



**WWF-NEW  
ZEALAND 2025-2035  
STRATEGY:  
NATURE FOREVER – FOR EVERYONE**

A large, ancient tree trunk in a lush green forest, with a stream flowing through the foreground. The image is overlaid with a semi-transparent green filter. The text is white and bold, positioned in the lower-left quadrant.

**A healthy natural  
environment is  
central to our  
wellbeing, identity,  
and economy**

## INTRODUCTION:

*New Zealanders have a deep connection with nature. Our landscapes and wildlife are incredibly unique, and a healthy natural environment is central to our wellbeing, identity, and economy.*

But nature is in trouble. Aotearoa New Zealand has the highest proportion of threatened species per capita in the world, with about a third of our native species (around 4,000) threatened or at risk of extinction. Nature is calling on us to do more globally and at home.

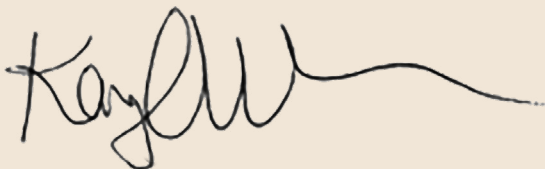
That is why WWF-New Zealand is responding with a bold 10-year strategy to sharpen our focus and accelerate our efforts to respond to the twin crises of climate change and biodiversity loss.

**Our mission is clear:** To halt and reverse nature loss and address underlying systemic drivers of biodiversity loss.

**Our vision is simple:** To create a world where people and nature live in harmony – ensuring nature for everyone, forever.

This 10-year strategy will provide clear long-term direction for WWF-New Zealand and focus the organisation's skills and resources on the areas we can make the greatest difference. It will help us allocate resources efficiently, respond swiftly to change, and measure our impact with accountability.

**Together, we can make it happen.**



*Dr Kayla Kingdon-Bebb*  
CEO, WWF-New Zealand



*Hon. James Shaw*  
Chair, WWF-New Zealand

## CELEBRATING OUR SUCCESSES OVER THE LAST 50 YEARS IN AOTEAROA

© THE BROOK WAIHARANA SANCTUARY



WWF-New Zealand celebrated half a century in Aotearoa in 2025 with some incredible wins for nature.

We've had many successes over the last 50 years, including helping establish the world-leading Tiritiri Matangi open sanctuary and playing a key role in the Department of Conservation's 'Million Dollar Mouse' eradication project on the Antipodes Islands.

For three decades we've partnered with the Tindall Foundation to support hundreds of flaxroots community conservation groups and projects across the motu – from the rehabilitation of kororā / little blue penguins to the restoration of native streams.

We've also secured major advocacy wins, including greater protections for our threatened seabirds. In 2024, the Government introduced stronger rules to prevent seabirds getting entangled in longline fishing gear as accidental 'bycatch' - a victory that followed the first roll-out of cameras on boats, and with that, a greater understanding of what happens at sea.

We want to build on our successes to deliver stronger environmental outcomes for Aotearoa - and for our wider Pacific and Antarctic regions - over the next 50 years. Our new 10-year strategy has been developed to guide that journey and ensure WWF-New Zealand continues to make a lasting impact for people and nature.

# OUR STRATEGY IN A GLOBAL CONTEXT



WWF-New Zealand is part of the WWF International Network, the world's largest independent conservation organisation. WWF's global mission is to stop the degradation of the planet's natural environment and to build a future where people live in harmony with nature.

WWF International has played a major role in securing many landmark environmental agreements over recent decades, including the UN Kunming-Montreal Global Biodiversity Framework (GBF) Agreement. The GBF sets an ambitious pathway towards a world living in harmony with nature by 2050, with countries, including Aotearoa New Zealand, committing to four overarching goals and 23 targets to halt and reverse nature loss by 2030.

At WWF-New Zealand our work is directly aligned with the GBF, with a particular focus on accelerating marine protection, supporting more sustainable fisheries, and reducing threats to marine life. We also work to put nature at the heart of Aotearoa's response to climate change and to help businesses reduce their impacts on the environment.

## THE CALL TO ACTION IN A CHANGING WORLD

WWF-New Zealand has developed this strategy at a pivotal time. The world is largely still recovering from the effects of the Covid-19 pandemic and grappling with a sluggish global economy, increasing wealth inequality and social polarisation – while many governments are still complacent about the urgency of the climate and biodiversity crisis.

We are facing a triple planetary crisis of climate change, biodiversity loss and pollution that will only worsen as each crisis exacerbates each other over time. Addressing these interconnected challenges takes time and requires many hands.

As WWF-New Zealand plans for the next decade, we see the incredible challenge before us, but we also see an extraordinary opportunity. Like many other countries, Aotearoa is falling behind in its ambition and implementation in fulfilling commitments under various international climate and nature agreements. We know that nature is our greatest asset and there's more work we can do to demonstrate that. Now more than ever, civil society has a critical role to play in helping sectors, governments and financial institutions understand the value of nature and the pathways for protecting people and the planet.



## OUR ROLE

WWF-New Zealand has a proud legacy of ocean advocacy and collaboration - working with industry to protect taonga species like the Antipodean albatross. In some cases, these efforts have been long fought over decades. But we can see that consistent and collaborative advocacy and engagement is incredibly effective. Together, we can do so much more to correct the course for nature and people.

We also know that people are feeling more and more disconnected, overwhelmed and apathetic about the state of our world and looming climate, pandemic, and economic crises. We want to offer hope to the people of Aotearoa, to foster a sense of community,

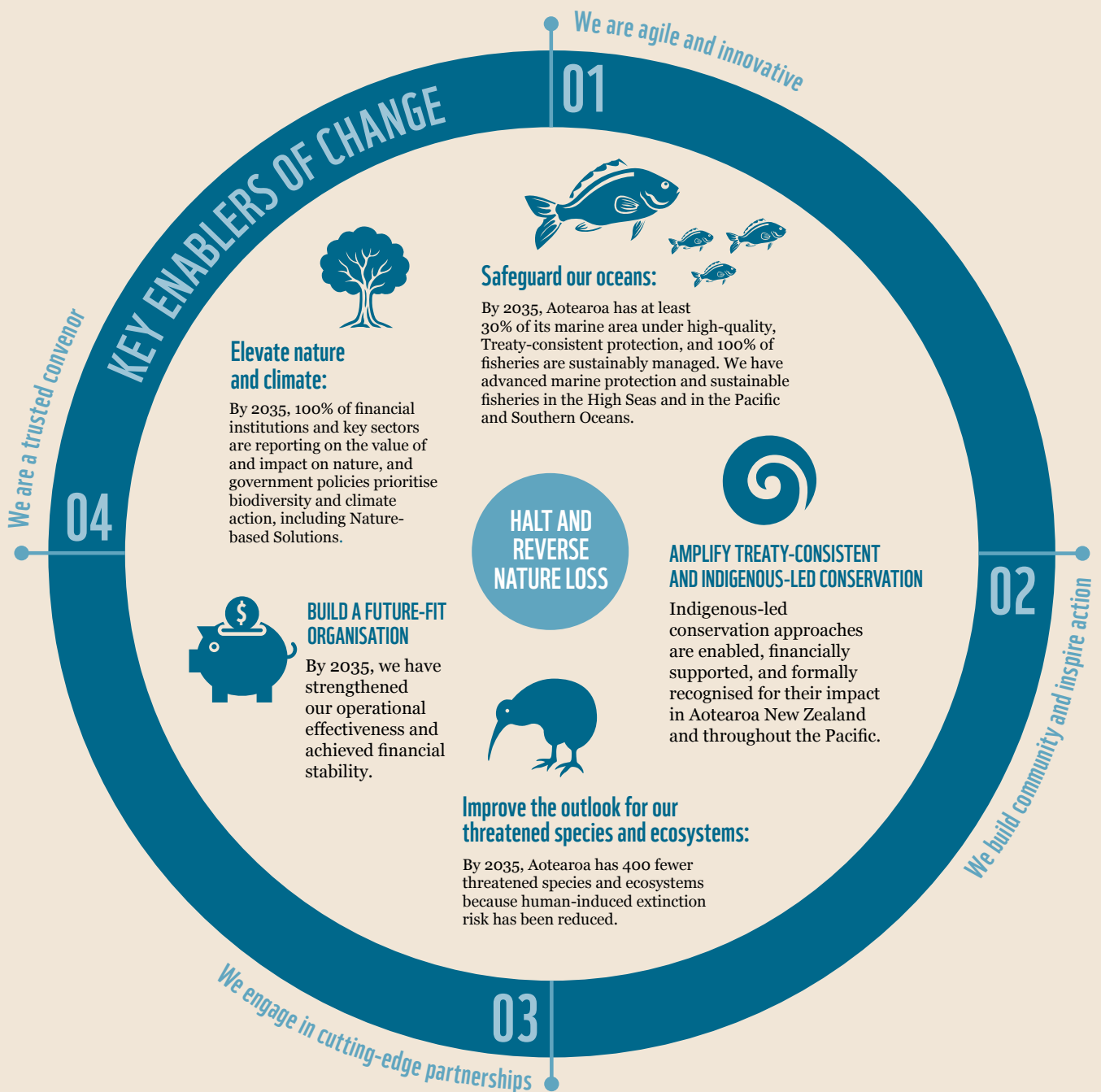
and inspire them to take action for nature – together. We understand the power of storytelling and we seek to give nature a voice, to tell the stories of communities and amplify the wisdom of tangata whenua.

Over the next decade and beyond, we will continue to play to our strengths and leverage our trusted brand to mobilise the needed actions and shifts required to halt and reverse nature loss. And that's why our focus for the next 10 years is bold, transformative and inclusive.



# OUR STRATEGIC PRIORITIES ARE AIMED AT HALTING AND REVERSING THE LOSS OF NATURE

## 2025–2035 STRATEGIC PRIORITIES



# OUR PRIORITIES

## Elevate nature and climate

We want people and nature to thrive together. This is no small feat. We know that nature underpins so much of our economic activity and wellbeing - yet its value is poorly understood. We also know there are win-wins, such as Nature-based Solutions, that can advance both climate and biodiversity goals. That is why we want to elevate nature and climate and put them in the same frame as the economy and trade, and health and human wellbeing. This is going to be a necessary part of our work going forward if we are to address the systematic failures that have led to and perpetuate the existence of our current environmental problems. We want nature to be a key topic of conversation around the dinner table, the board room, and the Cabinet table.

## Improve the outlook for our threatened species and ecosystems

Biodiversity in Aotearoa is particularly vulnerable due to our high levels of endemism - species found nowhere else but here. But we also have many natural advantages - such as expansive landscapes, relatively low population density, and agility in responding to outside influences. If we leverage these advantages to take more action for our species and the habitats they rely on, we can ensure a future where we've bent the curve for nature. Our advocacy efforts - whether for Nature-based climate solutions, marine protection policies, or more sustainable fisheries - are aimed at a Nature Positive Aotearoa - where biodiversity loss is halted and ecosystems are thriving again.

## Safeguard our oceans

Our ocean and coastal environments are under enormous pressure from land-based pollution and sediment, unsustainable fishing and bottom trawling, and warming temperatures

and ocean acidification from climate change. The science tells us that globally we need at least 30% of our ocean in some form of high protection to alleviate these pressures for species, vulnerable habitats and ecosystems. Currently, New Zealand has protected less than 1% of our 5.8 million square kilometres of marine areas - an area more than 15 times our land mass. We know we can do better because Kiwis care about the ocean and the species that rely on it. That is why our work to address the barriers of expanding marine protection will continue to be a key focus for us domestically, in the wider Pacific and in the high seas.

## Amplify Treaty consistent and Indigenous-led conservation

Māori have been actively practising kaitiakitanga and mana motuhake in their relationship with te Taiao / the natural world since their arrival in Aotearoa. Upholding te Tiriti / the Treaty of Waitangi and making space for tikanga Māori in conservation is critical to ensuring nature thrives and remains resilient in the future. We want to ensure that tangata whenua and local communities are benefiting from and shaping decisions on climate change, sustainable development, and nature, for future generations.

## Build a future-fit organisation

As a small but mighty team, we recognise the need to be disciplined and focus, directing our limited resources where we can have the greatest impact. We are committing to building our capability in key areas, diversifying our funding streams, and strategically partnering with organisations with shared values and complimentary skills to maximise our collective impact for nature.

## STAKING A PATH FOR NATURE – OUR FOCUS TO 2030

2030 is an important year for nature globally as it's a critical timeframe for accelerating actions under the 23 targets of the GBF to urgently halt and prevent biodiversity loss. The next five years are critical in determining the future for our planet and we need humanity to come together and take decisive action to tackle the dual crises of climate change and nature loss.

The WWF Network is uniquely positioned to significantly advance progress towards the GBF targets. WWF-International has set a high ambition for the Network to substantively contribute to the achievement of these global goals and targets with Roadmap 2030.

WWF-New Zealand have set specific and measurable 2030 goals to help guide our efforts over the next 10 years. These goals are aligned to targets under the GBF that help ensure we're well on the way to halting and reversing nature loss.

Over the next five years, we will focus on delivering improved ocean outcomes by addressing the legislative barriers to expanding marine protection, and by ensuring our fisheries management system is fit-for-purpose - including through reduction in the bycatch of protected species and a full roll-out of cameras on fishing boats.

We'll also be tackling systemic changes needed to improve outcomes for people and planet – helping to build an economy for nature. We'll advance thought leadership on the value of nature and the costs of failing to protect and restore it; we'll work to mainstream Nature-based Solutions; and we'll take action to ensure that future governments properly consider biodiversity and climate impacts in their decision-making.

We will partner with tangata whenua and support tikanga-led approaches and solutions to protecting and managing our environment. We'll also be focussed on strengthening our ability to be an effective, resilient and sustainable organisation that is a great place to work.

# 2025–2035 STRATEGIC PRIORITIES

<p><b>Safeguard our oceans</b></p> <p>By 2035, Aotearoa has at least 30% of its marine area under high-quality, Treaty-consistent protection, and 100% of fisheries are sustainably managed. We have advanced marine protection and sustainable fisheries in the High Seas and in the Pacific and Southern Oceans.</p> <p><b>2030 Goals</b></p> <ul style="list-style-type: none"> <li>• New MPA legislation established with new MPA tools, including Treaty-consistent marine conservation approaches.</li> <li>• At least 15% of Aotearoa’s marine area is under high-quality protection, including through Treaty-consistent approaches.</li> <li>• Fisheries management explicitly manages fish stocks to support wider ecosystem health.</li> </ul>	<p><b>Improve the outlook for species and ecosystems</b></p> <p>By 2035, Aotearoa has 400 fewer threatened species and ecosystems because human-induced extinction risk has been reduced.</p> <p><b>2030 Goals</b></p> <ul style="list-style-type: none"> <li>• Aotearoa has 150 fewer threatened species and ecosystems because human-induced extinction risk has been reduced.</li> <li>• 100% observer coverage or cameras on all deepwater fishing vessels.</li> <li>• New Zealand is an international leader for its bycatch mitigation measures with a mortality rate of less than 5% for bycatch interactions with protected species.</li> </ul>	<p><b>Elevate nature and climate</b></p> <p>By 2035, 100% of financial institutions and key sectors are reporting on the value of and impact on nature, and government policies prioritise biodiversity and climate action, including Nature-based Solutions.</p> <p><b>2030 Goals</b></p> <ul style="list-style-type: none"> <li>• 5 substantial Nature Positive actions are taken by key sectors as a result of our engagement and advocacy.</li> <li>• One-third of activity across New Zealand financial institutions is subject to reporting on the value of and impacts on nature.</li> <li>• All new government policies have considered natural capital and prioritised biodiversity and climate action.</li> </ul>
<p><b>Amplify Treaty-consistent and Indigenous-led conservation</b></p> <p>Indigenous-led conservation approaches are enabled, financially supported, and formally recognised for their impact in Aotearoa New Zealand and throughout the Pacific.</p> <p><b>2030 Goals</b></p> <ul style="list-style-type: none"> <li>• By 2035, at least 65% of our operational funding supports Indigenous-led conservation efforts and/or projects being delivered in partnership with Iwi/Māori or Pacific Island communities.</li> <li>• At least 25% of our storytelling amplifies Indigenous knowledge and conservation practice.</li> </ul>	<p><b>Build a future-fit organisation</b></p> <p>By 2035, we have strengthened our operational effectiveness and achieved financial stability.</p> <p><b>2030 Goals</b></p> <ul style="list-style-type: none"> <li>• WWF Nature Forever Impact Fund is funding the delivery of priority projects.</li> <li>• Supporters’ commitment to WWF has increased through excellent stewardship.</li> <li>• We remain the most economically efficient eNGO in Aotearoa.</li> </ul>	

## HOW WE WILL DO IT

*As we work to achieve these strategic goals, it will be vital to remain agile and responsive to changes in our operating context, particularly in our rapidly changing world. Our WWF values – courage, integrity, respect and collaboration – guide everything we do. Our key enablers of change reflect both our current strategic advantages and where we believe we can strengthen our operational effectiveness to maximise impact for nature.*

## THE WAY WE WORK

- **We are agile and innovative:** As one of New Zealand’s leanest environmental NGOs, our size is a strength - allowing us to be agile, cost-efficient, and creative in how we respond to opportunities.
- **We are a trusted convenor:** We have built strong relationships across governments of all political stripes, as well as with industry, iwi, and community groups. This trust positions us to bring people together across systems to drive solutions that work for people and nature.
- **We engage in cutting-edge partnerships:** Some of our previous industry partnerships have been ground-breaking in illustrating that nature-positive interventions like full traceability in commercial fishing operations are both possible and desirable. And we want to do more of this ‘proof of concept’-type work to drive the system changes New Zealand needs.
- **We build community and inspire action:** In a time of declining social cohesion and growing political division, we see an opportunity to foster unity. Through storytelling, convening and collaboration, we want to build a stronger sense of community - bringing Kiwis together in new ways, around shared values and aspirations for nature in New Zealand and the wellbeing of future generations.

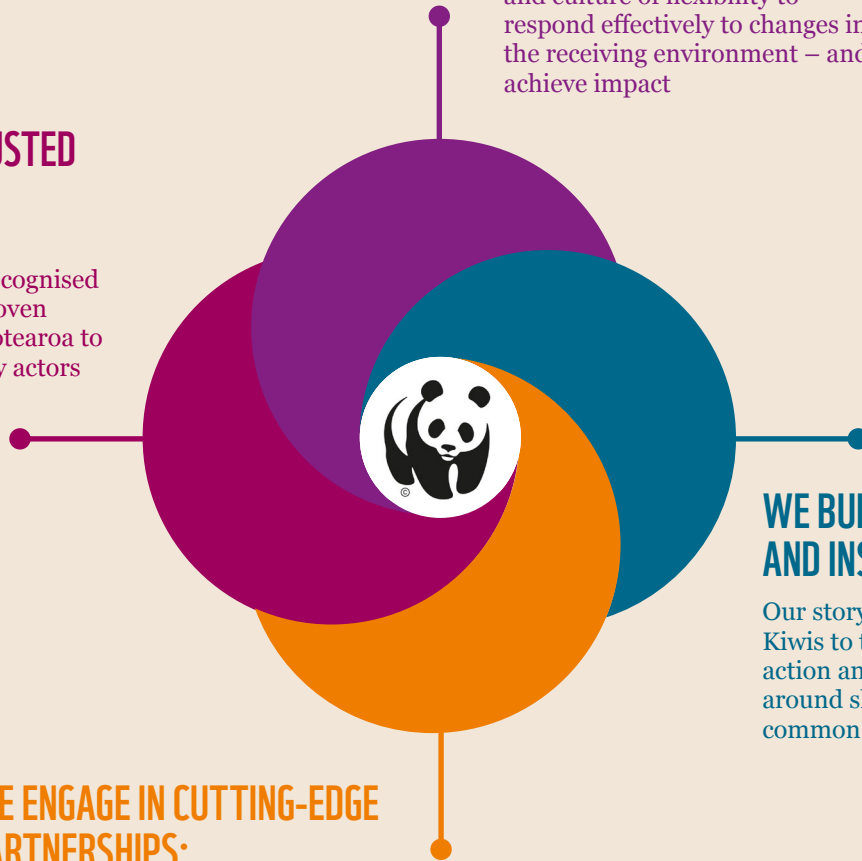
# KEY ENABLERS OF CHANGE

## WE ARE A TRUSTED CONVENOR:

We leverage our internationally-recognised brand and our proven track record in Aotearoa to bring together key actors

## WE ARE AGILE AND INNOVATIVE:

We capitalise on our small size and culture of flexibility to respond effectively to changes in the receiving environment – and achieve impact



## WE BUILD COMMUNITY AND INSPIRE ACTION:

Our storytelling inspires all Kiwis to take Nature Positive action and to rally together around shared values and a common cause.

## WE ENGAGE IN CUTTING-EDGE PARTNERSHIPS:

We advance innovative, transformational partnerships to maximise conservation impact, provide 'proof of concept' for policy change, and address underlying systemic drivers of biodiversity loss. We work in allyship with Iwi/Māori and indigenous communities throughout the Pacific.



# OUR VISION

To create a world where people and nature live in harmony – ensuring nature for everyone, forever.



## WWF Global Goals

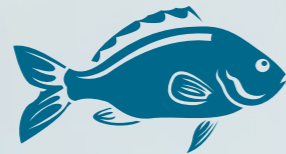
- Zero loss of natural habitat
- Zero extinction
- Halving our environmental footprint



## Our Key Enablers

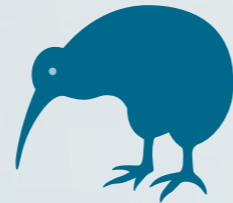
- We are agile and innovative
- We are a trusted convener
- We engage in cutting-edge partnerships
- We build community and inspire action

## 2025-2035 Strategic Priorities



### Safeguard our oceans

- At least 30% of its marine area under high-quality, Treaty-consistent protection
- 100% of fisheries are sustainably managed



### Improve the outlook for species and ecosystems

- 400 fewer threatened species and ecosystems
- Reduced human-driven extinction risk



### Elevate nature and climate

- All financial institutions and key sectors report on nature and climate impacts
- Government policies prioritise biodiversity and Nature-based Solutions



### Amplify Treaty-consistent and Indigenous-led conservation

- Indigenous-led conservation is enabled, funded, and recognised



### Build a future-fit organisation

- By 2035, we have strengthened our operational effectiveness and achieved financial stability

## 2030 Goals



- New MPA legislation and Treaty-consistent approach
- At least 15% of Aotearoa's marine area under high-quality protection
- Fisheries managed for wider ecosystem health



- 150 fewer threatened species and ecosystems
- 100% observer or camera coverage on all deepwater fishing vessels
- Less than 5% bycatch mortality; Aotearoa is global leader in mitigation measures



- 5 major Nature Positive actions taken by key sectors due to our advocacy
- One-third of financial institutions in Aotearoa reporting on nature impacts
- All new government policies consider natural capital and prioritise biodiversity



- At least 65% of our funding supports Indigenous-led conservation
- At least 25% of our storytelling elevates Indigenous knowledge



- WWF Nature Forever Impact Fund is funding the delivery of priority projects
- Strong supporter commitment through our excellent stewardship
- Most economically efficient eNGO in Aotearoa

# CREATING AN AOTEAROA NEW ZEALAND WHERE NATURE THRIVES AGAIN

We've done some incredible work over the past 50 years thanks to our generous supporters and partners. But the challenges we now face are unprecedented and existential – we must not lose momentum towards the transformational changes required to overcome them. We're determined to build a future where people and nature live in harmony – ensuring nature forever, for everyone.

