
Greenpeace International Annual Report **2018**



July 2019

GREENPEACE

Contents

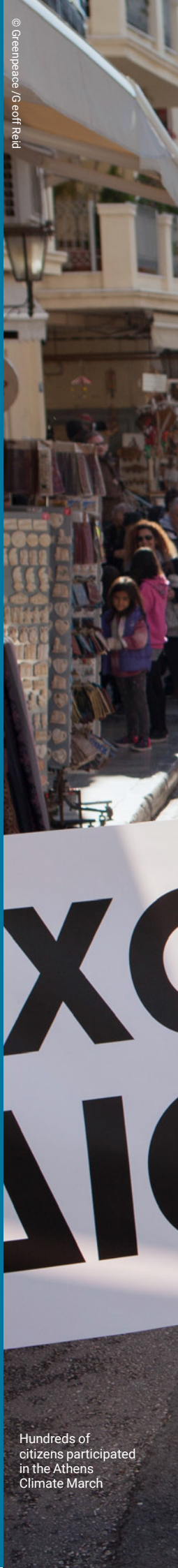
IED and Board Chair Introductions	5	6 Governance, leadership, and disclosures	41
		Organisational Transparency	41
1 Time for disruption	7	Scope of report	41
Introduction	7	Oversight role of the Board	42
Key victories	8	Replacing and recruiting new trustees and board members	42
2 A movement that will change the world	11	Financial information and disclosures	42
Unprecedented challenge, unprecedented action	11	SGC Board compensation 2017-2018	43
Identifying and working with stakeholders	11	Payments to senior staff 2017 - 2018	43
Learning and sharing	14	Environmental impact reports	43
Investing in our people	14	Ships use report	45
The leaders of the future	15	Changes to this report	45
Building with our allies	15	Acronyms used throughout the report	45
Ensuring the sustainability of our work	16		
3 Our part in the movement	19	For more information contact:	
Our mission	19	simon.black@greenpeace.org	
Our disruption theory of change	19	Written by: Edwin Nichols, Alexis Titcomb, Simon Black, Sandrine Ott, Eef Verkade, Kate Morton, Vi Amengual, Irene Jucker, Kevin Donegan, Paul Johnston, Curtis Barnett, Norma Torres, Mark Campbell, Thomas Avila, Chantell Burns, Vanessa van Donselaar, Jan Beranek, Loveday Redgate and Hector Payo	
Finding root causes	21	Edited by: Simon Black, Sara Holden, Hector Payo	
How we will know when we are winning	21	Art Direction: Atomo Design	
4 Being the change we want to see	27	Design: Jannie van de Goor	
Inclusivity, equality and protecting human rights	27	Cover photograph: © Greenpeace	
Diversity, inclusion, and accountability	28		
Gender pay gap analysis	30		
Ensuring integrity and accountability	30		
Restoring Justice	32		
Transparency and confidentiality	32		
Integrity cases, outcomes, and resolutions	32		
Duty of care	33		
Our stewardship of the environment	33		
The importance of financial independence	34		
Preventing corruption, bribery and misuse of funds	34		
Privacy rights and protection of personal data	34		
5 Our strengths, our weaknesses, how we are changing	37		
Greenpeace strengths	37		
Changes and challenges	37		
Equipping ourselves for change	38		
Finding and keeping the right people	38		

Important Definitions

"Greenpeace" in this report refers to the global network of independent national/regional Greenpeace organisations (NROs) plus Greenpeace International as a coordinating and enabling organisation for the global network. And for the purpose of this report the use of "we" and "us" or "our(s)" may refer to GPI or global Greenpeace depending on context. NROs refers to the independent Greenpeace organisations operating in countries around the world.



Hundreds of citizens participated in the Athens Climate March



We will put people power
at the heart of our work –
strengthening, amplifying
and working with those
who share our vision,
hope and belief that a
better world is possible



International Executive Director and Board Chair Introduction

The last year has been one of significant change and challenge for Greenpeace.

We have challenged ourselves to find new ways to respond to the growing environmental drumbeat sounding out in every corner of the world.

From the youth uprisings of the school strike movement to the tens of millions taking action on single use plastic or the more than 1000 cases of climate justice litigation - we are finding new ways to inspire, influence, and support a movement that grows in strength day by day. .

This has seen us try new ways of working in addition to growing our strength and expertise in using peaceful, creative confrontation to expose global environmental problems and develop solutions for a green and peaceful future.

In the last year we have achieved some significant victories.

In Brazil the local office used our iconic ships in partnership with scientists and local groups in a campaign which was successful in blocking attempts to drill for oil on the Amazon Reef.

We leveraged the power of our organisation in multiple global actions, petitions, bird of paradise engagement activities and creative confrontations at sea to secure a commitment from the world's largest palm oil trader, Wilmar International, to end their use of dirty palm oil. This is a victory which will help protect the Indonesian rainforests and all the life that depends on them.

Our krill campaign to force companies to suspend fishing in areas under consideration as ocean sanctuaries in the fragile Antarctic ocean was backed by 1.7 million people globally and successful in gaining support by the vast majority of companies operating in the area.

In the EU a campaign which we have run for more than three years saw the creation of laws which support and protect citizen's rights to produce and sell renewable energy. In Russia

we launched legal challenges which secured the protection of forests and rivers and saw the court side with Greenpeace over industry and the government.

We have also pushed ourselves to continue to change and find new ways of disrupting the systems that prop up our failed and destructive energy and agricultural industries. The mindsets and power dynamics which only serve the interests of a few and continue to degrade the very life support systems we all depend on.

Through initiatives like Open Campaigning - where people have the opportunity to run their own campaigns - we have pushed ourselves to develop a more systematic and holistic approach to the work we have always done contributing to the capacity and skills of the movement.

This work has led us to brave new ways of thinking about our contribution to the movement and how our work sits within the Framework and has seen us create dedicated tools and resources for building power within the movement, sharing knowledge, and gathering feedback.

This is rooted in our understanding that we have limitations and that in overcoming those limitations we must "tap into the wisdom of the crowd" — we source and channel ideas, knowledge, capacity, and power.

The world has become more connected, and we need to connect with many others to extend their reach and our reach — the fact we can connect our different struggles means a green and peaceful world is all the more within our reach.

In the last year we have also added considerable resources to reflect our commitment to accountability, diversity, and integrity in order to ensure a safe and equitable working space for all of our staff, volunteers, and supporters.

In the last year the Integrity System has been greatly strengthened with a new Global Model of the Code of Conduct created, passed, and present in all Greenpeace offices around the world.

This code sets standards and expectations for working together and outlines our policy of zero tolerance of all forms of discrimination and harassment.

This is also the first year we will publicly report on the incidence and results of our Integrity and Whistleblower complaints.

Through these measures we ensure that as Greenpeace works to protect the planet we are also working to build and maintain our own organisation as a safe space for creative, collaborative activism.

These ways we are growing and developing our work with others will continue, must continue, for we are at a pivotal time in history.

This is a time in history that will require every single Greenpeace supporter, every single movement partner, ever ally, no matter how unlikely, to respond to the climate emergency.

The heartbreaking storms and floods that engulfed Mozambique not once, but twice in a matter of weeks; bush fires, droughts, typhoons heatwaves and other extreme weather events around the world, show us that we must scale up our action now, and do so decisively.

They remind us that we must live up to the resolutions we made in our ten year plan - to put people power at the heart of our work – strengthening, amplifying and working with those who have a shared vision, hope and belief that a better world is possible and that together we can bring it about.



Jennifer Morgan
Executive Director of Greenpeace International



Bunny McDiarmid
Executive Director of Greenpeace International



Ayesha Imam
Greenpeace International Board Chair

01

01

Time for disruption

Introduction

The recent Intergovernmental Panel on Climate Change (IPCC) special report makes it clear that we must fundamentally change the way we live and work, in order to prevent a climate disaster.

In short - we are in a fight for life on this planet.

The world needs a replacement of the power structures that have allowed our climate and biodiversity to be driven to the point where one million species are at risk of extinction.

With only a decade ahead of us to avert catastrophic warming, in the last year we focused externally on addressing drivers of climate change, at corporate and governance level. Internally we continued to shape the way we work, in order to deliver the most impact and give more to the wider environment and social justice movement. The Greenpeace Framework, created in 2016 as a organisational, continues to be the touchstone of decision-making and development.

This has meant opening up the organisation to develop a deeper and more collaborative connection with with our allies, social movements, and communities around the world. It has meant looking beyond only symptoms of environmental destruction and aiming to change systems and mindsets that justify and maintain the status quo. Our goal has been to identify the key opportunities that will inspire a movement.

The approach has enabled us to work more closely with indigenous peoples, as well as other non-governmental organisations (NGOs), in addition to our traditional and loyal supporter base of tens of millions of people worldwide. Together we achieved significant victories in the last year.

The framework

The Greenpeace roadmap, developed through a massive consultative process, guides and prioritises our work globally over the next seven years.

It shapes how we communicate; how we interact with others and our campaign choices. In some ways it is back to basics, in other ways it is an evolution of what we do best. Most of all, it is a firm recognition that the struggle for a green and peaceful future requires fundamental changes in the way we relate to nature and to each other.

From climate change to inequity, armed conflict to social injustice, the great challenges of our time are not only urgent, they are intimately linked. From the power structures that make them possible to the mindsets that make them acceptable, they are interwoven and must be changed together.

Over 3.000
Indigenous People
from the 15th Free
Land Camp protest
in front of Brazilian
Ministries and leave
a "blood" trail in
Brasilia

Key victories

In the Amazon, Greenpeace Brazil, worked with scientists and submarines, local communities and the global Greenpeace network, to block attempts to drill the Amazon Reef by energy giant Total.

In Indonesia, the world's largest palm oil trader, Wilmar International, committed to a detailed action plan to end dirty palm oil after an intensive campaign by Greenpeace Indonesia and allies, including the Greenpeace network, which saw dozens of activities and engagement from more than 1.3 million people worldwide.

Another global campaign, which was supported by more than 1.7 million people around the world saw companies representing 85 percent of the krill fishing industry in the Antarctic commit to supporting protection for the region. The pledge removes a significant blockage in the scientific and political process of creating a network of large-scale marine protected areas in the Antarctic.

After more than 7 years of campaigning by Greenpeace New Zealand, alongside local communities and indigenous Maori groups, the New Zealand government banned all new offshore oil and gas exploration, in a move towards a zero carbon economy. This huge win for people power means that the fourth-largest exclusive economic zone (EEZ) on the planet — covering more than 4 million square kilometres — is now off limits for any new fossil fuel exploitation.

Greenpeace Russia successfully defeated attempts by the government to lift the protection of river bank and water protection zones in order to open them up to gravel and sand mining. GP Russia also won court battles in the Supreme Court, over attempts to open up the Menhxyora National Park to construction and commercial use. They also ensured five huge forested areas, all vital in the fight against climate change, were given protected status.

After three years of campaigning, a European coalition which included multiple Greenpeace organisations, Friends of the Earth, REScoop.eu (the European Federation of Renewable Energy Cooperatives), consumer organisations, municipalities and the solar industry saw EU Law recognise the role of citizens in energy transition for the first time. The rights of citizens to produce, consume, sell and store renewable energy is now established in EU law.

Greenpeace International and NROs around the world have worked in an increasingly open and varied way with the wider movement, whether it be providing support behind the scenes, standing shoulder to shoulder or taking the lead. Tools and training, such as non-violent direct action training, have also been shared, as have Greenpeace International and national office public communications channels.

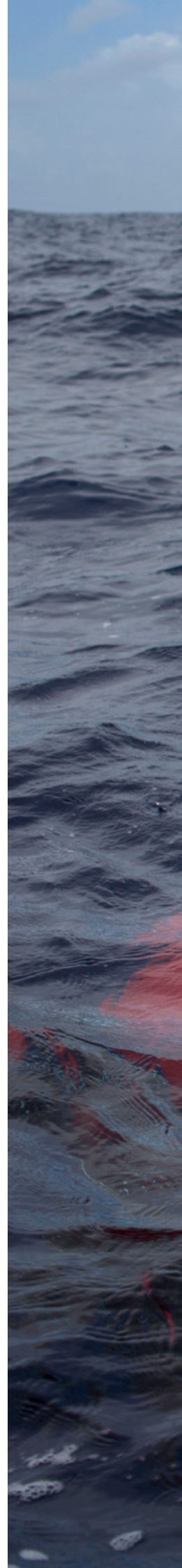
Our commitment last year to sharing resources led to powerful work in 2019, such as multiple NROs handing over their social media channels and access to millions of supporters, to the student climate strikers.

What we do in these next few ten years is critical for that next generation. It means Greenpeace organisations all over the world must use the limited time left to take, use, and build power. This power is the only way we will be able to trigger the transformational change needed to limit carbon emissions. The time left to spark these changes is short, if we want to create a green and peaceful planet for their future and ours, but it is possible if we combine our global determination, creativity, and focus.

School Strikes

On Friday the 15th of March, 1.5 million school students took to the streets in 123 countries, out of fear for their future, love of our planet, and anger at our leaders' failure to act.

Greenpeace offices around the world handed over control of our social media accounts to these students to tell their stories.





Total denied permit to drill in Amazon Reef

For nearly two years Greenpeace Brazil worked alongside scientists and local people from Amapá, collaborating on two ship expeditions and a number of high-profile actions, to highlight the risks that oil drilling would bring to the Amazon Reef, a unique ecosystem revealed to the public in 2016.

The campaign delivered the

very first underwater images of the Amazon Reef, proving the ecosystem could be at least six times bigger than Total's EIA indicated; showed the existence of reef formations under one of Total's oil drilling blocks; and evidenced the Amazon Reef extends to French Guiana. Most importantly it showed Total's flawed and incomplete application.

After two years of pressure and more than two million signatures worldwide on our Defend the

Amazon Reefs petition, the Brazilian environmental agency IBAMA denied the license for Total to drill near the Brazilian portion of the Amazon Reefs. This decision is final and Total cannot appeal it. It has significant implications for the large group of oil companies who wish to drill this area, including British company BP and Brazil's state oil giant Petrobras.



02

A movement that will change the world

Unprecedented challenge, unprecedented action

We must limit global warming to less than 1.5°C and we are not on track. We must deliver a transition on a scale has never been done before and it will require global cooperation, on a scale never seen before.

It cannot, and will not, be done alone.

That is why, globally, Greenpeace puts people power at the heart of our campaigns and will continue to do so as part of a broader, and more diverse movement than ever before.

Continuing to play our part in growing the movement means constantly striving to better understand our supporters - their vision, values and needs – through research and feedback. These insights, gained at both GPI and NRO level, help build campaigns that enable people to act individually or collectively, and create change in their community, culture or systems, and ultimately the world.

Increasingly Greenpeace NROs are also collaborating with partner organisations, community groups and indigenous peoples to co-create campaigns from inception to implementation. This joint work ensures campaigns are more connected and relevant for all communities involved, as well as continuing the process of growing the wider movement.

Phrases like “people power”, “engagement”, and “working with movements” translate into very different things in different places. It can be organising and supporting people out on the streets, or elsewhere it can be shifting people’s thinking and mindsets. Our starting premise is that working globally to “engage people” will always vary from place to place. We strive to understand and respect the contexts where we work and celebrate each different approaches as not only legitimate but extremely effective.

Identifying and working with stakeholders

The climate crisis cannot be solved alone and it cannot be solved by only working with known allies. Creating a broad movement means the Greenpeace global organisation has looked beyond our traditional stakeholders, such as our financial supporters, volunteers, online communities, allies, and activists.

In addition, our stakeholders include those whom we seek to persuade, such as governments, corporations, individuals and the media, and those who depend on the industries and ecosystems impacted by our campaigns. These stakeholders are identified on both a global and NRO level through detailed analysis, as part of the campaign planning process.

Opportunity for Improvement

At the moment a lot of the work coordinating and working with national and local allies and key stakeholders is done by individual NROs. We have systems in place to ensure the work is done, but at present we do not have systems in place to track or evaluate our performance against agreed goals as accurately as we would like.

"This was the first time Extinction Rebellion took action in Finland, and I'm so grateful for the opportunity to cooperate with Greenpeace, since I, as a new one in the movement, have a lot to learn from you about organising actions and on campaigning. This was a great experience, but there is always something to improve. Next time we cooperate together, I'd wish Greenpeace would be more transparent on the decision making in your organisation."

Coalition member in Finland mass NVDA

Understanding our supporters and stakeholders, and engaging with them as we make our strategic choices, is key to achieving greater impact in the short time we have to make change. At Greenpeace International and national offices this is done in a number of ways.

Across our global programme we compile annual supporter and stakeholder data analysis. The data quantifies the story of our work – hundreds of millions of interactions – with our supporters, between stakeholders and toward campaign targets such as politicians and corporations. It indicates the scale of sharing and social discourse generated by the campaign goals and messages.

Direct feedback from stakeholders is also gathered through a variety of means, including individual feedback to campaigners and teams, as well as to each NRO and GPI. Greenpeace offices around the world operate numerous channels for comment and feedback such as our digital media platforms like [greenpeace.org](https://www.greenpeace.org), or social media such as Facebook and Twitter.

"Keeping people moving and active, consistent chants, awesome big banners, making it an easy entrance to civil disobedience (spectating), having so many things going on at same time, and creating a nice, happy, positive atmosphere - all these made the event a great experience for me!"

Participant in Finland mass NVDA training

Through monitoring, moderation and analysis of these channels we discuss emerging issues with supporters and track their sentiment based upon comments, likes, shares, retweets etc. Such analytics give an indication of popularity and support for issues. NROs also run public petitions as part of campaigns that have identified, through the critical pathway analysis, that public engagement and agency can bring positive change. GPI and NROs also have supporter services email and dedicated phone lines, to engage with the public.

The public perception of Greenpeace globally is assessed through online surveys conducted in intervals (2012, 2016, 2018) across 29 countries, as well as national brand surveys, which are all collated in a database accessible by every NRO. This data enables us to assess shifts in awareness of and attitudes towards Greenpeace and the issues we work on, as well as being a valuable source of feedback for how we are working as part of the wider movement.

The global network's efforts to protect the world's oceans and forests mean we frequently work with frontline or indigenous communities where much of the destruction is taking place. This is particularly the case in Indonesia, Congo Basin, and Brazil.

In 2017, Greenpeace adopted a new "Policy on Indigenous Rights", recognising and respecting the vital role played by Indigenous Communities in protecting and preserving natural habitats, and in acknowledgement of the lessons we can learn from them.

It also serves as a reminder for us to reach out to those who are impacted or concerned by our work; to demonstrate both our respect for the rights of Indigenous Peoples and communities, and our intention to improve and strengthen the way our organization interacts and works with Indigenous Peoples across campaigns and regions. The policy has been adopted and implemented across the Greenpeace network.



"The Free Land Camp of this year of 2019 was initially marked by a climate of great tension. The Brazilian government tried to intimidate the indigenous movement and prevent the arrival of the participants in Brasilia. However, this strategy had the opposite effect: it helped to publicize the Camp and strengthened our leadership's resolve to make an even stronger confrontation. So the government attempt was totally frustrated because they wanted us to back down, but who had to retreat, effectively, was the National Force, which had been authorized by the Ministry of Justice to act during our mobilization.

Although we did not receive satisfactory responses from the government regarding the guarantee of indigenous rights, we were able to be received in the Three Powers. We held acts and hearings in the Legislative, held meetings and delivered documents with our main demands in the Ministries of Health, Justice and Education, and held an important act in the Judiciary, calling for Justice. In this way, we were able to fulfill all our programming, with great strength and quality. Our whole articulation was very positive, despite the threatening stance of

the government. And as a result of the Camp, the government's tendency to return the National Indian Foundation (Funai) to the Ministry of Justice, as well as the return of the process of demarcation of indigenous lands, which at the beginning of the government had been handed over to the Ministry Agriculture, for FUNAI. These government actions are a response to our strong and permanent mobilization, which this year brought together 4,000 indigenous people from more than 170 different peoples, from the five regions of the country.

In this context, it should be noted that Greenpeace Brazil's support to Free Land Camp in recent years has been fundamental for increasing the visibility of indigenous reality and our struggles for respect for rights. Both political and financial support is essential for us to take strong action, which sends a direct message to the sectors we want to lobby. It is very important to ensure that this visibility and qualified performance of the indigenous movement continues. We need to move forward more and more!"

Sônia Guajajara - executive coordinator of the Articulation of the Indigenous Peoples of Brazil (Free Land Camp)

Learning and sharing

In order for the global network to be successful we must be constantly learning from our work. The lessons we have learned, which are shared with our stakeholders, strengthens our work and our connection with our movement partners, by exploring a range of issues, including:

- How we work with our public stakeholders.
- How we perform as part of a global movement
- A balance of strategic planning and flexibility to respond to changing contexts.
- A need for more cross-issue work in a concerted global effort in the form of “Cluster” teams that involve various NROs in our global network.

We have a range of communities of practice in Greenpeace organisations across the globe, focusing on specific aspects of our work, which enable us to practice transparency and accountability, share information, improve our skills, learn from and share knowledge with peers inside and outside the network, all of which improves our work and movement.

In recognition of the truth that with fast work comes fast lessons evaluations, assessment and reporting are consistently documented by NROs. GPI plays a key role in assisting in the coordination of this work and sharing the outcomes on a fully accessible evaluation database. Other shared learning tools include communities of practice live web events, and real-time, interactive project dashboards.

“I wasn’t surprised that Greenpeace would want to take part in the movement because it’s been years that you have defended our earth so it seemed logic to me. Yet, I didn’t know what to expect because Greenpeace is a huge NGO and I was scared to be involved in something bigger than me, in a project in which I wouldn’t really have a word to say but finally, it was the opposite so I was glad to have put my trust in the Greenpeace team, I have no regrets!”

Andrea Tomei, Belgium - Student Climate Striker

In 2017 - 2018, this learning and sharing process highlighted:

- Examples of different offices’ experience and success in developing an escalating engagement journey - from signing a mass petition to acting as climbers in a non-violent direct action.
- Trends in successful energy campaign entry points – most notably the issue of air pollution across Asia and Europe – evidenced through the political and regulatory changes it has triggered. This trend is expected to continue in 2019.
- How public engagement, such as with the Barclay’s pipeline protest, can successfully support our corporate finance campaigns – showing work targeting the institutions who financially enable and profit from the fossil fuel industry doesn’t have to happen under the radar
- 2018 was a year of learning for the Urban Revolution campaign project, with piloting workshops in two Greenpeace NROs on how to campaign on changing mindsets and structuring broader people movement building within the cities we operate in.
- The GoodLife team (together with Mindworks and GED) developed capacity and strategy building workshops on mindsets in Japan, Israel, Mexico and Indonesia. These iterative experiences have informed the building and refining of a mindset workshop ‘framework’ that can be adapted for any stage of project planning.
- The Thai Union evaluation noted that the larger DWF work was reduced to focus on the traders. This meant that the larger strategy was not implemented.
- A considerable amount of oceans capacity in offices shifted to focus on plastics, meaning a reduction in expectations for those offices on the Oceans Plan.

In addition to the evaluation portal on the organisation’s intranet, Greenpeace International also shares lessons learned internally through regular written campaign updates and webinars, and externally with stakeholders and supporters through direct mail-outs, email progress reports and social media updates.

Investing in our people

Greenpeace International currently runs a Global Learning and Development Curriculum through which we deliver four main training programmes. The four units are:

- The L&D Global Campaign Training packages seek to help staff in the Greenpeace network understand the language, tools, and essential elements of Greenpeace campaigns.

- The Future Leadership Programme (FLP) is the Greenpeace in-house curriculum for potential managers and leaders.
- Management Foundations is six to eight months of training aimed at middle managers.
- The Global Project Masters Programme (GPM) has been designed to enable global Greenpeace to successfully lead and/or participate in distributed campaign projects and deliver high quality and winning campaigns.

We have recently seen the introduction of a new performance management system, which is being piloted at GPI in 2019. This system focuses heavily on regular check-ins and continual feedback throughout the year.

The leaders of the future

Greenpeace International also provides training for Greenpeace worldwide around a "5E competency model". The model identifies the competencies as Energy, Energise, Edge, Expertise, Execute and has had been assessed by external consultants to ensure it supports the needs of The Framework. It is also intended to provide the foundation for separate leadership sessions and 'deep dives', including:

- Management and Leadership Essentials for staff new to leadership roles
- FLP Foundations for middle managers with leadership experience on a national or regional level
- FLP Deep Dive for global leaders
- FLP SMT Deep Dive for members of the Senior Management Teams

These programmes are aimed at developing global campaign and project leaders capable of leading cross-cultural, dispersed teams in a matrix structure.

Building with our allies

Globally, GPI and NROs are investing in building sustainable relationships with our supporters and allies, ensuring that, over time, we deepen our engagement with them and the civil society movement as a whole. Our commitment is realised through offering support to partner organisations, as well as capacity, tools and training that will have a life-span beyond individual joint project work. We are also committed to develop campaigns that enable supporters to engage more proactively in the campaign process and even create their own.

Greenpeace Africa's work with Earthlife Africa Johannesburg and groundWork in 2017-2019

Our main partner in the Mpumalanga region is groundWork, who in turn works very closely with locally-based NGOs. groundWork strongly believes in allowing local NGOs to be at the forefront of starting initiatives and executing them - thus building their campaigns from the ground up.

groundWork therefore provides support through training, conducting and providing research, and facilitating other support provided by like-minded organisations such as Greenpeace. Our relationship is such that we never directly engage with the different local NGOs without speaking with groundWork. This allows us to not replicate what groundWork are doing, but instead our relationship is to complement their work.

This has not always been the case. The better part of 2017 was spent rebuilding a fractured relationship with groundWork through engagements such as meetings with representatives in Mpumalanga, with a firm commitment and willingness to resume our partnership. These measures were successful and have helped to define a proper working relationship. In 2018 we were introduced to the main local NGOs and key activists in the Mpumalanga province. We went further to be invited to community and local NGO meetings. In those meetings we were able to present Greenpeace's aims and objectives of supporting and complementing the work already being done by groundWork. We mostly did informal training on approaches to campaigning - mostly defining our NVDA approach. Greenpeace was also invited to participate in formal meetings that allowed us to state or give opinions.

In February of 2019 we had hosted a formal training session on storytelling with groundWork activists, including other NGOs such as CER and Earthlife Africa. We were also invited by groundWork to participate in a consultative workshop on the Just Transition held in Mpumalanga, Middleburg. In this instance, Greenpeace had a formal representation and a voice. Further plans for Mpumalanga, in 2019 still, is to provide more skillshare on mainly communication, NVDA, and fundraising - as this was a direct ask from groundWork and some local NGOs.

Image

On the occasion of International Women's Day 2018, Greenpeace Africa showcases the voices of African women and the positive role they play in the community through their daily activities. This series shows the daily life of a group of 70 women, working as fish processors in a fishing village named Mar Ladj in Senegal, from the morning to the closing time of the business.

An important part of achieving this is through designing collaborative supporter and partner journeys where we work together, learn from each other what is needed and what we can do collectively and individually to build skills and capacity to strengthen the movement for the long term.

Greenpeace has developed a set of simple metrics to measure our impact in this area - which have already given initial indicators of success, such as positive retention rates, people returning for action rates, satisfaction scores, increased volume in deeper engagement segments over time etc. but we still need to work on more definitive measures to establish if our impact is lasting beyond an immediate intervention.

Ensuring the sustainability of our work

In order to address the urgency of the climate crisis and other vital environmental issues, we need a movement that lives beyond the moment, one that will prevail over the longer term. Greenpeace International and all national office are committed to building and fostering positive movements for change. Developing stronger connections with partner organisations and individual supporters; being more open with lessons learned; sharing tools and systems more widely and co-creating effective campaigns are key elements that Greenpeace has contributed to the wider movement.

This work is multifaceted with fast lessons, impact, and a focus on long term effects, and is documented by NROs and GPI. Reports detail immediate events and activities, as well as progress on longer term strategy work. Some of the ways we aim for sustainability include:

- Theory of Change used as a way to plan and visualise work impact beyond immediate project activities.
- Continuous internal and external reporting with and to key stakeholders.
- Working as "hero among heroes" through direct and indirect collaborations
- Continuous review of three-year cycle plans, taking into account lessons from previous work and expanding on positive results.

"We have conducted all our campaigns this year with partners. Communities and partners are a cornerstone in all our campaigns. We did an open campaign design process in our plastics campaign and BreakFree campaign.

We are in many environmental networks. In South Africa we are with a group of NGOs working on nuclear issues and coal. In the Democratic Republic of the Congo we belong to the natural resource network, and in Kenya we are a stakeholder in the deCOALonise movement and farmers networks. These are just a few examples.

Working with partner and communities is central to our work, we are in constant touch with them in shaping our tactics. We designed an NVDA with partners in Mpumalanga, which involved training, design and execution. The IRP court case we are planning to do has been strategized with partners. In Cameroon we are working with a local NGO on land grabbing,

In Kenya the deCOALonise movement has a variety of partners. Last year our Pristise Campaign in Senegal was all about supporting communities to protect their local biodiversity. "

Greenpeace Africa





03

Our part in the movement

Our mission

Our mission is, as it has always been, to protect the planet in all its diversity and promote peace and non-violence. From our national and regional organisations across the world, to Greenpeace International in Amsterdam, we value our identity as both global and local – taking on formidable opponents and challenges while still being rooted in communities and long-term relationships. We hold firm to our radical roots, speak truth to power and will never take money from governments and corporations.

We seek a green and peaceful world that supports life in all its diversity. We are positive about the future, because people working together can achieve anything. This simplicity and optimism is one of our greatest strengths.

People power is at the heart of our work – strengthening, amplifying and working with those who share our vision, hope and belief that a better world is possible. We seek to inspire “a billion acts of courage” in support of that better world.

Although we have had important victories over the past five decades, we know that now, more than ever, that vision of a green and peaceful world will not be realised through incremental change. We must go beyond treating symptoms of environmental degradation, inequity and conflict, and tackle the root causes and the systems that perpetuate them.

Our disruption theory of change

Disruptions – whether a refugee crisis, a technological innovation or a global financial meltdown – are sudden and often unanticipated shocks to the system. Those who can orient themselves and act during a moment of disruption can move closer to their goals, while those who ignore it or react late do not.

Globally Greenpeace is striving to design work that maintains a focus on big picture objectives – rather than a linear strategy – to be able to respond in moments of disruption. This does not preclude developing long-term campaign goals and NROs continue to do so, but it does require the organisation to also react quickly when an opportunity presents itself, such as:

- Responding during a disruption in progress and using it as an opportunity to destabilise destructive powers, strengthen our allies, or cultivate a new mindset.
- Catalyse a disruption that is still developing. When we see a destructive system that is vulnerable, we should look for alternatives that have the potential to disrupt and displace it.
- We can also help create space for solutions to mature into something truly disruptive.



Shifting mindsets are a key tool in disrupting the status quo and accepted norms. Greenpeace's history reminds us that a group of ordinary people in a small boat could stop a global power if we told the right story and appealed to the heart and not just the head. This concept of a "mindbomb" that changes the way people look at the world with a simple image or story, is just as relevant today and continues to be key to the cultural theory of change for the global organisation.

This means GPI assists NROs in delivering campaigns that put storytelling at the heart of what we do, to reach people on an emotional, human level and develop a dialogue with them. We use our own channels to deepen that conversation, promote a positive vision and dismantle the social licence of those responsible for environmental destruction.

It's important to recognise that we also change culture through activism. By bringing more people to activism we can help boost civic participation and fight apathy. This is why our mobilisation work is so valuable - not only do we win campaign victories together with people, we promote the idea that together it's possible to change the world. Activism is itself culture change.

The Greenpeace flagship Rainbow Warrior was welcomed into Auckland during the "Making Oil History" to celebrate New Zealand's ban on new offshore oil exploration.

Our ships remain a powerful beacon of hope for communities made vulnerable by climate change and are strong assets in our work as part of broader movements. This was evidenced during a number of campaigns such as the Rainbow Warrior Ship Tour in the Philippines which enabled us to highlight the CJL case before the Philippines Human Rights Commission and run story workshops to prepare people to testify.

Finding root causes

As a global network, Greenpeace campaigns and activities are informed by science. The Greenpeace International Science Unit based at the University of Exeter in the UK plays a significant role in identifying and communicating scientific information on many of the key issues addressed by the Greenpeace Programme. It also identifies emerging trends and areas of concern. In addition to the scientific baseline of campaigns, Greenpeace uses up to date project management processes; situation analysis, including power analysis and audience assessment; experts in the field and delivers it through strong media and engagement strategies and action.

In recent years, GPI has recognised the need to also further develop our understanding of the mindsets and assumptions which underpin the power structures at the heart of environmental destruction.

We know that changing commonly held mindsets such as “the world needs oil” can be a precursor to changing laws, power dynamics and systems. This is at the centre of our “mindsets work”.

A number of initiatives have been developed, including the Mindworks lab in Greenpeace East Asia and the ‘mindbenders’ group, all analysing and reporting on the impact of current work being done around mindsets. These initiatives are aimed at turning theory and science into practice and are constantly evolving to include a range of mechanisms and tools, such as a KPI Toolkit, models and tools for mindset strategy design, capacity building, and constant feedback and assessment. A report was also produced, assessing the progress of work to date. The aim was to:

- Understand how NROs and GPI campaign on mindsets
- Identify projects and bright spots that attempt to deliver on specific goals
- Identify the biggest challenges the organisation is facing in delivering mindset work
- Provide a recommendation to address those challenges.

The work has allowed us to identify challenges in this area and to better design focused campaigns that change root cause perceptions and shift power structures.

How we will know when we are winning

In 10 years time if global warming has not yet risen to 1.5C (we are now 1 degree C above pre industrial levels), we will be on the way to winning.

How we measure our successes en route to that goal is more complex and less easily defined, because of the nature of what needs to happen in order to get there.

The goals of both GPI and Greenpeace organisations worldwide are ambitious, and require not only a rethinking of the way that we work, but also a recalibration of how we hold ourselves to account and measure our success. The metrics for measuring impact are very different from traditional output KPIs. Similarly, culture and disruptive theories of change need different metrics from simple environmental outcomes or demands.

But we know that this approach is the heart of the change we need to make in the world.

Our work on measuring impact has been moving ahead, but not in a systematic way. Our efforts have been more incremental and involve an element of trial and error, reflecting our need to find clarity around what exactly are we measuring, over what time period, how we measure it, and what attribution we can assign to our own efforts when there are many others involved. The issue of attribution is particularly difficult when trying to measure individual impact, but we know that unless we build a broad movement where we work with many others, we cannot achieve the scale of change needed.

Case study

Greenpeace Canada

Greenpeace Canada works extensively with Indigenous Peoples, community members, and is an active and regular participant in numerous coalitions.

This work can take the form of consultative power analysis and strategy creation, as well as engagement and support, when requested by allies.

Each campaign regularly works in coalition with ENGOs and other social justice orgs and some of our campaigns, such as the Make Polluters Pay - Campaign Accelerator, involved volunteers and supporters from the outset, including planning and strategy.

Both our forest and oil campaigns are actively looking for ways to work with First Nation groups relevant to the campaigns.

GP Canada is also setting up a new supporter panel to consult on campaigns. Their annual survey was sent to all supporters and supporters are regularly surveyed and engagement data monitored.

Specific examples of work conducted as part of a coalition are; Le Pacte in Quebec; Forest team continuing relationship and visits on the ground to Lac Simon First Nation; Watch House - we worked in coalition with First Nations. We have supported several Indigenous led actions. The bridge action included Will George, as one of the climbers, an Indigenous leader from Secwépemc Nation.



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Case study Greenpeace East Asia

Within China, we have significantly expanded our work with NGOs, universities and other potential partners and now always do joint work.

In the Hong Kong, Taiwan and Korea supporter feedback is passed to the relevant staff to help address any issues or take advantage of new opportunities.

In addition to these typical channels our campaigners and political staff are increasingly well networked with other stakeholders and communities and often hear diverse feedback directly.

In Beijing our collaborations enable us to get a better sense of how the work is being perceived and how to adjust it, both at the planning stage of projects and during implementation.

We have a range of measures in place in different markets to maximise coordination with others operating in the same sectoral and geographic space. These range from being part of coalitions to direct coordination on specific tactics and events. We aim to be flexible to the campaign's needs, but we strive to ensure we have consistent contact points to keep lines of communication open.

At the moment this approach is not as consistent as we would like. New staff in particular can struggle with this way of working and systems can be improved to minimise or remove these obstacles.





04

Being the change we want to see

"Our mission to protect the planet must not blind us to the reality of the work we have to keep doing to build and maintain our own organisation as a safe space for creative, collaborative activism."

"There can be no peace without equity and no sustainability without peace."

Jennifer Morgan and Bunny McDiarmid,
Greenpeace International Executive Directors

Our success depends on people with courage and conviction, working together to help build a better world. The strength of this movement, as well as the integrity and reputation of Greenpeace globally, relies on the ability of its people to uphold and promote the highest standards of ethical and professional conduct.

These standards encompass everything, from the way we treat each other and our movement partners to our protection of personal information, as well as the gathering and use of donations and finances and our environmental stewardship.

The responsibility for safeguarding our integrity is shared. It is upheld by each staff member, in each office, and every country in which we operate. It requires a strong framework of policies and procedures to ensure we effectively manage how internal complaints are handled and can deliver on our commitment to create the best possible working environment, in which our people thrive and succeed.

Inclusivity, equality and protecting human rights

The core strategy document for Greenpeace globally, "The Framework", recognises that:

"From climate change to inequity, armed conflict to social injustice, the great challenges of our time are not only urgent, they are intimately linked. From the power structures that make them possible to the mindsets that make them acceptable, they are interwoven and must be changed together."

It is a truth reflected in our history - in our campaigns to protect the Great Bear Rainforest; working with indigenous peoples in the Amazon and the Clyde River; or relocating the Rongelap people from a nuclear-contaminated atoll in the Marshall Islands to a new home. But we recognise that there is also much more we must do today and a greater urgency for it.

Ensuring our work gives power across the range of social and environmental issues, impacts the design and planning of campaigns - requiring more inclusivity, changes to working cultures, and the need to incorporate relevant human rights and gender equality issues.

It also requires Greenpeace, internationally and at national level, to ensure our internal culture is more diverse and inclusive. In 2019, we have begun auditing our priority campaigns, with the goal of ensuring that social justice objectives are incorporated in campaign design from inception.

Diversity, inclusion, and accountability

Diversity and inclusion are more than just words for us. They're the hard-and-fast principles guiding how we build our teams and cultivate our leaders.

Inclusion means cultivating a culture that reflects how we want the world to be: collaborative, kind, open-minded, respectful and curious. It's about being open to different ways of seeing and doing things. It means actively working to ensure that every employee, regardless of race, ethnicity, age, sexual orientation, class, gender identity, disability or faith, can be engaged at work, respected in their strengths and weaknesses, and able to contribute to our goals to the maximum of their abilities.

The global Greenpeace network must be as diverse as the world we seek to engage in - across country or region of origin, language, religion, ethnicity, sexuality, gender identity, life experience (class and formal education), and age. Increasing the diversity of our staff, volunteers, board members, and movement partners will be an ongoing focus for Greenpeace in every NRO.

The Integrity Unit at Greenpeace International plays a role in compiling and tracking key diversity indicators for NROs around the world.

The Rainbow Network

Greenpeace Netherlands and Greenpeace International participated in their first ever Pride Parade in Amsterdam in 2018. This was a day of celebrating, community building and becoming better allies to the LGBTQIAP+ movement, and to each other. The project inspired the creation of the Greenpeace Rainbow Network, which was facilitated by Greenpeace International for people who identify as part of the queer (LGBTQIAP+) and questioning community, to share their stories and to be part of a supportive and empowering network.

The network has already expanded its work in several areas including;

- Sharing stories and lobbying for participation in local and global Pride events in other Greenpeace communities and NROs.
- Established a core pride team to support the wider Rainbow Network within the global Greenpeace, including regular community calls.
- Is enabling Greenpeace to adopt and/or adapt internal policies that promote the inclusion and well being of LGBTQIAP+ people.
- Fostering and enabling LGBTQIAP+ leadership.

MALE
FEMALE

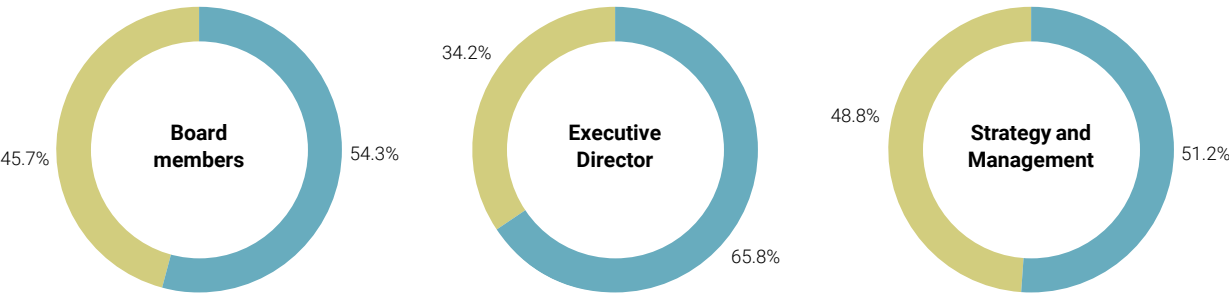


Figure 4.1
Leadership
by gender

Figure 4.2 (l)
Gender split

FEMALE
MALE
NON-BINARY

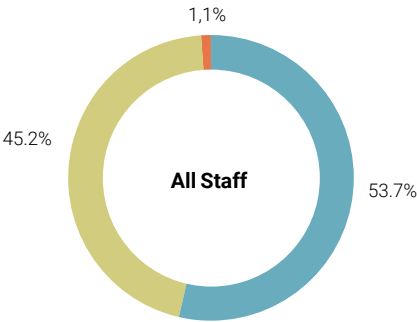


Figure 4.3 (r)
Regional
breakdown
of staff

EUROPE (INCLUDING RUSSIA)
ASIA (INCLUDING MIDDLE EAST)
SOUTH-AMERICA
NORTH-AMERICA
PACIFIC
INTERNATIONAL
AFRICA

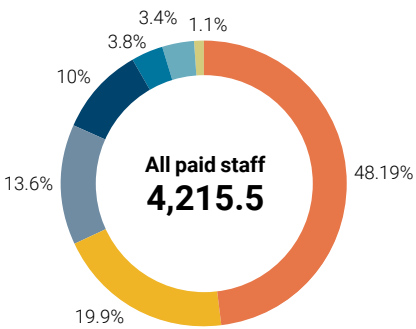


Figure 4.4 (l)
Global average:
Age (boards)

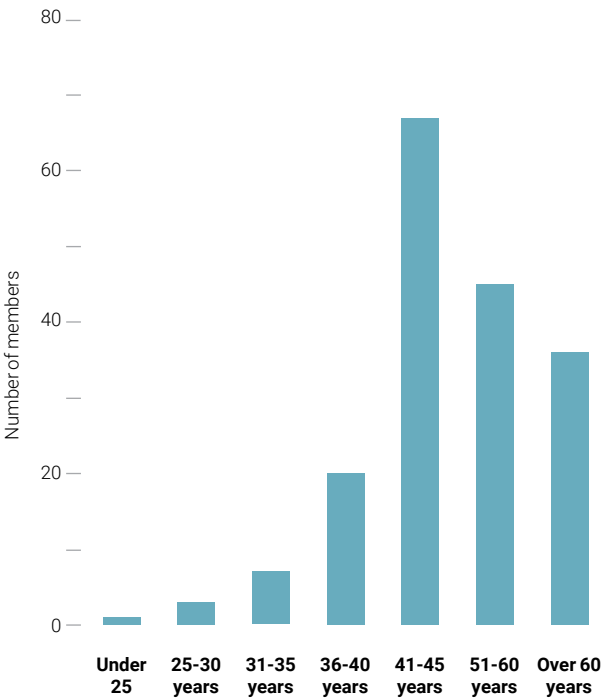
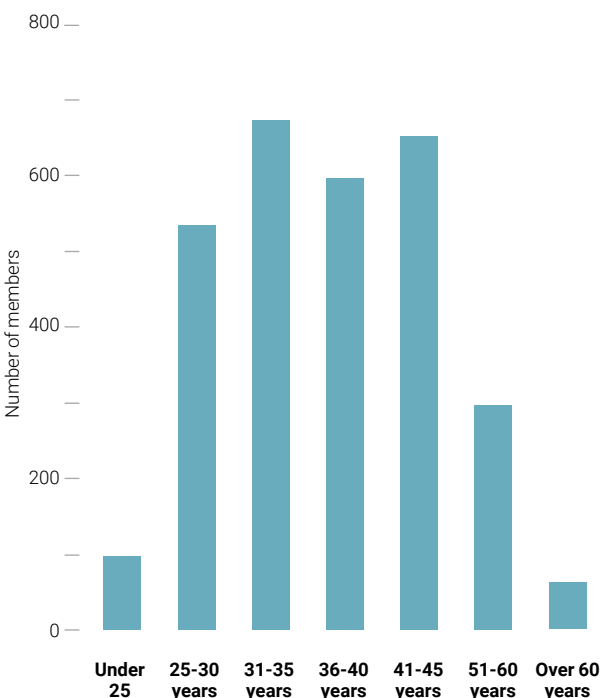


Figure 4.5 (r)
Global average:
number of staff
at this age



Gender pay gap analysis

A Gender Pay Gap Analysis of Greenpeace offices around the world was done in July 2018. This is an internal document that has served as a tool to address gender-specific inequities. This has been applied both on a case-by-case basis as well as a means to gauge and start addressing overall organisational trends. For example - overall more people identifying as women are employed globally than people identifying as men, at a ratio of 1.46 to 1. However, the highest paid positions are still more populated by people identifying as male.

Ensuring integrity and accountability

The methods used by GPI and NROs to ensure Greenpeace achieves its goal of building a diverse and inclusive movement have evolved, and will continue to evolve, over time. In the last two years GPI staff and leadership have recognised more work was needed to live up to this vision and developed a number of initiatives aimed at helping the organisation bridge this gap.

These include; increased resourcing and a specific team at GPI for implementing integrity, justice, safety and diversity measures, creating global initiatives such as; persons of trust positions and the creation of a Model Code of Conduct and supporting policies to assist individual NGOs with this work.

In addition to creating new mechanisms we have also reinforced existing processes, such as enhanced grievance channels at different levels of the global network and improving our support for victims and whistle-blowers.

GPI and NROs have a Zero Tolerance approach to sexual, verbal, or physical assault or harassment and any kind of discrimination.

Any complaint is investigated and appropriate action is taken without regard to seniority, length of service, or favouritism. This action could include a warning, sensitivity training, probation, or immediate dismissal.

Opportunity for improvement

We are currently developing an External Complaints Policy which will be in line with our Integrity System. The implementation and roll-out is expected in 2019.

All of our NROs are contactable through multiple channels and we respond to issues and complaints as quickly and responsibly as possible. But until the external complaints policy is finished we are currently without a formal framework.

In supporting of the Zero Tolerance principle, and after three years of careful development, Greenpeace International's Integrity Model is now operational, and also the basis for NROs to build their own Integrity System in keeping with national laws and context.

The Greenpeace Integrity system is made up of a number of elements:

The rules: The model Code of Conduct clarifies what we can expect from each other and what Greenpeace expects of its people in terms of acceptable behaviour. Model Integrity Policies support the model Code of Conduct and detail specific expectations of behaviour. This includes a Preventing Harassment and Sexual harassment policy, as well as an anti-discrimination policy.

The process: The model Protocol on Handling Integrity Violations outlines the process should a violation be alleged. It includes reporting, investigations, and sanctions.

The support: The Integrity System is operationalised through the development of an Integrity Function at GPI and also in national offices. An Integrity Officer is responsible for ensuring policies are developed, known and implemented; as well as investigating violations and reporting data to GPI. A Person of Trust is a colleague in whom staff can confide if they are subject or witness to an integrity violation.

Figure 4.6
Gender pay gap

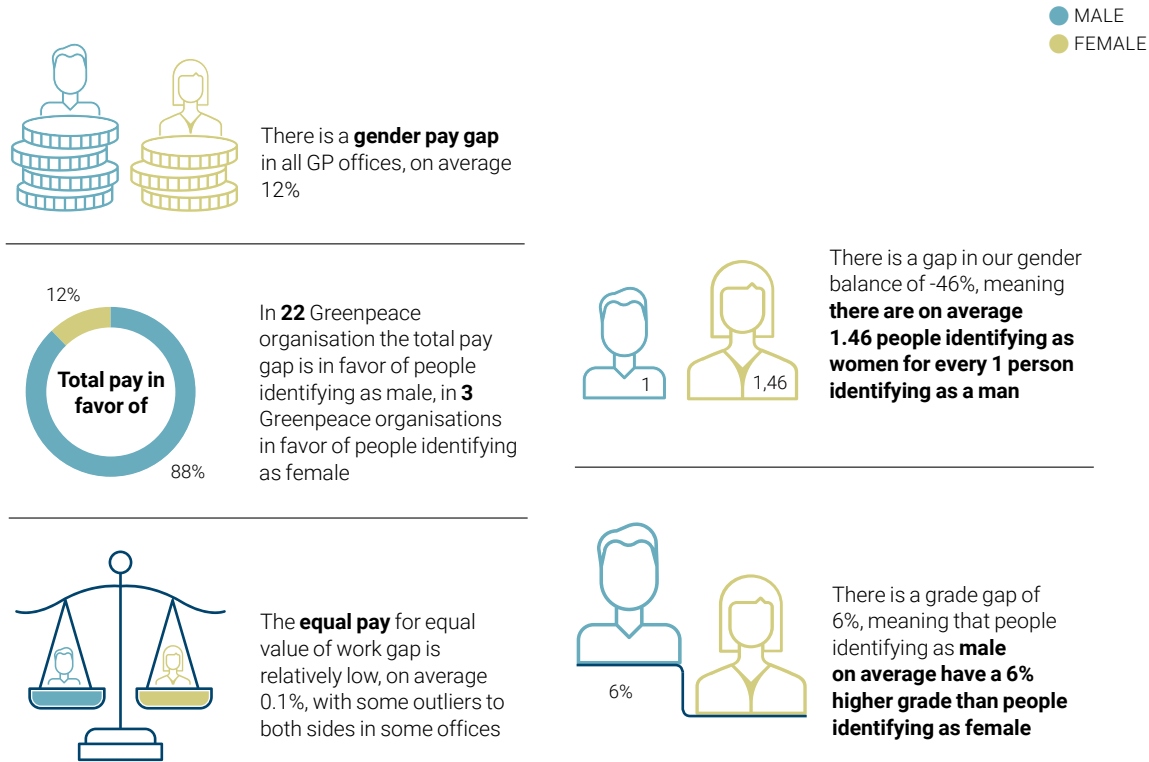
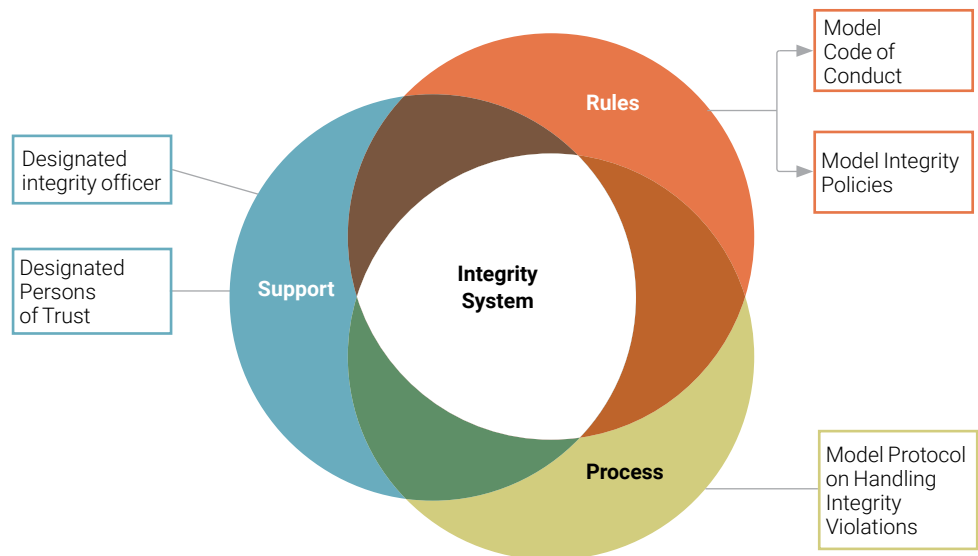


Figure 4.7
Our integrity system



Greenpeace International collects and analyses the data and assigns additional support where needed, as well as holding regular calls with the Persons of Trust, to maintain a rolling evaluation of the effectiveness of the process.

All staff and volunteers who work with Greenpeace around the world are expected to make themselves aware of the detail of the policies and principles including the Code of Conduct, the Protocol for Handling Suspected Integrity Violations and the Preventing Harassment and Sexual Harassment policy. These codes and protocols are subject to zero tolerance policy enforcement.

Restoring Justice

Restoring Justice is an organizational priority, intended to act immediately to meet the needs of those who have experienced sexual harassment while working at Greenpeace globally. We acknowledge that our colleagues from all across the global network (and this includes everyone working in any capacity, paid or voluntary) who may have experienced sexual harassment deserve a fair and transparent process of investigation.

The GPI Restoring Justice taskforce will provide investigation and process support to NROs that do not have in-house investigation procedures, or who do not have the capacity to support an investigation. The taskforce will also track and monitor progress of cases across all NROs and GPI, allowing us to report more consistently on all cases.

Transparency and Confidentiality

GPI's Integrity Unit must carefully navigate the tension between confidentiality and transparency during and after investigations into possible integrity violations. Greenpeace recognises confidentiality as both a right and an obligation on all parties involved in an investigation and therefore it is not always possible to be fully transparent in all reporting.

Maintaining absolute confidentiality is also vital for creating a safe space in which people feel comfortable to report or discuss allegations and breaches of the Integrity System.

GPI's protocol for handling suspected integrity violations states that people have the right to report a violation in a way that protects their anonymity, while recognising the

difficulties this can create for taking action. It also states that staff have the right to report anonymously to the Integrity Officer.

If the Whistleblower procedure is activated – raising allegations relating to the organisation, rather than individuals - this can be reported directly to the Board and anonymity must still be maintained.

Integrity cases, outcomes, and resolutions

Between January 2017 and December 2018 there were 146 complaints made to integrity officers at GPI and NROs globally, covering concerns about integrity violations such as discrimination, harassment, and other forms of inappropriate behaviour.

Of the 146 complaints, 97 concerned Harassment, Sexual Harassment or Bullying. Of these complaints 27 were not integrity-related and were redirected to other processes for resolution, 119 were investigated and 74 were upheld.

Of those cases, disciplinary action resulted in 46 people leaving the organisation, while the remaining breaches were dealt with through a mixture of training, formal warnings or mediation.

	2017	2018
Total number of complaints received	50	96
Total number of investigations*	48	71
Number of violations found (complaint upheld)	32	42

Figure 4.6
Complaints

Duty of Care

All of these systems and procedures are designed to support our people. All our staff and volunteers are our greatest asset and we must create a working environment that protects the safety, dignity, and equality of everyone who works with us.

In 2018 there were more than 3000 Greenpeace staff working for GPI and NROs around the globe, alongside thousands more volunteers and activists. They took part in hundreds of actions, in over 50 countries and on the high seas and worked in large civil society coalitions, as part of the wider environmental movement.

How we care for our people when they campaign, take action or incur legal risk, is fundamental to maintaining our values and objectives, and important for our campaign successes. Without capable, well trained and supported staff and volunteers, we can't achieve anything.

Duty of Care includes the legal obligation of an organisation to adhere to a standard of reasonable care when engaging in activities which can be foreseen to cause harm to others. In many countries a "standard of reasonable care" exists, usually in either labour or criminal law. It stipulates the duty to take steps to ensure the safety of your workers.

At Greenpeace we go beyond our legal responsibilities both at GPI and at NRO level. Devised at Greenpeace International, the Essential Principles and Protocols for Actions and Legals (EPPAL) forms the foundation of how Greenpeace approaches risk taking in our campaign activities.

The five EPPAL principles reflect a belief that we take risks together to create a green and peaceful future but within a framework and are designed to be read within the many different legal, social and political contexts within which NROs operate:

- 1** Greenpeace is committed to the practice of non-violence.
- 2** Greenpeace takes calculated and smart risks as part of clear campaign strategies.
- 3** Greenpeace is committed to a duty of care for those who take risks.
- 4** Greenpeace recognises the primacy of individual rights while encouraging collective legal action.
- 5** Greenpeace takes responsibility for its actions.

We also conduct risk assessments; warn our people of risk; train them to avoid or minimise risks; deal with incidents; and have security management plans to mitigate potential risks where possible.

Our stewardship of the environment

Greenpeace strives at all times to live up to the values it champions, which means limiting our environmental impact whenever possible and having rigorous tracking and reporting systems.

We are a global organisation, operating in 55 countries, and transport-related CO₂ emissions is a key area where we are focusing on limiting our impact.

In 2018, Greenpeace globally migrated its data analysis from an online tool, to a more accessible IT tool, which is not only much cheaper, it is also more user friendly and timely in its reporting, collating data as soon as NROs submit their yearly energy use.

The air travel emissions of Greenpeace International (GPI) will show a slight increase from 2017 to 2018, largely because GPI staff who work in NROs, rather than in the office in Amsterdam, still have their air travel emissions reported on the GPI account instead of the NROs' account. In 2018 GPI added additional questions and criteria to the travel booking procedure, to assess if a flight was deemed absolutely necessary before being booked.

The importance of financial independence

Greenpeace has never, and will never, solicit or accept money from governments, corporations, political parties or supranational governmental bodies such as the United Nations or the European Union.

It is not only an organizational principle it is a global policy.

Greenpeace relies upon the donations of individual citizens and grant support from foundations to fund its work. We do not seek or accept donations that could compromise Greenpeace's independence, aims, objectives or integrity, including individual's gifts, and any fundraising is always done in accordance with national laws and professional codes of conduct. Our financial records are available to the public and are published annually.

Preventing corruption, bribery and misuse of funds

Greenpeace believes that corruption is one of the drivers of environmental and human rights abuses and has put policies in place, as part of the GPI Integrity system, designed to ensure that the organisation does not support systems that perpetuate it. Policies include means to address corruption, bribery and misuse of funds, such as the Avoiding Corruption policy, Financial Responsibility policy and the Impartiality and Conflict of Interests policy. Not all NROs have fully implemented the policies yet, but the intent is to create a consistent system and a common understanding of acceptable behaviour across all Greenpeace organisations.

All breaches of the policies states above will result in a integrity investigation, which is guided by our Model Protocol for Handling Suspected Integrity Violations.

Privacy rights and protection of personal data

To ensure the privacy of our staff, volunteer, freelancer, and donor data we have executed a GDPR program, which was partially facilitated by an external legal firm.

GPI's information security officer has also implemented an information security program, including clear policies, standards and guidelines, all of which can be accessed through the organisation's intranet.

Since mid 2018 information security management is mandatory for newly hired personnel and training is also available for established staff. There are a number of new privacy policies and procedures such as staff privacy policy, data retention policy, data breach notification procedure in draft form awaiting approval.

Case study **Greenpeace France**

We are taking extra care to inform and consult other NGOs and develop joint approaches in the design and implementation of campaigns.

This is now a standard procedure in the design and development of any project, and a standard task and responsibility assigned to campaigners.

Specific examples from the last year are our joint legal approach challenging the government's (lack of) action on climate which involved partner NGOs with legal expertise on climate; the extensive field work conducted to inform and consult local/Indigenous communities potentially impacted by the oil drilling projects off the Amazon and French Guiana; early stakeholder consultation of parents and parents unions in the context our meat and dairy campaign on vegetarian meals at schools; and workers and farmers union engagement in our energy and meat and dairy production projects.



05

Our strengths, our weaknesses, how we are changing

Greenpeace strengths

Our story at Greenpeace has always been about hope. Over the years we have combined this hope with action, compassion, understanding, and love.

Without action, hope cannot change the world. Without hope, action has no true north to guide it.

Greenpeace organisations around the world combine our ability to take action with rigorous science and investigation, community organising, engagement and media knowledge, expertise in NVDAs and use it all as leverage. It was Greenpeace founder Bob Hunter who coined the term “mind bombs” before social media and information virality was even thought of. We use these strengths to engage people’s activism through a belief they can make positive change together.

Greenpeace’s role is to inspire, motivate, encourage, and empower people to do something, to act courageously in the many different political and societal contexts, understanding and respecting that those different ways of engaging adds to our collective effort across the world in the face of a tremendous challenge. This means we need to focus even more of our resources on engaging and communicating with our own supporters in the climate fight, explaining why at times we may be in the background and at other times why we all need to be in the foreground providing them with different ways to engage along their journey.

Greenpeace brings a long history of NVDAs backed by science and a keen insight into engagement - online, offline, and through the mainstream media.

Changes and challenges

In recent years it has become clear that the most significant challenge facing the world is the climate emergency, and that a greater proportion of our global programme must be focused on addressing this.

That realisation and decision has consequences for our other work.

Organisationally, we recognise the environmental importance of protecting biodiversity – both on land and in the oceans - and that is reflected in organisational strategy and planning agreements, including the Framework, the programme goals, and the Global Programme. However, like the rest of the world, to stop CO₂ emissions from spiralling out of control, we cannot carry on with business as usual.

This does not mean Greenpeace globally will no longer work on biodiversity issues. During 2019 we will reassess the makeup of the planned programme for the next three years. We will make adjustments in order to ensure our focus on climate is absolute, but ensure critical pieces of work - like Ocean Sanctuaries, tropical forests, meat and dairy - are supported at the right level by the global network.

Internally, we have also continued to focus and invest in resources, systems, and processes which will assist us in championing and living up to our goals around diversity, inclusion, and integrity. A range of Justice, Safety, and Diversity initiatives were approved at the EDM June 2018. We have made our figures around these initiatives public for the first time

Greenpeace activists protest with a hot air balloon over the Niederaussem coal-fired power plant near Cologne for more climate protection and a fast exit from coal

Equipping ourselves for change

The pace of change grows ever faster and the ability to track, assess and respond must be equally swift. Greenpeace International has developed key functions within specific units to address this.

The Development Department

GPI's Development Department has responsibility for coordinating global reporting and planning in collaboration with NROs. This is done through monitoring an agreed set of KPIs and standards which measure efficiency and effective administration and ensure accountability.

The Programme Direction Office

Greenpeace International recognises that measuring our success and developing clear ways to define our impacts are crucial. The Programme Direction Office takes responsibility for coordinating and managing global evaluations, using a network of internal and external consultants, as well as assisting NROs in sharing knowledge and lessons learned.

In order to be more responsive the PDO has also developed our "probe, test, respond" skills, capacity and expertise in the Greenpeace Programme across NROs and GPI.

The Executive Director's Office

The Greenpeace International EDO coordinates the sharing of knowledge and outcomes from the PDO and DD internally with the NRO leadership and governance bodies, as well as ensuring they are also made available publicly through bodies such as Accountable Now.

Finding and keeping the right people

The GPI Talent Acquisition Project is a priority in 2019 with a view to establishing global processes and standards for recruitment that ensure our recruitment decisions reflect our diversity and inclusion principles. This project goes beyond simply filling positions and includes employer branding, candidate care and onboarding.

We are currently implementing further development of the Global Compensation and Benefits Framework, to establish and implement minimum standards for Greenpeace organisations globally, to ensure compensation and benefits throughout the global network are equitable, and that they support better diversity and inclusion. Parental leave, annual leave, and compassionate care leave are all considered priorities.

Local legal requirements may have to be applied and result in different provision in different countries, but we need to make sure in as far as possible that we do not deviate from our core global principles.



Case study Greenpeace Mexico

Thorough stakeholder analysis is done during the development of our concept notes, this includes considerations of networks and allies. These networks of allies have been nurtured by linking and monitoring done by our volunteers, combined with local groups. The lead taken by volunteers in the political lobbying work for our Oceans without Plastics project means they have contacted and built relationships with local organisations and retailers including small and medium sized businesses and entrepreneurs.

Campaigners will request brainstorming sessions with allies and coalitions with whom we work. The local groups of volunteers give constant feedback to the project leads and present the main concerns of the people involved, as well as demands for information or clarifications required by the people we work with. Direct dialog teams will share the main concerns and questions of the people with whom they talk on the streets and feedback given on our social networks, telefundraising and email channels is periodically shared with our core teams.

During our plastics planning we met with local groups of volunteers, to train them on citizen science, brand audits, and lobbying strategies. In addition, these local groups involved local NGOs in 10 separate states of the country.

06



Governance, leadership, and disclosures

Organisational Transparency

Greenpeace is a global independent campaigning network, 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. A full list of our values, goals, and cornerstone principles can be found on our website.

The Greenpeace network consists of Greenpeace International (Stichting Greenpeace Council) in Amsterdam, and 27 national and regional organisations (NROs) around the world, with a presence in 55 countries. The NROs are autonomous in carrying out jointly-agreed global campaign strategies within the local context they operate within, and in seeking financial support from donors to fund their work.

More in-depth information about our structure is available on our website.

Scope of report

This report outlines the activities, work, and ambitions of the Greenpeace global network. All Members (GPI and the NROs) of the global Greenpeace network are mutually accountable to each other, as they agreed to be part of the same global network and to become "more than a sum of parts" for a greener and peaceful planet.

National/Regional Organisations are the fundamental building blocks of the global network. The strength of the network lies in the fact that each National/Regional Organisation acts as a reliable and accountable partner in building the global Greenpeace network. This objective is furthered by a clearly defined relationship and by National/Regional Organisations adopting similar ways of organising themselves.

Mutual accountability is a process by which two or more parties agree to be held responsible for the commitments that they have made to each other. It is based on agreements that bind members through shared values, aspirations and relationships of trust. Relationships and trust become critical to implementing shared analyses and plans.

The following processes and commitments act as glue to hold Greenpeace together as a global network while respecting the legal independence of each of the Greenpeace organisations:

- Shared values, vision, mission and global strategy. These are the single most important aspect of our collaboration as they describe why we work together, what we work for and what we believe in. All other things flow from these.
- Key Global model Policies. These help us ensure that we take care of the same things. Policies are expression of both what we believe and how we believe we should do that
- Single international brand with agreed local variants, backed by license agreements. Our identity goes beyond our brand but the brand is a key component of who we are to the public. People put trust in our brand and we must all use it with care and according to the agreed rules. A shared brand binds us together.
- Peer to peer support and sharing between NROs. There are experiences and skills that benefit us all and the sharing of these between NROs strengthen individual organisations and thus also the global network. Such skills bind us together in an ongoing learning cycle.
- Agreed common positions on key issues and global programme areas such as campaigns.
- Annual Meetings of Greenpeace International such as Executive Directors and Annual General Meeting. These events fill more than the simple governance function, it also binds people from various backgrounds and

Greenpeace is documenting the Antarctic's unique wildlife... to "Previous Greenpeace campaigns have worked to document Antarctic's unique wildlife to strengthen the case for creating the largest protected area on the planet, an Antarctic Ocean Sanctuary

countries together in a strong bond and serve to guide us firmly in the same direction.

- Attendance of International Executive Directors in GP NRO Board meetings. This can be delegated to Development Managers (Devo), as agreed per Framework Agreement.
- Involvement of International Executive Directors on appointment of Executive Director and inputs to performance review.
- Bylaws and formal bilateral agreements. The GPI Bylaws and Rules of Procedure outline both obligations and rights of the NROs, and how power is distributed in our governance. The Bilateral agreements between GPI and each NRO comprises Framework Agreement, License Agreement and explanatory note to the bilateral agreement, 3YSP and ODPs.
- Joint reporting of integrated programme and financial results. While GPI and NROs all report as separate organisations, the global report represent our aggregated results that we have achieved as a global network.
- Agreed frame for Contributions to guide the flow of money from and to Greenpeace International as per agreements.
- Trustee in GPI's Council. The NRO Board appoints a representative who acts as Trustee in the Council of GPI and take strategic decisions that affect us all.
- Participants' Eligibility Criteria. These are outlined in GPI's Rules of Procedure section 2 and specify the criteria for becoming and remaining a Participant in Council of Greenpeace International.

In 2018, we started a participatory process with all the issue experts at Greenpeace International, for them to propose and provide the content for this accountability report. The process has been a great opportunity to discuss not only progress toward the accountability commitments but also to identify gaps.

Oversight role of the board

The International Executive Directors are accountable to the GPI Board under the Rules of Procedure, 5.7.1, which provides that it is the responsibility of the Board;

"To hire, supervise and fire the International Executive Director [...] To ensure that Council and Board decisions are implemented by the International Executive Director and to supervise the work of the International Executive Director to make sure that it conforms with Council and Board directives and applicable law[...]"

Replacing and recruiting new trustees and board members

We have globally agreed governance principles and guidelines that every NRO is obliged to follow. These include a clear separation of roles of key constituencies (voting members, boards and executives), terms established for board members, and a strict principle to avoid a situation that the boards would be self-electing and self-perpetuating. It also addresses potential conflicts of interest and criteria for avoiding them, so that integrity and independence of the boards is preserved.

Financial information and disclosures

Greenpeace International's annual budgets, policies (especially those regarding complaints, governance, staffing/salaries and operations), evaluations, top executive remuneration and vital statistics about the organisation are available on our website, in a variety of languages.

A detailed breakdown of the remuneration for staffing, including payments made to board members, International Executive Directors, and senior management can be found in the below links.

2017 Financial report

2018 Financial report

SGC Board compensation 2017 - 2018

The 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 and preparation.

Payments in 2017 (all numbers rounded off)

The Board of Greenpeace International received compensation during 2017 of a total of €101,000.00 (€86,050.35 in 2016). Rounded to the nearest thousand, the Board Chair received €36,000, one Board Member received €16,000, three Board Members received €10,000 and the three other Board Members received respectively €8,000, €7,000, and €5,000.

Payments in 2018 (all numbers rounded off)

In 2018, the total compensation was €79,163. Rounded to the nearest thousand, the Board Chair received €35,000, one Board member received €12,000, three Board Members received €10,000 and one Board Member received €3,000.

Payments to senior staff 2017 - 2018

The IED and SMT are paid salaries that reflect their high level of responsibility, and are in line with other international organisations of similar size. The two individuals appointed to the role of IED in 2017 received €188,000 and €194,000 respectively. This includes a salary of €161,000, employer's social charges, pension contributions, and other benefits. Employment costs for other members of the SMT totaled €821,000.

The employment costs for the IEDs in 2018 were €192,000 and €197,000 respectively. This includes a salary of €163,300, employer's social charges, pension contributions, and other benefits. Total employment costs for other members of the SMT totaled €628,000. The decrease in SMT employment costs 2017 to 2018 is explained by the removal of one SMT position in the course of 2017 and two SMT vacancies, each lasting several months, in 2018.

Environmental impact reports

GPI and Greenpeace NROs have ongoing tracking and annual reporting of their environmental impact, which is collated by GPI on the internal website.

The key figures from our Global CO₂ report from the last four years are included in the charts and tables below.. In 2018 Greenpeace global emissions have slightly increased driven by an increase in marine activities.

Figure 6.1
Emissions

Scope	Emissions (tCO ₂ e)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Scope 1*	Direct Emissions for Helicopter transportation	102.59	67.04	91.93	491.33	18.97
	Direct Emissions for Inflatables	32.89	52.38	39.2	56.13	45.96
	Direct Emissions for Marine transportation	4667.47	5837.54	5112.97	4867.07	5902.12
	Direct Emissions for Natural Gas	267.42	247.54	183.83	191.01	219.09
	Direct Emissions for Vehicles	571.47	407.06	434.24	340.5	374.53
Total Scope 1		5641.83	6611.57	5862.18	5946.04	6560.66
Scope 2*	Indirect Emissions for Office Electricity	1008.05	739.86	513.24	563.38	511.55
	Indirect Emissions for Server Electricity	26.08	9.83	7.39	7.89	7.3
Total Scope 2		1034.13	749.69	520.63	571.26	518.85
Scope 3*	Direct Emissions for Helicopter transportation	21.16	13.83	18.96	101.33	3.91
	Direct Emissions for Inflatables	6.74	10.72	8.04	11.43	9.38
	Direct Emissions for Marine transportation	919.42	1150.15	1007.16	958.87	1162.51
	Direct Emissions for Natural Gas	37.88	37.01	28.03	29.14	33.33
	Direct Emissions for Vehicles	145.83	141.52	143.91	102.02	120.94
	Indirect Emissions for Business Travel	10926.17	11556.25	11216.16	10006.27	11258.85
	Indirect Emissions for Office Electricity	280.45	194.82	144.75	159.79	139.4
	Indirect Emissions for Paper consumption	2000.26	1838.51	1379.99	1246.91	1330.93
	Indirect Emissions for Server Electricity	6.36	2.58	2.34	2.55	2.43
Total Scope 3		14,344.27	14,945.39	13,949.33	12,618.29	14,061.68
Grand Total		21,020.23	22,306.65	20,332.14	19,135.59**	21,141.19***

*Scope 1 emissions are direct emissions from sources that are owned or controlled by us, Scope 2 emissions are indirect emissions from sources that are owned or controlled by us, Scope 3 emissions are from sources not owned or directly controlled by us but relate to our activities
 **GPUS emissions not included
 ***Please note some proxy figures have been used while the actual data is collected, therefore this figure will be updated in next year report

Ships use report

Each year a detailed breakdown of the use of the Greenpeace International fleet, comprising of the ships Arctic Sunrise, Esperanza, and Rainbow Warrior, is compiled by the GPI Ships Unit. The report includes time spent on various activities, a global coverage map, operational data including fuel use, costs, crew data, and media analysis.

In 2017, the Greenpeace fleet spent a total of 45 percent of the year on campaigning, 20 percent on maintenance, 3 percent on standby, 26 percent on transit, and 5 percent on training. The maintenance included a major planned refit of the Arctic Sunrise for half of the year. The fleet sailed almost 73000 nautical miles, visiting a total of 88 ports throughout the world.

In 2018, all three ships were back in full operation following the Arctic Sunrise's refit. The fleet spent 57 percent of the year on campaigning, 15 percent on maintenance, 8 percent on standby, 16 percent on, and 5 percent on training. The fleet sailed a total of almost 78000 nautical miles around the globe, including to the Antarctic.

Changes to this report

This report has been changed after feedback from senior Greenpeace International leadership. It includes now both include the general information contained in the Annual Report and answers to questions set by Accountable Now. These are presented in line with the vision and path as set out in The Framework.

All figures are unaudited.

Acronyms used throughout the report

AGM	Annual General Meeting
D&I	Diversity & Inclusion
EIB	Environmental Initiatives Baseline
EDM	Executive Directors Meeting
EPPAL	Essential Principles and Protocols for Legal and Actions
FTE	Full time equivalent
GED	Global Engagement Department
GHG	greenhouse gases
GLT	Global Leadership Team
GPI	Greenpeace International
GRI	Global Reporting Initiative's
IED	International Executive Director
KPIs	Key Performance Indicators
M&E	Monitoring and evaluation
NGO	Non-Governmental Organisation
NRO	national or regional organisation, NROs for plural
NVDA	Non-violent direct action
L&D	Learning and Development
LDFS	Learning and Development Framework and Strategy
ODP	Organisation Development Plan
OR	Works Council "Ondernemingsraad"
PAL	Performance, Accountability and Learning
SGC	Stichting Greenpeace Council (Greenpeace International's formal name)
SMT	Strategic and Management Team

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