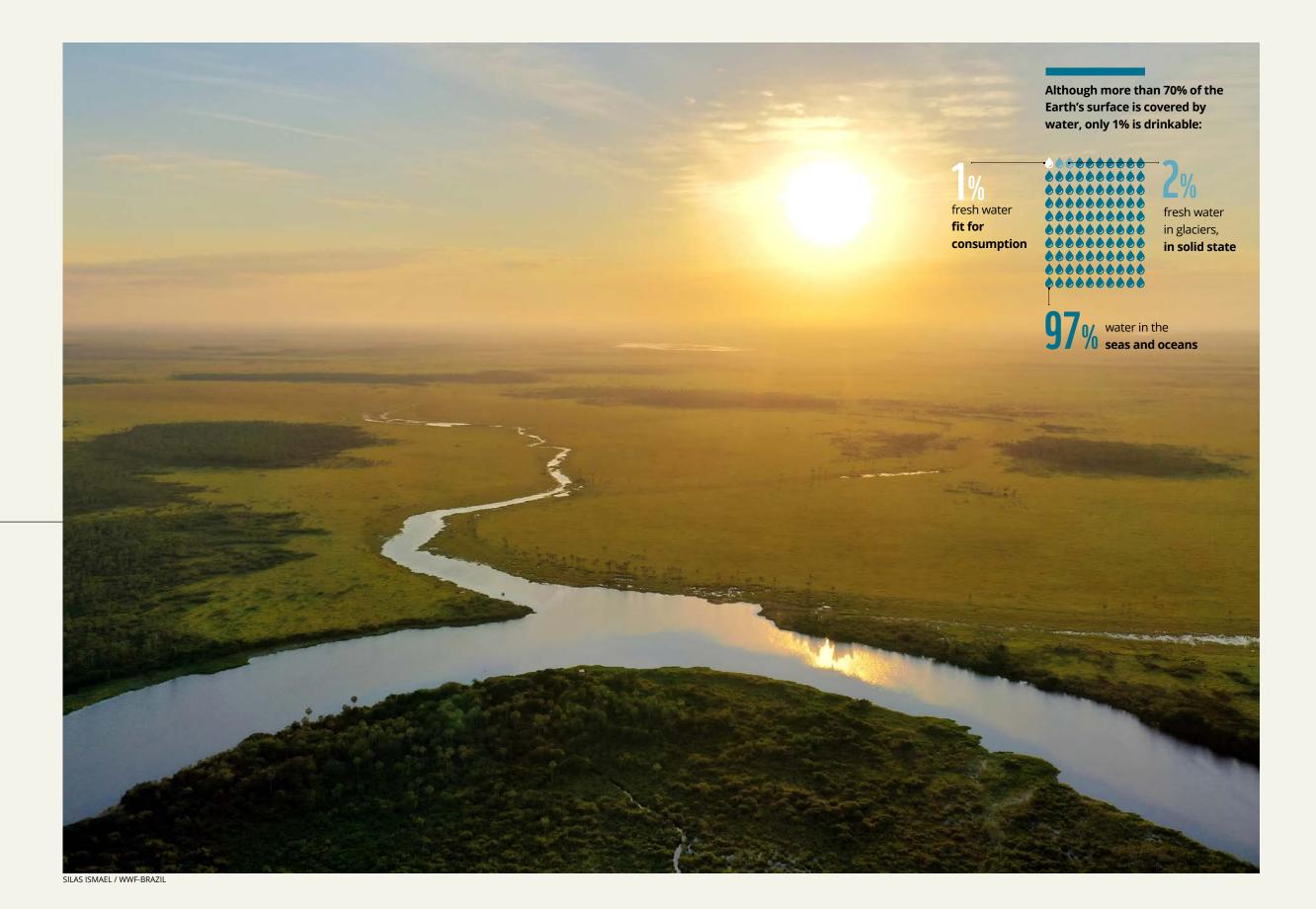
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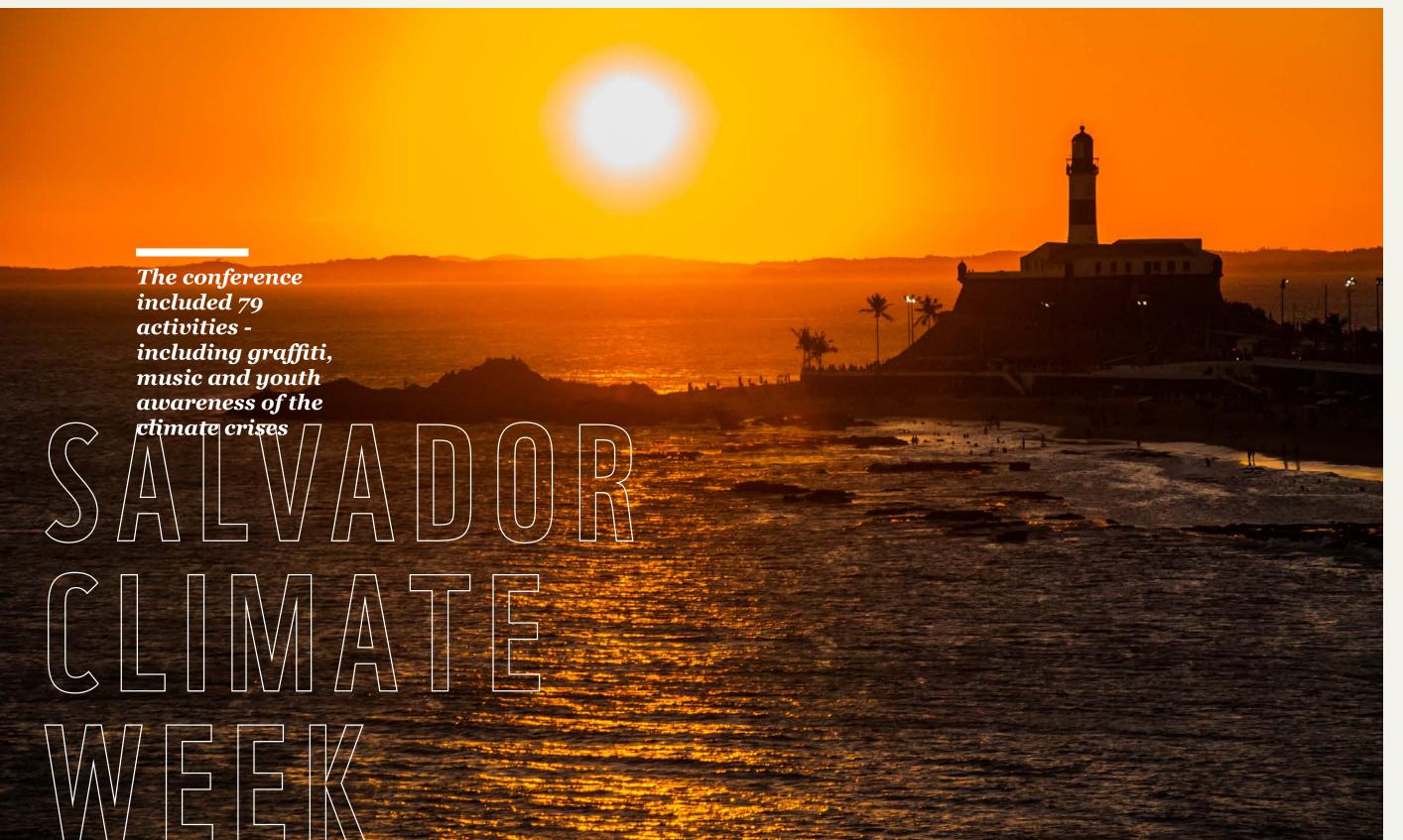
VIEW

Water governance in the Pantanal rivers

Members of the river basin committees of the Cabaçal, Jauru and Sepotuba rivers, important tributaries of the Paraguay river, participated in the Training for the application of Structural Indicators of Water Governance in Cuiabá (MT), at the headquarters of the National Institute of Research in the Pantanal (INPP / UFMT). The aim of this activity, carried out in May, was to monitor the implementation of management tools in the largest humid area on the planet -

reinforcing work that WWF-Brazil has been doing for decades in the region.





bout 4 thousand people of more than 50 nationalities participated in the Climate ■ Week - regional Latin America and the Caribbean (LACCW), in August. With its headquarters in Salvador, the conference was marked by demonstrations of repudiation of deforestation and record wildfires in the Amazon, calls for more ambition in action against the climate crisis and commitments by mayors and governors. LACCW included 79 activities, such as dialogues, workshops and exhibitions. WWF participated in the organization of two thematic events linked to official programming and a parallel one in the areas of Cities and Solutions Based on Nature, when a publication was published with successful cases from Latin American countries for reducing emissions.







Brazilian Climate Change Conference

In November, companies, subnational governments and civil organizations met in Recife (PE), at the first Brazilian Conference on Climate Change, to reinforce the need to expand and implement action that mitigates the effects of this problem and stimulate opportunities. One of the co-organizers of the event, WWF-Brazil, was responsible for four activities that aimed at strengthening the debate in different areas, such as companies,





youth, communication and women's empowerment.

COP 25 is held in **Spain under pressure**

Countries need to implement the goals of the Paris Agreement and expand action to reduce greenhouse gas emissions, otherwise the future will be unforgiving. That was the central message of the UN Climate Conference (COP 25) in December, in Spain. Policymakers were asked to make commitments to lower emissions quickly and on a scale base. In addition to following the negotiations, WWF-Brazil carried out and supported activities such as those with young



people from the Amazon and activities on deforestation in the Cerrado.



he Pact for the Restoration of the Atlantic Forest announced in December that they intend to promote the restoration of an additional 1 million hectares of native forest by 2025. The challenge was presented by representatives of the movement's 300 members during a celebration for its 10 years initiative. The area that is expected to recover is almost twice the size of the Federal District.

Approximately 740 thousand hectares are already in different stages of restoration throughout the biome since 2009. It is expected that in 2020 this number will be close to 1 million, with a stock of at least 30 million tons of carbon.

In 15 years of work, therefore, the sum should reach 2 million hectares. Only 12.4% of the Atlantic Forest remains in Brazil. Essential services



like water supply, climate, agriculture, fishing, electricity and tourism regulation depend on this biome.



Sowing effort in the **Descoberto basin**

In January, volunteers and landowners joined local and national institutions in a restoration effort in the Descoberto basin. The main reservoir in the Federal District, it supplies 60% of the population of Brasília. About 75 people helped plant seeds in Brazlândia in one of the 12 properties located on the banks of the Descoberto lake. The action was organized by WWF-Brazil and Na Praia, by R2 Produções, which ended the 4th season of events in

> the city by neutralizing carbon emissions with this mobilization.

Forest recovery in the Rio Doce basin

Rural producers from two Demonstrative Units of Periquito and Governador Valadares in Minas Gerais participated in practical workshops that showed the best techniques for planting, soil correction and fertilization. The activities are part of a WWF-Brazil partnership with the Renova Foundation, which since 2018 has been dedicated to a large-scale pilot forest recovery project, integrating sustainable rural development and an inclusive approach to

communities in the Rio Doce basin.



the threats to the **Amazon Conservation** Units in Brazil, overlapping the main vectors that have changed the protected areas and the limits of the 316 federal and state Conservation Units UCs. In this study, published in July, we showed that the main causes of PADDD (Protected Areas Downgrading, *Downsizing and Degazettement* - recategorization, reduction and extinction) are public works of infrastructure (transport and energy) and pressure for land use (deforestation, agriculture and mining). We found that 46 PADDD processes were carried out in the biome between 1988 and 2018, with 14 exclusions, 5 category changes and 27 area reductions. About 88 thousand km² were affected. But this trend may not end there. Another 29 cases recorded in this period may have an impact on an additional 190 thousand km².

e did an X-ray of

Mosaic Workshop of Protected Areas

Implementation, maintenance and strengthening of Protected Areas. This was the main appeal of the participants of the *II National Mosaic Workshop* to environmental authorities. The event, in June, was supported by WWF-Brazil and one of the highlights was the results of the work of agri-extractivists from Vale do Peruaçu, who defend the Cerrado from constant threats. There are 29 mosaics legally instituted in the country, whose management includes governments, public and private institutions and representatives of civil society.







Creation of CUs and conflict mediation

In May, we held a course on the creation of Conservation Units and conflict management in the Protected Areas of Mosaico Sertão Veredas-Peruaçu, in Minas Gerais. The training objective, organized by WWF-Brazil with support from the Critical Ecosystem Partnership Fund (CEPF) and the International Education Institute of Brazil (IEB), was to stimulate new UCs in the region, in addition to

presenting tools and methodologies that facilitate conflict mediation.



WWF-Brazil initiative and partners help Cerrado cooperatives improve to increase production

n December, agroextractive workers and partners designed and perfected machines to expand the scale of commercialization of their products. The novelty is the result of an initiative by WWF-Brazil with Instituto Invento and CEPF (Critical Ecosystem Partnership Fund). Sixteen technologies have already been created in this type of training, including equipment for breaking pequi, jatoba and baru nuts, pulling out cassava and planting vegetable seedlings. At least 130 people were trained in communities in four regions of the Cerrado:



Peruaçu (MG), Mambaí (GO), Comunidade do Brejão (BA) and Pipiripau/ Descoberto (DF).



Efficient and sustainable supplier management

In May, WWF-Brazil, supported by the Gordon and Betty Moore Foundation and strategic partners, held the 360° Supplier Management event: how to be more efficient and sustainable, with 42 representatives from 25 companies from all over the Brazilian food sector. On the occasion, results of the Collaboration for Forests and Agriculture (CFA) were shared, an organization



which operates in structuring deforestation-free chains for meat and soy in the Brazilian Amazon and Cerrado and in the Argentine and Paraguayan Gran Chaco.

Companies work for zero deforestation

The BIG Group finalized the draft of the Zero Conversion / Deforestation Implementation Plan and BRFoods follows the same path.

Progress has also been made with the IFB
- Instituto Food Service Brazil, a platform with more than 40 members. In March,
WWF-Brazil met with some of them, such as BFFC, Cargill, Moinho Canelas, Burger King, Subway, Domino's and Arcos Dorados, to apply the Operational Guide on the subject. The highlight was DANONE, which will expand this initiative to its supply chain.



aunched in April, the Guide to Responsible Fish Consumption, produced by WWF-Brazil, evaluated 38 species, providing information about each one and which are or are not suitable for consumption. According to the survey, 22 or 58% of the total - are in the red category. In other words, they come from unsustainable fisheries or farms. This means that, when consuming these species, the ecosystems where they are inserted become more fragile. In this situation, for example, the Redspotted shrimp and the blue shark. 8 species - or 21% - are in the yellow category, including Tilapia and skipjack tuna, because they come from sources that represent certain risk to sustainability. The other 8, such as pink salmon and some types of mollusks, are in the green category because they are captured or bred responsibly.







Brazil is 4th in the world in the generation of plastic waste

The study 'Solving Plastic pollution through accountability', published in March by WWF, warns that society needs to act quickly. The volume of plastic that floods the oceans is approximately 10 million tons per year, which is equivalent to 23,000 Boeing 747 planes landing in the water every 365 days - or more than 60 every 24 hours. Brazil is the fourth largest producer of plastic waste in the world, with 11.3 million tons, behind the United States, China and India. But only 145 thousand tons are recycled in the national territory.





Turma da Mônica (Monica and Friends) against food waste

On November 26, in Brasília, a Turma da Mônica comic book and a didactic guide for teachers on sustainable consumption were launched. The publications explain the negative impacts of food waste for families and give tips on how to change this habit. The initiative is part of a project supported by the European Union - Brazil Sector Dialogues, led by Embrapa, in partnership with WWF-





Brazil and in collaboration with Mauricio de Souza.





More than 104 million

tons of plastic
will pollute our
ecosystems
by 2030 if
no changes
happen in our
relationship with
this material



The equivalent of

26 thousand

plastic bottles being thrown at sea every km²



Brazil recvcles

1,28%

of all plastic that is collected



MARIZILDA CRUPPE / WWF-UK

Study sounds the alarm: the Amazon's water is drying up

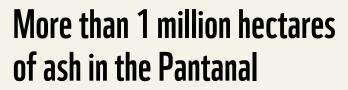
An unprecedented study by WWF-Brazil and the Institute of Man and the Environment of the Amazon (Imazon), published in the scientific magazine Water / MDPI, reveals that 350 km² of area covered by aquatic environments floodplains, mangroves and lakes - have been lost on average every year since the 1980s. This is due to changes in the rainfall regime, deforestation, land use and infrastructure projects, such as dams. Major works affect the natural dynamics of the ecosystem, altering water bodies and water flows.











In 2019, the wildfire in the Pantanal reached proportions never before recorded: more than 1 million hectares, twice the size of the Federal District. Analysis of WWF-Brazil, with data from the National Institute for Space Research (Inpe), shows that there were almost 8,000 spots from January to October, an increase of 97% compared to the average of the last 10 years. To help combat the devastation,

WWF-Brazil donated three jet lance kits to the Environment Institute of Mato Grosso do Sul (Imasul).

ARAOUÉM ALCÂNTARA



EDMAR PEREIRA MELO/ WWF-BRAZIL

number of

hot spots

compared

to the

average

of the last

10 years

More than

hectares burned down in the

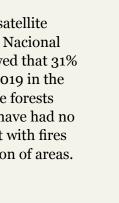
biome

wildfires from January to August



Analysis by WWF-Brazil based on satellite images and data from the Instituto Nacional de Pesquisas Espaciais (Inpe) showed that 31% of the fire registered until August 2019 in the Amazon occurred in areas that were forests until July 2018. One in each three have had no relation with pasture cleansing, but with fires that happened after the deforestation of areas.



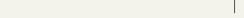




Brumadinho: 125 hectares of forests lost

The burst of Vale's dam in Brumadinho (MG), in January, left 270 dead and missing and a trail of destruction. An analysis made by WWF-Brazil based on satellite images and maps estimates that 125 hectares of forest were lost. The water and electricity supply, as well as water fauna and flora, were also impacted.





STRATEGIC ACTION



MARCO ANTÔNIO TEIXEIRA / WWF-BRAZIL

Pressure for Abrolhos reaps results

There were no offers for oil and gas exploration in the Camamu-Almada Basin in a bid made in October, temporarily removing the risks of irreversible environmental damage to the Abrolhos region. The result can be explained in part by an injunction determining the completion of in-depth environmental studies. Intense mobilization involving civil society organizations, such as WWF-Brazil, scientists and citizens.











MARIZILDA CRUPPE / WWF-UK

Act in Brasília against the extinction of collegiate bodies

In reaction to Decree 9.759/2019, social and parliamentary movements met on April 16 in the Green Room of the Chamber of Deputies to defend social participation in the federal government. The act was called by the Parliamentary Environmentalist Front, Mixed Parliamentary Front in Defense of the Rights of Indigenous Peoples, Rede Cerrado,



Fundação SOS Mata Atlântica, Instituto Socioambiental and WWF-Brazil.

#NemUmPorCentoAMenos at Bodoquena Park

With the message #NemUmPorCentoAMenos, the WWF-Brazil balloon flew over Bonito (MS) in September, showing the threats to the Serra da Bodoquena National Park, which is home to rich biodiversity and the springs of some of the rivers that make the municipality one of the main ecotourism destinations in the country. Alawsuit by former owners could reduce the conservation







area of 76,000 hectares by more than 80%.



DIEGO CARDOSO / WWF-BRAZIL

76 thousand

hectares is the current size of the Park, but it could be reduced to **15 thousand** hectares

There are more than

170
types of trees
and fauna
threatened

Repudiation over the bill on environmental licensing

Civil entities published in August a note of repudiation over Bill 3729/2004, which regulates environmental licensing. According to the 89 organizations, including WWF-Brazil, the final version of the text is a breach of agreement and introduces a series of setbacks that make licensing "the exception, not the rule" - which compromises the population and the legal security of the work. We participated in the mobilization and presentation of an alternative opinion.









DAVID BEBBER / WWF-UK

ENGAGED SOCIETY

The Earth Hour: more than 180 countries unite for life

On March 30th, 188 nations joined Earth Hour, the world's largest popular movement for the environment. With over 2 billion impressions, the hashtags #EarthHour and #Connect2Earth were trend topics in 26 countries. Thousands of monuments and sights had their lights turned off. In Brazil, there were 1,3 thousand registrations in the

campaign website, among them 147 city halls and including all the capitals.



registrations in Brazil - among them 147 city halls, 160 companies, 71 educational institutions and 55 third sector, in addition to 668 scout groups



WWF-BRAZIL



WWF-Brazil at Lollapalooza 2019

We made our debut at the Lollapalooza festival in April, with an action called #ConectadoNoPlaneta (Connect2Earth): Turn into an animal and connect to the planet. Besides reflecting on sustainability, interact with WWF-Brazil crew, and learn more about WWF-Brazil's work, the public could also make a quiz to match an animal and get a free personalized facial paint, make donations and take pictures with our plush pandas.

Mobilization against plastic pollution on the Free Cone Day

On April 9, Ben & Jerry's ice cream shop promoted the 40th Free Cone Day, an act that celebrated the brand's anniversary by distributing ice cream for free. In its fifth edition in the country, the event had the partnership of WWF-Brazil in raising public awareness of sustainability. Our volunteers and promoters were in chain stores mobilizing the population to sign the online Ocean Without Plastic petition, which seeks to regulate the disposal of this type of material.

Ě

If nothing is done, by 2050 we will have more plastic than fish in the oceans.



Ocean pollution warning

Plastic is in the food you eat, in what you drink, in the air you breathe and already represents 80% of all the trash present in the oceans. This scenario led Santos FC to combine forces with WWF-Brazil and, during a match against Fortaleza on August 25, its whale mascot entered the field and had a large piece of plastic covering its body. Players had



the campaign logo on their jerseys and wielded a banner describing the action.





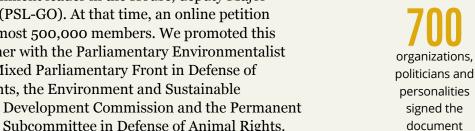
More than

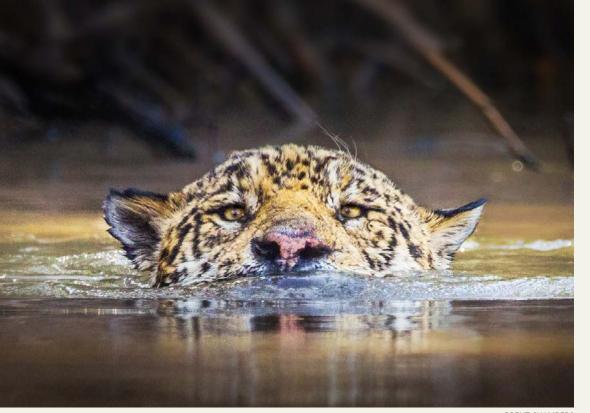
Manifest against animal hunting signed

On International Biodiversity Day, May 22, a manifesto against the hunting of animals was signed in the Chamber of Deputies signed by more than 700 organizations, politicians and personalities. WWF-Brazil took the document to the government leader in the House, deputy Major Vitor Hugo (PSL-GO). At that time, an online petition gathered almost 500,000 members. We promoted this event together with the Parliamentary Environmentalist Front, the Mixed Parliamentary Front in Defense of Animal Rights, the Environment and Sustainable









BRENT CHAMBERS

Podcasts series on Spotify and Google Cast

Only 300 jaguars (Panthera onca) remain in the Atlantic Forest - this means that they are in danger of disappearing. This species is an indicator of environmental quality as it is at the top of the food chain and needs large preserved areas to survive. That is why, on May 27, the series of podcasts Barulho da Onça, a WWF-Brazil program composed of ten episodes, was launched. The date is the Atlantic Forest Day, a biome in which the animal is most under pressure and where 70% of Brazilians live, according to the Ministry of the Environment.







Documentary series Our Planet premieres on Netflix

Produced by Netflix and Silverback Films in collaboration with WWF, the documentary series Our Planet premiered in April. In eight episodes, it presented images never before seen of wildlife and their habitats, also showing why the natural world is important to humanity and what measures must be taken to preserve it. Filming took place in 50 countries for 4 years and involved more than

600 professionals. It is narrated by Sir David Attenborough.



An invitation for **Brazilians to visit CUs**

On Sunday, July 21, the second edition of the "A day at the park" conceived by the National Pro-Conservation Units Network and carried out by the Pro CUs Coalition, a group in which WWF-Brazil participates, took place. The participation of 231 CUs and more than 10,000 photos published by visitors across Brazil consolidated this event as the largest mobilization and engagement action ever carried out by UCs in the country. Our teams were present in eight of them, where there were activities such as trails, photography workshops, cycling, chat tables, yoga classes, bird watching





Webseries Moradores da Floresta reaches its end

The final episodes of the web series *Moradores* da Floresta (Forest Inhabitants) were disclosed. The tenth and last episode, disclosed in August, has images of Amazon's big felines, such as the *Puma yagouaroundi*, the *Puma concolor* and the Panthera onca. The images were made at Chico Mendes extractivist reserve, in Acre State, by camera traps installed in trees. The cameras, that have movement sensors, recorded scenes of the animals in their natural habitats during day and night. Species as Tapirus terrestris and Dinomys branickii were showed in previous episodes.













episodes were disclosed between 2018 and 2019. They were recorded at Chico Mendes extractivist reserve,

in Acre State

TAPIRI IS TERRESTRIS / DAY'S EDGE PRODUCTIONS / WWF-US





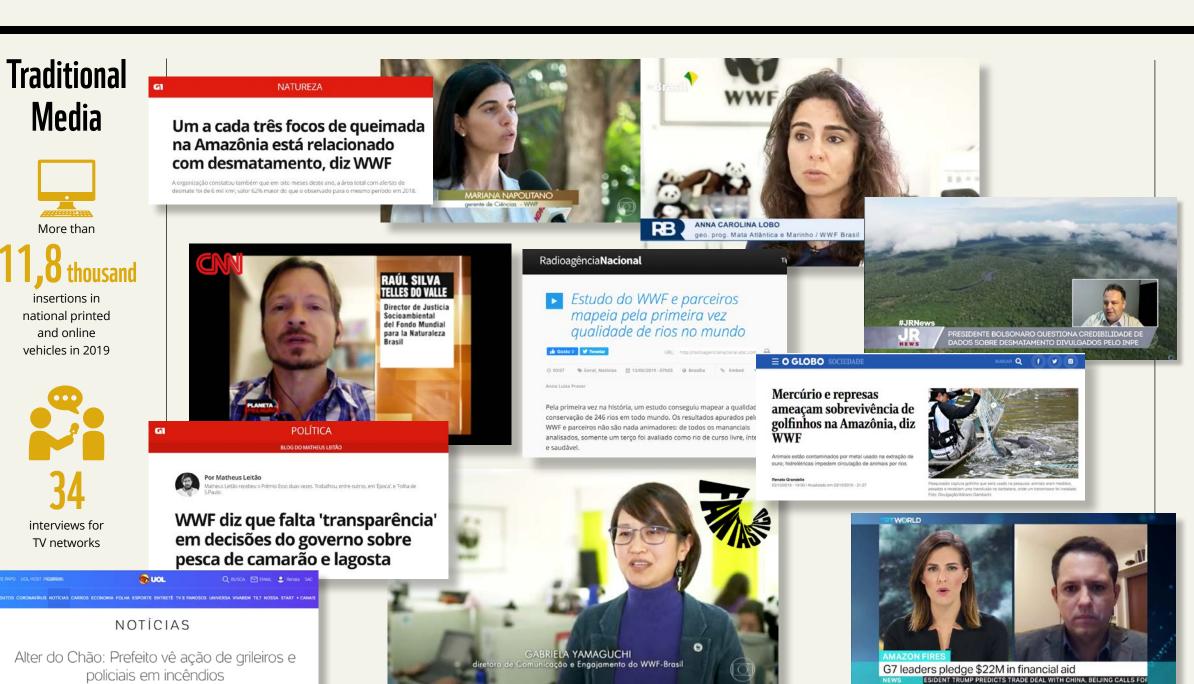


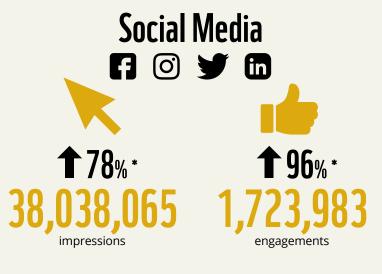


Picture of an Alligator hatchling wins WWF contest

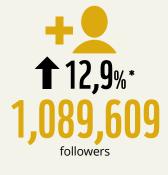
The photography contest *Areas that Protect Life - Pantanal* comes to an end with 305 images registered from different locations in the Upper Paraguay Basin, covering all the expected themes: fauna, flora, landscapes, threats and human interactions. WWF offices in Brazil, Bolivia and Paraguay selected 30, with technical quality, expressiveness and consistency with the award proposal as criteria. The finalists were announced on Pantanal Day, November 12, for the public to choose the winners. The first place was the photo of a baby alligator in the Pantanal (Caiman Yacare), which illustrates this note, captured by Gabriela Schuck de Oliveira in the Private Reserve of Natural Heritage (RPPN) - Sesc Pantanal, in Mato Grosso.

IMPACTIN THE MEDIA













*In comparison to 2018

he world was appalled by the increase in wildfires in the Amazon. 89,178 outbreaks of fire were recorded in the biome in 2019, an increase of 30.4% compared to the previous year, according to the National Institute for Space Research (Inpe). The extension of the fire jumped almost 68% in the period: from 43.2 thousand km² to 72.5 thousand km², consuming an area equivalent to the sum of the states of Rio de Janeiro, Sergipe and Federal District. In the Amazon, we have lost about 20% of forest cover since 1970. If another 5% is destroyed, we will also lose the fight against climate change.

Concerned about the growing pressure on the Amazon, the WWF Network once again joined WWF-Brazil to preserve the biome, financing action such as donations of



firefighting equipment, training of fire brigades and territorial protection projects. In total, in 2019 and 2020, more than R\$ 7.4 million will be invested in activities in 7 states, directly benefiting 25 civil organizations, 8 government bodies and at least 36 indigenous areas of land (see details in the following pages).

TECHNOLOGY FOR CONSERVATION

Some of our partners have already started receiving drones, a promising technology for surveillance and for monitoring activities. In addition to the low impact and cost, they can be used in a variety of landscapes, providing agility, autonomy and security. Since they are operated remotely, they allow forest protectors to avoid exposing themselves to invaders. In December, we trained 40

Alter do Chão: attack on the Constitution

In November, four members of the Alter Brigade were arrested by the Pará Civil Police and accused - with no evidence – of arson. **WWF-Brazil** repudiates attacks on its partners and lies involving its name. We clarify that, in the moments of dramatic advance of fires in the Amazon, Cerrado and Pantanal, we focus our efforts on supporting local entities involved in fighting fires in the defense of indigenous territories and other protected areas. Among the contracts signed is the Technical-Financial Partnership with the Alter do Chão Aquifer Institute, to the amount of R\$ 70,654.36, for the acquisition of equipment such as drone, GPS, rakes and hoes. We did not buy photos or receive donations from actor Leonardo DiCaprio.







conservation agents, including indigenous and environmental police, to operate this tool.

The use of drones is so promising that, in the first monitoring that the Urueu-wau-wau did in their territory after Awapy, head of surveillance of the Indigenous Land, participated in the course offered by WWF-Brazil, a deforested area was discovered of 1.4 hectare. In new rounds, the team detected other major invasions and reported it to Funai. "According to Sedam's calculations (Rondônia State Secretariat for Environmental Development), deforestation exceeds a thousand hectares", says Ivaneide Bandeira Cardozo, co-founder of Associação de Defesa Etnoambiental Kanindé, which works with the Uru-eu-wau-wau. She says that at least one man was



2019 Figures

3,065,102.02 reais spent throughout the year



civil society organizations benefiting from WWF resources



government agencies awarded donations of firefighting equipment

30

Indigenous Lands
benefited from
action such as training
of fire brigades, the
acquisition of equipment
and support for
territorial protection

MARIZILDA CRUPPE / WWF-UK

arrested, held responsible for the crime, and a fine of about R\$ 1 million was enforced.

WORK CONTINUES IN 2020

The experience with the Uru-eu-wau-wau is just one example of the positive impact of the partnerships that WWF-Brazil has entered into in the Amazon. But our work doesn't stop there. In 2020, we will continue to operate with full force in the biome. One of the contracts is with the Amazonas State Secretariat for the Environment (SEMA-AM), for the donation of 1,350 firefighting items, which will equip 110 brigade members to work in 20 Conservation Units.







VIEW THE LIST OF BENEFITED ORGANIZATIONS AND THE SCOPE OF THE PROJECTS HERE



2019 Figures



people trained in the use of drones, including indigenous people, environmental police, extractivists and representatives of city halls. Contracts signed with 12 organizations to donate 14 drones





MARIZILDA CRUPPE / WWF-UK



he country experienced
the biggest environmental
disaster caused by the oil
spill in its history. The
oil spots started being recorded
on the beaches of the Northeast
on August 30. By December
3, according to the Brazilian
Institute of the Environment and
Renewable Natural Resources
(Ibama), 889 locations - in 128
municipalities in 11 states - had
been affected. The oil extended
to more than 3,000 kilometers
off the Brazilian coast.

In order to identify, minimize and contain the impacts of this tragedy, WWF-Brazil worked in cooperation with NGOs, researchers, universities and social movements. We provided personal protective equipment and training for volunteers who removed crude oil from the beaches, in addition to awareness action, in partnership with the Conservation Reef Project (PCR), the Instituto Bioma Brazil (IBB)

WWF-Brazil provided volunteers who removed crude oil from the beaches of the Northeast:

More than

Semi-facial vents with two filters

And more than

pairs of nitrile gloves

of the total areas affected by oil are

protected, according to a survey by WWF-Brazil

More than

Students from Colégio Apoio, in Recife (PE), participated in an open class on the subject



and Oceânica - Pesquisa, Educação e Conservação.

VENTS AND NITRILE GLOVES

We delivered more than 500 semi-facial vents with two filters and more than 400 pairs of nitrile gloves, the most suitable for this type of activity. On the occasion, Pedro Pereira, PCR coordinator, stressed the importance of donating this equipment. "Our concern from the beginning was to prevent this environmental disaster from becoming a public health problem", he said. Previously, many people were working without any protection.

One of the first acts of the partnership was an open class for more than 200 students at Colégio Apoio, in Recife,

held by Mr. Clemente Coelho Júnior, oceanographer with specialization in marine life and President of IBB, who perceived the teenagers' desire to go to the front line. "We warn about the risks that crude oil can offer to health and that this work should not be carried out by children, teenagers and pregnant women", he said.

CERTIFIED DEBATE

Another example of how WWF-Brazil contributed to empowering the debate and connecting research fronts was the realization of two webinars for professors from federal universities specialized in marine ecosystems and oceanography and representatives of NGOs that worked during the crisis on the north-eastern coast.

We conducted a survey showing that 35% of the locations affected by the oil are protected. According to the Navy, 4 thousand tons were removed from the affected areas. However, an issue that is still being discussed is the actual size of the impact, how much was deposited in the depths of the seas, mangroves and reefs. This data is important to set the conservation strategies for the region. ■

















WWF-Brazil
publications
help enrich
the socioenvironmental
debate,
reinforcing
the need
to conserve
ecosystems

































PARINER COMPANIES

We work with a variety of sectors and together, we implement concrete and innovative solutions, aiming at scale based results

WF-Brazil works in partnership with companies from a variety of sectors and their value chains in favor of the major changes we need for our country and the world. This is accomplished by establishing co-creation agreements for the implementation of concrete and innovative solutions, aiming at scale based results. We work on long-term, conservation-oriented projects that support our fronts and are aligned with the Sustainable Development Goals (SDGs). At the same time, we seek to help our partners reduce their water and carbon footprints, as well as invest in the education of their internal and external audiences through education in sustainability.

Partnership for nature conservation





















Partnership for society engagement















Institutional support

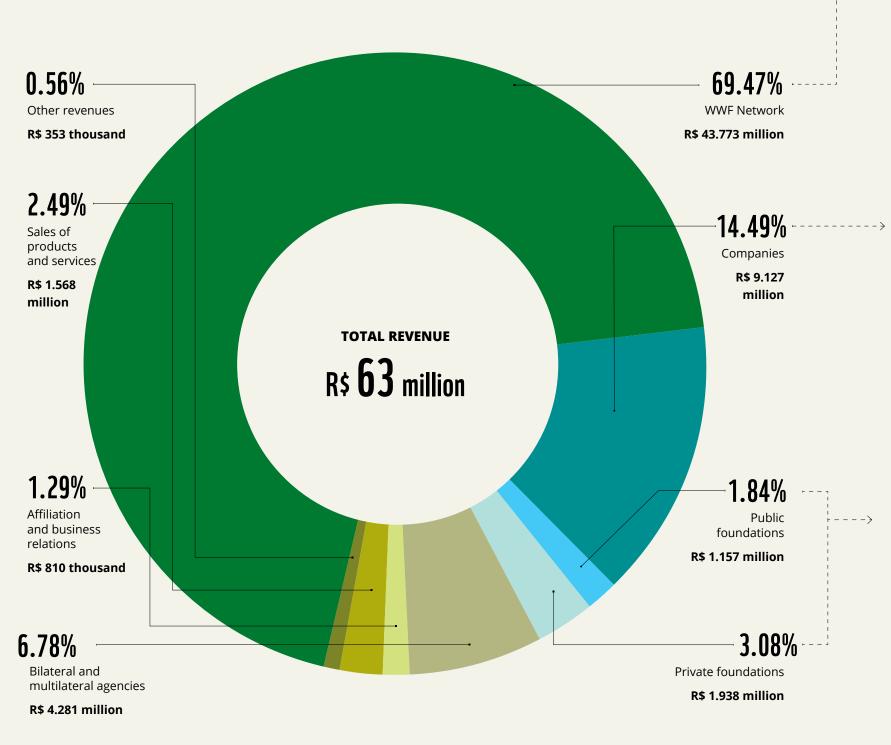




WWF-Brazil's financial balance is audited annually by independent auditors. Once again, the accounting statements for 2019 were approved without exceptions, according to national and international standards followed by KPMG.

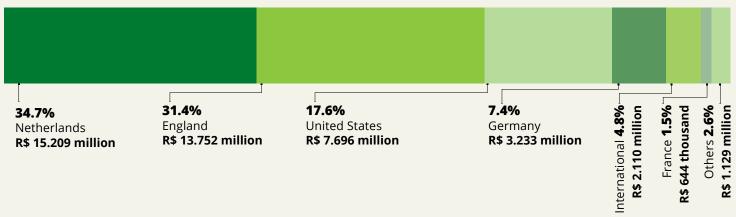
What is the source of the money?

Our revenues were R\$ 63 million in 2019 and most of the resources came from the WWF Network



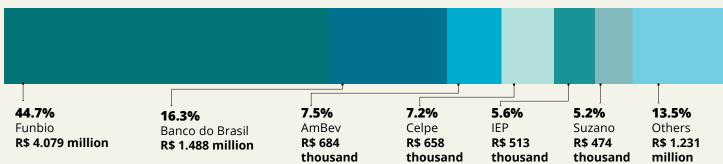
WWF NETWORK

Fourteen organizations of the Network directed resources to WWF-Brazil, with Netherlands and England accounting for 66.2% of the value



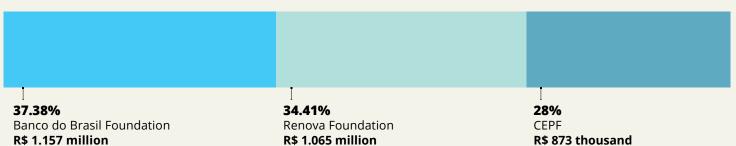
COMPANIES

Funbio and Banco do Brasil accounted for 61% of the amount we received from 14 companies



FOUNDATIONS

Foundations donated R\$ 3.095 million, of which Banco do Brasil is the only public among the three donors



Economic Indicators (IBASE MODEL)

ORIGIN OF RESOURCES

	20	15	20	16	20	17	20	18	20	19	VALUE VARIATION
	Value (thousand Reais)	Transfer (%) over Total Revenue	2018/2019								
Total revenue	60,552	100%	57,676	100%	81,282	100%	49,498	100%	63,003	100%	27%
WWF Network	41,254	68.13%	46,380	80.41%	70,905	87.23%	34,234	69.3%	43,773	69.5%	28%
Companies	3,914	6.46%	5,615	9.74%	5,732	7.05%	6,910	13.9%	9,127	14.49%	32%
Public foundations	9,452	15.61%	266	0.46%	979	1.20%	2,671	5.4%	1,157	1.84%	-57%
Private foundations	-	0%	4	0.01%	436	0.54%	1,108	2.2%	1,938	3.08%	75%
Government agencies	1,062	1.75%	1,105	1.92%	487	0.60%	12	0.02%	-	-	-100%
Bilateral and multilateral agencies	1,610	2.66%	1,839	3.19%	303	0.37%	2,412	4.9%	4,281	6.79%	77%
Affiliation and business relations	1,781	2.94%	948	1.64%	815	1%	705	1.4%	810	1.29%	15%
Sales of products and services	257	0.42%	131	0.23%	347	0.43%	1,102	2.2%	1,568	2.49%	42%
Other revenue	1,222	2.02%	1,388	2.41%	1,278	1.57%	344	0.68%	354	0.56%	3%

OPERATING REVENUES

	2018	2019	VALUE VARIATION
	Value (thousand Reais)	Value (thousand Reais)	2018/2019
Revenues linked to projects	47,347	60,276	27%
Institutional revenue	705	810	15%
Net revenue from the sale of products and services	1,102	1,568	42%
Other revenue	344	354	2.9%
Total Revenue	49,498	63,008	27%

OPERATING EXPENSES

	2018	2019	VALUE VARIATION
	Value (thousand Reais)	Value (thousand Reais)	2018/2019
Personnel expenses	-24,583	-29,061	18%
Program and project costs	-21,585	-29,108	35%
General and administrative expenses	-4,222	-3,264	23%
Other expenses	-335	-741	121%
Tax expenses	-238	-908	282%
Total Expenses	-50,963	-63,082	24%

FINANCIAL RESULT

Financial revenue	1,402	1,756	25%
Financial expenses	-1,228	-764	-38%
Total	174	992	470%

Surplus (deficit) for	-1,292	918	-171%
the financial period	.,_,_	7.0	17.170

47.3%

5.3%

47.4%

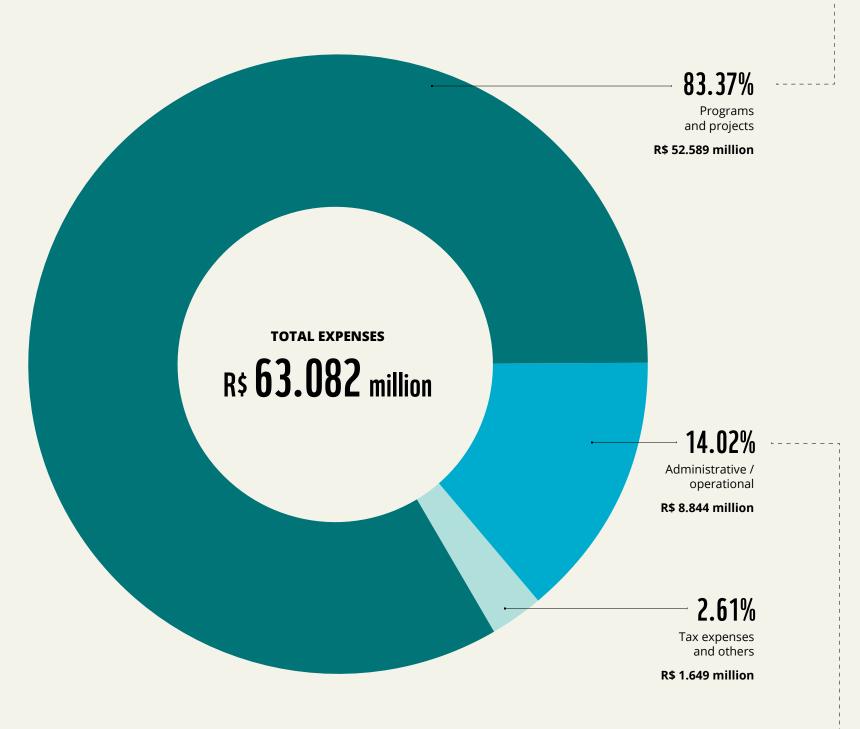
Personnel

Administrative

Third parties

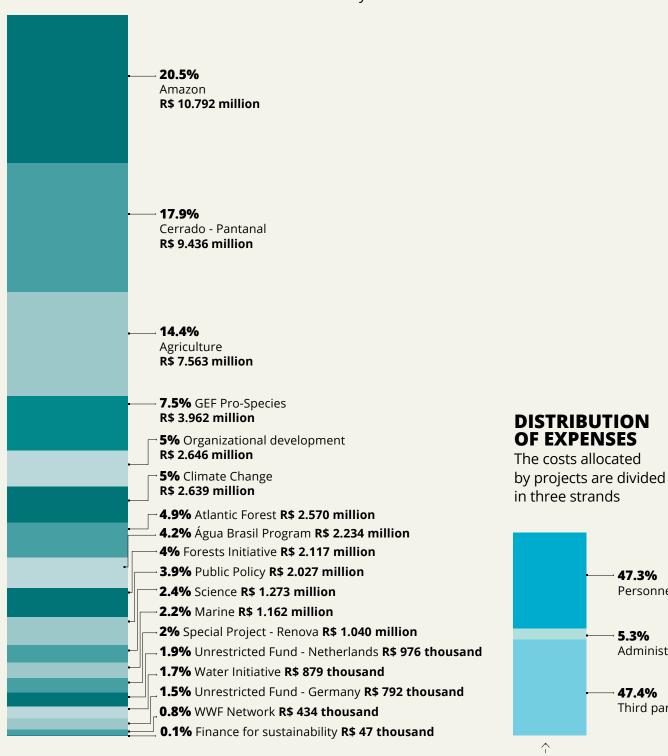
How do we apply our resources?

Almost 84% were used in nature conservation programs and projects in 2019



PROGRAMS E PROJECTS

Amazon, Cerrado-Pantanal and Agriculture concentrated 52.8% of the resources invested in the year



USE OF RESOURCES

	20	15	20	16	20	17	20	18	20	19	VALUE VARIATION
	Value (thousand Reais)	Transfer (%) over Total Revenue	2018/2019								
Total expenses	61,728	100%	56,408	100%	80,653	100%	50,790	100%	63,082	100%	24%
Payroll	12,196	20%	11,230	20%	11,713	15%	13,359	26.3%	16,457	20%	23%
Charges	7,866	13%	7,374	13%	6,968	9%	7,816	15.4%	9,367	12%	20%
Benefits and others	3,587	6%	2,707	5%	2,687	3%	3,411	6.7%	3,237	4%	-5%
Hired – technical partnership	22,346	36%	21,945	39%	40,484	50%	5,727	11.3%	8,711	11%	52%
Flight tickets and accommodation	3,209	5%	2,606	5%	3,104	4%	2,847	5.6%	4,553	6%	60%
Consulting services and others	6,082	10%	5,884	10%	11,638	14%	13,009	25.6%	15,844	19%	22%
Expenses (administrative and general)	6,426	10%	5,074	9%	4,102	5%	4,222	8.3%	3,264	4%	-23%
Tax expenses and other expenses	1,063	2%	1,524	3%	920	1%	573	1.1%	908	1%	58%
Non-operating	- 1,047	-2%	- 1,936	-3%	- 963	-1%	- 174	-0.3%	741	1%	1,388%

Financial Indicators (ETHOS MODEL)

ASSET

	2018	2019	VALUE VARIATION
CURRENT	Value (thousand Reais)	Value (thousand Reais)	2018/2019
Cash and cash equivalents	21,556	39,763	84%
Credits receivable from executed projects	2,469	2,414	-2%
Other credits	859	1,399	63%
Inventory	217	508	134%
Total	25,101	44,084	76%

NON-CURRENT	Value (thousand Reais)	Value (thousand Reais)	2018/2019
Immobilized	2,696	2,596	-4%
Intangible	41	32	-22%
Total	2,737	2,628	-4%

Total assets	27,838	46,712	68%
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LIABILITY

	2018	2019	VALUE VARIATION
CURRENT	Value (thousand Reais)	Value (thousand Reais)	2018/2019
Suppliers	739	1,272	72%
Advances on projects to be executed	14,395	31,581	119%
Labor obligations	2,918	3,299	13%
Obligation with the WWF head office - Network Service	559	536	-4%
Other bills to pay	546	624	14%
Total	19,157	37,312	95%

NON-CURRENT	Value (thousand Reais)	Value (thousand Reais)	2018/2019
Obligation with the WWF head office - Network Service	494	303	-39%
Provision for civil and labor risks	52	0	-100%
GMI Obligations	2,094	2,138	2%
Total	2,640	2,441	-8%

Total liabilities 21,797 39,753 82%

NET PATRIMONY

	2018	2019	VALUE VARIATION		
	Value (thousand Reais)	Value (thousand Reais)	2018/2019		
Social patrimony	7,333	6,041	-18%		
Accumulated surplus (deficit)	-1,292	918	-171%		
Total	6,041	6,959	15%		

Total liabilities and net patrimony	27,838	46,712	68%
-------------------------------------	--------	--------	-----

Statement of cash flows

CASH FLOWS FROM OPERATING ACTIVITIES

	2018	2019	VALUE VARIATION
	Value (thousand Reais)	Value (thousand Reais)	2018/2019
Surplus/(Deficit) for the financial period	-1,292	918	-171%
Provison (Reversion) for judicial demands	-153	-2	-99%
Write-offs and losses of credits receivable	178	380	113%
Write-off of goods from immobilized an intangible asset	128	777	507%
Asset and liability exchange variation	221	31	-86%
Amortization	40	18	-55%
Depreciation	441	636	44%
Total	-437	2,758	-731%

Statement of Cash Flows

VARIATIONS IN ASSETS AND LIABILITIES

	2018	2019	VALUE VARIATION	
(Increase)/Decrease in assets	Value (thousand Reais)	Value (thousand Reais)	2018/2019	
Resources linked to projects	-4,669	-17,186	268%	
Credits receivable from projects	466	-206	-144%	
Other credits	-107	-1,290	1,106%	
Inventory	-30	291	-1,070%	
Increase/(Decrease) in liabilities	Value (thousand Reais)	Value (thousand Reais)	2018/2019	
Advances on projects to be executed	4,669	17,186	268%	
Labor obligations	572	381	-33%	
Obligations to suppliers	547 493 -10		-10%	
Other liabilities	185	185 -84 -1		

Net cash from operating activities	1,196	2,343	96%
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	2018	2019	VALUE VARIATION
Cash flows from investment activities	Value (thousand Reais)	Value (thousand Reais)	2018/2019
Acquisition of goods from immobilized asset	-1,284	-1,313	2%
Acquisition of goods from intangible asset	-	-9	0

Net cash used in investment activities	-1,284	-1,322	3%
Increase (decrease) in cash and cash equivalents	-88	1,021	-1,260%
-			
Cash and cash equivalents in the beginning of financial period	7,249	7,161	-1%
Cash and cash equivalents in the end of financial period	7,161	8,182	14%
Increase (decrease) in cash and cash equivalents	-88	1,021	-1,260%

Auditor's report

By WWF-Brazil's initiative, all the organization's accounts are submitted to external and independent analysis and approval



KPMG Auditores Independentes SAI/SO, Area 6580 - Bloco 02, 3° andar, sala 302 - Torre Norte ParkShopping - Zona Industrial (Guará) Caixa Postal 11619 - CEP: 71219-900 - Brasilla/DF - Brasil Telefone +55 (61) 3362 3700 kpmg.com.br

Relatório dos auditores independentes sobre as demonstrações financeiras

Aos conselheiros e aos diretores do

WWF-Brasil

Brasilia - DF

Opinido

Examinamos as demonstrações financeiras do WWF-Brasil ("Entidade"), que compreendem o balanço patrimonial em 31 de decembro de 2019 e as respectivas demonstrações do resultado, do resultado abrangente, das mutações do patrimônio líquido e dos fluxos de caixa para o exercício findo nessa data, bem como as correspondentes notas explicativas, compreendendo as políticas contábeis significativas e outras informações elucidativas.

Em nossa opinião, as demonstrações financeiras acima referidas apresentam adequadamente, em todos os aspectos relevantes, a posição patrimonial e financeira do WWF-Brasil em 31 de dezembro de 2019, o desempenho de suas operações e os seus fluxos de caixa para o exercício findo nessa data, de acordo com as práticas contábeis adotadas no Brasil aplicáveis às pequenas e médias empresas.

Base para opinião

Nossa auditoria foi conduzida de acordo com as normas brasileiras e internacionais de auditoria. Nossas responsabilidades, em conformidade com taís normas, estão descritas na seção a seguir intitulada "Responsabilidades dos auditores pala auditoria das demonstrações financeiras". Somos independentes em relação à Entidade, de acordo com os princípios éticos relevantes previstos no Código de Ética Profissional do Contador e nas normas profissionais emitidas pelo Conselho Federal de Contabilidade, e cumprimos com as demais responsabilidades éticas de acordo com essas normas. Acreditamos que a evidência de auditoria obtida é suficiente e apropriada para fundamentar nossa opinião.

Outros assuntos

Auditoria das demonstrações financeiras do exercício anterior

O balanço petrimonial em 31 de dezembro de 2018 e as demonstrações do resultado, do resultado abrangente, das mutações do patrimônio líquido e dos fluxos de caixa e respectivas notas explicativas para o exercício findo nessa data, apresentados como valores correspondentes nas demonstrações financeiras do exercício corrente, foram anteriormente auditados por outros auditores independentes, que emitiram relatório em 25 de março de 2019, sem modificação.

EPMO Auditorie integrodenies, une soniedade strupes deputers a finalniedado, de pula IPMO de filmas maldas finis perdentes e affectes à IPM operation al Congression (IPPMO Internations), una artifició sola PMY dudlims halopeolecles, a littribut willy and a member first of the PMY select of subpended member from additional will PMM interesting (Consenting (VPMI) interestings), a their artists.

KPMG

KPMG Independent Auditors

Address: SAI/SO, Área 6580 – Bloco 02, 30 andar, sala 302 – Torre Norte

Park Shopping Corporate – Zona Industrial (Guará)

PO Box: 11619 – Postal Code: 71219-900 – Brasília/DF – Brazil

Phone number: +55 (61) 3362 3700

Independent auditor's report about the financial statements

To the council members and directors of WWF-Brazil

Brasília – DF

Opinion

We have examined the financial statements of WWF-Brazil ("Entity") which comprise the patrimonial balance on 31 December 2019 and the respective statements of results, of the comprehensive result, of changes in the net patrimony and for the cash flows for the year ended in that date, as well as the corresponding explanatory notes, comprising accounting policies and other elucidative information.

In our opinion, the aforementioned financial statements adequately present, in all relevant aspects, the patrimonial and financial position of WWF-Brazil on 31 December 2019, the performance of its operations and its cash flows for the year ended in that date, in accordance with accounting practices adopted in Brazil and applicable to small and medium-sized companies.

Basis for opinion

Our audit was conducted in accordance with Brazilian and international auditing standards. Our responsibilities, in accordance with these standards, are described in the following section entitled "Auditors' responsibilities for auditing the financial statements". We are independent from the Entity, in accordance with the relevant ethical principles set out in the Accountant's Code of Professional Ethics and in the professional standards issued by the Federal Accounting Council, and we comply with other ethical responsibilities in accordance with these standards. We believe that the audit evidence obtained is sufficient and appropriate to support our opinion.

Other subjects

Audit of the previous year's financial statements

The patrimonial balance on 31 December 2018 and the statements of results, of the comprehensive result, of changes in the net patrimony and for the cash flows and respective explanatory notes for the year ended in that date, presented as corresponding values in the current year's financial statement, were previously audited by other independent auditors, who issued a report on 25 March 2019, without modification.

Administration's responsibilities for financial statements

The Administration is responsible for preparing and presenting properly the financial statements in accordance with accounting practices adopted in Brazil applicable to small and medium-sized companies, and responsible for the internal controls that it has determined to be necessary to allow the preparation of financial statements free of relevant misstatements, regardless of whether caused by fraud or error.

In the preparation of the financial statements, the Administration is responsible for assessing the Entity's ability to continue operating, divulging, when applicable, subjects related to its operational continuity and the use of this accounting basis in the preparation of the financial statements, unless the Administration intends to liquidate the Entity or cease its operations, or has no realistic alternative to avoid closing operations.

Auditors' responsibilities for auditing the financial statements

Our objectives are to obtain reasonable security that the financial statements, taken as a whole, are free from relevant misstatements, regardless of whether caused by fraud or error, and to issue an audit report containing our opinion. Reasonable security is a high level of security, but not a guarantee that the audit carried out in accordance with Brazilian and international auditing standards always detects any relevant existing misstatement. Misstatements can be due to fraud or error and are considered relevant when, individually or taken as a whole, they can influence, within a reasonable perspective, the economic decisions of users taken on the base of these financial statements.

As part of the audit carried out in accordance with Brazilian and international auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. Besides that:
- We identify and assess the risks of relevant misstatement in the

financial statements, regardless of whether caused by fraud or error, we plan and execute audit procedures in response to such risks, as well as obtain appropriate and sufficient audit evidence to support our opinion. The risk of not detecting relevant misstatement resulting from fraud is greater than that arising from error, since fraud may involve the act of circumventing internal controls, collusion, forgery, omission or intentional misrepresentation.

- We obtain an understanding of the internal controls relevant to the audit in order to design audit procedures appropriate to the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal controls.
- We evaluated the adequacy of the accounting policies used, the reasonableness of the accounting estimates and the respective disclosures made by the Administration.
- We conclude about the adequacy of the use, by the Administration, of the accounting basis of operational continuity and, based on the audit evidence obtained, whether there is relevant uncertainty in relation to events or conditions that may raise significant doubt regarding the Entity's operational continuity capacity. If we conclude that there is relevant uncertainty, we must draw attention in our audit report to the respective disclosures in the financial statements or include changes in our opinion, if the disclosures are inappropriate. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the Entity to no longer remain in operational continuity.
- We assess the general presentation, structure and content of the financial statements, including the disclosures and whether the financial statements represent the corresponding transactions and events in a manner consistent with the purpose of proper presentation.

We communicate with the Administration regarding, among other aspects, the planned reach, the time of the audit and the significant findings of the audit, including any eventual deficiencies in the internal controls that we identified during our work.

Brasília, 14 April 2020 KPMG Independent Auditors CRC GO 001203 – O - GO

Marcelo José de Aquino Contador CRC 1SP183386 – O – 6

The bodies

responsible for governance monitor the execution of activities and institutional commitments, watch over the relationship with the WWF Network, define policies, principles and strategic objectives of WWF-Brazil and, thus, ensure the fulfilment of the organization's mission

General Assembly

The highest body of WWF-Brazil, in which associates and members of the boards participate. It ordinarily meets once a year to deliberate on the financial statements for the previous year and to approve the budget and activity plans for the current year. Extraordinarily, it meets whenever necessary.

WWF-Brazil Board

Leads WWF-Brazil's governance and management process, with the responsibility of approving policies and strategies; ensuring the fulfilment of the organization's mission, values and social objectives; enforcing the decisions of the General Assembly; supervising the management of the Executive Director; and ensuring that decision-making processes, management systems and the executive and operational bodies are appropriate and allow for the achievement of institutional objectives. It meets ordinarily every four months, in addition to having thematic committees.

Advisory Board

This is a consultation and advisory body for the Board and the organization. It offers a space for debate, contributing with suggestions, criticisms and opinions in relation to any topic related to the Mission and Objectives of WWF-Brazil. It is formed by people of notorious knowledge, specialists in our work themes and also by associates and former councilors who have already been part of other instances of governance and management of WWF-Brazil.

Audit Committee

Its mission is to oversee financial, accounting, equity and budgetary management and to examine WWF-Brazil's internal controls and procedures, ensuring transparency. Responsible for hiring the auditors, it is formed by independent external members who are trained in the financial area as they feed the Finance and Risks Committee and the Board with reports based on annual audits, highlighting possible deficiencies and recommended action to eliminate any risks.

Executive Director

This is the professional management body of WWF-Brazil, being responsible for the administration of the organization, compliance with institutional policies, formulation of the strategy, and, after approval by the Board, for its execution. Practices administrative acts and has formal representation of the institution, reporting directly to the Board. It is composed entirely of professionals hired by WWF-Brazil, with exclusive dedication.



WWF-Brazil Board

Chair

Até dezembro de 2019 Antonio Paulo de Azevedo Sodré A partir de dezembro de 2019 Roberto Pedote

Vice-Chair

Rachel Biderman Furriela

Antonio Paulo de Azevedo Sodré Carlos Afonso Nobre Daniel Bleecker Parke Heloísa Helena Rios de Carvalho Nigro José Augusto Raposo Alentejano Luís Antonio Semeghini de Souza Luiz Carlos de Lima Rita Pinho de Carvalho Sérgio Besserman Vianna

Advisory Board

Paulo Nogueira-Neto (in memoriam)

Álvaro Antonio Cardoso de Souza Antonio Fadiga Eduardo Mazzaferro Ehlers Haakon Lorentzen José Eli da Veiga José Galizia Tundisi Marcos Pessoa de Queiroz Falcão Philippe Prufer Roberto Silva Waack

Audit Committee

Full Members

Marcos da Cunha Carneiro Natan Szuster (coordenador) Luiz Fernando Correia Parente

Surrogates

Ricardo Lopes Cardoso Brunno Cruz da Silva

Executive Director

Mauricio de Almeida Voivodic

Executive Coordination

Mauricio de Almeida Voivodic

Culture and Development

Cynthia Bezerra Coutinho

Legal

Fernando Antunes Caminati

Engaged Society

Gabriela Yamaguchi

Financial Administration

Luiz Marcelo Brasileiro de Araújo

Social and Environmental Justice

Raul Silva Telles do Valle

Green Economy

Alexandre Curvelo de Almeida Prado

Conservation and Restoration

Edegar de Oliveira Rosa

Conservation Coordination

Mauricio de Almeida Voivodic

Conservation and Restoration

Edegar de Oliveira Rosa

Green Economy

Alexandre Curvelo de Almeida Prado

Social and Environmental Justice

Raul Silva Telles do Valle

Engaged Society

Gabriela Yamaguchi

Amazon

Ricardo de Assis Mello

Cerrado/Pantanal

Júlio Cesar Sampaio da Silva

Sciences

Mariana Napolitano e Ferreira

Atlantic Forest and Marine

Anna Carolina Lobo

Public Policies

Michel dos Santos

Strategic Planning

André da Silva Dias

Integrated Projects | PMO

Antonio Cristiano Vieira Cegana

Employees

Abílio Vinícius Pereira Adriana Rodrigues Alessandra Mathyas Alessandra Manzur Alexandre Prado Amanda de Almeida Ana Carolina Hansch Ana Carolina Franchini Ana Claudia de Moura Ana Kátia Fernandes Ana Paula Ferreira André Dias Andréia Lima Andreia Lobo Anita Diederichsen Anna Carolina de Oliveira Anna Carolina Lins Antonio de Melo Antonio Cristiano Cegana Bernardo de Oliveira Bianca Nakamato Breno de Melo Bruna Cenço Bruna Piazera Bruno Bueno Byanca Alves Caio Faro Cassio Bernardino Cezar Augusto Borges Clarissa Carvalho Claudio José de Oliveira Cynthia de Oliveira Cynthia Coutinho Daniel Venturi Daniela Teston Danilo Henrique Costa Danuzia Lima Denise Bispo

Dion Isaac Utreras Douglas dos Santos Edegar Rosa Eduarda Miranda Eduardo Canina Élida dos Santos Érika Eveline Nascimento Etienne de Oliveira **Evelin Karine Morais** Fabiano da Silva Fabrício de Campos Felipe Ângelo dos Santos Felipe Feliciani Felipe Avino Fernando Caminati Flavia Araujo Flávio Rodrigues Francisca Maira de Oliveira Frederico Machado Gabriela Raymundo Gabriela Yamaguchi Gabriela Pereira Gabriela Moreira Geanne Pereira Henrique Carlos Izac Francisco Theobald Jaime Deconto Jair Oliveira Jean-Francois Timmers João Pedro Marques Jorge Eduardo de Oliveira Josiane Santos Julia Boock Juliana Oliveira Juliana de Freitas Júlio Cesar Sampaio Karen Priscilla Stempozeskas Karina Yamamoto

Katiane Ribeiro **Kolbe Santos** Laiana Lima Laiane dos Santos Lais Cunha Léa Maria David Leda Tavares Leonardo Costa Lidia Maria Rodrigues Lidiane de Oliveira Lilian Aparecida Ribeiro Lívia Maria Freire Luana da Silva Luana do Rosário Lucas da Silva Luiz Eduardo da Silva Luiz Marcelo de Araújo Luiza Sampaio Marcelo Elvira Marcelo da Costa Marcos Piovesan Maria Carolina de Siqueira Maria Eduarda Coelho Maria Fernanda Maia Maria Jasylene de Abreu Maria Sirderlândia Silva Mariana de Menezes Mariana Ferreira Mark William Lutes Mauricio Voivodic Michel dos Santos Moacyr Silva Osvaldo Alfonso Gajardo Paula Hanna Valdujo Paula Martins

Paulo Henrique de Sousa

Pedro Henrique Oliveira

Pedro Henrique da Silva Néto

Priscila Gomes Priscila Pamela Rocha Rafael Giovanelli Raquel Veras Raul do Valle Regiane Stella Guzzon Renata Peña Renata de Araújo Ricardo Mello Ricardo Fujii Roberta Simonetti Rocio Ruiz Rodrigo Melo Roney Andrade Sandro Marostica Saulo de Negreiros Sebastião de Almeida Taís de Paiva **Tatiane Oliveira** Teresinha Alves Thaishi da Silva Thiago Silva Tiago Egídio Barbosa Vinícius Bittencourt Vinícius Ferreira Virgínia Antonioli Vitor Hugo de Araujo Warner Bento Filho

Interns

Adriana dos Santos Amanda Xavier Ana Luiza Bugueta Brenda Andrade Clara Vilas Boas Francisca Valeria da Silva Gabriel Paulino **Gustavo Tavares** José Luiz Cerqueira Liandra Larissa Ximenes Luana Franco Maria Luciana de Souza Mariane Monteiro Matheus Ferreira Osanildo Corrêa Roberta Beatriz de Oliveira Thais Gabrielle dos Santos Victória Varela Viviane dos Santos



his is the fourth consecutive year that the WWF-Brazil publishes its social balance in the Annual Activity Report. We believe in the responsibility that everyone has – social and private organizations, public sector and civil society – in building a more egalitarian country. It is necessary to invest in transparency regarding the rendering of accounts, and that goes beyond the financial results. For us, environmental and social aspects must also be included. We want to reflect, within our organization, the brazilian demographic composition and the good practices that we want to see in the private sector, such as a greater number of black people and peolple over 60 among our collaborators, and more women in leadership positions with wage equity in relation to men. Check below the data of the Social Balance of WWF-Brazil.

Internal Social Indicators (IBASE MODEL)

ACTIONS AND BENEFITS FOR EMPLOYEES

	20	15	2016		2017		2018		2019	
	Value (thousand Reais)	Transfer (%) over Total Revenue								
Total	2,235	4%	2,452	4%	2,556	3%	3,147	6%	3,537	7%
Food voucher	1,183	1.95%	1,126	1.95%	1,139	1%	1,330	2.69%	1,481	2.99%
Day nursery / day nursery assistance (for children of employees up to 6 years old)	78	0,13%	69	0.12%	88	0%	120	0.24%	126	0.25%
Health	757	1.25%	1,024	1.78%	1,028	1%	1,392	2.81%	1,634	3.30%
Transportation voucher	12	0.02%	11	0.02%	16	0%	24	0.05%	10	0.02%
Internship grant	169	0.28%	197	0.34%	263	0%	255	0.51%	245	0.49%
Life insurance	36	0.06%	24	0.04%	23	0.03%	26	0.05%	41	0.08%

Consumption Indicators (IBASE MODEL)

	2015		2016		2017		2018		2019	
	Unit	Value (Reais)	Unit	Value (Reais)	Unit	Value (Reais)	Unit	Value (Reais)	Unit	Value (Reais)
Paper consumption in the office	224,000 sheets	R\$ 5,889.44	157,500 sheets	R\$ 5,220.98	157,512 sheets	R\$ 4,851.37	120,435 sheets	R\$ 3,837.25	75,000 sheets	R\$ 1,781.25
Electric power consumption	139,350 kW/h	R\$ 122,042.50	134,770 kW/h	R\$ 88,701.23	150,225 kW/h	R\$ 84,770.92	133,704 kW/h	R\$ 101,949.90	83,040 kW/h	R\$ 41,604.59
Water consumption	4,717 m ³	R\$ 11,932.91	5,277 m ³	R\$ 4,879.32	11,216 m³	R\$ 11,756.70	647 m³	R\$ 11,366.36	642 m³	R\$ 10,016.64

Staff Indicators (IBASE MODEL)

	2015	2016	2017	2018	2019
	N° / %	N° / %	N° / %	N° / %	N° / %
Total employees at the end of the period	120	115	116	138	142
Number of admissions during the period	32	21	25	38	26
Termination	55	26	24	16	22
Use of the internal team (promotions, job changes)	-	13	10	13	24
% of employees up to 45 years old	87%	89%	86%	84%	83%
% of employees over 45 years old	13%	11%	13%	15%	16%
% of employees over 60 years	0%	0%	1%	1%	1%
Number of women working at the institution	70	64	61	73	76
% of leadership positions held by women	45%	36%	28%	45%	52%
Average age of women in leadership positions	39	35	39	43	43
Average salary of women in the institution	R\$ 6,097.80	R\$ 6,491.56	R\$ 7,051.00	R\$ 7,653.55	R\$ 7,830.00
Number of men working at the institution	50	51	55	65	66
% of leadership positions held by men	55%	64%	72%	55%	48%
Average age of men in leadership positions	43	41	45	45	45
Average salary of men in the institution	R\$ 9,310.66	R\$ 9,638.86	R\$ 10,665.21	R\$ 10,233.57	R\$ 10,819.00
Black, brown and indigenous people working at the institution	30	33	32	49	50
% of leadership positions held by black, brown and indigenous people	18%	29%	28%	27%	28%
Average age of black, brown and indigenous people in leadership position	35	35	39	39	43
Average salary of black, brown and indigenous people	R\$ 6,167.58	R\$ 6,822.49	R\$ 7,212.51	R\$ 7,312.96	R\$ 7,985.71
White and yellow people working at the institution	48	60	79	89	92
Average salary of white and yellow people	R\$ 6,773.31	R\$ 8,149.35	R\$ 9,723.09	R\$ 9,651.53	R\$ 11,958.18
% of leadership positions held by white and yellow people	-	71%	66%	68%	72%
Interns during the period	11	17	15	14	12
People with special needs	1	1	2	3	3
Employees under 18 years old (apprentice)	2	2	2	2	2

Staff Indicators (IBASE MODEL)

	2015	2016	2017	2018	2019
	N°	N°	N°	N°	N°
Total employees at the end of the period	120	115	116	138	142
Graduate	58	54	51	52	52
Post-graduates (specialists, masters and doctors)	54	52	54	77	78
Undergraduate	5	6	8	7	10
Elementary School	0	0	0	0	0
High School	3	3	3	2	2
Non-literate	0	0	0	0	0

Ethics, Transparency and Social Responsibility (IBASE MODEL)

	2015	2016	2017	2018	2019
	N°	N°	N°	N°	N°
Ratio between the highest and the lowest salary (without benefits)	26.9 times	12.8 times	22.2 times	21 times	18.8 times
Ratio between the highest and the lowest salary (salary + benefits)	16.7 times	8.5 times	13.1 times	12.7 times	9.17 times
The participation of employees in the institution's planning			[] does not occur [] occurs at the leadership level [X] occurs at all levels	[] does not occur [] occurs at the leadership level [X] occurs at all levels	[] does not occur [] occurs at the leadership level [X] occurs at all levels
The institution has an Ethics Committee/Council to monitor:			[X] all actions/activities [] teaching and research [] animal experiment/vivisection [] there is not	[X] all actions/activities [] teaching and research [] animal experiment/vivisection [] there is not	[X] all actions/activities [] teaching and research [] animal experiment/vivisection [] there is not
In the selection of partners and service providers, ethical and social and environmental responsibility criteria:			[] are not considered [X] are suggested [] are required	[] are not considered [X] are suggested [] are required	[] are not considered [X] are suggested [] are required



COORDINATION

WWF-Brazil – Gabriela Yamaguchi, Adriana Ferranni Rodrigues e Maria Fernanda Maia

EDITING

Casa das Letras – Solange Azevedo

GRAPHIC DESIGN AND DIAGRAMATION

Laboota – Laboratório de Conteúdo Visual

COVER PHOTO

André Dib

Vanessa braziliensis/ ADRIANO GAMBARINI/ WWF-BRAZIL

#TOGETHERPOSSIBLE



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