

2016 Accountability Report

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1. Strategic Commitment to Accountability

1.1 Statement from the most senior decision-maker



Introduction

We are pleased to be able to reflect on 2016 as **a year of significant transition**. It has been **a pivotal time** – creating a new Framework for the organisation, which powerfully articulates the route we need to take to bring the systems change we need to see in the world. The Framework maps out the way we will work together and with others over the next ten years; the definitive environmental boundaries and the mindset and power shifts we need to create. It comes at a critical juncture and with **a greater than ever sense of urgency**.

Our External Impact

2016 was **the hottest year on record**. It was also **the most deadly** for environmental activists and the most disruptive in terms of global politics. The shrinking of democratic space in many countries was compounded by nationalistic rhetoric and leadership, culminating in the **election of a climate denier to the White House**.

Despite those challenges, **voices still rose worldwide** to demand climate justice and a just, sustainable and peaceful planet. We were part of the global #breakfree campaign, which inspired the **biggest climate demonstrations ever seen**, to demand an end to the reliance on and promotion of fossil fuels.

A **three-year moratorium on new coal plants** in China reinforced Greenpeace's campaign to raise awareness of the link between coal production and the disastrous levels of air pollution; hundreds of millions of tonnes of coal mining capacity was cut across numerous countries and more than USD\$2 billion dollars of funding stopped. The language is **no longer “if” but “when” we will see an end to coal**.

The 30th and 5th anniversaries of Chernobyl and Fukushima reminded us that the nuclear threat is still present, but we also saw the shutdown of one of Japan's notorious reactors and an **investigation of a dozen nuclear plants** in France.

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More fashion and sportswear industry leaders committed to **remove hazardous chemicals** from their products, and we began the bigger conversation about **consumerism as a root cause driving unsustainable production**. Our work to expose the level of corporate control over political decision-making in trade deals helped put the TTIP plans on ice, but unfortunately could not stop CETA from being approved.

The European Union Commission refused another 10-year license for Glyphosate; a **supporter-driven campaign** saw major supermarkets in Germany and Switzerland phasing out pesticides that are harmful to bees; and **crowd-funded campaigning** brought people together in East Asia and Europe to boost organic community-led food production and supply.

The power of many was no more evident than in the Arctic. The 2016 EU Arctic Policy advocates **a marine protected area and a moratorium on commercial fishing**; and the Arctic was removed from the USA's Five Year Plan on Offshore Oil and Gas Drilling - although the Trump administration is now busy working to greenlight Arctic drilling again. **The power of one** – composer Ludovico Einaudi playing a haunting elegy for the Arctic in the middle of creaking ice flows - was an inspiring example of **greater cultural and artistic collaborations**.

Distributed campaigning in action through Greenpeace Brazil brought significant progress for the people and forests by stopping the approval of the licensing of the Tapajos mega-dam. **Long term campaigning also paid off** with 85 per cent of the Canadian Great Bear Rainforest finally protected after 20 years of global pressure. The Save the Heart of the Amazon campaign supported the Mundurucu People in [blocking development of a destructive Megadam](#) on the Tapajos river.

Consumer pressure to halt the rampant overfishing of our oceans resulted in all **Thai Union products being pulled off the shelves by Tesco** supermarket in the UK.

The sight of tens of thousands of refugees making deadly dashes across the Mediterranean to escape war, poverty and persecution compelled us to act and we gave our expertise and boats to Médecins Sans Frontières for four harsh winter months to assist with rescues at sea. This activity was outside our campaign programme, but it was an inevitable response to a tragic humanitarian crisis on many of our NROs doorsteps where we had the means and will to help.

Our campaigning has evolved and taken many forms, from **strategic litigation** in South East Asia, to **direct action** globally; creating new **smartphone apps** in India and **galvanizing grannies** in the Swiss Alps. We have worked alongside Indigenous Peoples, workers, unions, communities and corporations to bring about change and continue to put **People Power at the heart** of our strategies.

Internal Transition

An extensive, ground up and in-depth **organisation-wide consultation** examined the long term trends, real world complexities and fast moving changes and where Greenpeace can most effectively

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intervene, resulting in the **Framework**. It is about paying attention to what is happening in the world and trusting ourselves to organise proactively and respond to take advantage of those changes.

It is a powerful approach and tool that will be central for our strategic thinking, decisions and development, committing us to **systems change rather than symptoms campaigning**; to changing mindsets to shift what people accept as normal, and changing the power dynamics and relationships that hold back positive change.

It means developing stronger collaborations with those with whom we have strategic alignment around the changes we want to see in the world. It means we need to base our initiatives and campaign choices on where there are opportunities and vulnerabilities in the world around us, matched with where we have strength.

The Framework identified Nine Essential elements for our organisation, three of which we will prioritise for the coming year.

It was a year of **learning by doing, testing and trial and error - in keeping with the Framework**. We have seen many positive results and gained more clarity on what still needs to be refined.

The **Communications Hubs were evaluated** at an early stage and found in need of greater capacity to be fully effective. That resource gap has now been addressed.

This was our first year trialling the shared leadership role for the organisation. We prioritised creating a more collaborative, global organisation, with holistic decision-making processes that recognise our different national needs, but promote our global mindset. We also worked hard to re-inforce leadership throughout the organisation and working with the National Regional Offices (NROs) to build a more networked, one Greenpeace.

At the end of 2016 we agreed **a new, more inclusive way of evaluating** the Operating Model implementation, and that learning process is underway.

Challenges ahead

We continue to face many challenges as we move forward. The window to limit temperature rise to 1.5 degrees Celsius is shrinking fast; the number of activists attacked and murdered grows daily and there is a deepening democratic deficit, attack on civil society and sense of social exclusion for many.

The global self-interested elites who wield the economic and political power will not shift without mighty pressure. Social justice, economic power and environmental imperatives are inextricably linked and winning only in environmental terms is no longer enough for us.

Our campaigns must be part of building societies with a culture of sustainability and serving the

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interests of the people and the planet -- and not just the few.

The Framework is our roadmap and it makes our role clearer but broader than before. We feel strongly that we are on the right path to ensure that the way we work and with whom we work will contribute to and lead to the systemic change we need to see in our society and the world.

Jennifer Morgan



Bunny McDiarmid



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 oceans, 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 campaigning network, 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.¹ These 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 this work. Our structure is described on our [website](#).

¹ This report uses 'Greenpeace' as a generic term or shorthand for 'the global network'. Where its meaning is specific to particular Greenpeace NROs, these are explicitly referred to.

2.4. Location of organisation's headquarters

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

2.5. Number of countries

A list of the countries in which Greenpeace operates and the office contact details can be found on our [website](#).

2.6. Nature of ownership

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 (by-laws) specify its purpose and provide the framework for Greenpeace's internal governance and 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 on [this website](#) (in Dutch).

Greenpeace International owns the Greenpeace trademark and provides global quality control over 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 our fundraising reputation.

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

2.7. Target audience

Our primary target audience is our members and supporters across 55 countries. Our other target audiences are those that we seek to exert influence on such as governments, industries, inter-governmental organisations and the media.

2.8. Scale of the reporting organisation

Global annual actuals (financial figures in euro)

- Annual income: € 338,797,000
- Gross income from fundraising: € 329,893,000

- Net Income from fundraising: € 219,980,000
- Annual non-fundraising expenditure: € 8,905,000
- Fundraising expenditure: € 118,817,000
- Total expenditure: € 345,384,000
- Assets: € 247,440,000
- Liabilities: € 247,440,000
- Supporter Reach: Around 63.3 million (people who follow, like, tweet, take action, etc.); up from 47.3 million in 2015.
- Employees: 2,471 with permanent contracts (full and part time)

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

The management set-up at Greenpeace International was reviewed in July 2016 to ensure it was fit for purpose. The Strategic and Management Team (SMT) is now a flatter management structure that consists of 9 positions including the International Executive Director (IED) and: the International Programme Director; International People and Culture Director, Global Engagement Director, International Finance Director, International Development Director, International Technology Director and International Operations Director.

2.10. Awards received

Greenpeace Canada

Buckminster Fuller Award - awarded to the Rainforest Alliance for work on the Great Bear Rainforest (Greenpeace, Stand, Sierra Club).

Greenpeace Central and Eastern Europe

Austrian Fundraising award for the Virtual Reality video (in combination with the Direct Dialogue campaign). VAMP Award for interactive city light (interactive billboard): content was adapted from Virtual Reality material.

Greenpeace Mediterranean

“One Award” in the “NGO” category for the “Integrated Marketing” campaign work conducted in 2016. [Online article](#).

Greenpeace Switzerland

Content Marketing Forum: Gold in “Content Marketing - Digital Reports” for Greenpeace Switzerland Online Annual Report 2014.

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 2016. However, since a comprehensive report of this nature is only expected from Greenpeace every two years, it covers basic factual information for 2015 as well as 2016. It includes information on the number and types of formal complaints (NGO2), audited financial accounts (NGO7), five largest donors (NGO8), CO2 emissions (EN16), and – if applicable – any incidents of corruption (SO4).

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

Greenpeace submitted its [2015 Interim Accountability Report](#) to Accountable Now in September 2016.

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

Biennial. Greenpeace submits full reports every two years. A brief report is produced in the interim years.

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

Hector Payo, Reporting and Performance, Accountability and Learning (PAL) Communications Manager, Greenpeace International.

hpayo@greenpeace.org.

Tel: +34 660 63 49 18

3.5. Process for defining reporting content and using reporting process

The production of the Accountable Now report is planned 6 months ahead of the commencement of the reporting period. An internal process to gather global information and data is set up. As part of this process, NROs are asked to provide structured feedback across various aspects of performance, which forms the basis of the report.

Greenpeace International follows the Accountable Now reporting guidelines using the Global Reporting Initiative's (GRI) Level C template for NGOs. Feedback on previous years' reports from the

Accountable Now review panel is reflected in the current report.

Greenpeace International shares the report with all NROs and staff and will feature it on our website. We aim to expand our communication of the Accountable Now report to other stakeholders. Contact information is provided in the report and our Performance, Accountability and Learning team responds to any comments received.

3.6. Boundary of the report

This report covers both Greenpeace International (Stichting Greenpeace Council) and Greenpeace's 26 NROs.

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 narrative reports and data as part of the process explained in section 3.5. It is an agreed process and NROs' Executive Directors are accountable for the information requested.

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 itself is not audited by an external assurance provider, but Greenpeace International and all NROs have their finances independently audited and our combined 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 NROs' representatives on the Greenpeace International Council, and provide the mechanism by which global organisational policy is decided and adopted. More information can be found on our [website](#).

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

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

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. This Board is also responsible for decisions on wide-ranging strategic and campaign issues: deciding organisational policy; approving the Global Programme planning process, approving the opening of new NROs; ratifying decisions of the Greenpeace International Annual General Meeting (AGM); and granting the right to use the Greenpeace trademark to new Greenpeace entities.

Board members hold non-executive, supervisory roles. Each NRO is also governed by its own Board of Directors who have a supervisory role.

The IED is currently a shared leadership role with two incumbents. They are responsible for the management of Greenpeace International and provide leadership to the global network (of Greenpeace organisations). The IED leads the Greenpeace International SMT. The IED is strategically advised by the Global Leadership Team and the Executive Directors' Meeting (EDM).

The Board evaluates the IED once a year based on a 360 degrees assessment. The results are owned by the People and Culture Department and shared with the entire Board and the IED.

More information on Greenpeace's management structure can be found on our [website](#).

4.3. Number of members of the highest governance body

The Council of Greenpeace International is composed of 26 representatives, one Trustee from each NRO's Board.

The Board of Directors of Greenpeace International (the Board of *Stichting Greenpeace Council*) normally consists of seven members.

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 normal management channels, Greenpeace International employees address the (international) Board through its Works Councils ("*Ondernemingsraad*") for the office staff and for the ships' crew. The Works Councils meet with the Board (or a delegation of the Board) at least once a year.

For employees of NROs, recommendations or direction can be provided to their respective Boards 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, though not all, 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 own AGM, influence decisions taken at the *Stichting Greenpeace Council* AGM.

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 2016 of a total of €86,050.35 (€85,000 in 2015); the Board Chair received €35,000, four Board Members received €10,000 and the other two Board Members received respectively €6,357.95 and €4,692.39. Under the compensation

model, the Board Members would have been entitled to a higher compensation based on the time spent, but the amounts have been capped by the Council of Greenpeace International.

The IED and SMT are paid emoluments commensurate with their level of responsibility. The two individuals appointed to the role of IED in 2016 together receive, on an annualised basis, total emoluments of €355,615 including salary of €320,000, employer's social charges and pension contribution of €33,615 and other benefits to the value of €2,000. In 2015, the IED received a total emolument of €138,000 including a salary of €121,000, employer's social charges and pension contribution of €16,000 and other benefits to the value of €1,000.

In total, emoluments of €906,618 (€914,000 in 2015) were paid to the other members of the SMT in 2016. Please note that there were both personnel and structure changes within the SMT over the course of 2016, which explains the different pattern of costs one year to the other.

These emoluments may be summarised as follows:

	2016	2015
	Euros thousands	Euros thousands
Salaries	827	765
Employers' cost social charges	39	39
Pension and other Benefits	40.6	110
Total	906.6	914

Table 1. SMT emoluments breakdown

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 conflicts of interest focus on protecting this independence at governance levels. The Greenpeace International Council is responsible for electing the *Stichting Greenpeace Council* Board members. The [organisation's Rules of Procedures](#) describe the criteria by which Board candidates are selected. These Rules describe 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 are also described in [SGC's Rules of procedure, chapter 5.4](#).

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

The highest governance body is the Greenpeace International Council. The Council is made up of one Trustee from each NRO. Normally, 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.

Members of the Board of Directors of Greenpeace International (the Board of *Stichting Greenpeace Council*) are elected by the Council for a three-year period, except for the Board Chair. 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 on our [website](#). 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 NRO, and is accessible via www.greenpeace.org.

The Stichting Greenpeace Council annually elects a Council Governance Committee composed of trustees whose primary task is to see to the evaluation of the Stichting Greenpeace Council Board of Directors. It builds its approach on a governance evaluation framework agreed by Council in 2015. The Governance Committee invites the Stichting Greenpeace Council Board to conduct and submit the results of a self-evaluation process as part of this evaluation. During the self-evaluation individual Board members, including the Chair, receive feedback and reflect as peers on their individual contributions to the work of the Board, collective performance over the year against agreed objectives, and work as a team. Results of the Board evaluation overseen by the Governance Committee are shared and discussed with the Council during the AGM at which the Board also presents a report on its activities and achievements. Council has the responsibility to formally approve the Board Report to Council.

It is best practice for all NROs Boards to have annual evaluations, sharing and discussing results with voting members' assembly or comparable reference bodies.

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

- Core supporter of the International Civil Society Centre.
- Participant in Smart CSOs.
- Voting member of Civicus.
- Signatory to the [Civic Charter](#).

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 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.

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

Each campaigner and/or project lead identifies key stakeholders as part of research and power analysis conducted in the initial design of a campaign project. With our new way of working, the importance of stakeholder analysis has been elevated into a key element of project design and is part of our standardised project management training. 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. The stakeholder analysis assigns these roles to project team members.

I. Programme Effectiveness

NGO1. Involvement of affected stakeholder groups

Greenpeace's vision of 'a billion acts of courage' is founded on the belief that people-power - small acts of courage by many interconnected people - can create lasting, systemic change. We have a clear aim to reach out to individuals, communities, peers and allies to collaborate and encourage action.

In late 2015 and early 2016, we focussed our efforts on better understanding our supporters' and stakeholders' needs and interests, conducting research globally and in many NROs. A central piece was consultation on the very core of Greenpeace - our long-term strategic direction. For the first time, we opened a 'Big Listening' project to secure the input of staff, supporters and the public to guide our long-term direction. We were humbled by the quality and quantity of input we received. Many NROs are continuing to engage the public in campaign planning and idea generation and to consult stakeholders on the direction of our campaign efforts.

Two key pillars of our engagement goals are increasing audience understanding and establishing open campaign design processes. These two pillars require the involvement of key audiences in our campaign planning, in order to increase their impact and effectiveness.

A wide range of techniques are used by NROs to meet this requirement – from conducting surveys and focus groups, actively working with partners, or establishing external advisory 'panels', to following 'open' campaign design processes that involve stakeholders in campaign development. For example, in 2016, many NROs benefitted from Campaign Accelerator Training – an initiative that builds audience consultation into the early stages of campaign design.

We anticipate further focus on this area in 2017, including through the development of a range of best practice materials and support for NROs. Some examples from NROs:

Greenpeace Australia Pacific

- Before launching a campaign to stop oil drilling in the Great Australian Bight, Greenpeace Australia Pacific polled its supporters to establish whether there was appetite to work on the issue.
- At the start of 2016, Greenpeace Australia Pacific consulted with the Firefighters Union in Tasmania before launching a drone to document forest fires, resulting in changes to messaging and better location knowledge.

Greenpeace Mediterranean

- Greenpeace Mediterranean worked closely with various stakeholders around a ship tour in

Turkey. Various events were co-organized with, for example, mayors from the Slow City movement; the national solar association; artists and artisans; and partner NGOs, either from the humanitarian or environmental sector.

- In Lebanon, Greenpeace Mediterranean worked with human rights and development organisations to identify a community with charismatic leaders to benefit from solarization training and installation, and co-developed the project with them.
- In Turkey, Greenpeace Mediterranean worked with *Médecins Sans Frontières* to identify the needs of the refugees and how Greenpeace can support them.
- Close cooperation with municipalities, experts and local movement underwrote projects in Lebanon and Morocco - around the UNFCCC COP in Marrakech.
- Greenpeace Mediterranean used informal conversations with partners (experts, associations and NGOs) to get feedback into how they see its work, what they think about collaboration, and what could be done better next time.

Greenpeace USA

- Indigenous and affected communities were included in the design and implementation of campaigning to protest the building of the Dakota Access Pipeline on sacred/non-US ground.
- Labor unions, other environmental groups and good government groups were all involved in democracy campaign work which helped build a wider and stronger alliance.

NGO2. Feedback and Complaints

In 2015, Greenpeace International implemented an External Complaints Policy. The Policy was developed by a Greenpeace International Policy Working Group under the International Organisation Director and in line with the *Stichting Greenpeace Council* Board-approved process and template. Part of the process included a Greenpeace International staff consultation, Works Council approval, SMT sign-off and finally Stichting Greenpeace Council Board approval. While the Policy is being finalised, the organisation has yet to develop parallel procedures to support the overall objectives of the Policy. This is expected now in 2017.

In 2015, the Policy was also adapted to meet the needs of a Global External Complaints Policy and presented to the EDM for initial review and feedback to align expectations for global rollout. Feedback was received including a request to follow the agreed procedure for Global Policy Rollout. Global External Complaints Policy rollout is expected in 2017.

10 NROs have their own complaints policies in place.² The graphs below show the percentage of complaints sorted by type.

² Please note we are working on the questions to be consistent from year to year within the survey about complaints policy, as we do not anticipate that NROs are dropping their external complaints policies (15 NROs reported to have external complaints policy in place in 2015)

PERFORMANCE INDICATORS

Public complaints (total 1,973)

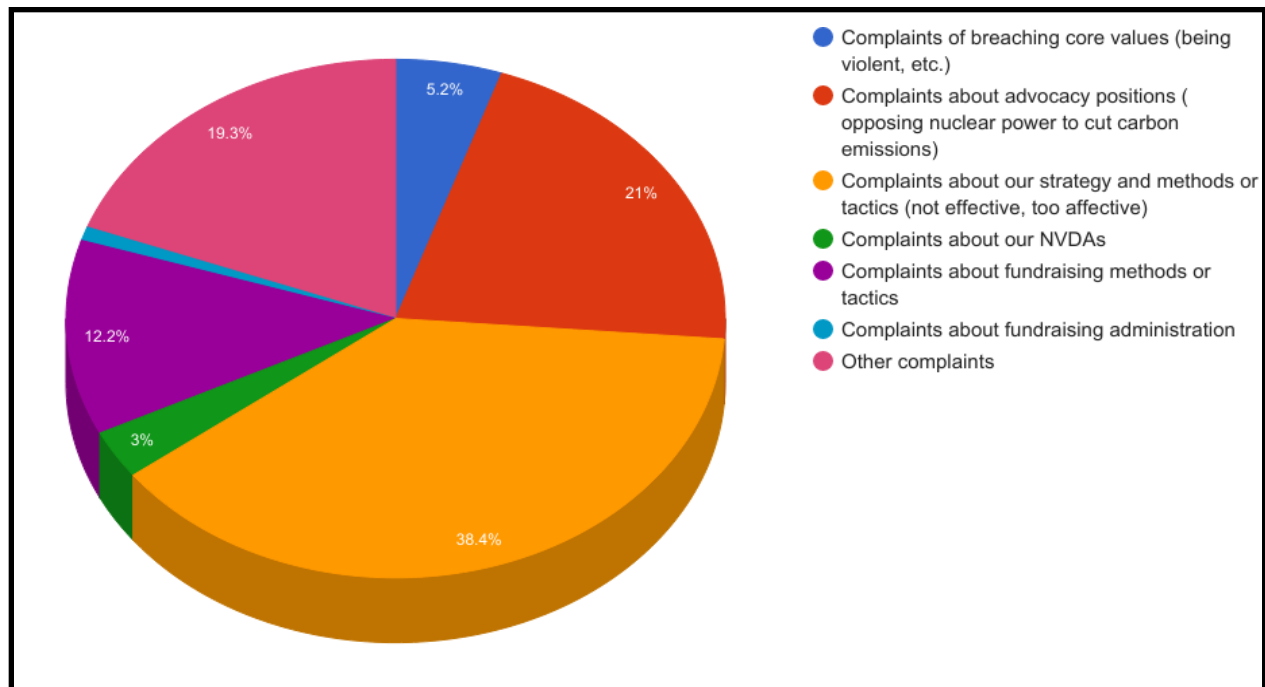


Chart 1. Public complaints

Supporters complaints (total 6,680)

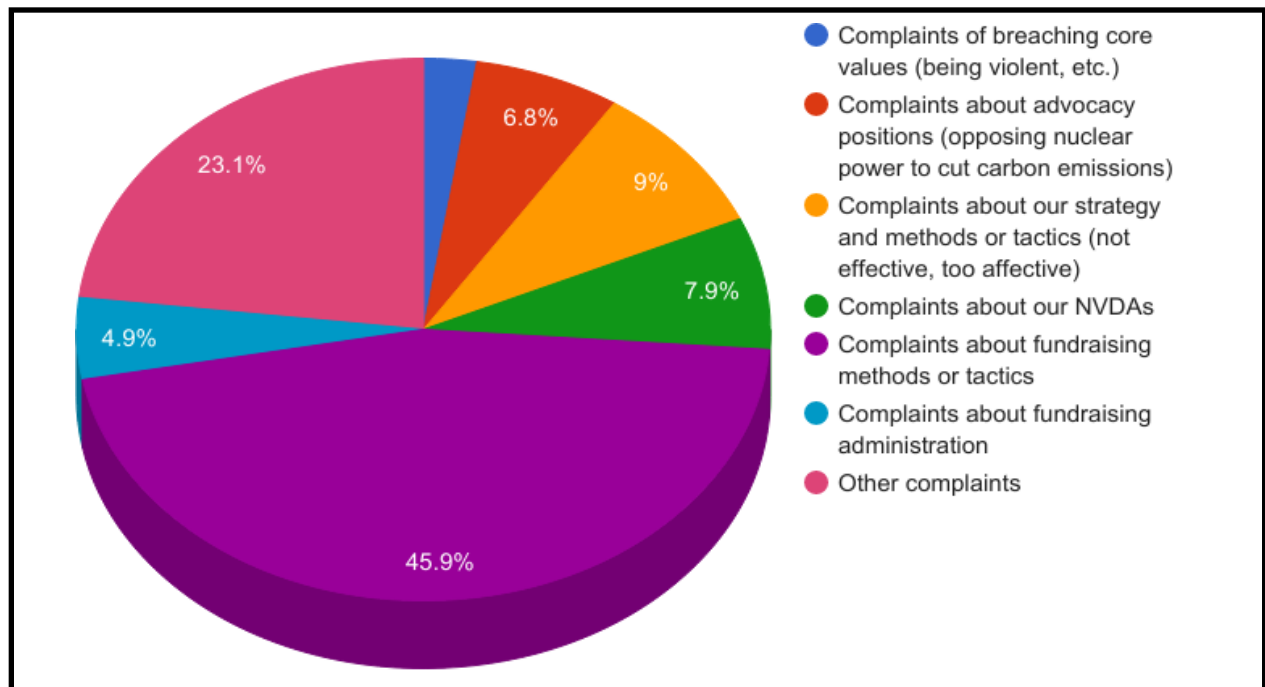


Chart 2. Supporters complaints

Examples of how complaints have been handled by NROs:

Greenpeace Central and Eastern Europe

Supporter Service, Campaign and Communications work closely together to ensure that each request is responded to within two days.

Greenpeace East Asia

If a complaint is received, the Department Head is informed and, depending on the nature of the complaint, either a written response is sent and / or an internal investigation is conducted.

NGO3. Systems for programme monitoring, evaluation and learning

In 2016, a new Framework was agreed to guide and prioritise our work which led the PAL Unit to develop a new rolling Three Year Strategy to align with, and contribute meaningfully to, implementation of the Framework. The Framework signals that in order for the organisation to be successful, systems that support organisational learning, knowledge-sharing, transparency and accountability are crucial. Implementing the Framework needs “a solid foundation of data and knowledge which:

1. supports greater impact and evidence-based decision-making,
2. captures our institutional knowledge,
3. supports an accountability system, and
4. drives learning.”

Whilst the organisation is still far from achieving that aspiration, the PAL function has been developed in the past years.

The PAL Unit has led the review of the new Operating Model (OM). The OM, in broad terms, was intended to better equip Greenpeace to fulfil its strategic objectives of having a greater impact externally by operating more effectively internally. In 2015 the EDM reconfirmed its commitment to being a learning organisation. The PAL Unit intensified evaluation efforts in accordance with the OM implementation plan and Monitoring Evaluation and Reporting framework and all 21 OM projects were targeted for internal or external evaluations.

The plan to undertake an overarching independent evaluation of the OM in Quarter 1 of 2016 was replaced with a lighter review of the various project evaluations, with key findings fed into the design of the 2016 strategic alignment process. The organisation will conduct a full evaluation of the OM in 2017, not as an end evaluation but as part of ongoing learning; an evaluation team was constituted and Terms of Reference drafted for this evaluation prior to the end of 2016. The results of the evaluation are due to be presented to the Greenpeace International SMT in September 2017, after which a management response will be provided.

Monitoring and evaluation processes in Greenpeace still need to be systemised, alongside a move to a new way of project managing global campaigns. The PAL Unit monitors how NROs approach evaluations and continues to develop different levels of support based on each NROs capacity and context.

The PAL Unit has created an evaluation database which collates evaluation reports and additional outputs from evaluations. Although the database is very basic and needs improvement in searchability and completion, it has been welcomed and will form the basis for the PAL Unit to feed back global trends to the organisation in order for learning and adjustment to happen. In 2016, new initiatives to publicise evaluation results and other organisational learning have been implemented, including webinars where project leads provide debriefs of evaluation results.

Out of the 24 NROs that provided data, 20 have a formal monitoring and evaluation system in place; three NROs have reported that they have more informal, ad hoc systems, while one NRO reported they have no monitoring and evaluation system in place. As one example of monitoring, evaluation and learning at NRO level:

Greenpeace Belgium

Project objectives are set during the design phase. Project leaders and task givers have periodic follow-up meetings to monitor projects. When a project is finished, one or two evaluators are selected who were not directly involved in the project. They use a standard evaluation template to make their assessment of the project and discuss it with the members of the project team and with the Programme Management Team. The task giver responds to the evaluation report and, if relevant, a number of action points are decided upon. In 2017, Greenpeace Belgium will also report on project evaluations through KPIs.

NGO4. Gender & Diversity

In 2015, the EDM endorsed the adoption of the seven Diversity & Inclusion (D&I) Principles which provide an umbrella for leading and implementing work on D&I at both a practical and theoretical level. To ensure that D&I became a global priority, a group of staff from across NROs, identities and positions took a 'deep dive' look at diversity and culture to inform the organisation's 10-year strategy (the Framework). The Framework pointed to a greater need for shared responsibility: "changing our own culture is vital for the success of this new strategy. This cannot be seen as the responsibility of a committee but requires commitment and leadership across and, up and down the organisation." In turn, the Framework is underpinned with a methodology and logic to fuel culture change, diversity and inclusion.

To shift the work from theory to practice, several initiatives have been launched. In late 2016, a pilot project called "I Love My Team @GP" was developed, with the aim to implement a bottom-up approach to behavioral change and culture change. The project is slated to be piloted with Greenpeace Mexico

in 2017. The pilot project will focus on supporting the Mexico office to become a more diverse and inclusive working place through team building activities, coaching and training. Its overarching goal is to change Greenpeace culture as described in the Framework.

To establish greater consistency and progress of D&I work, a full time position was allocated to Global D&I in September 2016. The role centres on building relationships and working to embed D&I into the strategy and thinking of various Departments such as People & Culture, the Engagement Unit and the Volunteer Unit among others. Through the “I Love My Team @GP” project, the Project Specialist will work closely with NROs which are keen to improve their D&I practice.

Additionally, a group of Global D&I Ambassadors have been brought together to be D&I champions in their NROs. These volunteers support and promote global D&I principles and share experiences and knowledge of D&I with others. This is a space for which we are leveraging individual interest to create a wave of practitioners throughout the organisation to emphasise the importance and implementation of global efforts to embed D&I. In late 2016, this group had a formal training together. Currently, there are over 25 committed Ambassadors across nearly 15 NROs.

In the fourth quarter, the Global Human Resources Department established monthly global D&I community calls to share best practices and learnings on the topic of D&I - either external campaign examples or internal examples such as implementing gender mainstreaming. Two to three different topics are discussed. The average participation is over 30 people from NROs across all time zones.

To establish more specific global and local targets and goals for D&I, a global survey was run with responses received from 23 NROs. Early analysis revealed that 23.7% of responding NROs have a D&I policy in place. Most importantly, 52.5% of respondents have integrated elements of D&I work in their three-year strategy or Organisational Development Plan. 27% of responding NROs have an appointed person working on D&I and have a task force or a working group focused on D&I. A majority of global D&I efforts are supported by NRO senior leadership. This is the most essential element to the long-term success of any culture change in the organisation.

The survey on D&I helps us to see areas of greatest interest and/or need for additional global support. Those areas include: recruitment, creating safe and inclusive workplaces, career development processes, creating D&I action plans and training staff with the skills to challenge inappropriate behaviors. The wealth of efforts described above and data obtained throughout the year set the organisation up for a further progress on D&I in 2017.

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

Project leaders are in charge of formulating advocacy positions responding to external events. The positions taken in campaigns are based on our mission and values, the Framework and globally

agreed policies on specific issues ranging from coal and nuclear power to peace, ocean sanctuaries and microbeads.

In 2016, we added a Global Policy on Indigenous Peoples' Rights after extensive external and internal consultation.

The Greenpeace International Political and Business Unit is in charge of ensuring that globally agreed policy positions are up to date. Anyone from within Greenpeace can initiate a position review or call for a new position on an emerging issue by contacting the Political and Business Unit Head. The IED agrees global positions after extensive consultation across the organisation.

The quality of the organisation's advocacy positions and campaigns is ensured by internal peer review, with additional external peer review in some cases, and with sign-off procedures by the Science and Legal Units whenever relevant to ensure the quality and defensibility of the positions and actions taken.

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

One of the cornerstones of the Framework is a commitment to work with allies in a cooperative and humble way. We work in many global coalitions - from the Fight Inequality alliance, to the Climate Action Network or the High Seas Alliance - but most of our collaborative work is at the national and regional level. For example,

- in the Philippines we mobilized with partners against fossil fuels: clarity of roles and functions for each participating coalition member ensured an effective working relationship.
- In Australia, we worked on saving the Australian Bight with the Wilderness Society, an Australian NGO. In this collaboration, we divided strands of work, amplified each other's media and messaging, and shared intelligence on external developments.
- In the Pacific, we worked with 350 Pacific to amplify a two week window of community climate action under the banner #PrayforthePacific. We worked with Hindu and Muslim communities on this, while 350 focussed on Christian bodies, making the whole collaboration more diverse and effective.

Aside from working with allies, we are also committed to treating the actors we target with our campaigns fairly. For example, we always give a "Right to Reply" to companies targeted by our investigation research.

II. Financial Management

NGO7. 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. The figures below show the combined global position for Greenpeace, based on the individually audited accounts of all the legally independent Greenpeace organisations operating worldwide, including Greenpeace International.

Total income in 2016 was €339m (2015 €346m). This was €7m (2%) less than in 2015. In 2016, the gross income from fundraising for Greenpeace worldwide was €330m. This was €12m (4%) less than in 2015, due to a very large one-off gift in 2015.

Total expenditure worldwide increased to €345m in 2016. This reflects the following increases and decreases: Fundraising expenditure at €119m was €2m (2%) higher than in 2015. Programme costs at €164m were €9m (6%) higher than in 2015. Organisation support costs of €59m across Greenpeace worldwide increased by €8m.

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

Statement of financial position	2016	2015
	Euros thousands	Euros thousands
Assets		
Fixed assets	73,333	68,606
Current assets	23,659	20,438
Cash and cash equivalents	150,448	161,349
	247,440	250,393
Liabilities and fund balance		
Liabilities	55,477	52,052
Fund balance	191,962	198,341
	247,440	250,393

The summary in the next page shows the combined total income and expenditure of all Greenpeace organisations (including Greenpeace International) worldwide.

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Statement of comprehensive income	2016	2015
	Euros thousands	Euros thousands
Income		
Grants and donations	329,893	341,508
Other income	8,905	4,640
Total Income	338,797	346,148
Fundraising expenditure	118,817	116,599
<i>Fundraising ratio</i>	36%	34%
Total Income less fundraising expenditure	219,980	229,549
Expenditure		
Campaigns and campaign support		
<i>Climate & Energy</i>	23,086	25,343
<i>Arctic</i>	6,579	8,739
<i>Forests</i>	14,399	10,895
<i>Oceans</i>	11,020	11,082
<i>Food for Life</i>	7,704	7,946
<i>Toxics</i>	6,455	5,055
<i>Other campaigns</i>	10,136	5,189
<i>Marine operations & action support</i>	33,569	29,309
<i>Media & communications</i>	35,964	31,245
<i>Political, science & business</i>	5,640	5,518
<i>Public information & outreach</i>	9,517	14,058
Organisational support	59,172	51,293
<i>Organisational Support ratio</i>	17%	16%
Foreign exchange (gain)/loss	3,326	- 1,092
Total non-fundraising expenditure	226,567	204,580
(Deficit) / surplus for the year	- 6,586	24,969
Opening fund balance	198,341	172,702
Direct fund balance adjustment	0	670
Closing fund balance	191,755	198,341

NGO8. Sources of funding

Greenpeace is supported by more than 3.2 million individual donors worldwide. We are proud of this support and the **financial independence it provides**. Individual contributions, together with private foundation grants, are the only source of Greenpeace's funding. This financial independence gives Greenpeace the influence it needs to effectively tackle power, and make real change happen.

At a global level, the cost of fundraising is stable at 35-36% of income. Cost ratios vary significantly by NRO, with more established NROs achieving ratios under 30% and high growth NROs such as Greenpeace Andino, Greenpeace East Asia and Greenpeace Brazil investing more.

As we are focussed on recruiting active supporters who will campaign with us, we prioritise growth in places where our campaigns are most critical, such as East Asia and Brazil. It is crucial for our legitimacy and to build our people power that we have more presence in these places.

As independence is one of our core values, it is particularly important for us to be able to assure ourselves and others that we do not take money from those who might seek to influence our campaign choices. We prefer to be transparent about the identity of major donors, but in some cases, donors do not grant Greenpeace permission to publicise the details of their contribution.

Gifts made to Greenpeace, including those where anonymity is requested, are vetted to verify that they meet our standard of independence.

2015 major donations

Greenpeace UK recorded their biggest ever grant, totaling GBP 8.9 million from a charitable trust. Greenpeace Germany received a legacy gift of more than EUR 2.5 million from a long-standing donor who had been supporting Greenpeace since 1989. In the U.S., an individual supporter donated USD 2 million. Greenpeace Switzerland received a CHF 1 million donation that will enable investment in a light aircraft to support teams in Brazil in their efforts to halt deforestation of the Amazon. Greenpeace Switzerland also received a legacy gift of CHF 1.12 Million from a long-standing donor.

2016 major donations

Thanks to our willingness to take bold action and our continuing investment in long-term relationship-building, Greenpeace has gained positive attention from the leaders of some of the most environmentally progressive philanthropic institutions in the world.

One such community of institutional allies is **The Postcode Lottery**, the largest donor to Greenpeace globally and ranked the third largest private charity in the world. In May 2016 Greenpeace presented a revolutionary concept for forest protections to the organisation's Dream Fund competition. Entitled *All Eyes on the Amazon*, the project proposed to bring together new technology such as satellites and drones and supply chain investigations as a powerful force for environmental protection in the Brazilian Amazon. It was a monumental undertaking, with Greenpeace and Hivos – an international organisation that seeks new solutions to persistent global issues – acting as the two main partners driving and shaping the direction of the proposal which was months in the planning and, truly, years in the making.

In early 2017, Greenpeace learned that its Dream Fund proposal had been successful. A total of EUR 14.8 million was granted to Greenpeace and its partners in the proposal - a coalition of eleven environmental and human rights and local community groups. This transformational gift was testament not only to the power of our campaigns, but also to the important work of building trust and relationships.

In 2016, Greenpeace Nordic received an unrestricted gift of SEK 15 million from **The Swedish Postcode Lottery** as part of a yearly contribution and an additional multi-year contribution totaling SEK 6 million for boreal forest work in the Nordic region, Canada and Russia.

The Postcode Lottery in the Netherlands awarded Greenpeace Netherlands Euro 2.25 million while another gift of ongoing support was made by the Climate and Land Use Alliance and the **David and Lucile Packard Foundation** to Greenpeace Southeast Asia and Greenpeace US for USD 1 million. Greenpeace Southeast Asia and Greenpeace US have worked closely together for years managing this important relationship, which has provided a great deal of support for furthering our forest campaign work in Indonesia.

Greenpeace US independently received a gift of USD 2 million as part of an ongoing commitment from an individual supporter who has become increasingly engaged with Greenpeace campaigns in his local area. Greenpeace Australia-Pacific received a gift of AUD 100,000.

Greenpeace is continuing to earn the trust of individuals who elect to make the organisation part of the legacy they leave behind. In 2016, Greenpeace US was honoured with a gift of just more than USD 2 million, while Greenpeace UK received a legacy of GBP 816,714 and Greenpeace New Zealand – which continues to grow in terms of fundraising energy and innovation – was left NZD 155,990 by a generous supporter. Greenpeace Netherlands were gifted an historic 1900s canal house, which would later sell for EUR 1,150,000.

Engaging supporters

Greenpeace is committed to ensuring that our financial supporters feel part of the work we are engaged in. This idea – of engaging our supporters and highlighting the central role they play in ensuring our status as an independent organisation – has been supported by increased communications and sharing amongst members of our global major gifts and foundations community. Individuals experimenting with new ideas and ways of working are actively sharing their experiences and providing encouragement and information so others can explore similar initiatives in their own regions.

III. Environmental Management

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

The yearly greenhouse gases (GHG) emissions' reporting of NROs is fully managed through the tool Cloudapps Sustainability.

The historic and current status of our global GHG emissions is depicted in table below. Some errors in historic data, where emissions reported were higher than actuals, have been amended.

The overall result is that our global emissions in 2016 were 9% lower than in 2015. This reduction was mainly due to a reduction in paper consumption and business travel. The complete breakdown

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of emissions is shown in the table below:

tCO ₂ e		Occurrence date		
Scope	Emissions	2014	2015	2016
Scope 1	Direct emissions for helicopter transportation	102,61	67,04	86,54
	Direct emissions for inflatables	32,89	73,38	39,01
	Direct emissions for marine transportation	4,672,21	5.859,29	5.815,55
	Direct emissions for natural gas	267,42	231,71	183,23
	Direct emissions for vehicles	536,22	438,13	460,7
	Subtotal	5.611,35	6.669,55	6.585,02
Scope 2	Indirect emissions for office electricity	1.044,34	758,17	525,64
	Indirect emissions for server electricity	23,98	8,55	5,17
	Subtotal	1.068,32	766,72	530,81
Scope 3	Direct emissions for helicopter transportation	21,16	13,83	17,85
	Direct emissions for inflatables	6,74	14,92	8
	Direct emissions for marine transportation	920,43	1.154,77	1.145,47
	Direct emissions for natural gas	37,88	35,03	27,94
	Direct emissions for vehicles	98,1	65,56	70,83
	Indirect emissions for business travel	10.968,77	11.370,94	11.205,14
	Indirect emissions for office electricity	296,88	202,87	153,04
	Indirect emissions for paper consumption	1.863,28	1.839,10	1.385,68
	Indirect emissions for server electricity	5,77	2,21	1,67
	Subtotal	14.219,01	14.699,24	14.015,62
Grand Total		20.898,68	22.135,51	21.131,44

Table 2. Direct and indirect GHG emissions

EN18. Initiatives to reduce greenhouse gas emissions at the organisational level and reductions achieved & EN26. Initiatives to mitigate environmental impacts of activities and services.

We have an Environmental Initiatives Baseline (EIB) in place which currently has 12 Initiatives that are directed at reducing the environmental impact of our organisation. Although NROs are not centrally managed or forced to implement these Initiatives, many are doing so: in 2016, the number of NROs asking for their own, detailed emissions report from the Cloudapps Sustainability tool increased.

Cloudapps also provides a benchmark of NRO Environmental Performance (i.e. compliance with the EIB) against other NROs. So our NROs are able to determine where they stand as compared to others.

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The current status of the implementation of Environmental Initiatives against the 12 Baseline Initiatives is outlined below.

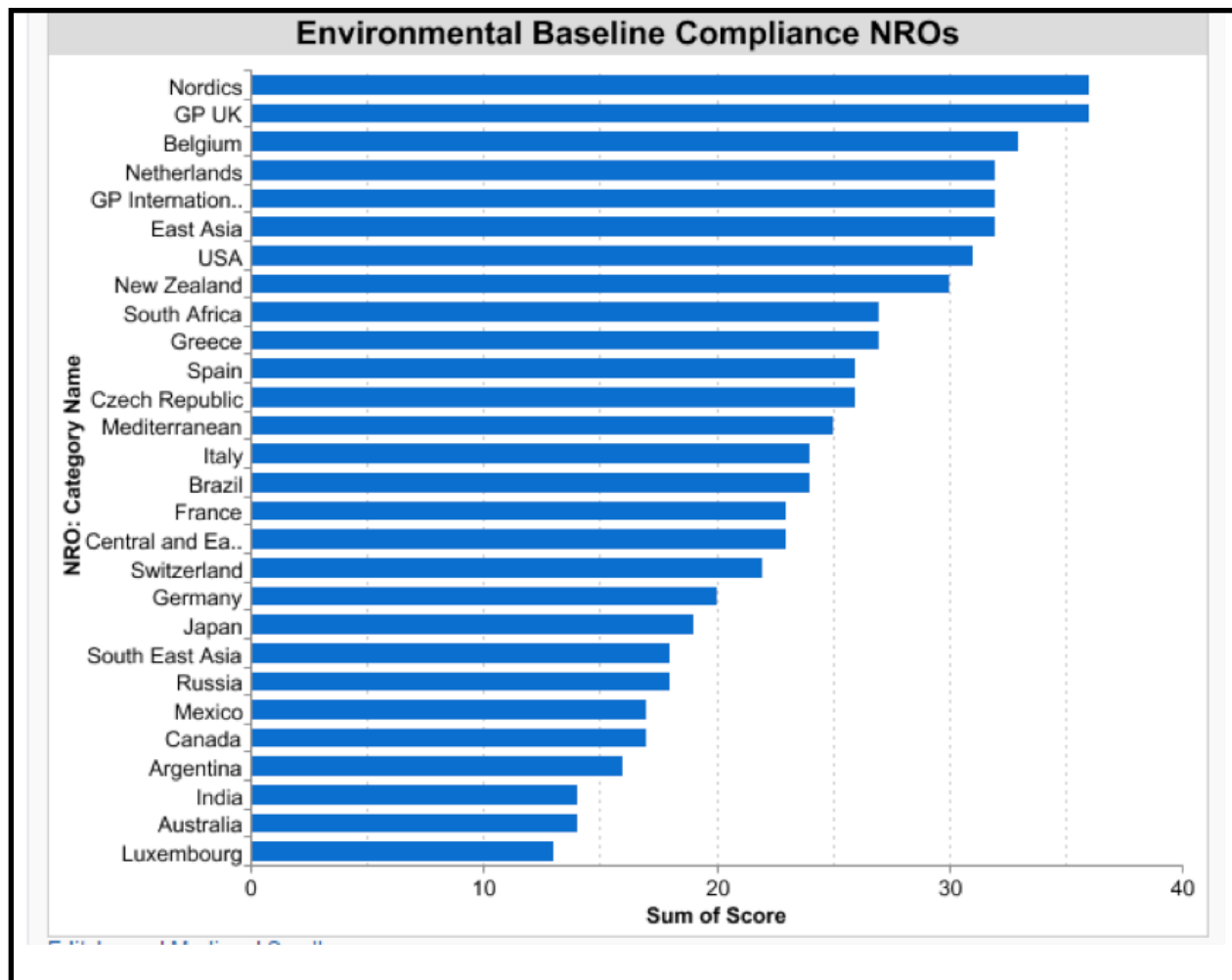


Chart 3. Environmental Baseline compliance (The maximum achievable score is 36)

Some of the Environmental Initiatives are explained in more detail in the following paragraphs.

Environmental Policy

The Greenpeace Environmental Policy statement has been included in the Environmental Management pages on the internal forum, Greenet. The EIB requires NROs acknowledge that an Environmental Policy is in place and to inform their staff about it. The Environmental Policy is now being updated and will be integrated in the global integrity policies expected in 2017.

Setting reduction targets

The EIB specifies an Initiative to reduce GHG emissions as follows; "Smart and normalized (e.g. /FTE,

/floor space, etc.) GHG reduction targets have been set for Business Travel, Office Energy Use, Paper Use, etc.”

Trying to define concrete emission reduction targets has not been successful in 2016. This is largely due to the complexity of our organisation, the way we work and an understanding that our activities significantly depend on what happens in the outside world. Instead of setting concrete reduction targets the objective at this time is to minimize our emissions as much as we can by ensuring that all NROs implement the EIB to the full.

Local responsibility for Environmental Management

The EIB specifies an Initiative for local responsibility as follows; “A person has been appointed for operational responsibility for managing an Environmental Program at the NRO. This has been communicated to local staff.”

Although most NROs have a contact person for Environmental Management activities, we still need to ensure that all NROs have explicitly and formally appointed a person who holds this responsibility.

IV. Human Resource Management

LA1. Size and composition of workforce

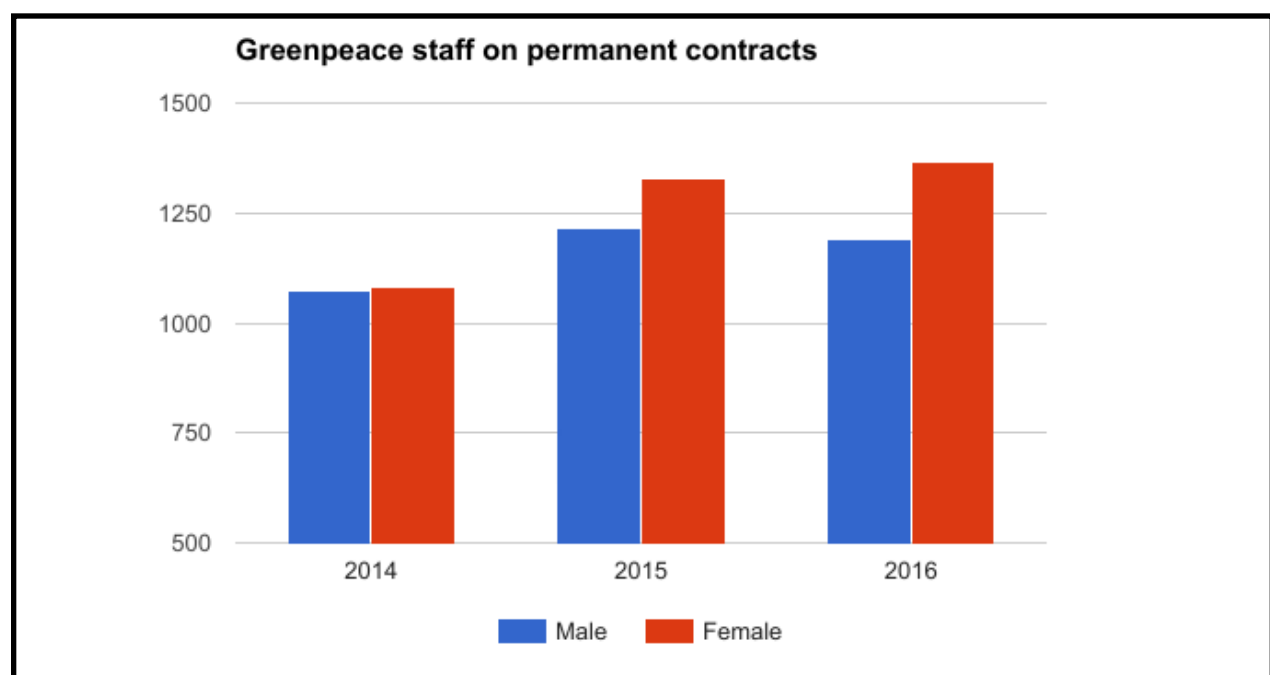


Chart 4. Staff in permanent contracts*

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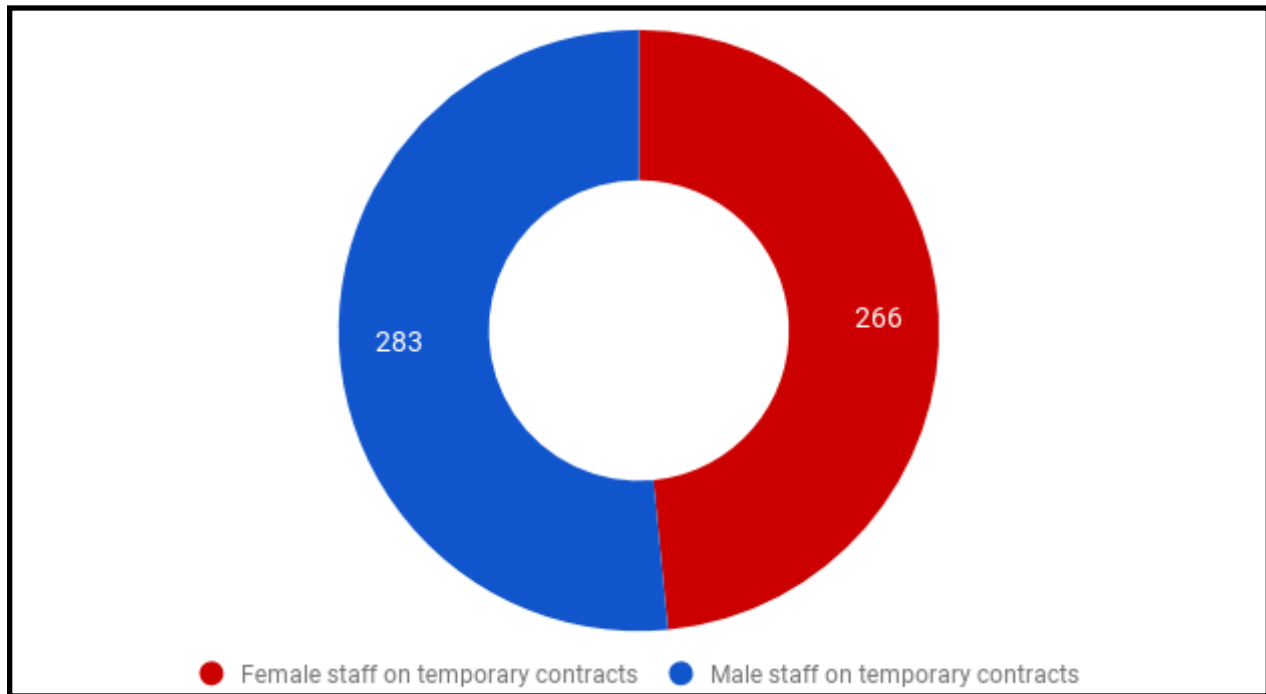


Chart 5. Staff in temporary contracts*

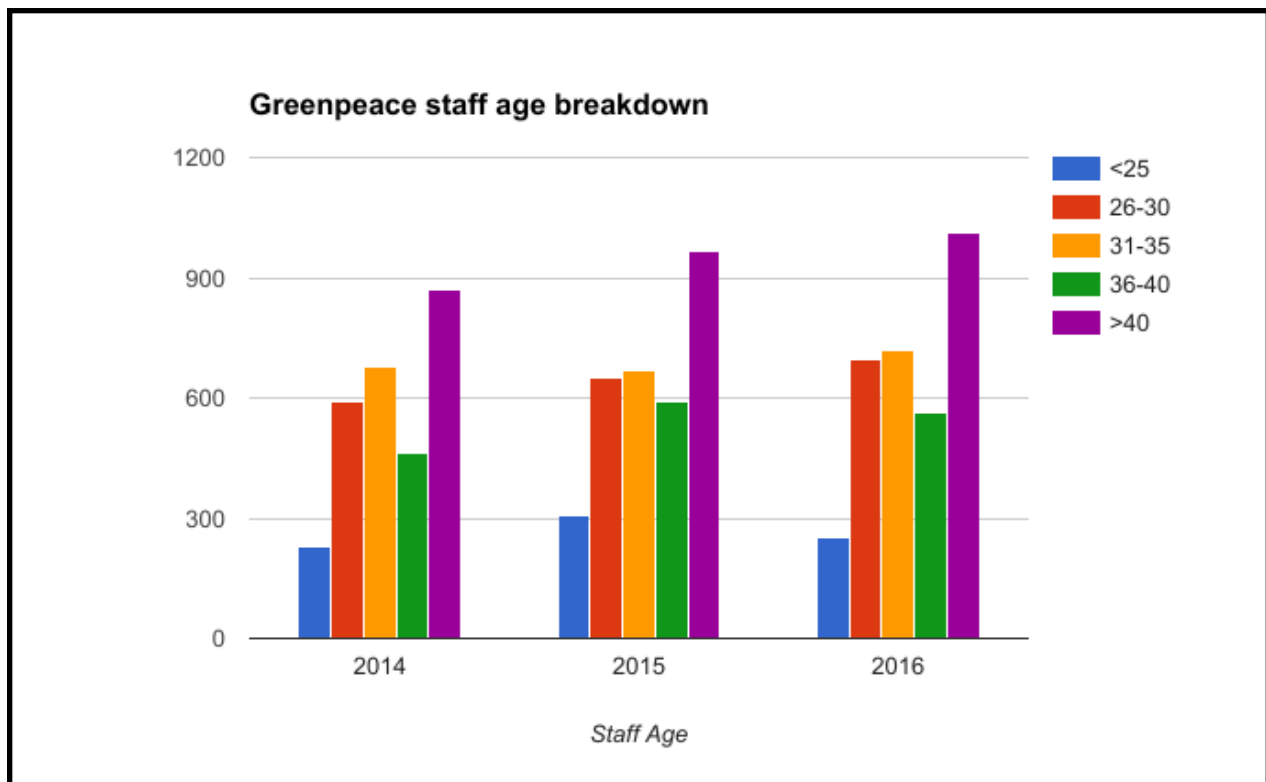


Chart 6. Staff age breakdown*

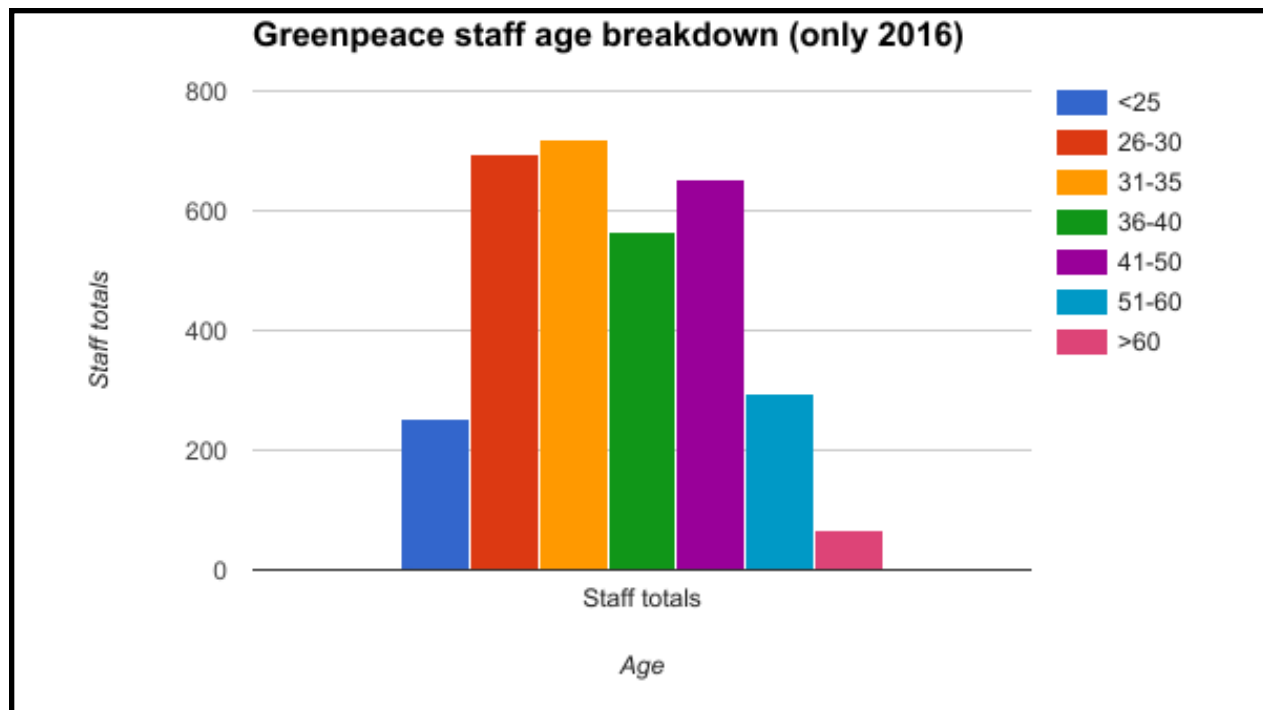


Chart 7. Staff age breakdown (only 2016)*

*Please note we are working on making our data collection systems more reliable, however at present this data should be treated as indicative only.

EC7. Process to ensure good local representation at all levels

A set of Compensation and Benefits Principles were endorsed by Executive Directors and Human Resources Directors in June 2015. In 2016 we have taken action to implement the Compensations and Benefits principles agreed upon in 2015.

Of particular interest in respect to Accountable Now is principle xi:

“All staff--national or non-national, and whether working within the local organisation’s structure or for GPI or another NRO--based in a given country will be subject to the same (local) compensation and benefits policy.”

In applying this principle, we aim to ensure equity amongst staff working within the same NRO. In 2016, we commissioned Birches Group to develop a tool which aligns grading systems so we can periodically benchmark between NROs. Parallel to that, most NROs are using their own external provider to benchmark with each national market (benchmarking is always done locally, taking into account various demographic and market factors).

LA10. Training to build necessary skills

In 2016, we developed an entirely new Learning and Development Framework and Strategy (LDFS) for global Greenpeace. It was developed to implement the Framework and re-emphasises our commitment to the development of our people. The LDFS looks at people development as something which goes well beyond traditional training concepts. It includes mentoring, coaching and informal learning alongside training as ways in which the organisation can support individuals to develop. The strategy is focussed on the skills and competencies we have identified as being essential to deliver our organisational strategy.

When it comes to more formalised programmes, the default is that NROs are primarily responsible for meeting the development needs of their own staff while central (ie Greenpeace International) Learning and Development (L&D) resources are focussed on delivering a number of key programmes for specific alignment or community-building purposes. This means that the budget held at Greenpeace International for global L&D (€ 1.3 million in 2016 including the leadership programme but not including function-specific training delivered from other Greenpeace International Departments) represents only a fraction of the resources allocated to L&D throughout the global network.

The LDFS means that measuring the organisational effort (staff time or budget) that goes into training is relatively meaningless, and we therefore do not collect this data on a global basis. To meet the challenge of assessing the impact of our investment in L&D we routinely evaluate participant satisfaction and in some cases organisational satisfaction of structured training programmes, to assess impact against the objectives of each programme.

LA12. Global Talent Management

The LDFS was designed specifically to support the development of staff in line with (a) our people value proposition; and (b) the talent needs of the organisation in light of our new strategic direction. We have also now agreed a global competency framework based on the leadership attributes we want to see in all staff, to which our leadership development programme is oriented. Finally, we are improving the attention paid to all staff through an annual performance review process, which provides a systematic way of ensuring that all staff have access to development. According to annual reporting from NROs, by the end of 2016 only two of our 28 entities (26 NROs, Greenpeace International and the EU Unit) do not have annual performance review reporting; five report a completion rate of less than 50% of their staff; seven report a completion rate of 51-75 %; and half (14) of our entities have a completion rate for annual performance reviews of greater than 75% of staff.

LA13. Diversity in governance bodies and workforce

The current Board of Directors includes 4 women out of a total of 7 and one outgoing female member. More information on Board can be found in our dedicated website.

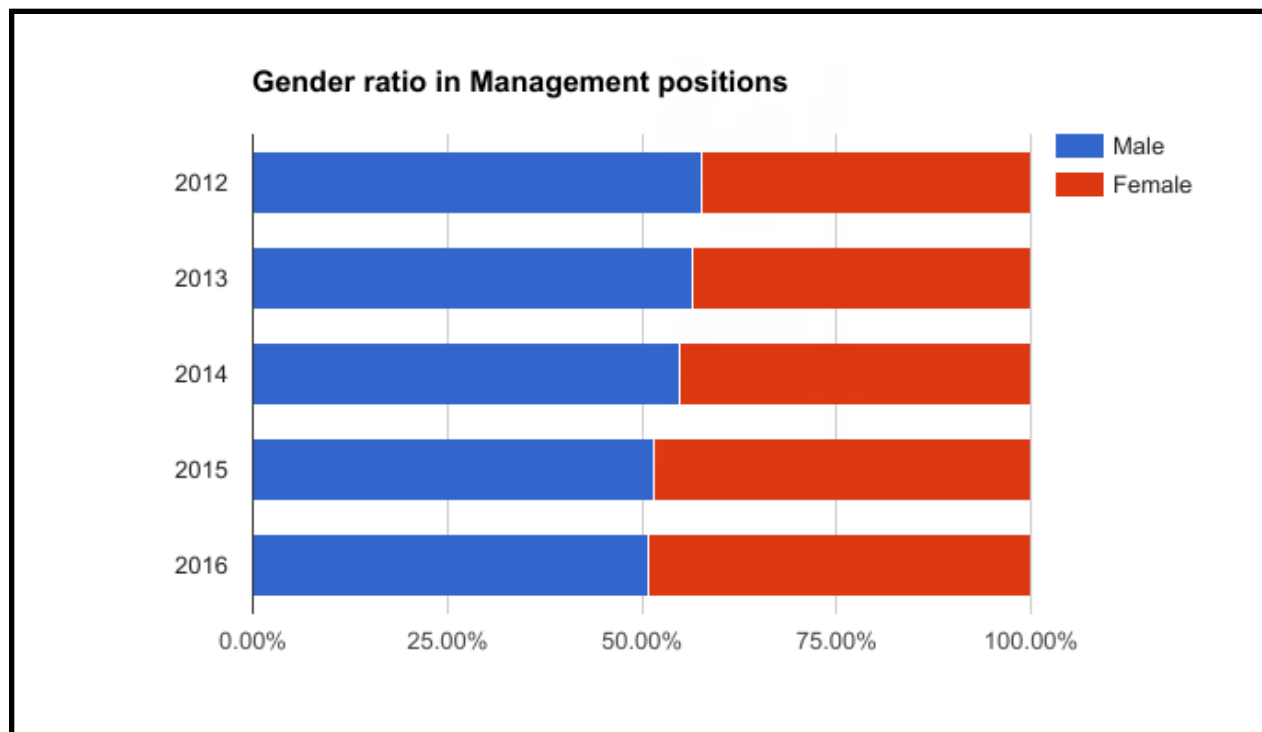


Chart 7. Gender ratio in management positions

Age diversity data for Management positions is not collected , however a general age diversity chart is presented in page 29 in section LA1.

NGO9. Grievance mechanism for employees

At present, we do not have a global grievance policy. However, many NROs have their own grievance procedures, with some also having anti-harassment or anti-bullying policies. Greenpeace will introduce further global guidelines as part of its Integrity and D&I work – specifically relating to anti-harassment.

An updated Greenpeace International anti-harassment policy was approved in 2016.

Greenpeace International employees can address the International Board through various avenues, including through the Whistleblower Policy and through formal management channels such as through the IED. The Works Councils normally only deal with management and the IED is seen as the employer, except when it is about the appointment/dismissal of the IED or if there is a structural change. In response to feedback received by Accountable Now on 2014 Report, it is clarified that staff in a Greenpeace International role who are employed by an NRO are expected to follow their employer's (NRO) whistleblower policy but under some circumstances they may also raise concerns with the Greenpeace International Whistleblower Compliance Officer.

The Greenpeace International Whistleblower Policy (2015) 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; in 2016, 16 NROs adopted and implemented whistleblower policies.

While in many organisations the whistleblower process is only open to accusations of illegal activities, Greenpeace International takes a much broader view:

“Malpractice and misconduct: improper, negligent practice, dishonesty, lack of impartiality; breach of the trust put in a person by virtue of their position; misuse of information; deliberate wrongdoing including non-compliance with policies and transparency and accountability commitments. This is understood to have a broader interest or effect and may include danger or damage to people, environmental crimes, fraud, corruption, structural or serious mismanagement, structural intimidation or discrimination. This normally does not include any malpractice, which is limited to an individual case (e.g. an employment issue).”

During 2015 we had 6 active whistleblower complaints. They were investigated and closed. In 2016 only one whistleblower complaint was received. It was found to be without merit.

V. Responsible Management of Impacts on Society

SO1. Impact of activities on the wider community

At the global level, a risk analysis process is in place for all Global Projects (projects that help make significant progress towards Greenpeace long term goals). This process includes a risk analysis tool that prompts Project Leads to identify potential risks, including possible impacts of our activities on the wider community. As part of this process, strategic support is provided by Greenpeace International to assist Project Leads in analysing these risks.

The Essential Principles and Protocols for Legal and Actions (EPPAL) Agreement establishes processes to take risk smartly and non-violently, and identify how these risks are shared between all those involved. The EPPAL Agreement extends to all those with whom we work. It lays out our commitment to take responsibility for our actions and to make sure that individuals joining actions do so only after a proper briefing and hence with fully informed consent. To promote EPPAL, we have launched an internal online platform to explain the processes for assessing and communicating risk and the principles underlying them.

In addition, a new mass-NVDA guidebook deals with the informed sharing of risk and the importance of taking responsibility in an informed manner.

We would like to showcase two examples on how NROs assessed and mitigated impacts on the local community:

- Greenpeace Africa engaged with community members in Diepsloot during the design of a solar streetlights project and sought further input from the community when a change to the project's strategy was needed .
- Greenpeace East Asia employed a process of continuous engagement with community leaders before, during and after an anti-coal campaign.

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

Greenpeace has an Anti-corruption Policy, which has been adopted and implemented by 22 NROs by the end of 2016. 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 supports the UN Convention against Corruption, and complies 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 on a yearly basis regarding their adoption of policies (including the anti-corruption policy) and those yet to adopt each policy are encouraged to do so.

SO4. Actions 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 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.

VI. Ethical Fundraising and Communication

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 other aspects of ethical fundraising. The policy is overseen by a Global Growth Committee, which advises on adherence as needed. The policy is in the process of being updated and the Global Growth Committee is considering whether to publish it on the website.

Greenpeace International does not directly fundraise from the public, but supports the efforts of NROs. All fundraising activities conform to the laws of the countries in which these activities take place, and all NROs follow national laws and regulations. In addition, NROs are usually members of, or adhere to, relevant ethical fundraising bodies in their own countries.

Annex: 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
GHG: greenhouse gases
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



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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