A PLANETARY EMERGENCY: OUR RESPONSE
STRATEGY TO 2031

“The future of the natural world, on which we all depend, is in your hands.”
Sir David Attenborough
Contents

A planetary emergency 3
A changing museum 4
Our strategy 7
Our values 8

Our strategic priorities

Secure the future of our collection 9
Transform the study of natural history 12
Develop our gardens and galleries 15
Engage and involve the widest possible audience 18
Create a resilient and sustainable organisation 21

What will success look like? 26

Providing this document in digital format only is just one of the ways the Museum is working to reduce the environmental impact of our activities. Please consider the environment before printing. This document has been designed primarily for screen viewing.
A planetary emergency

We face a planetary emergency. Humanity’s future depends on the natural world, but we are not taking effective action to combat our destructive impact on the planet’s survival systems. Climate change, biodiversity loss and extinctions, habitat destruction, environmental pollution, soil erosion and loss, deforestation, desertification, ocean acidification and many other crises all flow from unsustainable human activity. Although there have been mass extinction events in Earth’s history, this is the first time a single species has caused such deleterious effects on the natural world and has an awareness of doing so. By threatening Earth’s natural systems, we threaten our own future. We must act now, we must act on scientific evidence and we must act together. We need an unprecedented response.

As the powerful quote on our cover implies, we all have a part to play in altering our actions in order to protect the planet.

This strategy sets out the part the Natural History Museum will play as a global, scientific and cultural leader. It represents the collective ambition and determination of colleagues and Trustees. We have set our timescale to 2031 to mark the 150th anniversary of the opening of our South Kensington site. Our hope is that by 2031 there will be cause for celebration through our efforts, those of our collaborators, and through an unprecedented global response towards securing a future where both people and the planet thrive.
A changing museum

Our planet is unique in the solar system. It sustains an extraordinary richness and variety of life in all its beauty and complexity.

Over the last century, humanity has benefited from astonishing improvements in health and in quality of life. Yet at the same time, we have been exploiting the Earth’s resources in unprecedented and unsustainable ways. Our world is now changing fast under the influence of human behaviour: climate change and biodiversity loss are just some of the manifestations. These changes threaten the security of critical ecosystems and jeopardise the gains made over the past century in human health and well-being. The current trajectory will bring still greater threats.

If we are to contain these threats and to enjoy, sustain and build on the advances of the past century, we need the knowledge and understanding that emerges from scientific discovery. We cannot hope to develop solutions to address problems such as habitat destruction, ocean acidification and the loss of coral reefs without research that unlocks the underlying biology and applied science. Understanding life on our planet is the greatest scientific challenge of our age.

But while this knowledge is necessary, it isn’t sufficient. We also need to ensure it reaches decision-makers and informs and engages public audiences, so that they demand and support change, and adapt their own behaviour. Moreover, we need to offer people hope: hope that with the aid of good science and good policies, there is a future where both people and the planet thrive. Building and spreading this hope through evidence and action will be the foundation of our strategy in the coming decade. In today’s challenging times, we will create advocates for the planet: individuals who feel sufficiently informed, confident and motivated to make wise decisions, to get involved, and to use their influence and actions to make a positive difference to the global future.
Our history dates back to the founding of the British Museum in 1753. Now located at South Kensington, the Waterhouse building will be 150 years old in 2031. Envisaged as a ‘cathedral to nature’ by the Museum’s first Director Richard Owen, it represents nature’s past, present and future, with the blue whale suspended from the ceiling as a powerful symbol of hope; and it continues to inspire and delight millions of people each year. Within its walls, the Natural History Museum is home to 300 scientists. It has stimulated the development of our collection, now standing at over 80 million items and including specimens from three centuries of the world’s most important century scientific expeditions: James Cook’s journeys in the Endeavour, bringing back the first specimens from modern day Australia and New Zealand; Charles Darwin’s voyage of the Beagle, from which the theory of evolution was to emerge; the Challenger expedition, which laid the foundations of oceanography, and more recently, explorations of our own solar system. And today, our scientists continue to add to the collection to benefit present and future generations.

Central to our vision is a plan not just to protect this astonishing global treasure trove, but to provide both an unrivalled opportunity for scientific research and an ideal way to enhance public engagement with the natural world so that we can make an impact far beyond our physical limits.
HOPE – THE BLUE WHALE

In 2017, we unveiled the new star of our major transformation of Hintze Hall. A stunning 25.2-metre-long female blue whale skeleton was suspended from the ceiling, giving visitors the opportunity to walk underneath the largest animal ever to have lived.

Blue whales were hunted to the brink of extinction in the 20th century, but were also one of the first species that humans decided to save on a global scale. In the 1800s there were an estimated 250,000 blue whales across the world’s oceans. Decades of commercial hunting meant that by 1966 there were only around 400 thought to be left in the world. But in London, that year, humanity took a remarkable decision to legally protect blue whales from commercial hunting. Since then the population has steadily grown to its current level of around 20,000.

When she was moved into Hintze Hall, the blue whale was named Hope as a symbol of humanity’s power to shape a sustainable future.
Our strategy

Our vision is of a future where both people and the planet thrive. To achieve this, we will harness the powerful combination of our three key assets: our collection, our scientific research and our reach to a worldwide audience on our mission to create advocates for the planet.

Our five interlinked strategic priorities will drive our activities over the next 12 years:

Secure the future of our collection
Ensuring our collection is safe, accessible and digitally available - for future innovations and generations.

Develop our gardens and galleries
Creating new spaces, inside and out, combining heritage and experience to connect to nature.

Engage and involve the widest possible audience
Reaching out nationally and globally, onsite and online to create advocates for the planet.

Create a resilient and sustainable organisation
Investing in people, technology and our estate. Striving towards financial and environmental sustainability.

Transform the study of natural history
Applying technological innovations to our collection, collecting and science, bringing benefits to people and planet. Training future generations of scientists.

WHAT DO WE MEAN BY ADVOCATES?
An advocate for the planet is someone who speaks up on behalf of nature and takes action to help create a future where both people and the planet thrive. Our actions will inform, inspire and empower.
Our values

In addition to being guided by Nolan’s Seven Principles of Public Life, (selflessness, integrity, objectivity, accountability, openness, honesty and leadership) we have four values that will define our approach during this strategy:

**We are connected**
We strive to understand and anticipate the big issues facing humanity and the planet and seek sustainable solutions. We listen, engage and respond to strategic issues, public interest and policy needs. We make our data, insight, knowledge and expertise openly available.

**We encourage creativity**
We combine agility, innovation and collaboration to explore new ways of thinking. We convene and lead creative partnerships to achieve common goals. We ignite curiosity, understanding and engagement with nature, history and science through the use of our collection and expertise.

**We champion diversity**
We embrace the challenge of creating a diverse and inclusive organisation and recognise the benefits it brings. We are approachable and welcoming, engaging with different needs and perspectives. We seek out information and share ideas widely and in a variety of ways.

**We value evidence**
We base our decisions on data, insight and knowledge. We use our collection and expertise to empower people to make informed and sustainable choices.
Our strategic priorities

Secure the future of our collection

Our science is rooted in our remarkable collection of over 80 million objects from the natural world. It is central to our role as a global centre of scientific research on the natural world, but also as a world renowned museum. It is a well-used and growing collection, serving us today and containing priceless potential for future generations.

This treasured national infrastructure not only needs to be accessible to the public and to research scientists, the collection also needs to be safe. Our buildings are no longer able to guarantee that: sub-standard storage facilities put significant specimens at risk of deterioration. So, in the next decade we face the considerable challenge of ensuring the safety of our collection without losing the access to it that the Museum has always provided. Our founder, Hans Sloane, insisted that the collection should be used for ‘the inspection and entertainment of the learned and the curious’. To maintain this vision, we need modern storage facilities which our current buildings cannot provide.

Our bold ambition is to create a flagship, sustainable science and digitisation centre that is energy and space-efficient and houses state-of-the-art research infrastructure. It will be a hub for partnership with research institutions, museums and industry. Expanding our national footprint will keep the UK at the forefront of collection-based research and scientific training across life and earth sciences.

This ambition is similar to that of Richard Owen, our first Museum Director, who was determined to make the Natural History Museum the world’s finest institution dedicated to natural history and who, from 1880, over three years, moved the natural history collection from the British Museum to their current site for the benefit of future generations. Expanding into new facilities will mean we can develop buildings at South Kensington and Tring for public space, scientific innovation and commercial use.
A new facility will also enable us to accelerate the digitisation of our collection, as well as to work with other great museums and herbaria around the world to unite digitally over 1.5 billion items in global natural history collections so that they can be used by all. Currently, only around 5% of our collection is digitised, yet remarkably, 18 billion specimen and research records have already been downloaded, and over 400 scientific publications cite these data, demonstrating the immense potential there is for our collection to make an impact. Digitising our collection is essential for important research on a host of societal challenges, such as adapting to climate change, addressing biodiversity loss, feeding the Earth’s population and using its raw materials in a sustainable way.

DIGITISING THE AMAZON RAINFOREST

The vast rainforests of the Amazon are the largest on Earth, often referred to as the lungs of the planet for their role in absorbing carbon dioxide with their vast biodiversity playing a critical role in maintaining the global climate. Digitisation of data and expert identification of the plants of the Amazon has provided, for the first time, a reliable list of all known plants in the Amazon rainforest. We cannot know what we have lost unless we understand what we have, and this highly collaborative study provides the critical baseline for future conservation and ecology studies.
GROWING AND CHANGING OUR COLLECTION

Since the Museum was established, our collection continues to grow at a remarkable rate. Each year it grows by over 200,000 items through purchases, bequests, donations and fieldwork. Importantly, we are continually refining how we account for and make use of the items we already have.

New collection items add vital data to our understanding of biological and geological diversity and change through space and time. Advances in technology and a changing world demand that we collect strategically and in new ways. New specimens such as tissue, environmental, oceanic, soil and DNA samples push frontiers of understanding from genomes to ecosystems.

From the deep oceans to Mars, from remote locations to our urban doorstep, we will continue to collect so that we can provide the knowledge needed to interrogate our past, present and future.
Transform the study of natural history

The unprecedented change on our planet can be documented, understood, and predicted by natural history collections providing global information on two crucial time periods: 4.6 billion years of ‘deep time’ on our planet, and the last 250 years of dramatic environmental change. To make full use of these collections, the global scientific community must unlock the knowledge they contain, employing the latest analytical tools. With today’s rapid technological changes we are in a new era of exploration and discovery – the equivalent of Darwin’s voyage of the Beagle or the Human Genome Project. By applying these technological innovations to our science, new questions can be answered that will bring benefits in health, food security and environmental stability.

We have two huge global strengths. First, our specimens form the world’s most scientifically important natural history collection. We have more type specimens than any other institution: these are the first members of a species to be formally described against which all future specimens are compared. Their central importance in many research projects around the world means that they are visited each year by more than 5,000 researchers.

Second, our scientists represent one of the largest groups in the world working on natural diversity. They offer international leadership, collaborating with a global network of museums, institutions and universities. With a global reach and reputation, we are at the forefront in using digital, analytical and genomic technologies, transforming the exploration of natural diversity. From the past to the future, from the local to the global, from geological to biological, and from molecular to planetary scales, we embrace new technologies to deepen, widen and share our knowledge of the natural world. To continue to grow our research capability, we will develop new centres of excellence, building on the success of the NHM Centre for Human Evolution Research to support new generations of scholars and research leaders.
We use these global strengths to focus research on the challenges facing the world where we can have the greatest impact. We contribute directly to the United Nations Sustainable Development Goals through our research on food security, human health, life on land and below water, climate and environmental change, sustainable and responsible use of natural resources and clean energy. We are committed to making significant contributions to these goals through technological innovation, working in partnership and providing training for future generations of scientists.

ANSWERING CRITICAL QUESTIONS WITH NEW TECHNOLOGY
Through advances in genomics, we can extract and sequence DNA from increasingly large parts of the collection, the environment and in real-time. This gives us new and unexpected information and radically different insights into the natural world. Visualisation technologies such as CT-scanning reveal increasingly higher resolution images at increasingly smaller scales, opening new pathways to discovery and understanding. New analytical tools allow us to look inside specimens with non-invasive techniques, and to characterise Earth and planetary minerals at an atomic scale. With these new tools, our collection and science are increasingly integrated within a revolution in understanding the natural world, expanding our ability to provide critical insights in the quest to improve environmental stability.
AIDING CONSERVATION WITH ANCIENT DNA

The health of the world’s pollinators is of increasing concern given their role in floral health and diversity, and crop productivity. With other UK museums, we are studying bee adaptation over a century of changing agricultural land-use. By applying DNA techniques to historical bee specimens we can generate genome-wide sequence data from just a single leg. Coupled with examining changes in features like wing shape, body size and tongue length, we can learn how bumblebee populations are adapting to the changing environments created by modern agriculture. Emerging genomic techniques herald a new era of applied conservation science.
Develop our gardens and galleries

Whilst some of our buildings are magnificent and inspiring, many are in poor condition and reaching, and in some cases exceeding, their useful lifespan. Since opening in 1881, our attendance has grown from c. 230,000 to 5.4m visitors per annum, yet the area of public gallery spaces has expanded by a mere 50%. Developing a new off-site centre will allow us to create more space for public use and respond to the urgent and growing demand for a connection to nature. We will develop masterplans for our sites at South Kensington and Tring that capitalise on their unique history and location, establishing a long-term vision for them.

We are grasping the opportunity to transform our five-acre gardens around the Waterhouse building into the focal point of a nationwide partnership which is the Urban Nature Project. Our gardens will tell the story of profound and extraordinary change over time, signposting the relatively short time humans have been on the planet and our impact on it. Through imaginative planting, outdoor activities and citizen science projects, we will connect people to nature and involve the nation in tackling the challenges facing urban nature.

People vividly remember their first trip to the Museum. For many children the Museum is their first introduction to a world of change and diversity, from dinosaurs to giant whales, precious gemstones to volcanoes. Children are the future stewards and custodians of our planet, so helping them to understand the challenges of the future is one of our most important roles. We want to not just offer children the thrill of discovery, but also to share how they can play a role themselves in helping people and the planet thrive.
A new children’s gallery is planned to start the learning journey at a young age. It will inspire children to imagine new futures and will be packed with ways to learn about the natural world. We aim to create a new world-class dinosaur gallery, ever our most popular space, which is not only enthralling, but also embeds messages about climate change and extinction. We will leave visitors in no doubt that we live on a planet that is constantly changing, and is fundamentally affected by our own actions.

To nurture and create advocates for the planet, we will design and develop new permanent spaces and temporary programmes with a shift in approach to address:

» The future as well as the past

» Stories and narrative as well as facts

» Engagement and involvement, activating interest and action

» Giving audiences choices

» The interconnections and diversity of nature

» Convening dialogue and debate on futures
PROTECTING URBAN NATURE
Over 80% of the UK population live in urban areas, and this is projected to rise to 92% by 2030, leading to larger cities with less space for wildlife. Towns and cities are rapidly becoming key places to protect the UK’s biodiversity and are where most people will experience nature. Unless we understand and care about this urban natural heritage, we will not appreciate or protect it. Using our gardens as a launchpad, we will work with museums and wildlife organisations to create new urban nature sites across the UK. We will develop the scientific knowledge, tools and skills that are urgently needed to identify, monitor and manage urban biodiversity. We will empower, educate and inspire people to understand and protect the nature on their doorstep.
Engage and involve the widest possible audience

To create advocates for the planet we want to engage and involve more and more people throughout their lives, deepening their interest and commitment to the natural world. We will use all the means at our disposal to reach out nationally and globally, onsite and online.

For many, first contact with the Museum will be through digital content. Our aim is to move from a ‘museum with a website’ to a seamless digital experience that connects people with the natural world and provides ‘natural history on demand’ to anyone, on any connected device, anywhere on the planet. We will use the power of digital technology not only to connect people to the natural world and the work of the Museum, but also to build relationships such as through online dialogue with scientists, learning and participatory opportunities.

In addition to expanding our online audiences, we plan to reach many more people in person, both in the UK and internationally. We have been inspired by the national reaction to our Diplodocus, Dippy, which has been touring all over the UK and breaking records wherever it goes. We will build on this legacy and continue to reach out nationally, learning from our partners and sharing our collection and expertise.

For those who want to get actively involved, we will continue to offer education and learning experiences, along with citizen science, volunteering, membership and supporter opportunities. And, we will do more to experiment with new collaborations and co-creation so that a diverse range of people can work with us to achieve our vision.

In recent years, we have increasingly toured exhibitions abroad. This international offer establishes and projects the global reputation of UK culture and science at this important time. It also enables us to work with global partners in speaking about the future of the planet to an
international audience with greater force and effect. We will continue to share our treasures and our exhibitions with international audiences both to enrich our own work and contribute to international dialogue on the natural world.

As well as reaching out to public audiences, we will increase our sphere of influence at home and abroad to inform actions and policy in business and in government, at a local and international level. Through our research, such as our involvement in the Intergovernmental Panel for Biodiversity and Ecosystems Services (IPBES) and our work on plastics and minerals, we will play a role in providing evidence to inform and influence corporate and government policy. Through our public programmes and convening power, such as the display of thought-provoking images from our Wildlife Photographer of the Year exhibition at the World Economic Forum’s meeting in Davos, we will keep the dialogue on the critical issues facing the natural world alive for business and government leaders.

Responding to the challenges ahead for people and planet, we will reach out to diverse people of all ages and backgrounds and strive to be a museum that works with partners to shape a positive future.

**OPENING UP SCIENCE**

Citizen science is an exciting and rewarding way for people to contribute directly to the process of scientific discovery, while simultaneously deepening their engagement with the natural world. As a key methodology in natural history science, it is exploding the scale at which information can be gathered, analysed and understood.

We will develop our citizen science projects to span the natural world, tracking the impacts of climate change on the UK’s seaweeds, uncovering the hidden biodiversity of our towns and cities and unlocking the research potential of our collection. We are also field-testing new genomic approaches that have the potential to revolutionise the science of nature conservation - for example, DNA-based monitoring of entire communities.
CREATING ADVOCATES FOR THE PLANET

An advocate for the planet is someone who speaks up on behalf of nature, and ultimately will take action to protect it. The first step to creating an advocate for the planet is to establish a connection with nature. Insights from psychology and sociology show that connection is not developed simply through contact with the natural world. Instead, connection is made up of emotional, cognitive and behavioural aspects – feelings about nature, knowledge and actions. Using this insight, we have created an ‘advocate model’ that will direct our public programming. First, to inspire a connection with nature, we will create memorable and emotional experiences. Second, to inform about the natural world, we will share stories that help people place themselves in the story of our planet. Third, to act for the natural world, we will empower people so they can make informed decisions about their own behaviour and actions.
Create a resilient and sustainable organisation

Success on sustainability requires comprehensive measures that extend to all aspects of the Museum - not just what we do as set out in the other four strategic priorities, but also how we operate. Looking to the UN Global Compact on Sustainability, we will put in place plans, policies and procedures to establish a culture of integrity, upholding our responsibilities to people and planet, as well as laying the foundations for long-term financial resilience.

Our people are passionate, engaged and committed to our agenda and without this we cannot succeed. We will continue to focus on creating a diverse and inclusive workplace, and provide opportunities for community engagement through volunteering and actions to enable greater involvement with the Museum.

Significant parts of our estate are aged and failing, with buildings and services beyond their designed life. Our challenge is that our maintenance liability is far in excess of what we can afford to reinvest, and although we have managed to continue relatively normal operations, we are not in a position to renew and improve the condition of a number of major buildings. We will seek to find solutions to halt the decline in the condition of our heritage estate, improve the environmental conditions for our collection and address the conditions for both our visitors and staff. As part of this strategy we have increased our efforts into looking at how we can operate our estate in an increasingly sustainable way - from the type of energy we use to reducing our own carbon footprint.

Investment in technology will provide the infrastructure, applications and tools to enhance our business efficiency. It will increase the data capability of our research facilities, extend our reach to new audiences and provide opportunities to seek ‘green’ solutions to reduce our environmental impact.

For long-term resilience and sustainability, we need a greater level of reliable funding. The biggest part of our income is provided by Grant in Aid from the UK Government, but this has declined significantly in real
terms in recent years. It does not meet our operating costs or the high cost of maintaining a national collection within a significant estate. We will continue to seek efficiencies, but will also redouble our efforts to be entrepreneurial and grow our self-generated income.

Our commercial activities have generated increasing funds each year, with significant growth in visitor-related income and venue hire. The opportunity to exploit our intellectual property, such as from touring exhibitions, licensing and publishing, has further potential to grow. We will seek more commercial opportunities, carefully balancing our profit-driven and mission-led activities.

We have listened to our supporters and with their help have developed new initiatives and ways to communicate our mission and impact. Our award-winning sponsorship and philanthropic partnerships are enabling new opportunities for us to increase our impact: from *Dippy on Tour* to endowed research posts. Through the ideas and projects in this strategy we will continue to deepen our engagement and extend the Museum’s reach, with friends and supporters who share our vision and want to make a difference.

Our research is strengthened and broadened by our portfolio of external research funding. Through national and international partnerships, we will actively compete for funding from a range of governments, foundations and other sources.

**COMMITTING TO ENVIRONMENTAL SUSTAINABILITY**

We are putting environmental sustainability at the heart of our operations. We are committing the Museum to become the first museum in the world to set a science-based carbon reduction target in line with the Paris climate agreement 1.5°C global warming trajectory. A strong signal will be transmitted throughout the organisation that sustainability counts across all areas. We will make reducing carbon emissions in both our operations and our supply chain the central focus of our sustainability efforts.
PROMOTING DIVERSITY AND INCLUSION
As a museum focused on natural diversity and located in one of the world’s most diverse cities, diversity is one of our foundational tenets. An explicit value of the Museum is to champion diversity and embrace inclusion, recognising the benefits they bring.

We already demonstrate our commitment to diversity by continually reviewing recruitment practices, providing training and development opportunities, offering flexible working and closely monitoring workforce diversity. But we will do more to create a workplace in which people feel included and valued.
Focus areas

New focus areas, currently in development, will enable us to combine our key assets and make a step change by 2031.

UK Biodiversity
Engaging with biodiversity begins at home, yet the 2019 State of Nature Report sets a stark picture of decades of decline in the abundance and distribution of UK species. We will build our scientific and public work to help reverse these declines. We are a partner in the Darwin Tree of Life Project to read the genomes of complex species in the UK as part of the Earth BioGenome Project. This phenomenal data set will provide new tools to rapidly identify species and to understand ecosystems and changing patterns of biodiversity. Through our ambitious Urban Nature Project we will create biodiverse habitats and work with partners and communities to tackle the pressing challenges being faced by the UK’s urban nature. Developing and building on these national programmes, we aim for a step change in how the UK can both understand and protect its biodiversity.

Lessons from the Dinosaurs
Children’s fascination with dinosaurs - a term meaning ‘terrible lizard’ coined by our first Director, Richard Owen – provides the ideal opportunity to build understanding of critical concepts such as extinction, change, adaptation and diversity from a young age. New and exciting initiatives are already under way, such as dinosaur digs and the development of a state-of-the-art virtual reality experience to enter the world of dinosaurs. These activities provide the catalyst to achieve our long-term ambition of creating a new world-leading dinosaur gallery and, through the long lens of time, helping the public to understand the present and the future that we are currently heading towards.
Age of Humans
We are living in the age of humans. We have become the single most influential species on the planet, causing significant changes to land, oceans, atmosphere and organisms. It is a time referred to by many as the anthropocene. We are part of a complex, global system and the evidence of our impact on this system is clear. Our planet’s global ecology has never been in such a critical state as it is today, yet never have we been better equipped with the tools to understand what is happening, and what needs to be done. We will focus our science and engagement to help people understand what our planet has undergone in the past, how life has responded to environmental changes, and in so doing find ways to more effectively predict, plan and effect change for the future.
What will success look like?

Given the urgency of the issues facing the planet, we are aware that we have a global responsibility. We need to help shape the future by learning from the past and seeking solutions which will bring a prosperous future for both people and the planet. We need to transmit hope rather than deal in despair. We need to be constructive and not purveyors of global doom-mongering.

Success lies in solutions and action. Once people can begin to feel optimistic about the opportunities to create a sustainable future, we will have achieved success. We know that the Natural History Museum cannot change the world alone, and the fact that our vision is similar to that of other global organisations is a strength. It enables us to work in partnership with others towards a common goal, bringing the unique assets of the Museum to what needs to be a collective global effort.

Our success framework shows the high level impacts derived from the actions within our strategic priorities that will provide a material response to the planetary emergency. Supported by a three year rolling business plan, we will create goals and indicators to drive change and we will track and report on our progress along this critical journey.
Our success framework

Vision
A future where both people and the planet thrive

Impacts
Knowledge and discoveries are shared, accessed and used to protect our planet

Strategic Priorities
Secure the future of our collection

Mission
Creating advocates for the planet

People trust our role as a voice for nature
People feel connected to nature
People understand their role in nature and their impact on it
People empowered to act on behalf of nature
People engaged and involved in the widest possible audience
Develop our gardens and galleries
Create a resilient and sustainable organisation
Transform the study of natural history
Our science increases the body of knowledge regarding the natural world

We value evidence
We are connected
We encourage creativity
We champion diversity

What will success look like? 27
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