

Greenpeace International

Annual Report to the INGO Accountability Charter, 2013

Submitted: 30 September 2014, by Edwin Nichols, Unit Head of the
Performance, Accountability & Learning (PAL) Unit.

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Annual Report to the INGO Accountability Charter, 2013

1. Strategy and Analysis.

1.1 Statement of most senior decision-maker.

When we began 2013 we set ourselves a tall order, change the world and change Greenpeace! We agreed five urgent needs for change internally: to be stronger in the geographies, industries and demographic segments that will decide the course of the 21st century; to be faster in adapting strategy to a rapidly changing world; to be more innovative and flexible in our tactics; to be more aligned and focused in allocating our scarce resources and improve our ability to identify, recruit, develop and retain talented people.

It's encouraging to see that we are making steady progress against all of these objectives. Our growth in countries like India and regions like South East Asia and East Asia is enormous. Our supporter base and social media growth can be measured in double and triple figures. We are recruiting young and talented staff. New tactics - and some old - have grown our Arctic Defenders to over 6 million people. But, this progress is neither fast enough nor deep enough. We need to redouble our efforts and reaffirm our commitment to distributed campaigning, shifting people, money and responsibility where they can best deliver.

We also said the programme would come first: and it did. In our [Global Annual Report](#) we gave a measured report again each of our objectives: on what was achieved, what was missed and what was learned. For example, Asia Pulp and Paper (APP) committed to zero deforestation globally and to stop further forest clearing in their supply chain. WILMAR International, which controls 35% of global palm oil, announced a 'no deforestation' commitment for its entire supply chain. These are major achievements that brought the Indonesian President to the Rainbow Warrior to recognise the positive role of Greenpeace campaigning and action.

Then there was the Arctic 30, our brave activists who were thrown in a jail from September to the end of the year for their peaceful protest in the Russian arctic. Their plight and what we could do to get them released occupied the minds of the entire organisation. It threw us into a diplomatic maelstrom, a media frenzy and on occasion, emotional turmoil. It showed how we can be flexible and creative, focused and united. One by one the thirty had their day(s) in court and one by one they displayed conviction and contagious courage putting the fate of the arctic, the climate and every one of us before their own safety and liberty.

If we look back at 2013 we can say that our objectives were very ambitious. But, perhaps it's our job to be overly ambitious. When necessity came calling with the seizure of the Arctic Sunrise and the arrest and imprisonment of its thirty crew, we stood together, we did not lose sight of the objective of protecting the arctic and we brought them home.

This report is Greenpeace International's fifth since becoming a founding member of the

Accountability Charter. I am pleased that we are able to continue to contribute to strengthening the accountability of the sector through that of our own. Greenpeace is committed to using this report for a cross-functional, systematic and critical reflection on how accountability is best implemented, underpinning the legitimacy and quality of our organisation's work. We have continued to strive for full compliance with the Charter, incorporating changes in our response based on feedback received from the Charter's review panel last year. Feedback that we have not addressed yet in this year's report is noted and will be included in our next report. We were unable to complete our global complaints policy, however we have already made steps to resolve this in 2014 and will provide information on how strong and consistent accountability mechanisms can be upheld in the next report.



Kumi Naidoo
Executive Director
Greenpeace International

2. Organisational Profile.

2.1 Name of the organisation.

Greenpeace

2.2 Primary activities.

Greenpeace is an independent, campaigning organisation, which uses non-violent, creative confrontation to expose global environmental problems, and to force the solutions, which are essential to a green and peaceful future. Greenpeace's goal is to ensure the ability of the earth to nurture life in all its diversity.

Greenpeace seeks to:

- protect biodiversity in all its forms
- prevent pollution and abuse of the earth's ocean, land, air and fresh water
- end all nuclear threats
- promote peace, global disarmament and non-violence

Greenpeace's cornerstone principles and core values are reflected in all our campaign work, worldwide:

- We 'bear witness' to environmental destruction in a peaceful, non-violent manner;
- We use non-violent confrontation to raise the level and quality of public debate;
- In exposing threats to the environment and finding solutions we have no permanent allies or adversaries;
- We ensure our financial independence from political or commercial interests;
- We seek solutions for, and promote open, informed debate about society's environmental choices.

In developing our campaign strategies and policies we take great care to reflect our fundamental respect for democratic principles and to seek solutions that will promote global social equity.

2.3 Operational structure.

Greenpeace is a global environmental organisation, consisting of Greenpeace International (Stichting Greenpeace Council) in Amsterdam, and 27 national and regional organisations (NRO) around the world, providing a presence in over 40 countries. These NROs are autonomous in carrying out jointly agreed global campaign strategies within the local context they operate within, and in seeking the necessary financial support from donors to fund this work. Our structure is described on our website here:

<http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/>

In 2013 Greenpeace Luxembourg and Greenpeace France decided to merge in order to form one regional Greenpeace organisation within Greenpeace's global governance structure. The merger will be concluded in 2014-2015.

2.4 Location of organisation's headquarters.

Greenpeace International is located at Ottho Heldringstraat 5, 1066 AZ Amsterdam, Netherlands. As its role is a coordinating and enabling one for the independent NROs, it is a coordinating office rather than a headquarters.

2.5 Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.

A list of the countries in which Greenpeace operates and their contact details can be found at <http://www.greenpeace.org/international/en/about/worldwide/> - a10

The priority Greenpeace NROs are currently the following: Greenpeace Africa, Greenpeace Brazil, Greenpeace East Asia, Greenpeace India, Greenpeace Russia, Greenpeace Southeast Asia, Greenpeace USA.

2.6 Nature of ownership and legal form. Details and current status of not-for-profit registration.

Greenpeace International's formal name is "Stichting Greenpeace Council" (SGC). It is a Dutch *stichting*, a foundation-type legal entity, based in Amsterdam, the Netherlands. The Articles of Association (bylaws) specify its purpose and provide the framework for Greenpeace's internal governance and political decision-making process. The entity is registered with the Dutch Chamber of Commerce under nr. 41200415.

Greenpeace International has been granted tax-exempt (charity) status ('ANBI-status') by the Dutch tax authorities. The accuracy of the status can be checked in the Dutch tax authorities ANBI register which can be found here:

http://www.belastingdienst.nl/rekenhulpen/giften/anbi_zoeken/. (in Dutch)

Greenpeace International owns the Greenpeace trademark, and provides global quality control on the use of it. This protects the public from any misleading or fraudulent use of the Greenpeace name by unauthorised third parties, and safeguards the integrity of our campaign work and fundraising reputation.

Greenpeace national and regional offices are licensed by Greenpeace International to use the Greenpeace name within their territories.

2.7 Target audience: Groups of people you serve including geographic breakdown.

Greenpeace's primary target audience are our members and supporters across 40 countries. Other target audiences are those that we seek to exert influence on such as governments, industries, intergovernmental organisations and the media.

2.8 Scale of the reporting organisation including global annual budget; annual income and expenditure, number of e.g. members, supporters, volunteers, employees; total capitalisation in terms of assets and liabilities; scope and scale of activities or services provided.

Global Annual Budget (all figures in Euros thousands)

Annual Income: 288, 360

Gross Income from Fundraising: 282, 455

Annual Non-Fundraising Expenditure: 193, 932

Fundraising Expenditure: 98,800

Total Expenditure: 292,732

Assets: 218, 031

Liabilities: 49.877

More detailed financial information can be found in the 2013 Greenpeace Annual Report: <http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/reports/>

Supporters: Around 30.7 million (people who follow, like, tweet, take action, volunteer or donate); up from 23.5 in 2012.

Volunteers: 18,300

Employees: Total staff on permanent contract: 2565 in Greenpeace organisations across the world

Excerpt from Greenpeace 'Worldwide' Combined Abbreviated Financial Statements: Total income in 2013 was €288m (2012 €268m). This was €20m (7%) more than in 2012. In 2013, the gross income from fundraising for Greenpeace worldwide was €282m. This was €18m (7%) more than in 2012. Fundraising income increased in 2013 across all channels, with a significant part of the increase due to €7.6m of restricted income received by Greenpeace Netherlands. From this income, €6.6m was restricted for a specific campaign activity in future years.

Total expenditure worldwide increased by €19m (7%) from €274m in 2012 to €293m in 2013. This reflects our strategy to increase our activities on a global scale in order to achieve our ambitions.

- Fundraising Expenditure at €99m was €8m (9%) higher than in 2012. This investment in fundraising is a continuation of our strategy to build our supporter base, particularly in key geographies for our campaigns. It will result in long- term growth of our income and influence. We also made a significant investment in a new supporter database system, which will allow us to deepen our supporter engagement in the future.
- Organisation support costs across Greenpeace worldwide increased by €0.4m (1%) in 2013. As a percentage of our total expenditure our organisation support cost stayed at the same level as 2012: 16%.

- The strengthened euro reduced the value of non-euro-based equity held by Greenpeace organisations resulting in losses. The foreign exchange loss consists of:
 - €5.2m (2012 €0.2m) at Greenpeace International including €3.8m of losses on forward contracts.
 - €3.7m (2012 €0.4m) reflecting the loss in value of equity held by other Greenpeace organisations.

The Fund balance of €168m (€173m in 2012) decreased primarily from a planned release of reserves for investment in global activities and the foreign exchange losses.

Greenpeace reserves policy calls for available reserves to adequately cover risks to its operations. These risks are assessed annually. In this context, available reserves should equal the fund balance less in fixed assets and reserves held for restricted or designated purposes. 2013 reserve levels exceed current risk requirements.

2.9 Significant changes during the reporting period regarding size, structure, governance or ownership.

Greenpeace is undergoing a change in its operating model. While this does not have a direct effect in this year's report it will see significant changes in the future. Greenpeace International is now moving all campaigns to the NROs where they will be leading/managing the global projects and programmes starting in 2014. These are some of the largest internal changes in our 40-year history.

Greenpeace International agreed a global performance; accountability and learning (PAL) function with an organisation-wide consensus on its role and started the process of establishing a fully-fledged PAL unit in GPI.

Greenpeace International took decisive steps to strengthen management and capacity in the International Finance Unit, to improve our financial control, management and support.

Global Leadership Team and the 3 new Committees

In June 2013 a Global Leadership Team (GLT) was established as an advisory body to the IED. The GLT is composed of seven NRO EDs advising the International Executive Director (IED), who take the final decisions. The GLT is global in composition and spirit, and intended to reduce the global-local divide, blending some of the current advisory functions of the Executive Directors' Meeting (EDM) and the GPI Senior Management Team (SMT) into a global advisory body to the IED. The scope of the GLT includes several of those areas today covered by the EDM. In general, the GLT will provide guidance to the IED; focusing on major strategic issues, addressing ongoing issues of global coordination across all Greenpeace activities, and mitigating any significant disputes.

The GLT is not a voting body. However, with seven NRO EDs in the team, the GLT is formed of 25% of the EDs represented at the EDM. Meeting much more frequently

than the EDM (monthly), the GLT will guarantee continuous participation of NRO EDs in the decision process over the year.

The composition of the GLT will adjust the current predominance of European offices in our decision process at the EDM and reflect the shift towards an equitable voice between the Greenpeace organisations in different parts of the world. In order to guarantee transparency of the role of the GLT in the decision process, contents of GLT meetings and related decisions taken by the IED, will be regularly shared with NRO EDs at the annual EDM.

A number of other Global Committees were established: The Fundraising Committee; The Global Resource Plan & Budget Committee; and The People Committee. These Global Committees are comprised of specialist teams who provide support and expert advice either directly to the GLT or to the Senior Management of Greenpeace International. It is envisaged that integrating the output of these Committees (with the overall strategy setting and IED decision process with the GLT, will increase their relevance and impact. Further, through this more streamlined approach the results of their work can be better communicated.

The broadened role of the Committees across their individual topics includes:

- Expert input on strategies, plans and other proposals to the GLT/EDM
- Buy-in across the organisation
- Informing and supporting the related global functions at Greenpeace International
- Providing leadership to different global communities in their area of expertise and enhancing knowledge sharing, development and cooperation between offices

2.10 Awards received in the reporting period.

Greenpeace Poland received the Efekton 2013 Gold award for its renewable energy campaign

3. Report Parameters.

3.1 Reporting period (e.g., fiscal/calendar year) for information provided.

This report covers the period 1st January to 31st December 2013.

3.2 Date of most recent previous report (if any).

Greenpeace submitted its 2012 Accountability Report to the INGO Accountability Charter, in October 2013

3.3 Reporting cycle (annual, biennial, etc.).

Annual

3.4 Contact points for questions regarding the report or its contents.

- Edwin Nichols, Head of Performance, Accountability and Learning Unit, Greenpeace International. enichols@greenpeace.org.
- Loveday Redgate, Performance, Accountability and Learning Manager, Greenpeace International. lredgate@greenpeace.org. Tel: +31 20 718 2000 Ottho Heldringstraat 5, 1066AZ Amsterdam, Netherlands.

3.5 Process for defining reporting content and using reporting process.

This report should be read alongside the Annual Report (<http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/reports/>) which covers finances, CO2 emissions, human resources and core campaigning activities.

The process for setting up the INGO report is through our year-end “Global management and Accountability” process, a global information gathering and data collection exercise now in its third year. As part of the process, NROs are sent questions and asked for feedback, which feeds into the report content.

Greenpeace follows the INGO Accountability Charter reporting guidelines using the Global Reporting Initiative's (GRI) Level C template for NGOs. Greenpeace also incorporates the Charter's review panel's feedback from our previous year's report;

Greenpeace International shares the report with all NROs and staff and we feature it on our website. We aim to expand our communication of the INGO report to other stakeholders. Contact information is provided in the report and comments and feedback are responded to by the Performance, Accountability and Learning team.

3.6 Boundary of the report.

This report covers both Greenpeace organisations worldwide (where relevant) and Greenpeace International (Stichting Greenpeace Council). We also refer to 'NROs'—or National or Regional Greenpeace Organisations, which have provided key content for this report. Some NRO's publish their own accountability reports under the Charter.

3.7 Material content limitations.

None

3.8 Basis for reporting on national entities, joint ventures, subsidiaries, outsourced operations or other entities.

No joint ventures, subsidiaries or outsourced operations are reported. All NRO's provide reporting, which have been combined with Greenpeace International. It is an overall summary of the accountability work carried out with some specific examples from NROs.

3.10/ 3.11 Significant changes from previous reporting periods in the boundary, scope, time frame, or measurement methods applied in the report.

None.

3.12 Reference table.

See Table of Contents on pages 2-3.

3.13 External assurance for the report.

This report is not audited by an external assurance provider, however, GPI and all NROs have their finances independently audited, and our consolidated financial statements are also reviewed by independent auditors.

4. Governance, Commitments and Engagements.

4.1 Governance structure and decision making process at governance level.

The governance structure is laid out in the Articles of Association – which define Greenpeace International's statutory goal as the conservation of nature - and the Rules of Procedure, which are jointly agreed by representatives of the National / Regional Greenpeace organisations in Greenpeace International's Council, and provides the mechanism by which organisational policy is decided and adopted.

More information can be found here:

<http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/governance-structure/>

4.2 Division of powers between the highest governance body and the management and/or executives.

The highest governance body is the Council of Greenpeace International composed of one representative, a Trustee, from the Board of each NRO. Council's role includes the responsibility to elect and remove the Greenpeace International Board. The Chair of Greenpeace Council is the Chair of the Stichting Greenpeace Council Board, and this is a non-executive, supervisory, position.

The Board of Directors of Greenpeace International (Stichting Greenpeace Council's International Board) approves Greenpeace International's budget and audited accounts, and appoints and supervises Greenpeace International's Executive Director. The Board members are also non-executive, supervisory, positions. Each National/Regional Organisation is also governed by a board of directors who have a supervisory role.

The International Executive Director (IED) is responsible for day-to-day management of Greenpeace International, and manages the International Executive Team (IET). The formation of the IET was formally implemented in June 2013. The International Executive Team comprises of the International Executive Director, the International Programme Director (IPD) and the International Organisation Director. The IED is strategically advised by the Global Leadership Team.

More information on Greenpeace's management structure can be found here

<http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/management/>

4.3 Please state the number of members of the highest governance body. How many are independent and/or non-executive members?

The Board of Directors of Greenpeace International (Stichting Greenpeace Council's International Board) normally consists of seven members. The International Board is also responsible for decisions on wide ranging strategic and campaign issues of the wider organisation: deciding organisational policy; approving the global programme planning process, approving the opening of new national organisations; ratifying the Greenpeace International Annual General Meeting (AGM) decisions; and granting the right to use the Greenpeace trademark to new Greenpeace organisations.

Council elects International Board members for a three-year period. All Board members can be reappointed- in practice the number of terms of office has been limited to two consecutive terms. The International Board reports annually to the Greenpeace International Council during the AGM. Biographies of the Greenpeace International Board members can be found here

<http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/governance-structure/board/>

The number of board members per NRO ranges from three to 12. Information about the boards of NROs can be found on the websites of each of those NROs accessible through www.greenpeace.org.

4.4 Mechanisms for internal stakeholders (e.g. members or employees) to provide recommendations to the highest governance body.

Our internal stakeholders are our employees and volunteers across the globe. In addition to the normal management channels, Greenpeace International employees address the (international) Board through our works council (Ondernemingsraad (OR)). The works council meets with the Board (or a delegation of the Board) at least once a year.

For employees of other Greenpeace entities, recommendations or direction can be provided to the Board through the formal governance structure. The Greenpeace International Whistleblower policy outlines how employees can raise concerns about wrongdoing to the Board. NROs are in the process of adopting their own whistleblower policies.

Many (not all) of our NROs have a membership structure, which provides a constituency for the relevant National/Regional board. In these cases, voting members can, through guidance provided to their Board at their AGM, influence decisions taken at the Stichting Greenpeace Council Annual General Meeting.

4.5 Compensation for members of the highest governance body, senior managers, and executives (including departure arrangements).

The Trustee position in Stichting Greenpeace Council, the Board Chair and members of the Greenpeace International Board do not receive a salary, but their expenses are refunded and they receive a compensation (attendance fee) for time spent on activities such as board meetings. The compensation model is in compliance with requirements of the Dutch tax authorities.

The Board of Greenpeace International received compensation during 2013 of a total of €96,000 (€81,000 in 2012); the board chair received €35,000, five Board Members received €10,000 and other Board Members received respectively €7,500 and €3,600. The Board Members would have been entitled to a higher compensation based on the time spent, but the amounts have been capped at these levels by the Council of Greenpeace International.

The International Executive Director and the Senior Management Team are paid emoluments commensurate with their level of responsibility. The International Executive Director of Greenpeace International received total emoluments of €135,000 including salary of €117,000, employer's social charges and pension contribution of €16,000 and other benefits to the value of €2,000. In 2012 the international executive director received total emoluments of €133,000, including salary of €117,000, employer's social charges and pension contribution of €12,000 and other benefits to the value of €4,000. In total, emoluments of €840,000 (€983,000 in 2012) were paid to the other members of the senior management team in 2013. The decrease between 2013 and 2012 is largely due to the fact that some positions within the senior management team were not filled in 2013.

4.6 Processes in place for the highest governance body to ensure conflicts of interest are identified and managed responsibly.

One of Greenpeace's core values is "independence". As a result, Greenpeace's policies on conflict of interest focus on protecting this independence at governance levels. Stichting Greenpeace Council is responsible for electing the SGC Board members. The organisation's Rules of Procedures found here <http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/governance-structure>, describe the criteria by which Board candidates are selected— this includes the conflicts of interest that would disqualify a prospective candidate; and the disclosure required from candidates to the Council prior to election. The process for disclosure and consequences in the event of conflicts of interest by sitting Board members is also described in SGC's Rules of procedure, chapter 5.4.

<http://www.greenpeace.org/international/Global/international/publications/greenpeace/2013/Governance-Handbook-2013-2-Rules-of-Procedure.pdf>

4.10 Process to support the highest governance body's own performance.

The highest governance body is the Council. Council is made up of one Trustee from each NRO. The NRO Boards appoint their Trustee from amongst their Board members. This is usually the Chair. At present, Greenpeace does not evaluate the performance of the Council.

The Greenpeace International Board of Directors Chair coordinates a 360 degree evaluation of the performance of the Board (as a whole) each year. This consists of three separate online surveys; one is sent to the Board members for a self-evaluation; one is sent to the Trustees; and the third is sent to the GPI Management. The results are collated and provided to the Trustees via the annual Board Report to Council submitted at each Annual General Meeting (AGM).

The Treasurer conducts a separate 360 evaluation of the performance of the Board Chair as part of the above overall Board evaluation. The results are provided in the Board Report to Council.

It is best practice for all Boards to conduct annual self-evaluations.

4.12 Externally developed environmental or social charters, principles or other initiatives to which the organisation subscribes.

- Berlin Civil Society Centre
- Smart CSOs
- Civicus

4.14 Stakeholder groups of the organisation?

Greenpeace stakeholders are our financial supporters, volunteers and online communities, plus our staff, research partners, campaigning allies and those local communities we work alongside. In addition our stakeholders include those we seek to persuade such as government, corporations, individuals and the media, and those who depend on the industries and eco-systems impacted by our campaigns.

4.15 Process for identification, selection and prioritisation of key stakeholder groups.

Each Campaigner and/or Project Lead identifies key stakeholders depending on the campaigning issue in the initial design of a campaign project. With our new way of working the importance of stakeholder analysis has been identified as a key element of our project design work and we have introduced this as part of our standardised project management training. For example stakeholder analysis should identify and analyse the motivation and needs of specific groups of people, communities and organisations as primary or secondary stakeholders. It explains how we will engage them, why, and whether (or how) we will be accountable to them. It assigns these roles to project team members.

NGO1 Involvement of affected stakeholder groups to inform the design, implementation, monitoring and evaluation of policies and programmes.

There is no standardised process for involvement of affected stakeholder groups. However, here are some examples of engagement from NROs.

Africa:

South Africa:

Greenpeace South Africa has been campaigning against fracking and consulted prominent environmental experts to provide technical information and make connections to various networks. The Energy team worked with coal-affected communities gathering testimonials, meet key organizers and creating networks for work planned in 2014. The consumer campaign worked to bring a canned tuna guide to consumers by engaging with retailers, suppliers, consumers and volunteers.

DRC/Forests:

- Solar training and clay stove workshops for local communities in Oshwe (forest community) and with a pupils from a High school of Kinshasa (EPROBA).
- Research training and workshop with local partners in Equator Province to strengthen our partnership with local NGOs
- Joint letter and public meetings/Actions with CSO (Civil Society Organisation)
- Development of the Forest Newsletter
- Promotion of the forest song around public bars and restaurants in Kinshasa by students

Cameroon:

A key part of the Herakles campaign is mobilisation of community and local NGOs and also raising their voice to develop awareness at international level on forest destruction and communities rights violation and support them in their faith against the Herakles company that plans and activities are willing to destroy their forest and livelihood.

As such we held workshops and meetings in many villages for information sharing and development of a common strategy and activities. In addition we have been working very closely with a range of National NGO in the country and some of them are part of our political- strategy group. We also organised training on research and security for local NGO, to allow them to be effective in the field. The project is still under way and we are planning meeting with our local partners to consolidate our plans and strategies for 2014.

USA:

GPUS is playing a leadership role in the Democracy Initiative, a coalition effort to restore the core principle of political equality by getting money out of politics and restoring voting rights. GPUS is helping build and strengthen the Democracy Initiative by working with coalition partners on planning and implementing key events. For example, GPUS' Climate & Energy Team is working with a variety of organisations in North Carolina (NC) to draw attention to regressive legislation in

NC, including bills pushed by the American Legislative Exchange Council (ALEC), which is partly funded by Duke Energy, that threaten to remove clean energy incentives and allow more pollution. Coalition allies include NC NAACP, Democracy NC, and Action NC.

In 2013, the Climate and Energy team was successful in persuading Google, Apple and Facebook to pressure Duke Energy to offer them renewable electricity options for their data centers in North Carolina. During the Rainbow Warrior tour along the west coast, the team collaborated with media outlet Gigaom to convene a "Greening the Internet" forum in San Francisco that included representatives from Google, Apple, Facebook, Salesforce, Rackspace, and Box. The event drew attention to why and how these 6 companies committed to 100% renewable power, and helped the team build momentum for future commitments and a sector wide challenge early in 2014.

The Oceans Team continues to collaborate with marine science experts, Indigenous Communities, and companies to pressure the North Pacific Fishery Management Council (NPFMC) to protect critical marine habitats and traditional fishing grounds.

Germany:

GPDE usually gets in touch with regional citizens' initiatives before / during campaign planning processes / implementation. Examples are (1) proposed nuclear final storage site Gorleben: close interaction / support with / of local citizens' initiatives (2) GPDE brings forward / pushes / supports law suits (affected locals against nuclear power plants / interim storage sites) / legal expertise (3) Lausitz: GPDE volunteer groups work against new coal power plant projects (support / cooperation of / with regional citizens' initiatives), GPDE initiates / pushes law suits together with regional citizens' initiatives (Welzow (open pit mining, action days, coordination meetings (also with representatives of the church) etc.) (4) public interaction / knowledge transfer etc. during beech forest campaigns.

Mexico:

Greenpeace Mexico worked with Mayan communities on food and sustainable agriculture, beekeepers, affected communities from toxic rivers and other NGOs such as maiz coalition (Sin Maiz no hay Pais).

UK:

Fracking. GPUK consulted local residents and local campaign groups by going door-to-door, telephoning, emailing and meeting face-to-face. GPUK consulted environmental lawyers, experts and academics, and engineers for the Energy desk work.

Spain:

Renewables. The "Bajate la potencia" ("Lower the Power") campaign explains how to pay less in electricity bills by lowering the contracted power. It is an initiative in which citizens are encouraged to reduce electrical power contracted to pay less for electricity, plus send a clear and strong message of opposition to the Energy

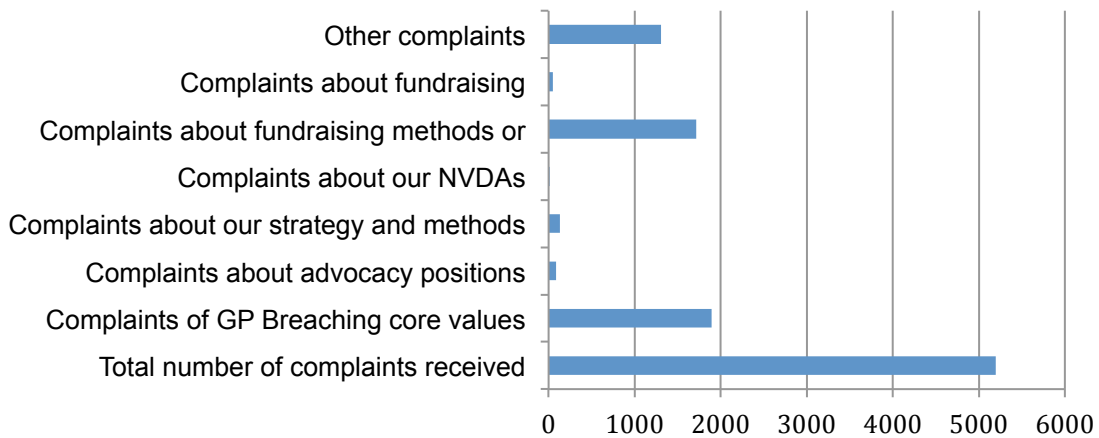
Reform government.

The promoters of this campaign were GP Spain plus 20 other organisations from very different domains (consumers, environmental NGOs, other NGOs...).

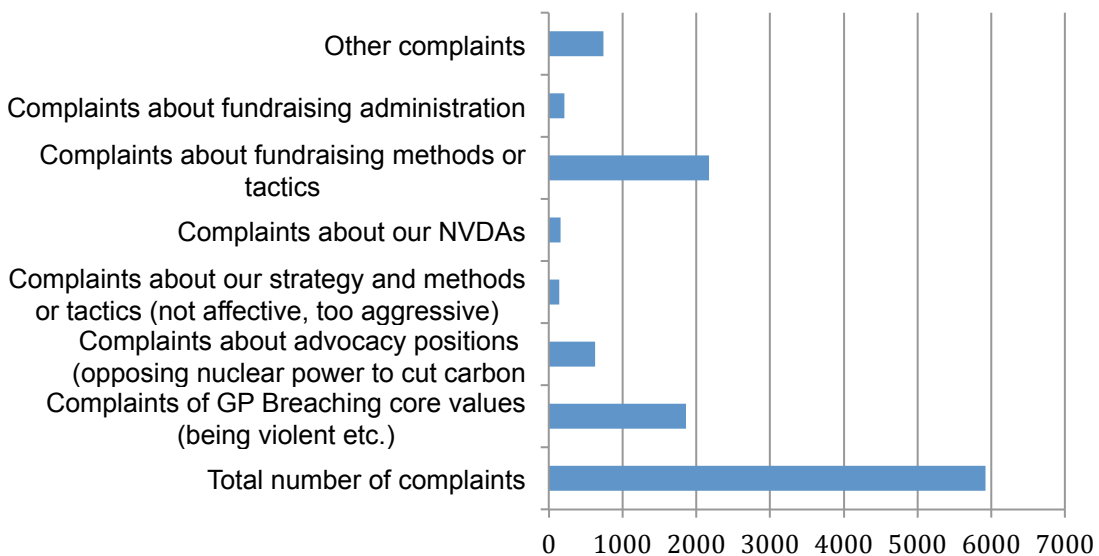
NGO2 Mechanisms for stakeholder feedback and complaints to programmes and policies and in response to policy breaches.

Again this year we were unable to complete a global complaints policy, but will do so in 2014. The organisational changes Greenpeace is undergoing are significant, however, we can report that 13 out of 20 NROs surveyed now have complaints policies in place, an increase from 8 in 2012.

Public Complaints



Supporter Complaints



Here are a few examples of how complaints are handled from a few NROs:

Brazil:

When complaints are received the following is undertaken

1. if the recipient can respond, they do so
2. if they cannot, they pass to the appropriate department/responsible person
3. the person receives a response

If the complaint is valid, the appropriate teams discuss how to change/modify or clarify the issue. There is no central register of complaints and we currently respond on a case by case basis.

South East Asia:

Greenpeace South East Asia has a complaints procedure in place for supporter and public complaints, however, the tracking is very limited.

Complaints from supporters and the public are predominantly focused on FR tactics and methods. These are feed directly back to the direct person in charge e.g. DDC Coordinator. They will assess the complaint and take appropriate action with the DDC / Team leader responsible.

USA:

Greenpeace USA receives both supporter and public complaints through our in-house Call Center. Currently, our tracking focuses on fundraising methods or tactics, given most people in the public realm interact with GPUS through our Direct Dialogue team. Our Call Center and Direct Dialogue teams are part of our fundraising department, so complaints about our fundraising tactics are addressed within that department. Potential complaints about our advocacy positions are, for the most part, very predictable given that our stances on issues remain quite consistent over time (eg, no nukes). In advance of events that may trigger complaints from the public or supporters about our advocacy positions, our Campaign and Communications teams prepare responses to a variety of potential complaints and share them with Call Center staff and our Direct Dialogue staff.

Japan:

Our main point for handling general queries/complaints is our Supporter Services unit. Queries received are accumulated in a FAQ document, which is shared with the rest of the office at least twice a year to inform what our audiences feedback us. Of course, specific topics requiring immediate action or response by a unit different than Supporter Services are handed over to the relevant unit immediately.

UK:

Greenpeace UK does not have a full complaints procedure, but our service standards are replies within 3 working days for email, 5 days for post. We usually exceed these. We are currently developing a more formal complaints procedure. We do not yet count numbers of complaints per category but will do from this year.

If people contact us through social media, the mobilisation team will pass the complaint on to the relevant department (e.g. if the complaint is about fundraising, it would go to the fundraising department).

NGO3 System for programme monitoring, evaluation and learning (including measuring programme effectiveness and impact).

In 2013, Greenpeace agreed a Performance Accountability and Learning (PAL) function within the organisation. Building capacity for monitoring, evaluation and learning is a significant priority area, and has been integrated in the overall department's capacity strengthening approach for 2014 onwards. Introducing a more integrated PAL unit brings together currently dispersed functions of strategy, planning, monitoring & evaluation, reporting and learning in all NROs and GPI. The PAL unit will cut across both programme and organisational aspects of the work and related offices, teams and units. This will lead to improvement of the quality of the strategy, planning, monitoring and evaluation, reporting and learning functions across the organisation. Additionally, harmonisation of the various elements will contribute to innovation by developing systems, methods and tools as well as providing technical support to units and teams across Greenpeace globally to adapt and support the implementation of these systems, building capacity and identifying strategic points for evaluation.

Out of 20 NROs responding to the question, 14 have a formal monitoring and evaluation process in place and 6 have a more informal, ad hoc system in place. PAL will develop tools to provide a more standardised approach to monitoring and evaluation and enable all NROs to report.

Here are a few examples of how NROs are responding to impact assessments:

Italy:

Campaign Monitoring & Evaluation. Ongoing media analysis of all media output and mentions. Develop project plans with SMART outcomes and objectives, taking into consideration recommendations and lessons learned from past evaluations. Regular monitoring of project outcomes or objectives against campaign plans and strategies. Mid (or end term) evaluations, assessing the efficiency, effectiveness, impact, sustainability and relevance of campaigns in achieving their intended objectives and creating changes in the outside world. Such activities are usually performed for specific, larger and integrated projects.

Spain:

Campaign Monitoring & Evaluation. Ongoing media analysis of all media output and mentions. Develop project plans with SMART outcomes and objectives, taking into consideration recommendations and lessons learned from past evaluations. Regular monitoring of project outcomes or objectives against campaign plans and strategies., Archiving/storing key recommendations and lessons learned in a central repository.

CEE:

General Monitoring & Evaluation, Campaign Monitoring & Evaluation, Ongoing media analysis of all media output and mentions, Develop project plans with SMART outcomes and objectives, taking into consideration recommendations and lessons learned from past evaluations. Regular monitoring of project outcomes or objectives against campaign plans and strategies. Mid (or end term) evaluations, assessing the efficiency, effectiveness, impact, sustainability and relevance of campaigns in achieving their intended objectives and creating changes in the outside world., Dissemination and presentation of results with relevant campaign teams (and SMT?), Archiving/storing key recommendations and lessons learned in a central repository

New Zealand

General Monitoring & Evaluation, Campaign Monitoring & Evaluation, Ongoing media analysis of all media output and mentions (or whatever media analysis is), Develop project plans with SMART outcomes and objectives, taking into consideration recommendations and lessons learned from past evaluations., Regular monitoring of project outcomes or objectives against campaign plans and strategies., Mid (or end term) evaluations, assessing the efficiency, effectiveness, impact, sustainability and relevance of campaigns in achieving their intended objectives and creating changes in the outside world., Dissemination and presentation of results with relevant campaign teams (and SMT?), Archiving/storing key recommendations and lessons learned in a central repository, Consult repository of past evaluations before designing new project plans.

NGO4 Measures to integrate gender and diversity into programme design and implementation, and the monitoring, evaluation, and learning cycle.

Diversity is not just a question of fairness, but also a potential quality driver. It enriches implementation strategies by inviting different views; it allows tapping into more networks and broadens the basis of acceptance; it fosters resilience that monocultures do not tend to possess.

In 2013, the Volunteer Lab organised a mobilisation workshop where the participants agreed to create an informal email group around the topic of Diversity and Inclusion. The group has since steadily gained momentum with 415 members and is bringing in discussions and sharing information,.

Global Human Resources is in charge of putting together a Diversity and Inclusion policy. This is currently on hold, while they wait for an official mandate from the recently formed People's Committee. Some progress has been achieved at the national office level with both the Dutch and US offices having dedicated staff members working exclusively on diversity and inclusion.

This year we conducted surveys on diversity within Greenpeace NRO's. 6 offices have integrated gender and diversity into campaign/programme design & implementation. Here are some examples:

Brazil:

Internally - we have a 3 year strategic objective in our office to include greater diversity. The gender balance in the programme department has a greater quantity of women at the moment.

Externally - Part of our programme partnerships and coalition initiatives look specifically at women's issues, female farmers and expose gender differences. Part of our engagement 3 year objective is to broaden our programme design to encourage greater diversity in our collaborations.

South East Asia:

Through Human Resources policy, GPSEA encourages all staff to take gender and diversity into account for project design and implementation.

Japan:

We have implemented an anti-discrimination policy in 2013 whereby creating and maintaining a work space where diversity is valued by all staff members. As we implemented the policy an induction session was carried out.

Additionally, in 2013 we started the "Green Women Network" - an initiative to connect women across Japan to provide a space where they can raise their voices, network with other women activists and altogether create synergies with Greenpeace's campaigns. Just like with the diversity policy, as we started this initiative we had a workshop on gender-sensitive language and similar topics, in order to ensure the programme design is coherent with these principles.

NGO5 Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.

On a global level, our policy positions emerge as a result of extensive internal debate, which is held within a framework that derives our short term objectives and policy positions from the long term goal of equitable sustainability which in turn is derived from our mission and values frame statements. The hierarchy of decision-making at these different strategic levels maps to the governance hierarchy in the organisation. Annual campaign plans at the local/national level are drawn within the framework of the global priorities (the "Global Programme") but with attention to local priorities and concerns.

Alignment of global priorities and activities is achieved on a formal level through the annual agreement, between Greenpeace International and each national/regional office, of an organisation development plan, and on an ongoing working basis through international project structures.

The quality of our advocacy positions and campaigns is ensured, inter alia, by internal peer review; in many cases also by external peer review by experts and/or by partner organisations; and by structured and mandatory review and sign off procedures by separate science, research and legal units whose function it is to ensure quality and defensibility of our position statements and of the actions we take.

NGO6 Processes to take into account and coordinate with other actors.

Greenpeace collaborates with other actors in all of our campaigning work. Here are some examples of coalitions and collaborations at both the international and national levels:

Global

Arctic campaign: Please see the annual report:

<http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/reports/>

Italy:

GMO Task Force: is a coalition of several organisations (farmers, organic producers, consumers, etc) working for a GMO free Italy.

GP Italy is also providing an "external support" to FREE, an organisation of producers for renewables and efficiency.

GP Italy is part of a local committee against offshore oil drilling in the Sicilian Channel ("Stoppa la piattaforma").

Czech Republic:

Green Circle: association of 28 environmental NGOs working in the Czech Republic. The main goals are the development of civil society in environmental protection, strengthening co-operation and communication among Czech environmental NGOs, increasing public awareness about their activities as well as key topics of environmental protection in the Czech Republic, and supporting public participation in environmental policy- and decision-making in all its forms.

Africa:

At a national level in South Africa we have formed an anti-nuclear coalition called TSUNAMI - The South African United National Anti-Nuclear Mobilisation Initiative.

We have also been able to co-align ourselves with Earthlife Africa which is the leader in mobilizing people in the South African environmental movement.

In Senegal we are building an alliance with fishermen communities like volunteers or local volunteers groups.

Canada:

Canadian Peace Alliance
Canadian Biotechnology Action Network
Vigilance OGM
Green Budget Coalition

UK

FRACKING:
- Stop Climate Chaos

- Joint NGO petition on fracking
- Environment and Development ED's group
- Green Group Roundtable

CFP:

- Alliance with NUTFA (small scale fishing representative body) - significant because it was unprecedented in GP history that we would have an alliance with this sector of the fishing industry. This alliance also extended to cover fishing associations across the coast and individual fishermen. Also at EU level there was an NGO coalition campaigning together for CFP reform e.g. WWF and Marine conservation Society.

NGO7 Resource allocation, tracking and control.

Greenpeace International publishes an annual report detailing our financial information. All reports can be found at

<http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/reports/>.

Greenpeace worldwide abbreviated financial statements Years ended 31 December 2013 and 31 December 2012.

This summary shows the combined total income and expenditure of all Greenpeace organisations (including Greenpeace International) worldwide.

Statement of income and expenditure	2013	2012
Income	Euros thousands	Euros thousands
Grants and donations	282,455	264,940
Interest income	1,346	2,113
Merchandising and licensing	281	(978)
Other income	4,278	2,250
Total Income	288,360	268,325
Fundraising expenditure	98,800	90,874
Total Income less fundraising expenditure	189,560	177,451
Expenditure		
Campaigns and campaign support		
Climate & Energy	35,731	31,040
Forests	12,001	13,394
Oceans	9,598	11,743
Sustainable Agriculture	4,644	5,035
Toxics	3,230	4,272
Other Campaigns	5,334	3,464
Marine Operations & action support	30,385	29,821
Media & communications	24,542	24,784
Political, science & business	4,049	3,733
Public information & outreach	9,903	10,295
Organisational support	45,603	45,253
Foreign exchange (gain)/loss	8,912	643
Total non-fundraising expenditure	193,932	183,477
(Deficit)/surplus for the year	(4,372)	(6,025)
Opening fund balance	172,753	178,143
Direct fund balance adjustment	(227)	636
Closing fund balance	168,154	172,753

Statement of financial position	2013	2012
Assets	Euros thousands	Euros thousands
Fixed assets	58,791	57,926
Current assets	20,450	16,970
Cash and cash equivalents	138,790	143,235
Other income	4,278	2,250
	218,031	218,131
Liabilities and fund balance		
Liabilities	49,877	45,378
Fund balance	168,154	172,753
	218,031	218,131

Greenpeace International abbreviated financial statements. Years ended 31 December 2013 and 31 December 2012.

Statement of income and expenditure	2013	2012
Income	Euros thousands	Euros thousands
Grants from national and regional organisations	69,985	69,017
Other grants and donations	2,386	1,217
Interest income	568	522
Other income	11	18
Total Income	72,950	70,774
Fundraising expenditure	4,120	2,521
Total Income less fundraising expenditure	68,830	68,253
Expenditure		
Grants and other support to national and regional organisations	22,684	22,376
Campaigns and campaign support		
Climate & Energy	10,730	8,477
Forests	4,226	4,142
Oceans	2,407	3,407
Sustainable Agriculture	1,477	1,457
Toxics	1,211	1,189
Marine Operations & action support	11,711	11,825
Media & communications	4,587	4,433
Political, science & business	4,049	3,733
Public information & outreach	9,903	10,295
Organisational support	11,163	11,405
Interest costs	267	350
Foreign exchange (gain)/loss	5,167	187
Total non-fundraising expenditure	75,630	69,248
Surplus/(deficit) for the year	(6,800)	(995)

Statement of financial position	2013	2012
Assets	Euros thousands	Euros thousands
Fixed assets and financial assets	23,485	25,045
Due from national and regional organisations	14,497	13,976
Other current assets	2,014	1,149
Cash and cash equivalents	14,349	26,622
	54,345	62,792
Liabilities and fund balance		
Due to national and regional organisations	12,589	14,790
Other liabilities	9,148	8,594
Fund balance	32,608	39,408
	54,345	62,792

Greenpeace International’s Financial Unit has 2 teams: one that supports Greenpeace globally and one that supports GPI management and staff. The global team consists of: 3 NRO Support Accountants who work to ensure communication of financial management needs and to offer support to NROs; The Funding Management group who manage the matrix of funding to and from NROs: this ensures that direct and overhead expenditures can be properly matched to the needs of each funding NRO; and A global finance systems team (one based in the USA, the other in Hong Kong) who are responsible for the roll out and support to NROs.

NGO8 Sources of funding by category e.g. government, corporate, foundation, membership fees, in-kind donations and other.

We are proud of our transparency and independence. However, not all donors give us permission to publicly announce the details of their contribution. In all cases (including those where anonymity is requested), we have vetting processes in place to ensure that our policies to ensure financial independence are not breached. Our top donors in 2013 are:

Dutch Postcode Lottery

In addition to its annual gift to Greenpeace Netherlands of €2.25m, the Nationale Postcode Loterij awarded Greenpeace Netherlands its Dream Fund prize for the first time with a grant of €7.6m. This was awarded to Greenpeace and others to research and develop a sustainability mobile application. The Question Mark app will enable consumers to scan products and assess their sustainability by measuring impact on health, environment, labour and animal welfare.

Swedish Postcode Lottery

The Swedish Postcode Lottery (Svenska Postkod Lotteriet) continued its support of Greenpeace’s polar, detox and forest campaigns with a total contribution of €2.77m, including part of the extra funding project Together for the Arctic. Greenpeace and

the Swedish Postcode Lottery have been working together for more than five years. This support has contributed enormously to Greenpeace's impact.

Oak Foundation

Oak Foundation is a trusted, long-term supporter of Greenpeace in many countries. In 2013, Oak Foundation made an investment of \$2m US dollars over three years, so that Greenpeace International can continue to rise to the challenges of a rapidly changing landscape and build stronger and more effective campaigns in Brazil, India, South Africa, South East Asia, China, Russia and the US.

US legacy

Many kind supporters remembered Greenpeace with a gift in their will. In 2013, a supporter in the US left a \$1.8m US dollar legacy to Greenpeace.

The Climate and Land Use Alliance The Climate and Land Use Alliance (CLUA) supported Greenpeace with a grant of \$1m US dollars for Greenpeace's Indonesia forests work. Indonesia is a treasure chest of biodiversity and home to between 10% and 15% of all known species of plants, mammals and birds. The destruction of Indonesia's rainforests and carbon-rich peat lands for palm oil and paper is the main reason Indonesia is one of the world's largest emitters of climate-changing greenhouse gases. CLUA's support has a significant impact on the lives of millions of Indonesians who depend on the forests for food, shelter and their livelihoods. It is through the collective voices of supporters that we can tackle environmental problems and promote solutions. Greenpeace's successes are yours: thank you so much.

EN16 Report the total of direct and indirect greenhouse gas emissions by weight at the organisational level.

Greenhouse gas (GHG) emissions

The total worldwide figures reported below include the emissions from Greenpeace International and all 27 National and Regional Greenpeace Organisations around the globe.

Greenpeace worldwide GHG emissions (in CO ₂ equiv. metric tonnes)	2013	2012	2011
SCOPE 1: Direct GHG emissions			
Direct emissions for marine transportation	6,848	8,014	7,676
Direct emissions for helicopter transportation	194	90	84
Direct emissions for inflatables	75	79	63
Direct emissions for natural gas	317	291	310
Direct emissions for vehicles	650	507	459
Total Scope 1:	8,283	8,981	8,594
SCOPE 2: Indirect GHG emissions – electricity			
Indirect emissions for office electricity	1,533	897	846
Indirect emissions for server electricity	115	115	121
Total Scope 2	1,648	1,012	967
SCOPE 3: Other indirect GHG emissions			
Indirect emissions for business travel	11,250	11,324	10,893
Indirect emissions for paper consumption	1,475	1,566	1,866
Total Scope 3	12,725	12,890	12,759
Total GHG Emissions in metric tonnes:	22,656	22,883	22,319

We continue our efforts to reduce our greenhouse gas emissions. Using the same DEFRA methodology to calculate our emissions as we did in 2012 would show a total of 23,824 metric tonnes (942 metric tonnes, or 4.1%, more than the previous year).

Despite the increasing size of our activities during the year (2013 total expenditure being 7% more than the previous year), we have managed to control any increase in our greenhouse gas emissions. A refinement made by DEFRA to the methodology used this year means that our total emissions in 2013 are stated as 22,656 metric tonnes (227 metric tonnes, or 0.99% less than the previous year).

More than one third of our greenhouse gas emissions are attributable to our marine operations. Due to the efforts to increase the efficiency and improve the utilisation of our fleet, the direct fuel consumption emissions of our ships significantly decreased.

Electricity consumption, natural gas and travel emissions slightly increased due to offices increasing global activities.

EN18 Initiatives to reduce greenhouse gas emissions at the organisational level and reductions achieved.

In the past years Greenpeace International and the national Greenpeace offices have implemented various measures to reduce our environmental footprint. These initiatives were however not formally managed. As a result, we were not able to verify whether our environmental performance was the best that could be achieved. In order to address this, at the end of 2013 we decided to implement a, Plan-Do-Check-Act based Environmental Management System (EMS). This started with the drafting and formal approval of an organisation wide Environmental Policy. This policy has been endorsed by our Executive Directors in November 2013 and is now communicated to our global staff. In addition, all existing Environmental Measures that are currently implemented by our offices are being inventoried in Cloudapps Sustainability, an Environmental Management tool. Where applicable, additional measures will be proposed and implemented. The environmental performance of all our global offices regarding energy use, GHG emissions etc. is recorded in and calculated by Cloudapps Sustainability. This will enable us to provide better and easier reporting back to our staff in order to further raise environmental awareness and identify any gaps in our current performance.

The EMS is operationally managed by the GPI Environmental Manager and final responsibility lies with the GPI International Organisation Director. Periodic reporting

for assessment and implementing improvements, if needed is now being planned.

All expected initiatives; from energy efficiency measures to using renewables (grid based and self owned solar/wind) are being implemented in the global organisation. Although this has most likely resulted in improved environmental performance we are not able to prove that this is the case. Also, significant differences exist between various offices, some do a lot and some could maybe do more. Therefore an Environmental Baseline is now being established which all NROs should at a minimum, comply with.

Concrete reduction targets have been set by various national Greenpeace NROs and these are all different. A better aligned and more clearly defined target setting is now being discussed.

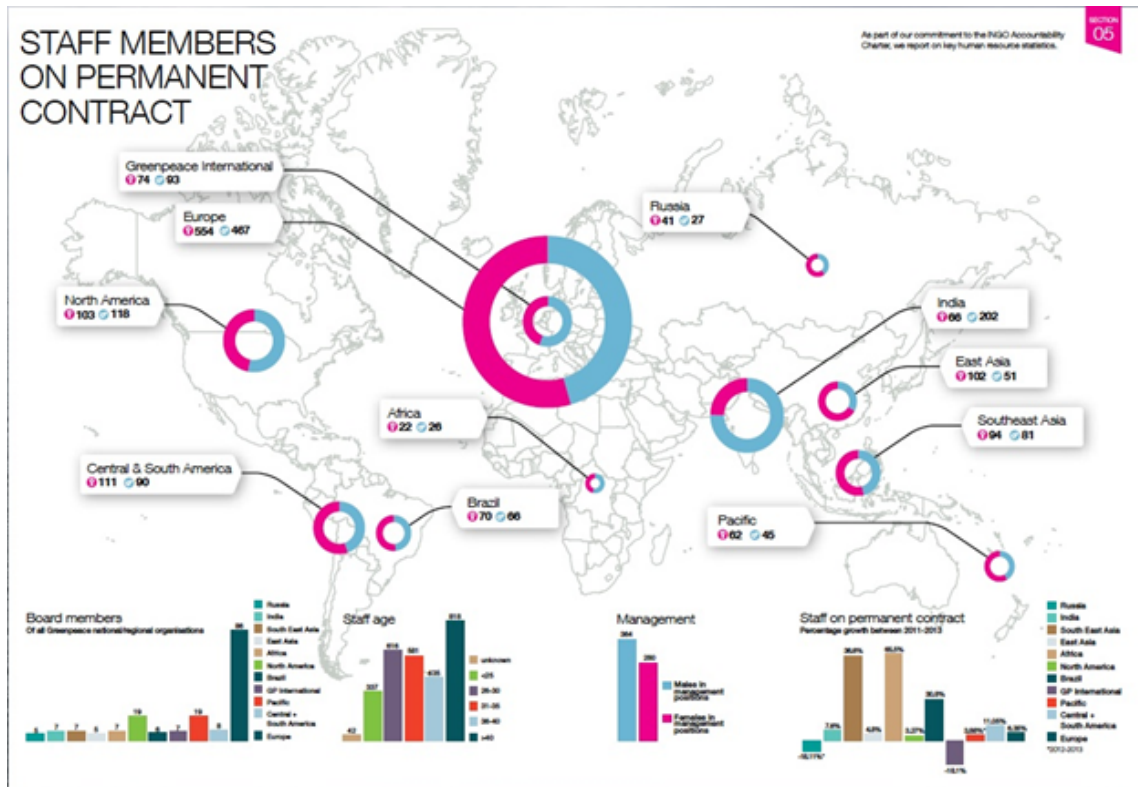
EN26 Initiatives to mitigate environmental impacts of activities and services.

We have various initiatives in place to mitigate our environmental impacts. At the organisational level, we have guidelines for traveling, (train travel within certain distances, shared accommodation, etc..) For procurement we stipulate recycled paper, non-toxic ink, non PVC banner materials, etc.). At the Activity level, a hazardous materials (hazmat) assessment is a routine part of risk and security assessment for actions, forests/climate activists' camps, and any field investigations/sampling.

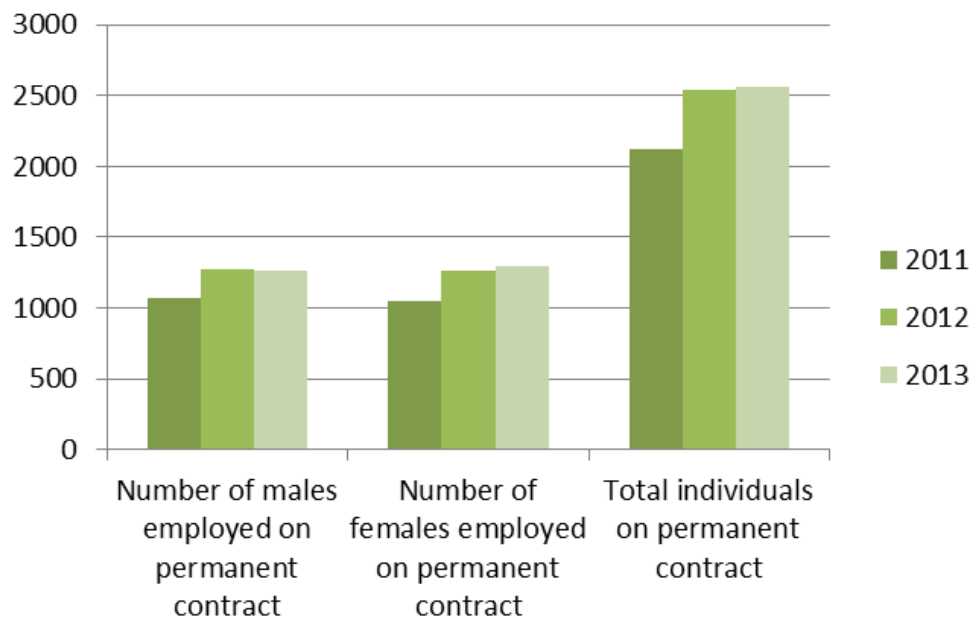
In the case of nuclear campaigns, trained and certified radiation protection advisors are deployed to assess any field missions (e.g. to Chernobyl, Fukushima) as part of duty of care for staff, and accountability to public. Key findings will be released to the public in a transparent and timely manner.

Thorough risk and security assessments are conducted and time is spent to draw up mitigation plans. This is done for actions, activist activities and field investigation or media tour to impacted sites.

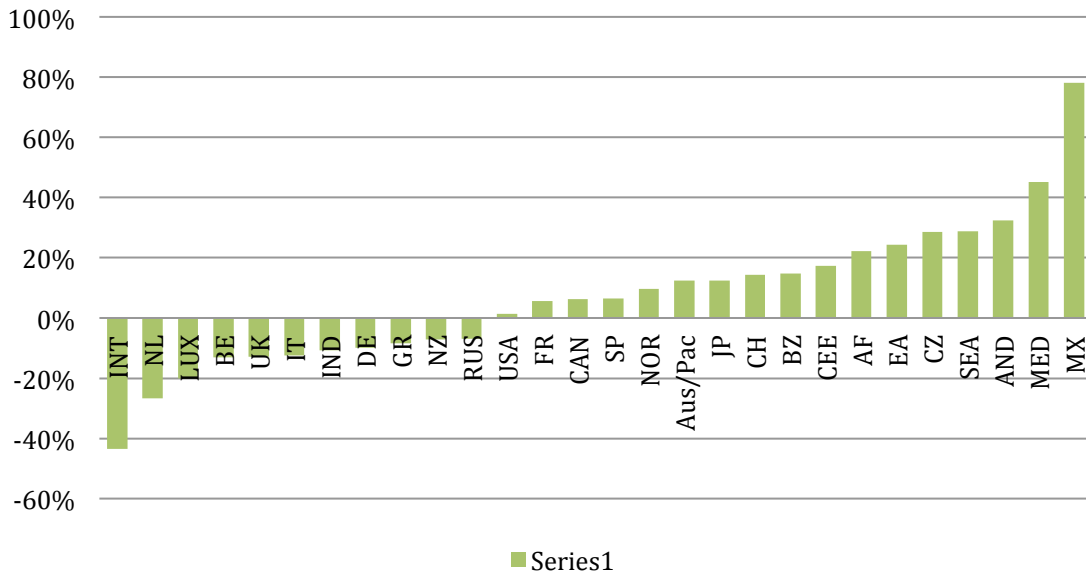
LA1 Size and composition of total workforce: number of employees (part and full-time) broken down by geographical region and responsibility levels and number of volunteers where possible.



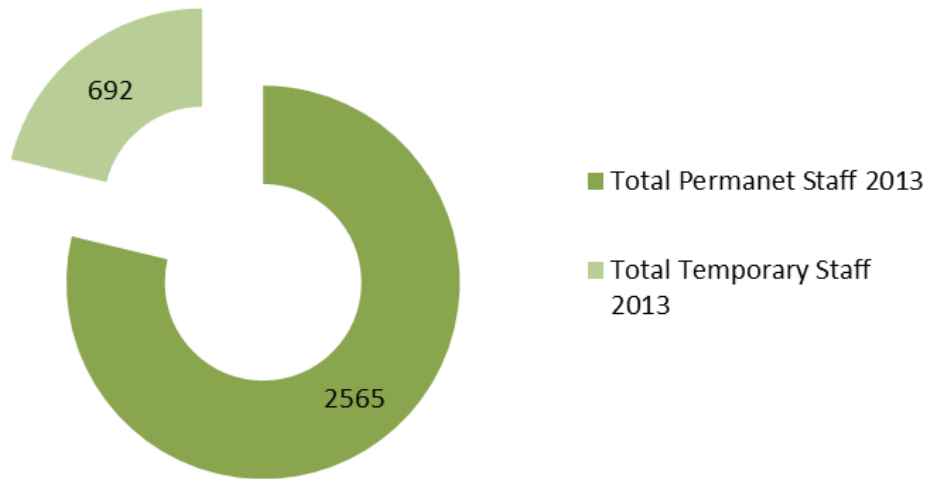
Staff on Permanent Contract 2011-2013



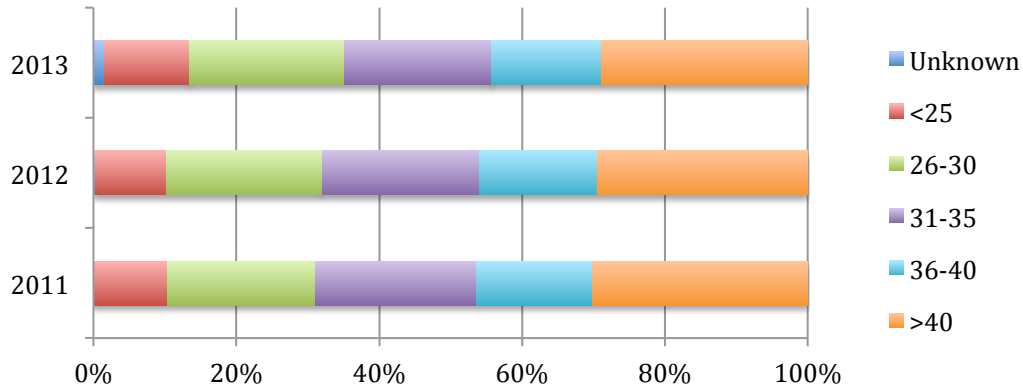
% Growth 2012-2013 Permanent Staff Members



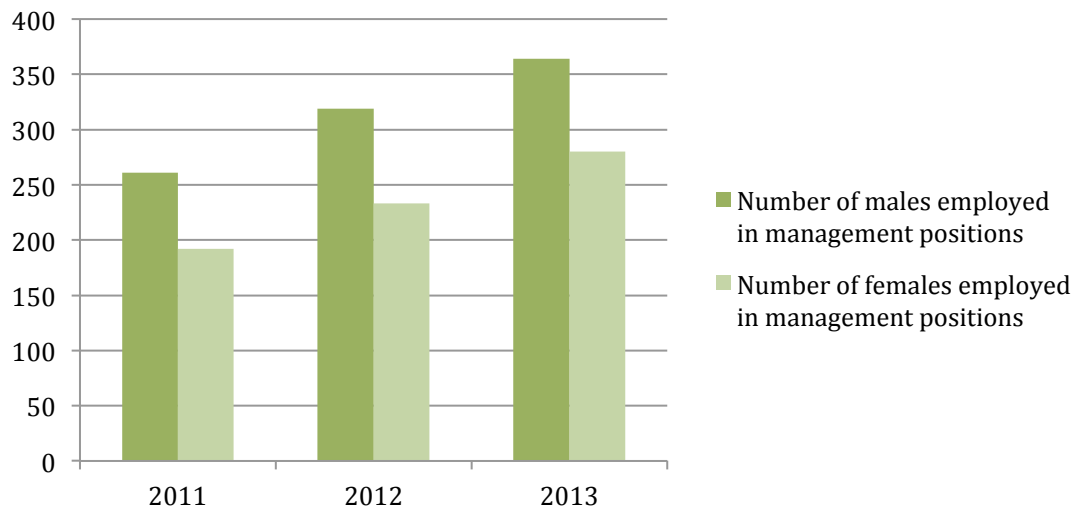
Permanent & Temporary Contracts 2011-2013



Age of our Permanent Staff



Gender diversity in management positions



EC7 Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.

Greenpeace does not have specific policies in place for local hiring.

LA10 Workforce training to support organisational development.

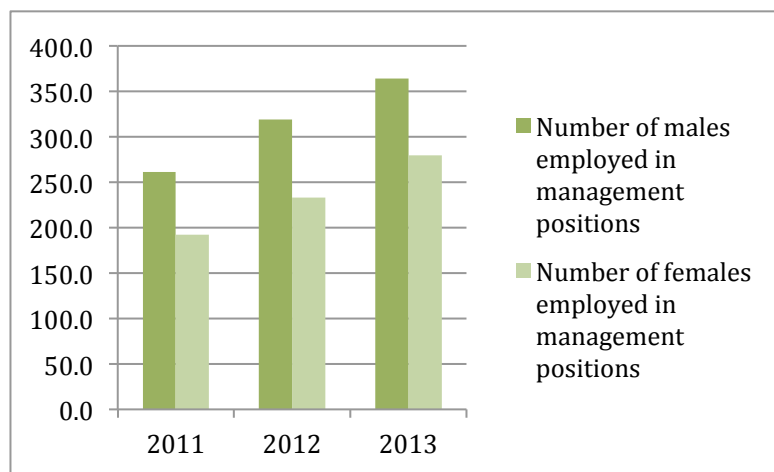
We do not currently have sufficiently standardised methodology or definitions to be able to calculate the average hours of training per year per employee. With the introduction of an HRIS and Learning and Development Programme over the next three years we aim to be able to provide more sufficient reporting in the future.

LA12 Performance reviews and career development plans.

All staff are expected to have an annual Personal Review Talk during which objectives are set and development needs identified. We are now working on a Performance Management module as part of the Human Resources Information System (HRIS), which will allow offices to have a common mechanism for measuring performance against a set of common competencies in the future. Staff development is fairly ad-hoc in nature and therefore difficult to measure in terms of success.

LA13 Diversity in your organisation displayed in the composition of governance bodies and employees.

Over the last two years, the number of females appointed in management positions in the organisation has risen by 47, but as the overall number of managers has also risen, the gap between the two remains more or less the same over the past three years.



For global staff see LA1

The current Board of Directors includes 3 women out of a total of 7 and one outgoing female member. More information on Board diversity can be found in the annual report p.5: <http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/reports/>

NGO9 Mechanism for your workforce to raise grievances and get response.

At present we do not have a global grievance policy, however many offices have their own grievance policies, with some in addition having anti-harassment or anti-bullying policies. We will introduce further global guidelines as part of our upcoming diversity and inclusion work- specifically with a view to anti-harassment

SO1 Impact of activities on the wider community.

Greenpeace International itself does not conduct impact assessments, but here are some examples from NROs:

Brazil

We started (and are still undertaking) a community impact assessment on our potential collaboration with the Mundurucu peoples around the hydrodam project

Italy

Our coal campaign has a major impact on local communities. Also if there is no formal "format" for such an assessment, involving local committees, caring for their point of view and empowering their action is part of our campaign.

South East Asia

We are regularly in touch with local communities we had worked with during the regional ocean ship tour in Thailand, Indonesia and Philippines, and in the case of TH, we actually organised consultation meeting with them to assess the impact of the project and campaign activities. It is true with our Forest campaign in ID -- where we routinely check in with our NGO allies and partner communities as regards progress of our moratorium campaign objectives.

Andino

In the Paramos campaign in Colombia, Fishing in Chile and Forest in Argentina we worked closely with local communities that have been working in those issues before us. The objective was to put our campaign goal in synergy with their own objectives and avoid potential conflicts with us.

SO3 Process for ensuring effective anti-corruption policies and procedures?

Greenpeace has an anti-corruption policy, which has now been adopted by 13 NROs. It states that under no circumstances will GPI or its people, directly or indirectly, knowingly participate in corruption or acts or activities that contribute to or are the result of corruption. We advocate the United Nations Convention against Corruption, and will comply with all relevant national and European Union laws and regulations. All forms of corruption and bribery are unethical, detrimental, and unacceptable to GPI.

SO4 Actions taken in response of incidents of corruption.

In principle there is no corruption/bribery as GPI has a zero tolerance policy on bribery/corruption. If incidents of corruption were to occur they would be reported to the IED and with any violations being reported to the Chair of the Board Audit Committee, as per the whistleblower policy as is stated in our anti-bribery and corruption policy.

PR6 Programmes for adherence to laws, standards, and voluntary codes related to ethical fundraising, including advertising, promotion, and sponsorship.

Greenpeace has its own fundraising policy, which all NROs are expected to adhere to. This policy is designed particularly to ensure that we adhere to our core principle of independence, but also describes global principles of other aspects of ethical fundraising.

Greenpeace International's own fundraising activities conform to the laws of the

countries in which these activities take place, and all our NROs follow national laws and regulations. In addition, our NROs are usually members of or adhere to relevant ethical fundraising bodies in their national contexts.

Our NROs also adhere to local charitable laws where possible/relevant. Information is available in the 2012 INGO Accountability report. For more information about any Greenpeace NRO please contact them directly via www.greenpeace.org