

# INGO REPORT 2014

**NO ARCTIC OIL**

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## INGO ACCOUNTABILITY REPORT 2014

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INGO ACCOUNTABILITY REPORT 2014

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## 1. Strategy and Analysis

### 1.1. Statement of most senior decision-maker



As Greenpeace continues to campaign for environmental justice in its fourth decade of existence, we are going through a process of renewal that sets us on a path towards achieving even more significant victories in the future.

The lessons of “less can be more” and putting more resources into fewer activities to maximise our value is important. The shift towards “people-powered” campaigning demands that Greenpeace works in a respectful alliance with the full spectrum of civil society actors, including trade unions and faith based organisations. We do not see ourselves as the sole agent of change. Working with others is becoming a central component of our credibility and legitimacy. We are encouraged by the alignment of advocacy agendas of a wide diversity of civil society actors.

We achieved a number of important victories in campaigns and in a wide variety of countries. We achieved these victories while embarking on instituting the most significant change in the past 20 years in how Greenpeace operates. We are already beginning to see the benefits of tailoring the goals of our campaigns to local constituencies. We still have a way to go. I foresee that once the transition to the new operating model is complete, Greenpeace will be achieving victories that we never would have thought possible.

As an organisation that seeks to operate on the edge of chaos - where creativity flourishes and change is most likely to be achieved - and for an organisation that always demands the ultimate, we should anticipate that there will be bumps along the way. Without a doubt 2014 proved to be a particularly turbulent year for Greenpeace. During 2014, there were errors of our own making that should not have occurred and which were the result of failures in internal procedures. They have challenged us, but we have responded by taking the opportunity to tighten up how we operate. As Greenpeace continues to grow, we will also continue to adapt.

Achieving the transition to our new operating model undoubtedly means that our internal procedures will continue to be tested by the impacts of external events. And the greater our influence becomes in shaping decisions made by the institutions and organisations that are the cause of environmental problems, the more we will be exposed to criticism and the more we will be tested both internally and externally.

We should therefore expect turbulence to be the “new normal”. The maxim of the German philosopher Friedrich Nietzsche, “That which does not kill us, makes us stronger” could have been written for Greenpeace. Our achievements, as well as our missteps, continue to bind us together in the pursuit of a green and peaceful planet.

Within the turbulence is the constant of our membership to the INGO Accountability Charter. This is our sixth submission since becoming a founding member. We use the completion of this report as a tool for systematic and critical reflection on how accountability is best implemented within Greenpeace. We go much further than just reporting to the INGO Accountability Charter, however, in terms of how we embody accountability within our organisation. For example, 2014 saw the introduction of a Performance, Accountability & Learning (PAL) Unit. The introduction of a more integrated PAL function brought together previously dispersed functions of strategy, planning, monitoring & evaluation, reporting and learning from across Greenpeace. The creation of the PAL Unit ensures that we continue to build upon our commitment to be an organisation with the highest levels of credibility and accountability (both internally and externally) as this is what the world and our supporters ask of us, and it is what we ask of ourselves. And, importantly, we are committed to taking risks, showing moral courage. Equally critical is that we are becoming a learning organisation.

We are at a critical moment in world history. Many have used the phrase, “we are running out of time” to prevent catastrophic climate change. Some even say we are probably too late already. With that in mind, Greenpeace necessarily will judge its performance in future years based on how we perform in the real world. We will look at how we foster substantive, systemic change and continue to be restless and uncomfortable with incremental change given the urgency that the climate realities place upon all of us, as citizens, as parents, as staff and volunteers who are part of Greenpeace globally.

*Mawidoo*

## 2. Organisational profile

### 2.1. Name of the organisation

Greenpeace

### 2.2. Primary activities

Greenpeace is an independent, campaigning organisation that uses non-violent, creative confrontation to expose global environmental problems, and to force the solutions that 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 26 national and regional organisations (NRO) around the world, providing a presence in over 55 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 2014 Greenpeace Luxembourg and Greenpeace France concluded an office merger in order to form a new regional Greenpeace organisation within Greenpeace's global governance structure.

### 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 the office contact details can be found at <http://www.greenpeace.org/international/en/about/worldwide/> - a10

The priority Greenpeace NROs are currently: 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/](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.[LR1]

### 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 actuals** (all figures in euro)

Annual income: €296,626,000

Gross income from fundraising: €292,319,000

Net Income from fundraising: €189,593,000

Annual non-fundraising expenditure: €185,514,000

Fundraising expenditure: €107,033,000

Total expenditure: €292,547,000

Assets: €225,723,000

Liabilities: €53,693,000

More detailed financial information can be found in the 2014 Greenpeace Annual Report:  
<http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/reports/>

#### Supporters

Around 41.3 million (people who follow, like, tweet, take action, etc.); up from 30.7 in 2013.

#### Volunteers

Around 24,800 people.

#### Employees

Total staff on permanent contract: 2157 in Greenpeace organisations across the world

#### Excerpt from Greenpeace "Worldwide" combined abbreviated financial statements

See Performance Indicators, page 112 of the Global Annual Report 2014

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

2014 saw Greenpeace begin its transition to a new operating model. 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.

Following the 2013 agreement, a global performance; accountability and learning (PAL) function was established at Greenpeace International.

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

As a direct result of the foreign exchange incident in 2014 a new role of Global Finance Director was created to strengthen the management team and ensure correct procedures are in place. The postholder has 20 years of experience in the financial management of international NGOs.

### 2.10. Awards received in the reporting period

#### Greenpeace CEE (Austria)

2014:

- Two Awards at the French "Deauville Green Awards Festival" for our Austrian arctic "The Movement" campaign. The awards were "Best Climate Change & Society - Public Awareness Campaign", as well as the Special Prize for "Best Musical Score". <http://www.deauvillegreenawards.com/index.php?>
- Top 3 at the Austrian Fundraising-Awards as online campaign of the year for our Banner Bags FR-Campaign (upcycling used Greenpeace action-banners as bags and giving them away to supporters for new onetime-donations above €90)
- Award for "The Movement" in the Spot Category at the festival for best Austrian advertising and economy-spots
- The Fundraising Department of Greenpeace Austria won the third place at the „Spendenbrief Award 2014“, endowed with €3,000 for postal services. The Austrian Post and the Fundraising Association Austria awarded the price for the best Direct Mailings in 2014. Greenpeace was the only environmental NGO among the six nominees and the only winning NGO that produced the concept and the text of the Direct Mailing without an agency, but in-house.

The Movement (result only): <https://www.youtube.com/watch?v=wlyZ5UYM-SA>

Banner Bags: <http://www.greenpeace.at/bannerbags>

#### Greenpeace CEE (Slovakia)

Fundraiser of the Year 2014, Slovak Donors Forum. Greenpeace Slovakia's Adopt a Bee project. This competition every year appreciates philanthropists – both individuals and companies, as well as NGO's projects. The Adopt a Bee project stood out thanks to its innovative approach, creative communication and online technical performance.

**Greenpeace East Asia**

Top 10 Best Green WeChat Public Accounts. Awarded by Beijing Environmental Protection Bureau

World Press Photo: China's renowned human and environmental photographer Lu Guang won 3rd prize in the "Long Term Projects" with his "Development and Pollution" project, which includes eight Greenpeace-commissioned photos out of the incredible 30 picture feature.  
<http://www.worldpressphoto.org/awards/2015/long-term-projects/lu-guang/30?gallery=2900401>

Gold China Effie Award: For the Greenpeace "Hijack Taobao" project.

**Greenpeace International**

Climate NGO of the Year, RTCC Climate Change Awards (UNFCCC), awarded at COP20, Lima, Peru.

**Greenpeace Italy**

"Best Communication TV Spot", Prix Italia (Silver Cup of the President of the Republic), 66th Edition. The winning piece "*Un brutto gioco*" ("A bad game") was screened on RAI (Italy's national broadcasting company). This spot was used for the 2014 5x1000 Campaign- during the annual individual income tax return individuals can chose to devolve 5x1000 of their taxes to specific NGOs, Universities, Hospitals.  
<https://www.youtube.com/watch?v=lpk9ANLAftQ>

**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 2014.

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

Greenpeace submitted its 2013 Accountability Report to the INGO Accountability Charter, in September 2014.

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

Annual

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

Loveday Redgate,  
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 Tel: +31 20 718 2000  
 Ottho Heldringstraat 5, 1066AZ Amsterdam, The Netherlands.

**3.5. Process for defining reporting content and using reporting process**

This report should be read alongside the Annual Report (pending publication) which covers finances, CO<sub>2</sub> 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 NROs 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 NROs provide reports, which have been combined with Greenpeace International's. It is an overall summary of the accountability work carried out with some specific examples from NROs. It is envisaged that in 2015 more detailed reporting will be possible

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

None.

### 3.13. 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 promotion of 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 provide 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 (the Board of *Stichting Greenpeace Council*) 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 GPI Management Team. The GPI Management Team consists of the International Executive Director, International Deputy Director, International Programme Director, International Organisation Director, Global Finance Director, Global Human Resources Director, Global Engagement Director, Director of Programme Functions and Global Development Director. The IED is strategically advised by the Global Leadership Team and the Executive Directors' Meeting.

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 (the Board of *Stichting Greenpeace Council*) normally consists of seven members, and are independent and non-executive. This 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.

Members of the Board of Directors of Greenpeace International (the Board of *Stichting Greenpeace Council*) Council are elected by the Council 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 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 3 to 12. Information about the boards of NROs can be found on the websites of each of those NROs, and is accessible via [www.greenpeace.org](http://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 its 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 national/regional Greenpeace organisations, recommendations or direction can be provided to their respective national/regional Board through the formal governance structure. The Greenpeace International Whistleblower policy outlines how employees can raise concerns about wrongdoing to the whistleblower compliance officer, who is a member of the International 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 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. The compensation model is based on a ruling of the Dutch tax authorities.

The Board of Greenpeace International received compensation during 2014 of a total of €90,000 (€96,000 in 2013); the board chair received €35,000, four Board Members received €10,000 and other Board Members received respectively €9,000, €3,000, €2,000 and €1,000. 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 €140,000 including salary of €119,000, employer's social charges and pension contribution of €18,000 and other benefits to the value of €3,000. In 2013 the

international executive director 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.

The International Executive Director and the Management Team are paid emoluments commensurate with their level of responsibility.

In total, emoluments of €831,000 (€840,000 in 2012) were paid to the other members of the senior management team in 2014.

These emoluments may be summarised as follows:

	2014	2013
	Euros thousands	Euros thousands
Salaries	604	709
Employers' cost social charges	47	53
Pension	60	63
Other Benefits	13	15
Total	724	840

#### 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, and National and Regional offices are actively encouraged to evaluate their own Boards' performance as part of the 'Greenpeace Board Manual'. The Board Manual is provided to each NRO and included as part of the induction pack for all new Executive Directors to Greenpeace.

**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.

## PROGRAMME EFFECTIVENESS

### NGO1 Involvement of affected stakeholder groups

Greenpeace does not have a standardised process and/or protocols for the involvement of affected stakeholder groups. However, there are numerous examples from NROs, of which a few are detailed below:

#### Greenpeace Brazil

2014 marked a shift away from traditional communication and work with Indigenous Peoples (IP) and communities at Greenpeace Brazil. Greenpeace Brazil used their contacts within the wider movement to help amplify and tell the story of Indigenous Peoples and impacted communities, sometimes with Greenpeace's brand associated, sometimes without. This had a very positive result in that Greenpeace could help broader civil society and its own campaigns without long negotiations and the potential of disappointing communities if Greenpeace's priorities changed. Collaboration with Indigenous Peoples and communities, together with popular movements and creative personalities, spanned the design, implementation and evaluation phases.

Feedback from Indigenous Peoples and communities formed part of the office's evaluation processes, including influencing the success criteria for an objective being discussed in terms of cost benefit. The cutting of the satire programme was as a direct result of the communities in the creative consultation process (i.e the political situation changed significantly and the satire was no longer appropriate). Popular movements were harder to involve in evaluations as the nature of these movements is fluidity in who is participating at any one time.

Government bodies were consulted with the construction of GP's illegal logging campaign at the design phase to ensure that the demands being placed on sector reform were viable and necessary. Other: we tested different ways of working in 2014 with collaboration with popular movements on the streets to train and encourage the use of non-violence in the face of strong police repression and we worked with TV personalities on the design of a satire show for the elections which spoke a very different language to a very different target audience

Companies remain key stakeholders in the corporate agreements GP has on soya and cattle chain of custody being deforestation free. They are continually consulted and pressured to maintain a high quality participation in our agreements.

#### Greenpeace Canada

The Canadian office consults with allied non-governmental environmental and social justice groups to carry out public engagement and advocacy work to: (1) Stop and delay existing and planned developments in the Alberta tar sands and associated pipeline through petitions and other activities. (2) Raise awareness for clean energy and Arctic protection during the Ice Ride. (3) Rally political support for a stronger environmental agenda in Canada and lobbying political parties.

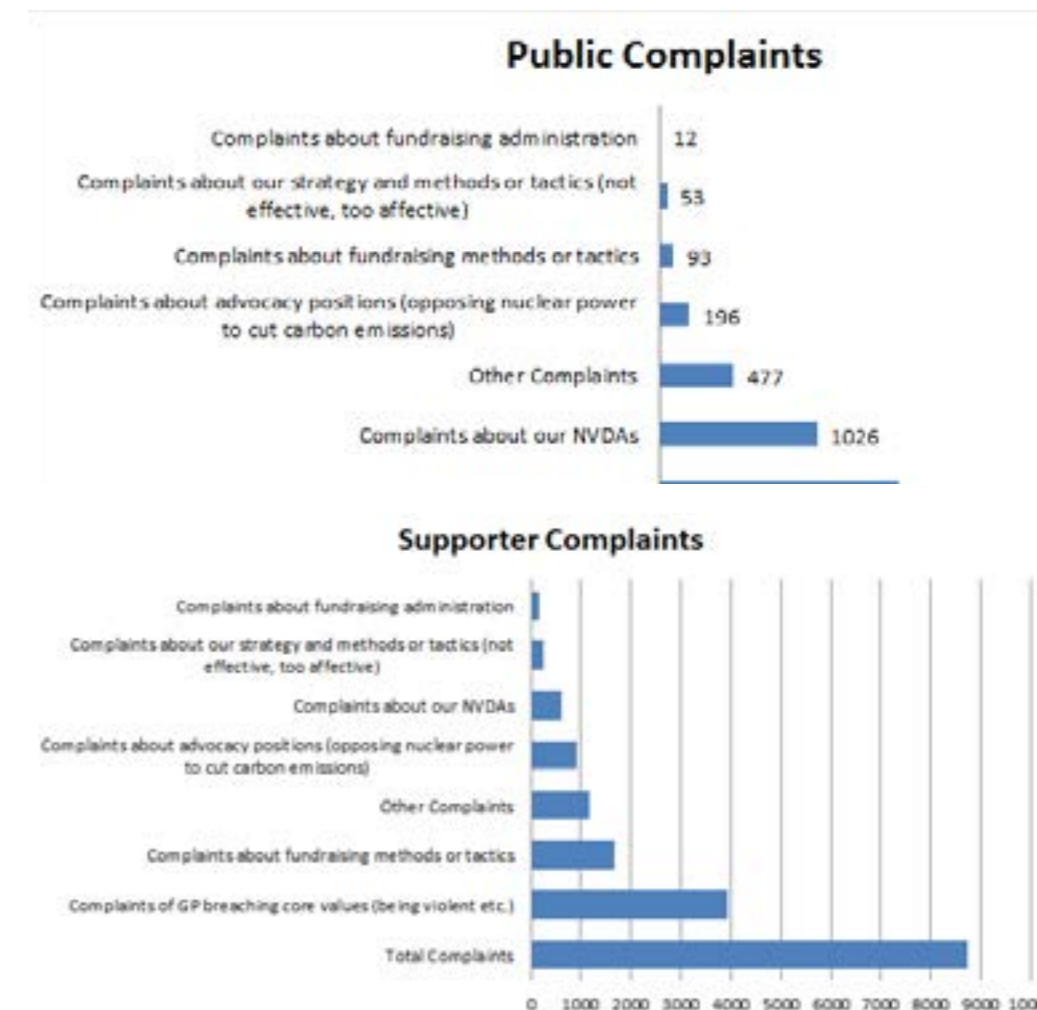
One of the core national pieces of Greenpeace Canada's Arctic work is its support for the small Indigenous community of Clyde River in Nunavut, who approached Greenpeace for legal support to stop seismic testing in traditional waters. The team has co-created a project to amplify the voice of this community, supporting its need for legal and public support for its case. Greenpeace Canada has also worked with allied NGOs to talk to provincial government in hopes of garnering support for anti-SLAPP legislation, as part of the Greenpeace Canada's Forests team's ongoing legal struggle against Resolute.

NGOs and Indigenous groups have been ongoing partners in the implementation of Greenpeace Canada's forest work. Collaborative relationships are key in developing public mobilisation approaches, developing common asks, as well as involving, organising and broadening our respective support bases.

They also engaged with a corporate stakeholder by launching a live Twitter chat to commemorate the 5th anniversary of the end of the KleeerKut campaign against Kimberley-Clark, reflecting on lessons learned from each other.

### NGO2 Feedback and Complaint

Greenpeace was once again unable to complete a global complaints policy, but is on track to deliver one in 2015. It can be reported that 17 out of 28 NROs surveyed now have complaints policies in place, an increase from 13 in 2013.



An example of how complaints have been handled by NROs:

### Greenpeace Brazil

From a programme perspective (campaigns, political, comms and mobilisation) there is no formal complaints procedure and any complaints are dealt with on a case by case basis. Within Fundraising, there is a complaints procedure in place to track financial supporter complaints. It is currently a manual process, which means it is very limited, tracking mainly important issues and some fundraising processes. A new procedure is being developed within Sales Force to track complaints received via the Supporter Care unit.

### NGO 3 Systems for programme monitoring, evaluation and learning

In 2014, Greenpeace International introduced a **Performance, Accountability & Learning (PAL)** function. Building capacity for monitoring, evaluation and learning is a priority area, and has thus been integrated into the department's capacity strengthening approach for 2015 onwards. This integrated PAL Unit brings together previously dispersed functions of strategy, planning, monitoring and evaluation, reporting and learning. The PAL Unit cuts across both programme and organisational aspect of the work and related offices, teams and units.

Out of 27 NROs responding to the question, 18 have a formal monitoring and evaluation process in place, which is an increase of 4 NROs compared to the previous year. Nine NROs have reported that they have more informal, *ad hoc* systems in place.

The new PAL Unit is mandated to develop a global toolkit to inform a standardised approach to monitoring, evaluation and learning within Greenpeace.

Two examples of monitoring, evaluation and learning at NRO level:

### Greenpeace Africa

Campaign monitoring and evaluation comprises:

- regular monitoring of project outcomes or objectives against campaign plans;
- mid- or end term assessment of:
  - efficiency
  - effectiveness
  - impact
  - sustainability
  - relevance of campaigns in achieving their intended objectives and creating changes in the outside world.

### Greenpeace Belgium

Campaign monitoring and evaluation comprises:

- ongoing media analysis of all media output and mentions;
- project plans developed 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 assessment of:
  - efficiency
  - effectiveness
  - impact
  - sustainability
  - 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 senior management)

### NGO4 Gender & Diversity

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 & Inclusion. The group steadily gained momentum; it now has 415 members, and is holding regular discussions and sharing information.

The People Committee and the Global HR team have drafted a set of **10 Principles for Diversity & Inclusion**. These principles have been shared throughout the organisation for further input, and will be submitted to the EDM in May 2015. This consultation process includes further work with those offices who already have Diversity & Inclusion policies in place. The final set of principles will form the basis of further global work and formation of practical tools for implementation in local contexts.

As in previous years, Greenpeace has also conducted a survey on diversity within Greenpeace NROs. Results show there have been no changes in this regard, with only six offices having integrated gender and diversity into its campaign/programme design and implementation.

Examples of what NROs are doing:

#### Greenpeace Brazil

Greenpeace Brazil ensures that gender, ethnicity, socio-economic status and disability (via the governmental register) are considered when advertising job positions. The office has a good gender balance, and is starting to improve its socio-economic and ethnicity balance. The office is working to recruit personal above and beyond the legislative level.

#### Greenpeace Canada

Greenpeace Canada enacted a Women and Trans Forum to address gender-based issues and instances of harassment in the workplace. Three meetings were held, and the group is working to mainstream norms for equitable and respectful interactions as part of Greenpeace Canada's Culture Strategy.

#### Greenpeace UK

In 2014 Greenpeace UK established a Diversity & Inclusion Working Group. The remit of the group was to identify opportunities for increasing effectiveness and impact by addressing diversity and inclusion issues. This group presented a range of recommendations to the Senior Management Team in November 2014, which will be taken forward in 2015.

#### NGO5 Advocacy positions and public awareness campaigns

At a global level, Greenpeace policy positions emerge as a result of extensive internal debate, which is held within a framework that derives organisational short-term objectives and policy positions for the long-term goal of equitable sustainability. This 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 NRO – of the ODP, and on an ongoing working basis through international project structures.

The quality of the organisation's advocacy positions and campaigns is ensured by internal peer review, with external peer review in addition in some cases, and with sign-off procedures by the Science, Research and Legal Units whose functions are to ensure quality and defensibility of the position statements and of the actions Greenpeace takes.

#### NGO6 Coordinate with other actors

Greenpeace collaborates with other actors in all of its campaign work, however there are no standardised process for coordinating these activities. Greenpeace has noted the request of the Charter to address this point and will seek to address this in its next report to the INGO.

Examples of coalitions and collaborations at both the international and national levels:

##### Czech Republic

- **Green Circle:** an association of 29 environmental NGOs working in the Czech Republic. The main goals are the development of civil society in environmental protection, strengthening cooperation and communication among Czech environmental NGOs, increasing public awareness about their activities as well as key topics of environmental protection within the Czech Republic, and supporting public participation in environmental policy and decision making in all its forms.
- **The Czech Climate Coalition:** a platform of Czech NGOs working in the areas of environment protection, development cooperation and humanitarian aid. The aim is to hold fair and open public discussions about problems and possible solutions, to enable information exchange and to enable the coordinated development of strategies and campaigns among its members.
- **River Coalition:** brings together NGOs, scientists, field experts and academics in order to promote responsible water management and to respond to the bleak state of Czech and Moravian rivers, creeks, and disruption of the water regime of the landscape in the country.
- **Coalition for Easy Giving:** consist of NGOs raising funds from individuals. Together trying to eliminate the main technical obstacles (bank systems and procedures, mobile payments non-suitable for NGOs etc.) and to promote individual giving.

##### Russia

- **WWF:** on Arctic and Forest campaigns;
- Local/provincial NGOs: in all regions where Greenpeace operates.
- Majority of national environmental NGOs: cooperates.
- **Izavatas indigenous group:** joining activities/coalition regarding drilling in Arctic as well with the **Chuckchi Association**, marine hunters.

##### Switzerland

- National coalition of environmental organisations (*Umweltallianz*).
- National coalition of anti-nuclear organisations.
- Regional alliance of anti-nuclear organisations: in the French part of Switzerland.
- **Allianz Nein zu Neuen AKWs (ANNA):** campaigning and lobbying for energy-strategy 2050 in Swiss Parliament
- Corporate Justice / *Recht ohne Grenzen*: launch of referendum.

## FINANCIAL MANAGEMENT

### NGO7 Worldwide financial results Q4 2014 (Resource allocation, tracking and control)

These accounts are a compilation of the individually audited accounts of all the legally independent Greenpeace organisations operating worldwide, including Greenpeace International. In compiling these abbreviated financial statements, the financial statements of individual Greenpeace national and regional organisations have been adjusted, where appropriate, to harmonise accounting policies. KPMG does not audit the global figures; it is engaged to verify that our summary is accurate. This process is currently in progress.

Total income in 2014 was €297m (2013 €288m). This was €8m (2.8%) more than in 2013. In 2014, the gross income from fundraising for Greenpeace worldwide was €292m. This was €10m (3.5%) more than in 2013.

Total expenditure worldwide remained at €293m in 2014. This reflects the following increases and decreases:

- Fundraising expenditure at €107m was €8m (8.3%) higher than in 2013. This reflects increases in fundraising investments and some increase due to Universe implementation costs.
- Programme costs at €146m were €6m (4.5%) higher than in 2013.
- Organisation support costs of €46m across Greenpeace worldwide increased by €0.7m.
- Foreign exchange gains of €7m represented a significant improvement on the €9m loss in 2013 (a decrease of 173%).

As a percentage of our total expenditure, our organisation support cost stayed at the same level as 2013: 16%.

The Fund balance of €173m (€168m in 2013) increased due to the small overall global surplus. Greenpeace reserves policy calls for available reserves to adequately cover risks to its operations. Based on analysis undertaken in 2014 we have sufficient reserves to cover these risks and expect to do so for at least three years. 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.

*This summary shows the combined assets, liabilities and fund balance of all Greenpeace organisations (including Greenpeace International) worldwide.*

Statement of financial position	2014	2013
	Euros thousands	Euros thousands
<b>Assets</b>		
Fixed assets	65,633	58,791
Current assets	22,439	20,450
Cash and cash equivalents	137,651	138,790
	<b>225,723</b>	<b>218,031</b>
<b>Liabilities and fund balance</b>		
Liabilities	53,693	49,877
Fund balance	172,030	168,154
	<b>225,723</b>	<b>218,031</b>

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

Statement of comprehensive income	2014	2013
	Euros thousands	Euros thousands
<b>Income</b>		
Grants and donations	291,645	282,455
Other income	4,307	5,905
<b>Total Income</b>	<b>295,952</b>	<b>288,360</b>
Fundraising expenditure	107,033	98,800
Fundraising ratio	36%	34%
<b>Total Income less fundraising expenditure</b>	<b>188,919</b>	<b>189,560</b>
<b>Expenditure</b>		
Campaigns and campaign support		
Climate & Energy	28,059	35,731
Polar	8,217	
Forests	12,832	12,001
Oceans	9,848	9,598
Sustainable Agriculture	6,665	4,644
Toxics	3,245	3,230
Other campaigns	2,632	5,334
Marine operations & action support	31,450	30,385
Media & communications	28,631	24,542
Political, science & business	5,005	4,049
Public information & outreach	9,107	9,903
Organisational support	46,392	45,603
Organisational Support ratio	16%	16%
Foreign exchange (gain)/loss	-6,571	8,912
<b>Total non-fundraising expenditure</b>	<b>185,514</b>	<b>193,932</b>
<b>(Deficit) / surplus for the year</b>	<b>4,079</b>	<b>-4,372</b>
<b>Opening fund balance</b>	<b>168,154</b>	<b>172,753</b>
Direct fund balance adjustment	471	-227
<b>Closing fund balance</b>	<b>172,030</b>	<b>168,154</b>

### NGO8 Sources of funding

Greenpeace is proud of its **financial independence**, accepting money from neither companies nor governments. Individual contributions, together with foundations grants, are the only source of Greenpeace's funding. This financial independence gives Greenpeace the authority needed to effectively tackle power, and make real change happen.

Greenpeace endeavors to be transparent regarding major donor gifts, however not all donors grant Greenpeace permission to publicly announce the details of their contribution. In every instance of major donor contribution (including those where anonymity is requested) the organisation follows an established vetting process to ensure its financial independence is not breached.

Greenpeace's Top Donors in 2014 were:

#### Australia

##### Sid French

Sid French continued his incredibly generous support throughout 2014. Sid has been supporting Greenpeace over the course of two decades and is a close member of the global Greenpeace family. In 2014, Sid donated an astounding \$1,690,000 AUD in support of Greenpeace's global efforts including the care and restoration of Greenpeace's ship, the *Arctic Sunrise*.

##### Elizabeth Xipell

Elizabeth Xipell is a committed, enthusiastic and long-term supporter of Greenpeace, having made her first gift in 1998. Elizabeth broke boundaries in 2014, donating a total of \$1,310,000 AUD in support of Greenpeace's work in Australia, the Pacific and globally. Elizabeth's inspiring contribution has had a significant impact on the vital work of Greenpeace and has put the organisation in a strong position to campaign even more effectively from 2015 onwards.

#### Netherlands

The **Dutch Postcode Lottery (Nationale Postcode Loterij)** generously donated €2,250,000 to Greenpeace Netherlands in 2014 and has been donating to Greenpeace for many years. Thanks to this very important financial support Greenpeace has been able to continue its work for healthy oceans, clean energy, beautiful forests and sustainable agriculture.

#### UK

Many kind supporters remembered Greenpeace with a gift in their will. In 2014, the estate of **Stan Hales** in the UK paid out £2.25m to Greenpeace, with further sums to come in 2015. Stan was a passionate supporter of the environment and animal rights, and greatly admired Greenpeace for standing up for the natural world.

#### Nordic

The **Swedish Postcode Lottery (Svenska Postkod Lotteriet)** continued its support of Greenpeace's polar and forest campaigns with a total contribution of €23,968,356 SEK, including part of the extra funding project "Together for the Arctic". Greenpeace and the Swedish Postcode Lottery have been working together for more than seven years. This support has contributed enormously to Greenpeace's impact.

## ENVIRONMENTAL MANAGEMENT

### EN16 Direct & indirect greenhouse gas emission by weight at the organisational level

The historic and current status of Greenpeace's global GHG emissions is depicted in both the graph below and Table 3 opposite. This graph and table are calculated with a newly implemented GHG emissions management tool, **Cloudapps Sustainability**. It is expected that this tool will significantly reduce any errors previously resulting from the manual operation of the many emission spreadsheets and very different "energy profiles" with the global organisation.

Table 1. Direct and indirect GHG emissions

tCO <sub>2</sub> e		Occurrence date		
Scope	Emissions	FY 2014	FY 2013	FY 2012
Scope 1	Direct emissions for helicopter transportation	102.61	160.59	159.66
	Direct emissions for inflatables	32.89	62.39	62.88
	Direct emissions for marine transportation	4,672.21	5,721.52	6,593.02
	Direct emissions for natural gas	201.31	228.06	246.61
	Direct emissions for vehicles	563.24	670.08	380.03
	<b>Subtotal</b>	<b>5,572.26</b>	<b>6,842.64</b>	<b>7,442.20</b>
Scope 2	Indirect emissions for office electricity	1,015.82	949.61	1,089.12
	Indirect emissions for server electricity	19.98	23.8	144.75
	<b>Subtotal</b>	<b>1,035.79</b>	<b>973.4</b>	<b>1,233.87</b>
Scope 3	Direct emissions for helicopter transportation	21.16	33.12	32.93
	Direct emissions for inflatables	6.74	12.74	12.8
	Direct emissions for marine transportation	920.43	1,126.58	1,298.68
	Direct emissions for natural gas	29.25	34.63	37.45
	Direct emissions for vehicles	103.51	117.62	59.66
	Indirect emissions for business travel	11,006.15	11,197.51	9,855.80
	Indirect emissions for office electricity	290.06	270.55	303.87
	Indirect emissions for paper consumption	1,847.02	1,474.92	1,481.31
	Indirect emissions for server electricity	4.38	5.14	34.07
	<b>Subtotal</b>	<b>14,228.69</b>	<b>14,272.81</b>	<b>13,116.57</b>
	<b>Grand Total</b>	<b>20,836.75</b>	<b>22,088.85</b>	<b>21,792.64</b>

The emissions data in this table is based on current Defra emission factors; this includes applying the Defra factors retrospectively to previous years data. Using the same factor for historic years makes comparison easier. As a result of the move to the new Defra methodology several emission types are now reported both in Scope 1 and in Scope 3. This is due to the Well-To-Tank (WTT) factors now being included.

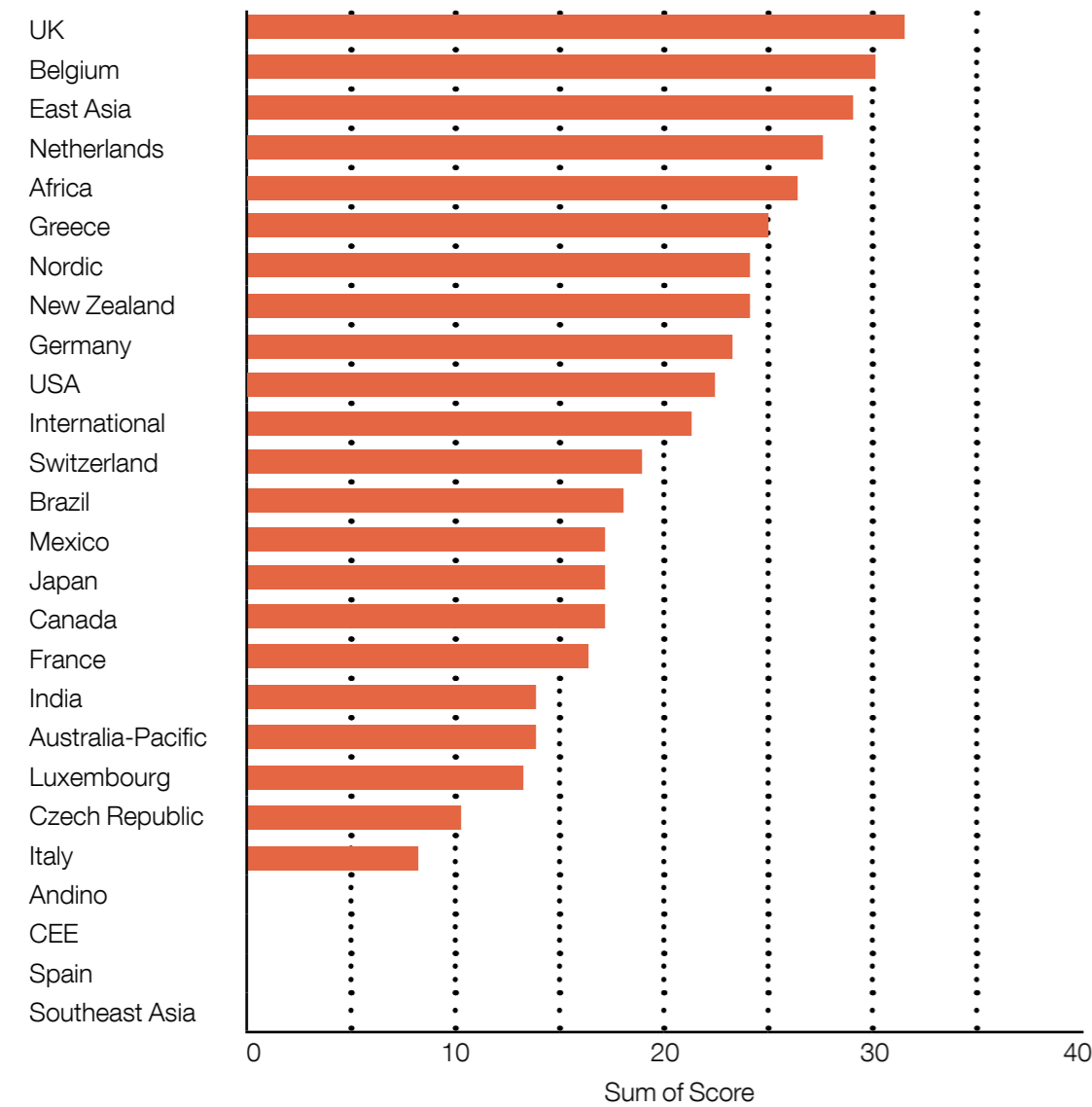
The organisation has seen a reduction in global emissions which is largely due to a significant decrease in the emissions for Greenpeace's marine transportation. Clearly, the seizure of the *Arctic Sunrise* in 2014 had a significant role in this. Greenpeace was also able to slightly decrease its global emissions for business travel.

**EN18 Initiatives to reduce greenhouse gas emissions**

Cloudapps Sustainability enables NROs to receive detailed reports on their current and historic GHG emissions and also to receive a benchmark of their Environmental Performance (compliance with the Environmental Baseline) against other NROs. The expectation is that this benchmarking will positively influence the drive to improve.

The current status of the implementation of Environmental Initiatives against the 11 baseline Initiatives is outlined below.

The maximum achievable score is 33:



**EN26 Mitigate environmental impacts of activities and services**

The environmental impact of Greenpeace activities is not, until now, addressed in a formal, managed way, but is largely addressed *ad hoc*.

The environmental impact of events (e.g. skillshares and international meetings) is addressed by the GPI/Global Meeting Policy. However, a proper measurement of impact and the subsequent feedback of results for the purpose of actionable learning is not yet conducted.

The **GPI Events Management** team did address sustainability in its choices of venue locations (geographical area as well as venue selection criteria), during events (e.g. food policy, behavioural guidelines) and estimates of travel impact related to centrally organised events in 2014 have been made. However, a formal and managed approach (*Plan-Do-Check-Act*) is currently not in place.

This will be implemented in the future, most likely by adding relevant Initiatives to the Environmental Baseline.

For campaigns / actions, the environmental impact is managed largely *ad hoc*, with no formal guidance. For example, the most fuel efficient way to use Greenpeace ships in campaigns has not yet been fully addressed. As a consequence, despite major efforts to minimise GHG emissions, the **Ships Unit** is for its fuel use and efficiency (a major GHG contributor in our organization) largely dependent on how Campaigns are organised, e.g. how the ships must travel (route and required speed).

This will be improved, most likely by adding relevant initiatives to the Environmental Baseline.

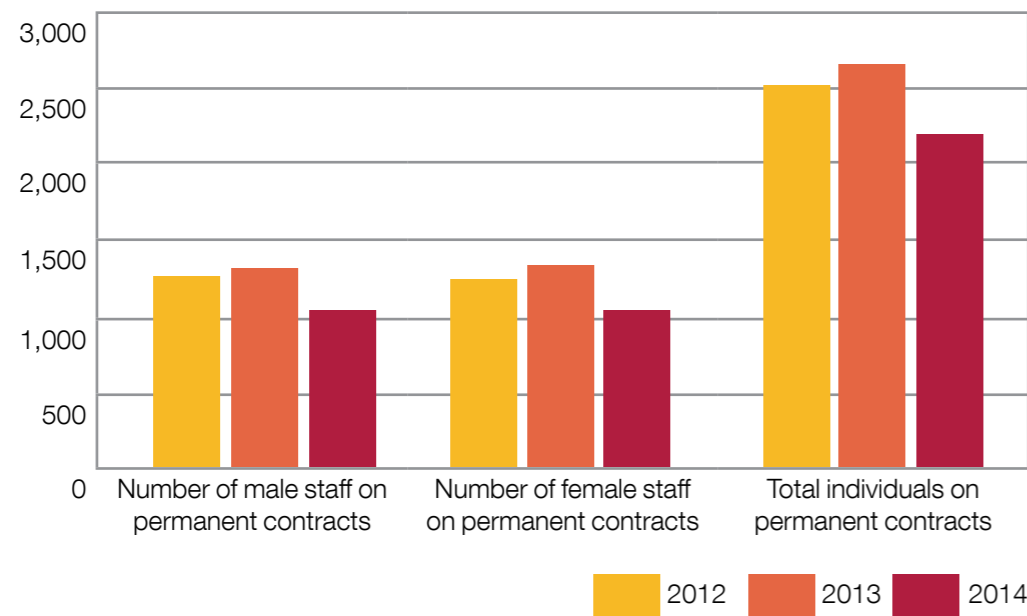
By defining Initiatives in an Environmental Baseline and being able to measure implementation and results, the way in which Greenpeace should work from an environmental perspective will be defined, measured and reported. This will enable the organisation not only to specify what needs to be done and identify the responsible persons to do it (*Plan, Do*), but also to measure effectiveness and improve where needed (*Check, Act*).



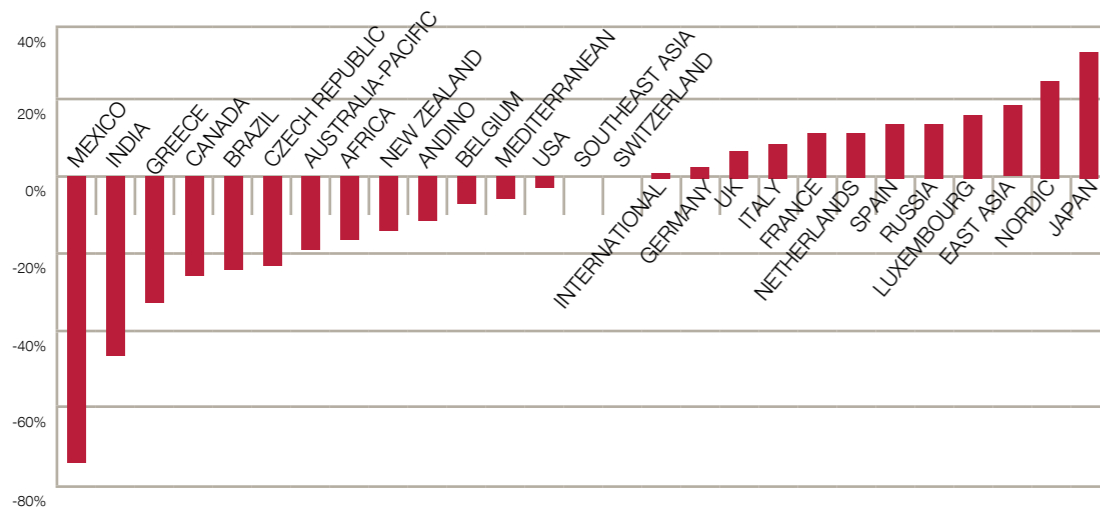
## HUMAN RESOURCE MANAGEMENT

### LA1 Size and composition of total workforce

#### Staff on Permanent Contract 2012-2014



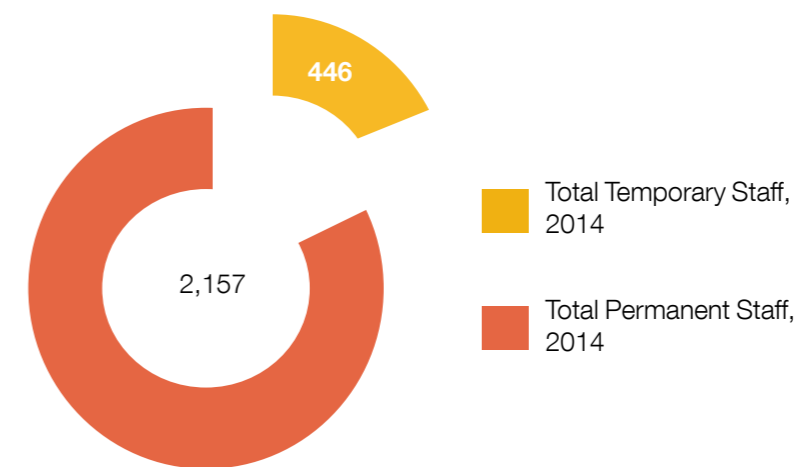
#### % Growth 2013-2014, Permanent Staff



\* CEE is not represented, as data was unavailable at the time of publication.

This year we have changed the definition on who should be included in Total NRO Staff Count. We have decided to exclude Direct Dialogue people, which has consequently disrupted some of the staff growth figures in the graph above.

#### Permanent and Temporary Contracts 2014 globally



#### EC7 Local hiring

Greenpeace does not have specific policies in place for local hiring, however Greenpeace's move to build and strengthen NROs, particularly in the global south is an indication of the organisation intention to employ more staff from these regions. Greenpeace will seek to evidence in the next report, with concrete examples, steps and measures Greenpeace is taking to build capacity for local CSOs and the public sector.

#### LA10 Workforce Training

Greenpeace does 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 the Human Resource Information System (HRIS) and the Learning and Development Programme over the next three years it is the intention that Greenpeace will be able to report these figures.

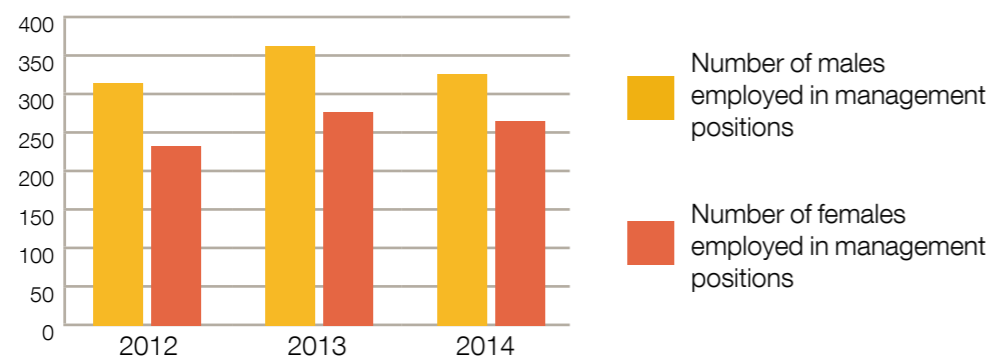
#### LA12 Performance Reviews and career development plans

All staff are expected to have an annual Personal Review Talk during which objectives are set and development needs identified. Greenpeace is developing a Performance Management module, as part of the 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 our organisation**

**Global**

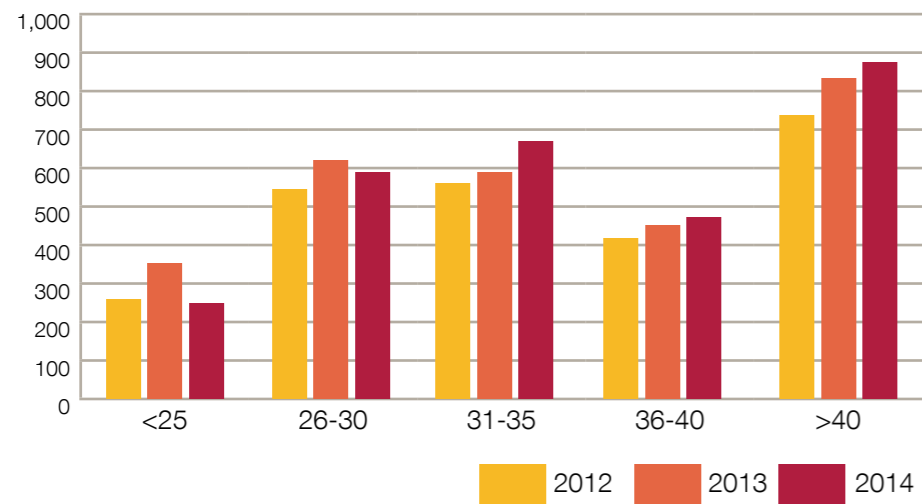
**Gender diversity in management positions**



(For all global staff, see LA1 above)

The current Board of Directors includes 4 women out of a total of 7 and one outgoing female member. More information on Board diversity can be found in the GPI Annual report: <http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/reports/>

**Age of Staff, globally**



Greenpeace's year end global HR management data does not currently capture all the data required to give a picture of Greenpeace's global diversity in terms of minority groups, disabilities etc. however the PAL Unit is working how to improve the year end management data collection process in time for Greenpeace's 2015 Charter submission, as the data is present across the organisation. Greenpeace is presently able to update the Charter on Gender and Age diversity globally.

**NGO9 Mechanism for workforce to raise grievances and get a response**

At present Greenpeace does 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. Greenpeace will introduce further global guidelines as part of its upcoming diversity and inclusion work – specifically with a view to anti-harassment.

## RESPONSIBLE MANAGEMENT OF IMPACTS ON SOCIETY

### SO1 Impact of activities on the wider community

Three examples of impact assessment at the NRO level:

#### Greenpeace Brazil

Impact assessments start during the research phase of the campaign, i.e. identifying case studies, impacted communities etc., after which communities are approached to help identify illegalities or scandals that need to be exposed. While the analysis is conducted verbally, there is a commitment to set criteria for written impact assessments in 2015 for better transparency.

Impact Assessments are a very important part of agreeing Greenpeace's involvement in a local community initiative, and in particular applies to work on timber and dams.

#### Greenpeace Greece

Empowered small-scale fishermen by coordinating them at the EU level, helping transform them into a key stakeholder for the signing of a Common Fisheries Policy (as a counter balance to industries fishing lobby). This relationship was developed over a number of years, Greenpeace Greece assessing the impact of their common work together informally. Greenpeace assisted the fishermen to build up their own EU community before leaving them empowered to drive the process themselves.

#### Greenpeace New Zealand

Informally worked with local and indigenous communities to assess impact (before, during and after campaigns), rather than conducting formal impact assessments.

### SO3 Anti-corruption policies

Greenpeace has an anti-corruption policy, which has been adopted by 18 NROs. This is an increase of five NROs since 2013. The policy states that under no circumstances will Greenpeace or its people, directly or indirectly, knowingly participate in corruption or acts or activities that contribute to or are the result of corruption. Greenpeace advocates the UN Convention against Corruption, and will comply with all relevant national and EU laws and regulations. All forms of corruption and bribery are unethical, detrimental, and unacceptable to Greenpeace. NROs are asked to report yearly regarding their adoption of policies (including the anti-corruption policy) and those yet to adopt each policy are encouraged to do so via an internal Global Annual Report which visualises each NRO's progress in terms of adopting global policies.

### SO4 Action taken in response of incidents of corruption

In principle, Greenpeace International has a zero tolerance policy on bribery and/or corruption. Should incidents of corruption occur or come to light, they would be reported to the IED, with any violations being reported to the chair of the Board Audit Committee, as per the Whistleblower Policy, and as is stated in our Anti-Bribery and Corruption Policy. Greenpeace remains vigilant on fraud and corruption and reduces the opportunities through clear policies, effective internal

controls and a whistleblower policy that protects staff who report wrongdoing

In 2014, three NROs reacted to incidents of corruption (Greenpeace Africa, Greenpeace Mexico, Greenpeace Germany).

### 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. This policy is currently being expanded upon to include improved guidance under Greenpeace's new ways of working. An overview of the revised policy will be shared with the Charter in the 2015 report submission

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](http://www.greenpeace.org)

# GREENPEACE

Greenpeace is an independent global campaigning organisation that acts to change attitudes and behaviour, to protect and conserve the environment and to promote peace.

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