



INGO ACCOUNTABILITY REPORT 2012

This report should be read together with Greenpeace's Annual Report 2012, which can be found here: <http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/reports/>

1. Strategy and Analysis

1.1 Statement from the most senior decision-maker of the organization (e.g. Executive Director, Secretary General, CEO, Chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.

As the International Executive Director, it falls to me to sum up the year. Looking at 2012, I alternate between pride and disappointment, between hope and despair. I am writing this with mixed feelings.

With pride – and you can read this for yourselves - I can say that we are growing. Our campaigns are having an impact and our reach is increasing. We are adapting to a rapidly changing world: we are expanding our work and campaign design to match the changes we see in the world.

Looking back at 2012, I can say that I am proud of our work and campaigns. Last year in Rio we launched our Polar Campaign, a bold people-powered initiative to draw a line in the ice: to say to those who would scour the ends of the earth for the last drop of oil 'you go no further'. The campaign has attracted millions of supporters and is already getting results. The Arctic ice melting is an inducement to speed up the transition to a future power by cleaner and more equitable renewable energy sources, backed by smarter and more efficient energy use.

Earlier this year carbon dioxide concentrations breached 400ppm (parts per million). I am told this number is meaningless. But, that does not make it unimportant nor does it prevent me from indulging in a little despair. To put this into context, our job, our mission and our need to prevent catastrophic climate change gets harder every time we pass a major threshold. 400ppm, is the the highest level recorded in human history, It means we are hitting the accelerator towards mass extinction, mass migration and mass starvation. It makes it perfectly clear that we are now in the 'Anthropocene': a time when the major force shaping the environment and all that depends upon it is us: people. It also means we have a choice; we can change course. That choice offers hope and fuels activism.

Often in interviews and in speeches I find myself saying: "We are winning battles but losing the planet." The Rio+20 'Earth Summit' in Brazil was an example of this, as it was a huge disappointment. Nothing was achieved and no agreements to tackle the deepening environmental crisis were made.

"The shift in national power may be overshadowed by an even more fundamental shift in the nature of power. Enabled by communications technologies, power will shift toward multifaceted and amorphous networks that will form to influence state and global actions," observes the US



National Intelligence Council's recent 2030 Alternative Worlds Report. Greenpeace has been tapping into this power more each year.

We have a growing supporter base of some 24 million: those who work for us, volunteer, donate, follow, like and take on-line action. They share our work and we share theirs, challenging the most fundamental threat to our future: Apathy. In such a future there is always hope. We are part of a growing global movement. One that is more connected than ever before and that understands the links between green and peace and between equity and ecology. It understands that to secure one we must secure them all. We are part of that movement.

Our accountability is frequently questioned, particularly when we are at our most successful. This is as it should be—everyone and every organisation should be accountable for their actions. We take action and work to create change on behalf of the millions who support us: those millions should know what we do with the money they give us and the trust they place in us. This is why we helped create, and continue to support the INGO Accountability Charter, and why transparent reporting is so important.

We continue to strive for improvement as an advocacy organisation, however as with many other INGO's this remains challenging. In particular, it is extremely difficult to measure the degree to which the outcomes we are working towards are brought about as a result of our campaigning. We hope that our improvement in reporting key indicators, which has advanced since our last report, continues to demonstrate our commitment to the INGO Charter.

Finally, and still on the subject of hope: one of the privileges of leading Greenpeace International – but often tiring and not as glamorous as people may think - is I get to travel the world and visit our offices. I have travelled relentlessly between our older established offices to the brand new ones. Here I discover that hope is a renewable energy source. I meet the many young activists joining the older more seasoned ones. They bring renewed passion, desire and demand for a better world. In their eyes I can still see a green and peaceful future.

A handwritten signature in black ink, reading "Kumi Naidoo".

Kumi Naidoo – Greenpeace International Executive Director

Table of Contents

1. Strategy and Analysis	1
1.1 Statement from the most senior decision-maker of the organization (e.g. Executive Director, Secretary General, CEO, Chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	1
2. Organisational Profile	6
2.1. Name of the Organisation	6
2.2. Primary activities.....	6
2.3. Operational structure of the organization.	6
2.4. Location of organisation's headquarters.	6
2.5. Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	7
2.6. Nature of ownership and legal form. Details and current status of not-for-profit registration.....	7
2.7. Target audience and affected stakeholders. Market served (including geographic breakdown, sector served, and types of affected stakeholders/ consumers/ beneficiaries).	7
2.8. Scale of the reporting organization including number of members and/or supporters; number of volunteers; total income; number of employees; net sales (for private sector organizations) or net revenues (for public sector organizations); total capitalisation: report net assets broken down in terms of debt and equity or report in terms of assets and liabilities (for private sector organizations); and scope and scale of activities, or quantity of products or services provide.....	8
2.9. Significant changes during the reporting period regarding size, structure, or ownership.	10
2.10. Awards received in the reporting period.	11
3. Report Parameters	12
Report Profile	12
3.1. Reporting period (e.g., fiscal/calendar year) for information provided.	12
3.2. Date of most recent previous report (if any).....	12
3.3. Reporting cycle (annual, biennial, etc.).....	12
3.4. Contact point for questions regarding the report or its contents.	12
Report Scope and Boundary	13
3.5. Process for defining report content.....	13
3.6. Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).....	13

3.7. State any specific limitations on the scope or boundary of the report.....	13
3.8. Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	13
3.10. Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	13
3.11. Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	14
3.12. Table identifying the location of the Standard Disclosures in the report.	14
4. Governance, Commitments, and Engagement.....	16
4.1. Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	16
4.2. Indicate whether the Chair of the highest governance body is also an executive officer. Report the division of powers between the highest governance body and the management and/or executives.	16
4.3. For organizations that have a unitary board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members.....	16
4.4. Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body.....	16
4.5. Linkage between compensation for members of the highest governance body, senior ... managers, and the organization's performance.....	17
4.6. Processes in place for the highest governance body to ensure conflicts of interest are avoided	17
4.7 Internally developed codes of conduct.....	18
4.8. Evaluation of the governance body	18
4.9. External charters or principles endorsed by the organization	18
Stakeholder Engagement	18
4.10. List of stakeholder groups engaged by the organization.	18
4.11. Basis for identification and selection of stakeholders with whom to engage.....	19
4.12. Active communication with stakeholders.....	19
4.13. Key topics and concerns raised through stakeholder engagement, and.....	21
organisation's response.	21



PERFORMANCE INDICATORS.....	22
Program Effectiveness	22
NGO1	22
NGO2	24
NGO3	26
NGO4	28
NGO5	29
NGO6	29
Economic.....	32
NGO7	32
NGO8	33
EC7	34
Environmental.....	35
EN16.....	35
EN18.....	36
Labour.....	37
LA10	37
LA12	38
LA13	38
Society	41
SO1.....	41
SO3.....	43
Product Responsibility	43
PR6	43



2. Organisational Profile

2.1. Name of the Organisation

Greenpeace

2.2. Primary activities

Greenpeace is a campaigning (advocacy) organisation. Greenpeace's cornerstone principles and core values are reflected in all our environmental 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 of the organization.

Greenpeace is a global environmental organisation, consisting of Greenpeace International (Stichting Greenpeace Council) in Amsterdam, and 27 national and regional offices (NRO) around the world, providing a presence in over 40 countries. These national/regional offices 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 2012 the Greenpeace Argentina and Greenpeace Chile offices merged in Greenpeace context, to form one regional office, Greenpeace Andino. There are therefore now 27 rather than 28 (last year's count) national or regional offices.

2.4. Location of organisation's headquarters.

Greenpeace International is located at Ottho Heldringstraat 5, 1066AZ Amsterdam, Netherlands. As its role is a coordinating and service providing one for the independent national/regional Greenpeace offices, it is a coordinating office rather than a headquarters.



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

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

The priority Greenpeace offices are currently the following offices: 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 main legal entity is "Stichting Greenpeace Council" (SGC). It is a Dutch *stichting*, a foundation-type 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/.

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 and affected stakeholders. Market served (including geographic breakdown, sector served, and types of affected stakeholders/ consumers/ beneficiaries).

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 audiences include those we seek to persuade in government, industry and the media, and those who depend on the industries and eco-systems impacted by our campaigns. Our audiences also include our supporters, and those who seek to create an environmentally sustainable world.

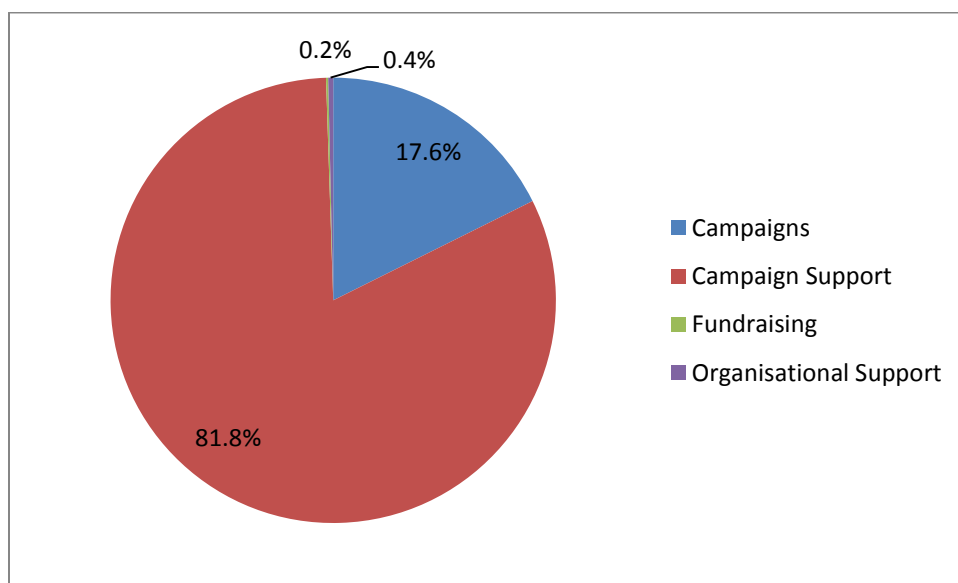


More specifically, Greenpeace stakeholders include our activists, our financial supporters, including major donors and foundations who have funded specific projects, our staff, volunteers and Boards, Trustees and Voting Members and members of like-minded organisations with which we partner to achieve a common goal. We actively seek feedback from these groups in a variety of ways. Stakeholders also include the decision-makers whose opinions and actions we aim to influence.

2.8. Scale of the reporting organization including number of members and/or supporters; number of volunteers; total income; number of employees; net sales (for private sector organizations) or net revenues (for public sector organizations); total capitalisation: report net assets broken down in terms of debt and equity or report in terms of assets and liabilities (for private sector organizations); and scope and scale of activities, or quantity of products or services provide.

Volunteers

Globally, at end 2012, we had approximately 14,500 volunteers involved in office work, actions and activities. In 2012 we established a Volunteer Lab under the leadership of Greenpeace Germany to improve our standards of volunteer coordination by Greenpeace organisations around the world. We have also taken steps to improve our reporting and data relating to these efforts to ensure greater transparency and provide more accurate information. Volunteer numbers are now part of the local NRO auditing process and we are beginning to be able to capture information globally not only on numbers per location but also on their different activities and functions within the organisation. In 2012, 22 out of 27 NROs were able to report on volunteers by function, showing us that 81.8% are within campaign support¹ and 17.6 contributing to direct campaign work.



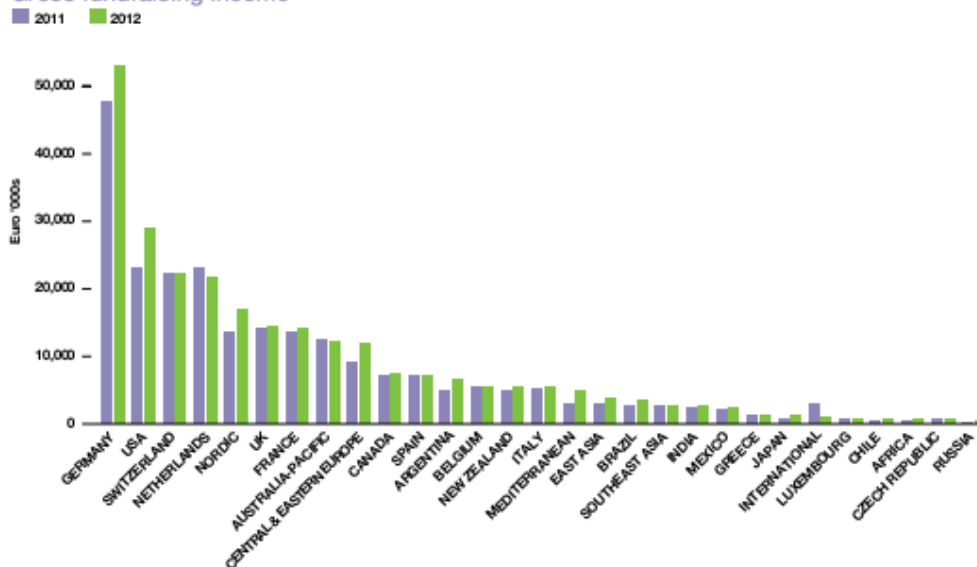
¹ Campaign support is Actions, Media and Communications, Marine Operations and Political, Business and Science

Total income

We rely entirely on voluntary donations from individual supporters, and on grant support from foundations. We don't accept money from governments, political parties or corporations.

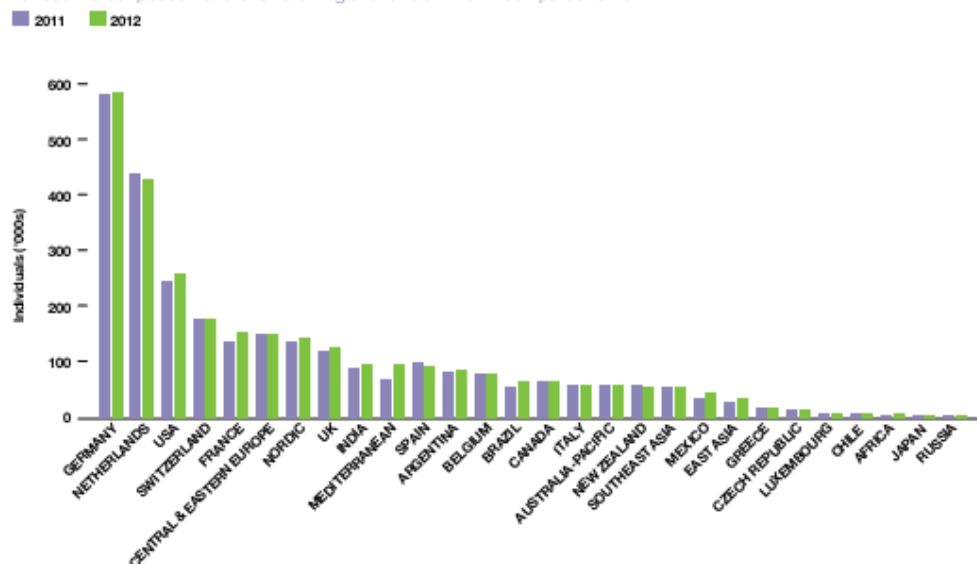
In 2012, Greenpeace worldwide received €260m in donations. This was +9% more than was received in 2011. Germany, the US, Switzerland, the Netherlands, the Nordic countries and the UK were among our highest countries for giving in 2012. Each year our supporter base is growing. 2.9m people generously gave Greenpeace a financial gift in 2012.

Gross fundraising income



Number of financial supporters

For each Greenpeace national and/or regional office in 2012 compared to 2011





Excerpt from Greenpeace 'Worldwide' Combined Abbreviated Financial Statements

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 NROs have been adjusted, where appropriate, to harmonise the accounting policies with those used by Greenpeace International.

In 2012, the gross income from fundraising for Greenpeace worldwide was €265m. This was €28m (12%) more than in 2011. Fundraising income increased in 2012 across all channels, with a significant increase in income from legacies and planned giving (+31%). Total income in 2012 was €268m (2011: €241m). Total expenditure worldwide increased by €37m (16%) from €237m in 2011 to €274m in 2012.

This reflects our strategy to increase our activities on a global scale in order to achieve our ambitions.

- Fundraising expenditure at €91m (34% of total fundraising income) was €14m (18%) higher than in 2011. This investment in fundraising is a direct result of our strategy to increase our supporter base to be able to have more global impact.
- Campaign and campaign support expenditure increased by €15m (12%) from €123m in 2011 to €138m in 2012. €31m was spent on our climate and energy campaign in 2012 (2011: € 29m), which is just one of our priority campaigns.
- Organisation support costs across Greenpeace worldwide increased by €8m (21%) in 2012. This increase reflects the investment made in capacity boosting initiatives in the Global South and the US, as well as an investment in developing our global digital strategy. As a percentage of our total expenditure our organisation support cost stayed at the same level as 2011: 16%.
- There was a foreign exchange loss of €0.6m in 2012 (€0.4 gain in 2011).

Full annual report for 2012 can be found at:

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

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

2012 saw the beginning of a new way of working for Greenpeace. With the need to engage and bring community level campaigners closer to what we do, we have begun to reorganise ourselves. In 2011 and 2012 we made progress towards a new way of designing campaigns, where we have dramatically increased the focus on bringing people along with us to join us in the fight to tackle particular issues, from our national and regional offices, to our volunteers and supporters.

It also enhances our ability to take decisions for the global organisation, driven by our global priorities. Taken together, these changes will lead to a Greenpeace that:



- will attract, develop and retain diverse and excellent staff, crew, volunteers and collaborators from around the world;
- has a culture in which people feel they are empowered to contribute to, be involved in, and help shape the future;
- is at the forefront of global collaboration and interaction, of innovation and creativity;
- bridges the divide between global and local campaigning in unique new ways;
- is faster and more effective on a global scale; and
- knows how to make the connections needed to fight problems that are local in source but global in scale.

2013 will see the implementation of this new way of working and will be shared in our next accountability report. Systems are currently being set up to monitor and report on our progress.

2.10. Awards received in the reporting period.

This data wasn't collected in 2012 by Greenpeace International. This request will be included in our year end reporting.



3. Report Parameters

Report Profile

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

This report covers the period 1st January to 31st December 2012.

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

Greenpeace Submitted its 2011 Accountability Report to the INGO Charter, in October 2012

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

Annual

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

Edwin Nichols, Planning and Reporting Manager, Greenpeace International.
enichols@greenpeace.org.

Janet Dalziell, Development Director, Greenpeace International
jdalziell@greenpeace.org

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



Report Scope and Boundary

3.5. Process for defining report content.

Greenpeace International publishes an Annual Report which covers the finances, CO₂ emissions, various Human Resource KPI's (including diversity) and core campaigning activities and achievements of the global organisation, as well as on the finances of both Greenpeace International and Greenpeace worldwide.

The process we undertake in developing these for transparency, is conducted through our year-end "Global management and Accountability" process, a global information gathering exercise which was launched in 2011 for the first time. 2012 has seen some improvements in this process, and further developments have been outlined in section 3.11.

3.6. Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).

This report covers both Greenpeace worldwide (where relevant) and the legal entity of Greenpeace International (Stichting Greenpeace Council) together with Stichting Phoenix, the entity which owns the Greenpeace ships.

We also refer to 'NROs'—or National or Regional Offices, which total 28 different entities including Greenpeace International.

Final audited figures have been published in the Greenpeace International Annual Report which is available at:

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

3.7. State any specific limitations on the scope or boundary of the report.

None

3.8. Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.

N/A

3.10. Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).

In the 2011 annual report, total global CO₂ emissions were erroneously reported less than the actual amount released, due to an interpretation difference in the Marine Gas Oil emission rate. This has been published in our 2012 Annual Report and amended appropriately.

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

As mentioned above, this year, more information has been collected specifically for this report. To better comply with the reporting requirements of the INGO Accountability Charter, Greenpeace International formed a working group with members from national offices, to develop a new internal reporting mechanism for the collection of data that was not already being collated via the organisation's existing reporting cycles. This new reporting mechanism requested increased data with regards to HR/training as well as programme development and stakeholder engagement.

A new reporting system was introduced in 2011 designed to address the specific reporting needs for the INGO Accountability Charter report, including more in-depth human resource data, as well as specific programme questions. Our 2012 system has been built upon the learning of this system, and key areas of accountability have been identified for further improvement.

To ensure we are consistent in our accountability as an organisation (not only to the INGO Accountability charter, but also to facilitate enhanced learning and decision making across the organisation) we have instigated two key areas of work, which will also continue in 2013:

- The creation of a global management information system, with a specific focus on a three-year implementation of a Human Resource Information System
- Introduction of Management and Compliance Standards

Each of these identified areas should advance the organisation in addressing the challenges we have identified which pertain to:

- benchmarking;
- definitions;
- quality and validity and;
- global reporting needs.

3.12. Table identifying the location of the Standard Disclosures in the report.

N/A

3.13. External assurance for the report, e.g. auditing



This happens at 3 key levels;

- GPI and all national and regional offices have their finances independently audited, and our consolidated financial statements are also reviewed by independent auditors to ensure we are in line with international accounting standards.
- Financial statements (GPI and worldwide compiled) are reviewed and signed off by the Board Audit Committee (a sub-set of the board with financial responsibilities).
- The Annual Report is reviewed and signed off by the Board Chair.



4. Governance, Commitments, and Engagement

4.1. Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.

A full description of the governance structure of the global organisation can be found at <http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/governance-structure/>

4.2. Indicate whether the Chair of the highest governance body is also an executive officer. Report the division of powers between the highest governance body and the management and/or executives.

The highest governance body is formally Greenpeace Council, composed of one representative, a Trustee, from the Board of each National/Regional office, as 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 position.

For further details see <http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/governance-structure/> as well as paragraph 5 of Stichting Greenpeace Council's Rules of Procedure. <http://www.greenpeace.org/international/Global/international/publications/greenpeace/2013/Governance-Handbook-2013-2-Rules-of-Procedure.pdf>

4.3. For organizations that have a unitary board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members.

Stichting Greenpeace Council Board has seven members elected by the Stichting Greenpeace Council, all of whom are non-executive. Biographies of the Greenpeace International board can be found on pages 4-5 of the annual report – downloadable here: <http://www.greenpeace.org/international/en/about/reports/>

The National/Regional offices all have non-executive boards: the number of members on these Boards range from three to 12. Information about the Boards of National/Regional offices can be found on the websites of each of those offices: accessible through www.greenpeace.org.

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

Our internal stakeholders are our employees and volunteers across the globe.



Aside from the normal management channels, the way to address our board for Greenpeace International employees is through our works council (Ondernemingsraad i.e. OR). The works council meets with the board (or a delegation of the board) at least once a year.

For employees of other Greenpeace entities, recommendations or direction can be provided to the international Board through the formal governance structure. Specifically for instances where an employee wishes to raise concerns about wrong-doing, we have also introduced a policy which provides a direct line of communication between a whistleblower and the international Board. National/Regional offices are in the process of adopting their own whistleblower policies.

Many (not all) of our National/Regional offices 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. Linkage between compensation for members of the highest governance body, senior managers, and the organization's performance.

Neither the Trustee position in Stichting Greenpeace Council (the highest governance body) nor the Board membership is remunerated. SGC Board members received €81,000 (€100,000 in 2011) as compensation for time spent. Remuneration of the senior management at Greenpeace International is described in the Annual Report (page 49). In no case—either at Board or executive level—is it Greenpeace practice to link compensation to the organisation's performance.

4.6. Processes in place for the highest governance body to ensure conflicts of interest are avoided

Because one of Greenpeace's core values is "independence", 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 <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>



4.7 Internally developed codes of conduct

The decision on whether to produce a formal code of conduct currently rests with our National/Regional offices and we therefore do not have a single organisation-wide code of conduct. Typically as in Greenpeace International, statements about expectations of conduct will be contained within an HR Manual. A Code of Conduct underlining Greenpeace values and safety aspects applies on the Greenpeace vessels.

Our core values, shared globally, provide a strong grounding for any code of conduct developed within the organization. They are:

- *Non-violence. Core to our roots is the principle of peaceful action. We avoid violence even when our acts are seen as provocative*
- *Bearing witness. We uncover acts of environmental destruction, we make public those acts and hold those responsible to account*
- *Confrontation. We believe in creative confrontation. By challenging ideas and behaviour, we believe we can move people and organisation*
- *Independence. Greenpeace is supported by individuals. By not accepting funds from political parties, governments or corporations, we maintain our independence.*
- *The power of acting together. We believe in the many. The future of the environment rests with the millions of people around the world who share our beliefs. Together we can tackle environmental problems and promote solutions*

4.8. Evaluation of the governance body

National and Regional offices are encouraged to conduct performance self-evaluations—both for the Board as a whole and for individual Board members--and this is considered a key responsibility for a board chair. Greenpeace International encourages and supports Boards in this process, including through the provision of best practice guidelines.

The SGC Board also conducts its own self-evaluation on an annual basis. In addition, it is usual practice that the chair of the Stichting Greenpeace Council's Board Search Committee to sit in on a Board meeting, to provide feedback to the Board—this feedback is also shared with the Council.

4.9. External charters or principles endorsed by the organization

We are not able to provide a complete answer to this question this year as we have not collected this information.

Stakeholder Engagement

4.10. List of stakeholder groups engaged by the organization.



List of groups: see 2.7. We engage stakeholders through direct contact, through provision of well-researched information and through the power of positive action. We aim to engage our supporters and general public in our campaigns and activities through targeted communications (e.g. press releases, website, supporters magazine, emails, social media) as well as online and offline actions and events. Further we invite stakeholders to campaign with us to bring about positive and equitable change.

4.11. Basis for identification and selection of stakeholders with whom to engage.

It is difficult for Greenpeace to define its stakeholders in an exact way, since our fundamental mission addresses the health of the biosphere and all life that depends upon it, including future generations. However, for more practical purposes our stakeholders can be defined as a combination of our active and financial supporters, our staff and partner organizations. This could then be extended to embrace those whom we seek to influence including governments, corporations and individuals to bring about positive and equitable environmental change. Ultimately the sphere of influence and thus interest could be extended to include the workers of polluting and extractive industries which damage our environment and to those in industries which are promoted as cleaner and greener alternatives.

4.12. Active communication with stakeholders.

Our primary means of engaging with stakeholders en masse is through social media. Increasingly we are trying to create genuine two-way engagement through these technologies.

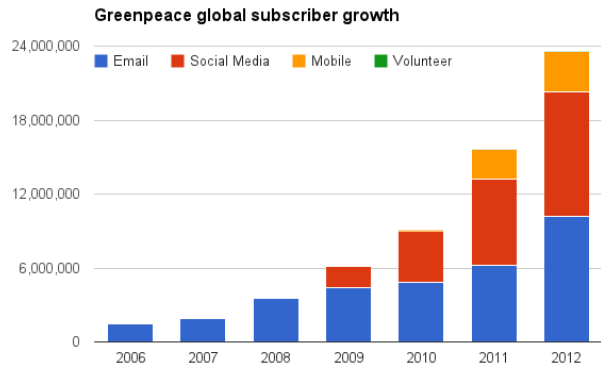
Social Media by Numbers

We define a "Subscriber" as anyone who has given us permission to contact them, be it by email list, a cell phone number, as a Twitter follower, a "like" for one of our Facebook pages or membership in any of dozens of social media channels we use. It is estimated that a just over 1 in 10 of our subscribers are also active donors: 2.8 million, and 17,000 people donate time to us at least once a month around the world.

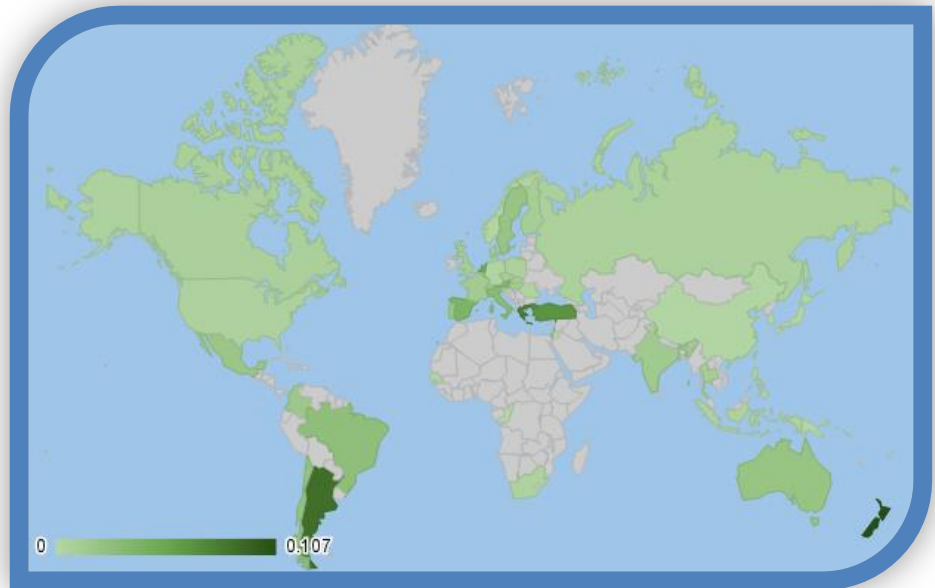
Our global tally of subscribers grew 25% to 23.6 million, from 2011's figure of 17 million. Email addresses continue to be our most powerful means of reaching people, but other means of communication are growing in importance. Email address numbers grew by only 18% 2011-2012. Numbers of Twitter followers grew by 39% and Facebook fans by 28%.

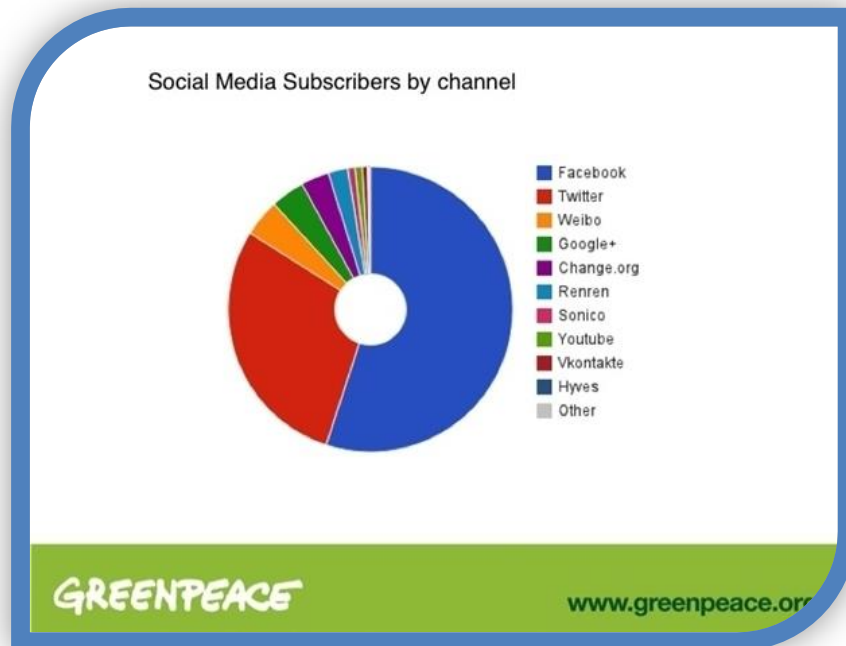
In 2012 the Chinese micro blogging site Weibo became our third largest source of subscribers among social media sites after Facebook and Twitter. Change.org appeared for the first time this year as a significant source of subscribers. Full report: <http://bit.ly/gp-2012>

GREENPEACE



Subscribers as % of internet population.
Average 1.78% High: NZ with 10.7%





Actions and Ships

Port visits by our ships are key opportunities where stakeholders (general public, volunteers, staff and member organisations) jointly engaged in activities. Specifically in 2012:

- The Rainbow warrior conducted 19 Action days and 78 public awareness days;
- The Esperanza conducted 30 Action days and 59 public awareness days and;
- The Arctic Sunrise conducted 20 Action days and 6 public awareness days.

4.13. Key topics and concerns raised through stakeholder engagement, and organisation's response.

This information was not collected in our reporting processes for 2012.

PERFORMANCE INDICATORS

Program Effectiveness

NGO1

Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.

As an advocacy and campaigning organisation, we find this question difficult to answer, as we do not have a standard program methodology—in fact the opposite is true: as we seek always to be unpredictable to our opponents, every project is different. It is therefore not possible to provide, in this report, a standardized process for involvement of affected stakeholder groups and then report against that standardized process. Instead, we offer a wide range of examples that illustrate that we take our accountability seriously to communities with whom we work to achieve change.

Africa: South Africa; A key aspect of the anti-nuclear campaign in SA is community mobilisation. As such we held workshops and meetings in three identified sites to develop nuclear awareness amongst the communities who will be most affected. In addition we have been working very closely with a range of community organisations across the country and were part of the coordinating group that organized an anti-nuclear march in Johannesburg in 2012.

There was training on solar panel installation, resulting in skills transfer to six volunteers. Giving solar training is part of the green jobs campaign. While Greenpeace does aim to directly employ or train every young person, these trainings are examples of how easily these can be done.

Senegal: The "Sustainable Fishery Week" was planned, launched, funded and evaluated by Greenpeace, the Senegalese small-scale fishermen and the national industrial trade union. The objective was to maintain the pressure on the Senegalese government not to deliver anymore fishing licenses to foreign fleets.

DRC 1. A poem contest was organized called 'Forest song' where pupils from forest communities participated. 2. Solar workshops (solar radio/tv station, solar GP office); were held to give volunteers and stakeholders of the community radio station training in using solar technology as well as cso and government representatives in Kinshasa . 3. Clay stove workshops were organized for local communities in Oshwe (forest community) and Kinshasa.

Italy: our coal campaign has strong connections with local groups challenging specific coal plants (Brindisi, Rovigo, Vado Ligure, Saline Joniche) but clearly the larger involvement of stakeholders has been with our anti oil campaign in the Sicilian Channel, which allowed us to contact, involve and cooperate both local committees and local fishermen organisations. As a result of such work, the Arctic Sunrise came to Trapani to talk to them about sustainable artisanal fisheries and they signed our petition calling for MRs in the Sicilian Channel.



New Zealand: Part of GPNZ's climate and energy work involves direct engagement and consultation work with local groups. GPNZ has a specifically allocated campaigner, who leads this work and feeds into GPNZ's plans. GPNZ's Ocean's campaigner engages with relevant stakeholders by speaking at recreational and sport fishing meetings as well as the hokianga accord, which is an iwi fisheries forum. The latter was not held in 2012, which left a large gap for cross-group engagement. Therefore, GPNZ successfully lobbied to reinstate the hokianga accord in 2013.

USA: Bering Sea – For the past eight years, the Oceans Team has been working with Alaska Native communities and Tribal governments throughout the Bering Sea region to protect critical marine habitats and traditional fishing grounds from industrial fishing. This ongoing collaboration has helped shape Greenpeace's work in the region and led to several successes in recent years. Early in 2012, the US District Court upheld a decision to close large areas around the Aleutian Islands to bottom trawling. In April, the North Pacific Fisheries Management Council (NPFMC) voted to open a new process to consider options for protecting important submarine canyon habitats from destructive fishing and overfishing.

Immediately prior to the NPFMC's decision, five Tribal groups and 20 NGOs submitted letters of support calling on the NPFMC to take action to protect Pribilof and Zhemchug canyons. The Oceans Team also presented the NPFMC with a newly published, peer-reviewed scientific report summarizing our findings from the 2007 Esperanza research expedition in the canyons. Later in the summer, the Ocean's Team returned to the Pribilof Islands with the Esperanza to report back to the Tribe on the outcomes of the 2007 research expedition and resulting progress at the NPFMC. In October 2012, the Alaska Federation of Natives, which includes 229 Tribes, passed a resolution at their annual meeting that includes language calling for Bering Sea canyons protections. The request was put forward by the Aleut Tribe of the Pribilof Islands.

Coal - For the past several years, Greenpeace's Coal and Grassroots Teams have worked closely with community activists in a number of communities across the U.S. that are impacted by coal. In 2012, the Grassroots Team led trainings for 129 community activists working on coal campaigns in North and South Carolina, Texas, Illinois, Ohio, Indiana and the Pacific Northwest. Greenpeace trainers collaborated with activists to develop customized trainings to build the specific skills and expertise they need to succeed in their campaigns to shut down coal-fired power plants and block the expansion of coal export proposals. In addition to trainers, Greenpeace organizers and campaigners joined the trainings to build relationships with local activists and begin the process of developing target-specific strategies and tactics. Through ongoing collaboration with local and regional community activists and groups, in 2012 Greenpeace's Coal and Grassroots Teams contributed to successful campaigns to *reduce proposed electric utility rate increases to North and South Carolina, *close two coal-fired power plants in Chicago, IL, and *pass initiatives in Cincinnati, OH and Chicago that allow each city to aggregate its purchasing power and choose clean energy alternatives rather than coal-fired power. In the Pacific



Northwest, the Coal and Grassroots Team work in coalition to build opposition to proposals for expanding rail and port infrastructure, which is necessary for the coal industry to increase its exports. In September, the Affiliated Tribes of the Northwest, which includes 57 Tribes, passed a resolution calling on the Army Corps of Engineers to conduct a full analysis of all coal proposals, and by late October, 28 Northwest cities and counties passed resolutions opposing coal exports.

East Asia: We started alliance building with small fishermen in Taiwan, as part of the strategy to undermine large fishing companies and industry. This affects campaign design and implementation, but as it is the start of a continuous effort we have not evaluated it yet.

CEE: During our coal campaign we worked very closely with residents of the areas and local groups who would be directly affected by expansion of coal mining and would lose their homes through expropriation.

- volunteers regularly take part in campaign projects implementation and evaluation
- we for the first time also invited volunteers for campaign projects selection process and involved them into design phase
- we executed in-depth research (quantitative and qualitative) among our online lists/donors on their opinion on climate change and Greenpeace role in tackling the problem

NGO2

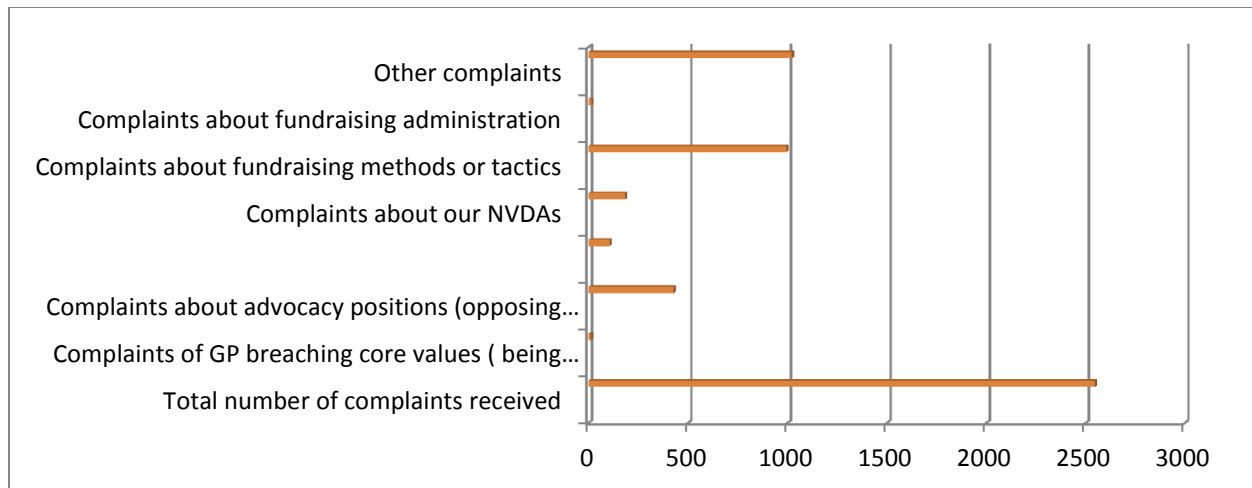
Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.

The Independent Review Panel expressed their concern last year that we do not have a global policy for handling complaints. As Greenpeace is currently going through significant organisational change, we have not been able to make as much progress on this, as we would have liked. However, the picture we can present this year on a national basis does show that we have improved our transparency in tracking complaints received, in several of our offices.

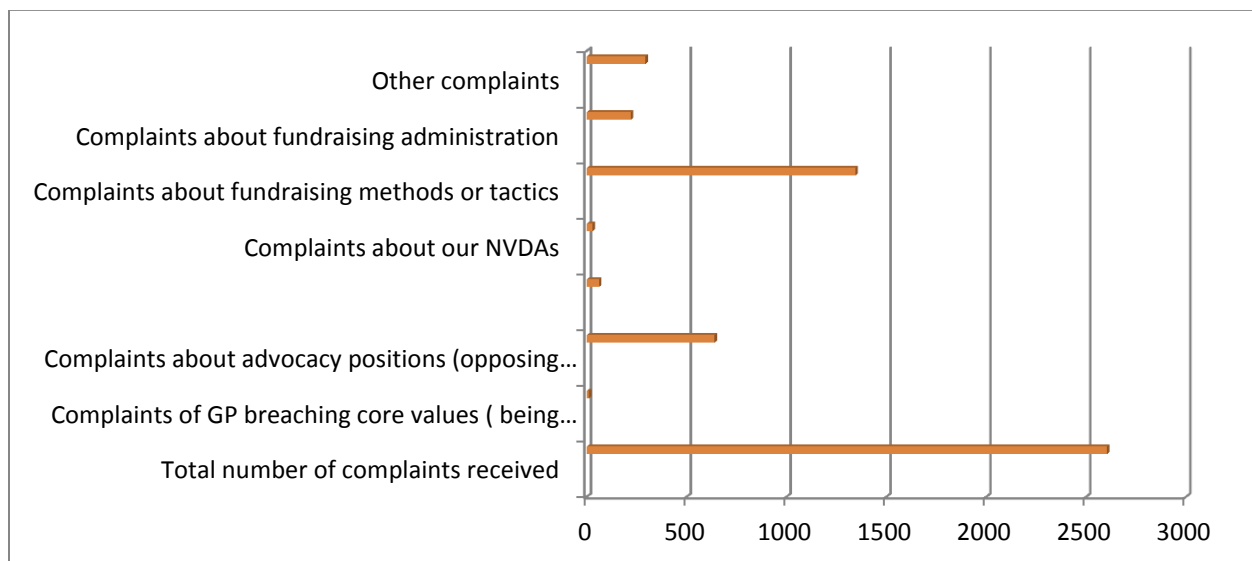
Whilst only five offices indicated they have a systematic policy/process in place for dealing with complaints, more NRO's responded in 2012 with the ability to track and collect essential data on the complaints received, in-order to demonstrate their improvement in this area.

In 2012 8 NRO's now have the ability to collect data on public complaints and support complaints.

Public Complaints



Supporter Complaints



Brazil: We do have a complaints procedure to address supporters' complaints, specifically with regards to fundraising methods/tactics and administration, but the complaints are not registered because of the limitations of our system. We do not have a CRM. We hope that with the implementation of a CRM in the near future, we will be able to formalize a process, with registration of data and strategic analysis of them. Until then, we continue to archive the complaints we receive. Regarding the public complaints, we do not have a formal procedure, but we address the complaints when they come. We are open to discussing a proposal for a formal procedure, how to implement complaints management & metrics, which are viable considering infrastructure.

South East Asia: For fundraising, all inbound communications from donors (via SMS, email, phone, post, and even the occasional personal visit by supporters) and the attendant outbound responses by the Supporter Care team are logged in our supporter database. They are also



recorded in an excel tracking document. We have standard communications that cover any recurring issues received that can be sent via e-mail, letter or delivered over the telephone dependent on supporter preference. In unique cases responses are drafted and quality checked by a senior coordinator or the country manager before final approval. If complaints are in relation to direct dialogue fundraising, an incident report is also filed with the direct dialogue coordinator. In cases where complaints may be campaign or issue-related, the team refers the matter to the Campaigns department before responding.

Africa: We normally address complaints at the directorate level - depending on the severity of the matter. These complaints are covered in the Greenpeace Africa communications protocols that outline who should sign off on public communications and how it should be dealt with. In most circumstances the communications director will respond to public queries - while the fundraising director would respond to supporter queries.

Andino (Argentina/Chile): The supporter complaints are attended by the supporter service department which report them to the FR coordinator on a weekly basis so together they can evaluate them and decide whether a course of action should be taken to revert the complains. The supporter complaints represent the 55% of the supporter service interaction. The 2012 figures are bigger due to the auto upgrade done in September mostly.

USA: The US currently receives both supporter and public complaints through our in-house call center. Tracking focuses on fundraising methods or tactics, given most people in the public realm interact with GPUS through our direct dialogue street canvass. In 2013 exploration on whether there are cost and time efficient ways to expand the categorising of any complaints will take place.

NGO3

System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact) resulting changes to programs, and how they are communicated.

Globally: With the establishment of a "Monitoring, Evaluation and Learning Unit" during 2012 early discussions have been started to define the organisational needs and a specific Evaluation Framework. One of the primary aims is to establish a stronger emphasis within our programs to increase our learning as an organisation.

In addition the MEL Unit will aim to provide analysis and guidance to support our organisational changes, and become an integral part of how we plan and deliver our Program. It should begin the process of capacity building to become the unit that is needed for the future. And it should begin to systematically identify and address program-related learning needs for our new operating model.

Standardised approaches to evaluation and learning, including a policy framework, will be developed and rolled out so that by the end 2013 all offices have the capacity to implement these approaches for the most frequently performed evaluation types. Meanwhile, evaluation



approaches for the remaining types will be developed and implemented on a pilot basis, and all approaches shaped for the new operating model.

Priority program-related trainings will be re-tooled and adjusted, and new trainings identified (externally) or developed (internally) to provide the needed skills and also sharing common approaches and lexica. This should facilitate delivery of program projects across countries and cultures. During this year, the most important trainings should be piloted (or re-piloted in their new form) and delivered to offices.

In the meantime, many (not all) of our national/regional offices have their own formal evaluation processes in place: examples are included below.

Australia Pacific: We have and are actively improving our systems to ensure that SMART goals are set for all campaign projects; we have sound financial controls in place throughout the organisation and assess performance using various internally and externally focused Key Performance Indicators across all functions of the organisation.

East Asia: We currently have two layers of evaluation of our program work:

(1) At the end of each year every campaign team needs to evaluate their progress against the annual objectives and three year objectives (if there is one), and a summary of the evaluation is included in the planning document for next year, so we can adjust campaign plan based on campaign progress and also take the lessons on board.

(2) Program objectives are included in managers' objectives, so managers are held accountable in performance management. Since managers trickle down their objectives to staff, they can also hold individual staff accountable when evaluating their performance.

Japan: After each of our campaign pushes, the campaigner in charge produces a report where they have to indicate the impacts of their activities as well as the challenges encountered in the process. Such challenges and the way they were/or not overcome, provide input to the design of the new campaign tactics. It is a combination of continuously incorporating lessons from the past and testing new approaches which eventually spawn into new and more effective campaigns.

In addition to the evaluation cycle indicated above, we have introduced what we called the 'project teams'. They are multi-disciplinary teams that include staff members from the communications and fundraising units along with the campaign teams assigned to a specific campaign project. This has made both the design of campaigns and their evaluation a more comprehensive process that also looks at the public outreach results as well as the impact on the media.

Russia: We carry out six-monthly and annual evaluations. When planning we are selecting few measurable annual goals per project. We are making analysis of what does not work and what



works per campaign. We also have monthly plans which are checked against annual project plans. The execution of these plans is checked every month against monthly steps/indicators. All of this contributes to campaigning and the preparation for annual planning.

USA: We are continuing to improve our campaigns monitoring and evaluations (M&E) processes. The senior management team is focused on improving the delivery of timely and relevant information on campaign performance to support more effective and dynamic decision-making. Better M&E systems will also enable teams to gather and share learnings more frequently, with the aim of leading to faster and more frequent uptake of recommendations for improving campaign performance and impact.

Planning for M&E is being integrated into the annual and three-year campaign planning process. M&E planning includes identifying key performance indicators, risks and assumptions for each campaign that will be monitored on an on-going basis. Evaluations take place around key campaign milestones, following tests and experiments, and at the end of campaign projects. All program teams report monthly on progress toward short-term/annual campaign objectives. On a quarterly basis, all GPUS departments report on their progress toward short-term/annual departmental and organisational (GPUS) objectives.

NGO4

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

In 2013 we will be starting a global process to assess diversity within the organisation globally, as a first step towards designing a process to increase diversity within the organisation. We view this as important, not only as a general principle, but also in order to increase our ability to engage with diverse audiences. In the meantime, some of our offices have their own diversity initiatives under way.

Germany: Our Pilot of an Intercultural Training had the objective to further develop the skills of our employees in terms of diversity. Our Recruitment procedure takes into account the gender and diversity aspects and has the aim to increase the diversity of our organisation.

Brazil: Diversity is now a main part of our recruitment process. This means we have reduced the need for candidates to speak English as it reduces the candidate pool to a narrow diversity. Diversity and gender are critical elements in our Zero Deforestation campaign which seeks to coordinate and collaborate with other social and environmental actors in Brazil, and as such Women's groups, landless movements and other groups are part of our coalition.

In Democratic Republic of Congo: young age and a good gender balance were one of the criteria for selecting the participants for different workshops and skills shares we conducted for our volunteers and activists.



USA: In our 2010-2012 Strategic Plan, we identified diversity and inclusion (D&I) as an organisational priority. The need to increase the diversity and inclusiveness of our staff, volunteers, supporters and partners was again identified as an organisational priority in our 2013-2016 Strategic Direction. Demographic shifts and trends in the US reinforce the critical importance of our diversity and inclusion initiative.

During 2012, we launched an effort to send all staff through an intensive three-day D&I training (100% of staff will have gone through the training by mid-2013). We also began the process of improving staff recruitment and other practices with a D&I lens. As we move forward, we are reviewing our portfolio of campaigns with a D&I lens as we choose strategies, targets, and audiences necessary for achieving our mid- to long-term objectives. For example, some campaigns will seek a diversity of volunteers to demonstrate the breadth of popular opinion, while others will seek to mobilize constituencies that are particularly important to specific targets. And, influencing Federal decision makers will rely in particular on staff and volunteers from key growing voting blocks (e.g., people of color) and geographies (e.g., Presidential swing states).

NGO5

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

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

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

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

NGO6

Processes to take into account and coordinate with the activities of other actors.



As a campaigning organisation, it is crucial to us that we form effective alliances with others to maximize the likelihood of seeking the changes for which we campaign. We do not have standard processes for this, as the alliances (as a key part of campaigning) need to be designed for the purpose. Below is an indication of the huge range of alliances in which Greenpeace was engaged in 2012.

Africa:

South Africa: Besides the anti-nuclear work in local areas the South African office has been involved in the establishment of a broad coalition of civil society organisations to develop a single voice against nuclear energy in South Africa.

Senegal "My voice, my future" caravan was a significant public coalition with local fishermen in Senegal. The Senegal Office pulled together forces to call the future Senegalese authorities to act and put sustainable fisheries policies which can protect fishermen's livelihoods.

DRC: Greenpeace is part of a strong CSO (social and environmental) coalition, and has worked with the Catholic church. They organised a petition for the Prime Minister together with the church and NGO's from the forest provinces in DRC. In the Cameroon there is a collaboration with national and local NGO's on a permanent basis.

Brazil: The main significant coalition undertaken in Brazil is the Zero Deforestation collaborations at a national level. The Zero Deforestation campaign reaches out to other groups and actors and has a significant percentage unbranded by Greenpeace in order to create a bigger movement than just our name. This has been successful in that a number of forest and rural communities, the Catholic Church, other NGOs, the biggest trade union in Brazil and other entities are part of our coalition. Brazil has built a regional coalition around mobility and transport at the end of 2012 and into 2013 in Sao Paulo for our transport project under the Climate and Energy campaign

Mexico: In all the Mexican campaigns there are alliances with the local and national NGO's. The Mexican office has driven the creation of coalitions with which we have worked for many years.

Germany: Around 100 GPG volunteer groups work on a regional level (including support / cooperation etc. of / with regional citizens' initiatives); McPlanet 2012 (Attac, Brot für die Welt, BUND, EED, Forum Umwelt und Entwicklung, Heinrich-Böll-Stiftung, terre des hommes); Ozeaneum Stralsund (oceans exhibition); various film cooperations.

Netherlands:

Climate & energy; Groene 11 (a coalition of 15 nature and environmental organisations), corporations united in de Groene Zaak, and media partners. In our actions against coal fired power plants we worked together with de Waddenvereniging, Vereniging Zuivere Energie, Co2tramline, de Dekoolonisten, Pieterburen Tegengas, de Natuur- en Milieufederatie Groningen, het Groninger Landschap, Natuurmonumenten, Natuur en Milieu, Vereniging Verontruste Burgers van Vorne, Bürgerinitiative Saubere Luft Ostfriesland e.V. and also a



number of other German nature and environmental organisations. Regarding our nuclear campaign we co-operated with both LAKA and the Zeeuwse Milieu Federatie. Response.

Forests; for our bio energy campaign we work together with Stichting Natuur en Milieu, Oxfam Novib, WWF Netherlands, IUCN Netherlands Comité en Action Aid. Our battle for legislation against illegal wood we share with WWF Netherlands, ICCO, and Milieudefensie. Also we work together with the MVO-platform, for instance regarding our Congo campaign.

Oceans; in 2012 we co-operated with amongst others Stichting de Noordzee, WWF Netherlands and Oceans2012.

Toxics; amongst others, in 2012 we worked Amnesty International, SOMO, and Plastic Soup Foundation.

SAGE; for our Sage campaign the Dutch office battled against patents for GE plant seeds, together with Dutch farmers. With Bionext they worked on improving organic potato growing as well as better legislation to keep organic agriculture free from GMO's. Together with Varkens in Nood we launched SuperWijzer, which later on was renamed QuestionMark, after more organisations (Nudge, vakbondskoepel ITUC, Planetzer0, communicatiebureau KesselsKramer, het InnovatieNetwerk en vrijwilligers van Stichting laluz) got involved.

Russia: The Russian office has extensive experience of working with different NGOs in various coalitions both for national and international issues. During the last year we made public coalitions together with WWF to present environmental risks of Prirazlomnaya oil rig in the Barents Sea and RAIPON (the association of indigenous people) in our Arctic campaign. They are participating in a set of publicly announced program-related coalitions for a relatively long time. One can list coalition on Altai protection against Gazprom (save Ukok), coalition on Samarga protection (Russian Far East), coalition of NGO's working on Climate and Energy, Save Baikal etc. There are also a number of non-announced program-related coalitions (for example joint activities on North Caucasus or coalition on G8 meetings preparations etc). Last year we become members of a fundraisers coalition.

Switzerland: In 2012 the C&E Team was actively involved in several national and regional coalitions related to the nuclear phase-out (Energiewende). The contributions vary in nature: knowhow of campaigners, action knowhow, grassroots networking, financial and administrative support. The mains coalitions are: Alliance of the Environmental NGO, Alliance against nuclear power, Power Efficiency Initiative, Solafrica, Menschenstrom demonstration, Regional Coordination Mühleberg NPP, Regional Coordination against NPP Aargau Solothurn.

South East Asia: 1) Palm Oil Small Holder in Dosan Village, Sumatra. 2) Renewable Energy Projects in small island of Indonesia together with AMAN(The Aliansi Masyarakat Adat Nusantara (AMAN) or Indigenous Peoples Alliance of the Archipelago 3) Anti-coal Community Movement in Thailand and Philippines 4) AFAB (The ASEAN for a Fair, Ambitious and Binding Global Climate Deal (A-FAB), a partnership between Greenpeace Southeast Asia and Oxfam, is an organisation that calls for a more active and transparent participation of the Association of



South East Asian Nations (ASEAN) at the United Nations Framework Convention on Climate Change (UNFCCC).

Spain: In Spain there is work in a coalition with Amnesty International and Oxfam campaigning on disarmament issues (political lobby mainly). Also, in 2012 we created a coalition of more than 100 NGO, associations, scientists, lawyers, etc campaigning against the reform of our Coastal Law. We are part of “Coalicion Clima”, where a big number of NGO, unions and associations, work together campaigning against climate change.

New Zealand: Regionally: GPNZ and other GP offices have been involved with the Western and Central Pacific Fisheries Commission since it was formerly set up and even before. In recent years other NGOs (e.g. PEW, WWF) have started to become involved. In 2012 we proactively coordinated our approach for lobbying and communication from the meeting with these NGOs. Furthermore, a number of working groups were set up to maintain the coordination of issues that WCPFC still needs to address. Nationally: GPNZ helped establish the NZ Shark Alliance with the objective of banning shark finning in NZ waters. The government consultation process was delayed from 2012 into 2013, but the alliance is continuing to work in the issue. Less formally, GPNZ worked on the critically endangered Maui's dolphin in coordination with other local and international groups. GPNZ actively engage with iwi groups around the country and have a specifically allocated campaigner for this purpose.

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

The Czech climate coalition is a platform of Czech NGOs working in the areas of environment protection, development cooperation and humanitarian aid.

The River Coalition brings together NGOs, scientists, field experts and academicians in order to promote responsible water management and to respond to bleak state of Czech and Moravian rivers, creeks, and disruption of water regime of the landscape in our country.

Coalition for Easy Giving consists of NGOs raising funds from individuals. Together we try to eliminate main technical obstacles (bank systems and procedures, mobile payments non-suitable for NGOs etc.) and to promote individual giving.

Economic

NGO7

Resource allocation.

	2012 Euros thousands	2011 Euros thousands
Income:		
Grants from national and regional offices	69,017	59,709
Other grants and donations	1,217	1,255
Interest income	522	(181)
Other income	18	47
Total income	70,774	60,830
Fundraising expenditure	2,521	2,160
Total Income less fundraising expenditure	68,253	58,670
Expenditure:		
Grants and other support to national and regional offices	22,376	15,656
Campaigns & campaign support		
<i>Climate & Energy</i>	8,477	8,617
<i>Forests</i>	4,142	5,319
<i>Oceans</i>	3,407	3,193
<i>Sustainable Agriculture</i>	1,457	1,611
<i>Toxics</i>	1,189	1,037
<i>Media & communications</i>	4,433	4,581
<i>Marine operations & action support</i>	11,825	9,757
Organisational support	11,405	9,848
Interest costs	350	215
Foreign exchange loss	187	374
Total non-fundraising expenditure	69,248	60,208
Tax	-	(6)
Surplus/(deficit) for the year	(995)	(1,544)

This summary shows the assets, liabilities and fund balance of Greenpeace International.

	2012 Euros thousands	2011 Euros thousands
Statement of financial position		
Assets		
Fixed and financial assets	25,045	26,535
Due from national and regional offices	13,976	10,312
Other current assets	1,149	1,191
Cash and cash equivalents	22,622	28,453
Total	62,792	66,491
Liabilities and fund balance		
Due to national and regional offices	14,790	17,367
Other liabilities	8,594	8,721
Fund balance	39,408	40,403
Total	62,792	66,491

NGO8

Sources of funding by category and five largest donors and monetary value of their contribution

We are proud of our transparency and independence. However not all donors give us permission to publically announce the details of their contribution. In all cases (including those



where anonymity is requested), we have vetting processes in place to ensure that our policies to ensure financial independence are not breached. Our top donors in 2012 are:

The Swedish Postcode Lottery (Svenska PostkodStiftelsen) continued its generous support in 2012 with donations totaling €2,634,941. These important grants support climate work in China, and forest work in the Amazon and Indonesia. 2012 was the first year Greenpeace received a grant for our polar work from the Swedish Postcode Lottery, for a three-year project. The project aims to strengthen the rights of indigenous people, and to raise their voice in the debate about the Arctic future. There are around 4 million people living in the Arctic, spread across several continents, with cultures and traditions that have been followed for generations.

The Dutch Postcode Lottery (Nationale Postcode Loterij) generously donated €2,250,000 to Greenpeace Netherlands in 2012. In addition, Greenpeace International received €800,000 of extra funding for Postcode Lottery Project Oceans from the Swedish Postcode Lottery; a unique project in which Postcode Lottery and Greenpeace (among others) working together to save all life in the oceans.

In 2012, €1,646,000 was granted to Greenpeace Switzerland from the estate of the late Mrs Ellen Schuppli. A legacy to Greenpeace is a very special act of generosity and foresight, honoring Mrs Schuppli's memory and ideals into the future.

Greenpeace Germany received a legacy of €3,550,460, from Ms. Hildegard Bühmann and lastly GP CEE received a legacy of €1,700,000 from a private donor who wished to remain anonymous.

EC7

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

Greenpeace globally does not have specific policies for local hiring, nor does Greenpeace International for its own staff. Longstanding practice when setting up new offices is to create and hand over to a locally-dominated board and substantially local senior management as quickly as possible--typically within the first two to three years of the establishment of the office. Our global HR strategy is in fact designed towards encouraging international movement of staff around the organisation in order to maintain a strong global sense of unity and common purpose and to quickly transfer skills. For example, in principle all jobs available within the global organisation should be open to all staff to apply and are therefore advertised internationally.

Thanks to the new HR data collected this year, we know that out of the whole of the organisation 27 senior managers out of 453 are not of the same nationality as the country in which they are working, and that 31 Board members out of 156, have a different nationality from the country/countries of the board on which they sit.



Environmental

EN16

Total direct and indirect greenhouse gas emissions by weight.

Greenhouse gas (GHG) emissions

Greenpeace worldwide GHG emissions for 2012 totalled 22,883 metric tonnes, 563 tonnes more than in the previous year. (*) The total worldwide figures reported below include the emissions from Greenpeace International and all national and regional Greenpeace offices around the globe.

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

Notes

- The emissions methodology and emission factors are taken from the following resources:
<http://www.ghgprotocol.org>. The GHG Protocol operates under the umbrella of the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI).
<http://www.defra.gov.uk>
<http://www.iea.org>
<http://cfpub.epa.org>
<http://www.edf.org>
- CO₂ equiv. refers to all measurable GH gases including CO₂ and CO₂ equivalents of CH₄ and N₂O.
- Due to operational procedures, a small amount of information had to be estimated based on previous years' performance, amounting to 3.4 % of the total.

We continue our efforts to become more efficient at relatively reducing our greenhouse gas emissions. Despite the increasing size of our activities during the year (2012 total



expenditure being 16% more than in the previous year), we managed to cap the increase of global CO₂ emissions at 2.5%.

More than one third of our greenhouse gas emissions are attributable to our marine operations. Despite efforts to increase the efficiency of our fleet, due to increasing marine and related activities, the direct fuel consumption emissions slightly increased. Electricity consumption and travel emissions slightly increased, due to our increasing global activities. Emission-cutting measures for paper use started to show positive impacts.

EN18

Initiatives to reduce greenhouse gas emissions and reductions achieved.

African The office installed Solar Panels in 2012.

Brazil has a focused on becoming a paperless office and to substantially reduce travel.

East Asia is an office expanding our work, it is expected that carbon emission due to increased staff, office space and increased activities will lead to more carbon emissions. The monopolised energy market with no renewable energy sources in Mainland China, Hong Kong, Taiwan and Korea also makes it challenging for us to reduce carbon emission due to electricity use. However we are also implementing a number of measures to reduce as much carbon emission as possible. This includes adding more video conferencing units in the offices to encourage the use of video conferencing instead of business travels, distribute newsletters via electronic channels, aim for more energy efficient facilities when formulating office move plans, etc.

Germany, As part of our national code of conduct we hold several guidelines:

- sustainable procurement guideline
- ecological travelling for employees
- careful usage of resources (such as office materials etc.)
- usage of 100 % renewable energy
- bases on corporate values that foster ecological and social accountability.

Netherlands: For 2012 our goal was to reduce the amount of external paper used by asking our supporters to switch to the digital magazine and by reducing the amount of paper used for fundraising mailings. We succeeded in paper reduction, however our emissions due to travel (flights as well as public transport) have grown. Also the electricity for our office building which was rated 'green' for many years now should be rated 'partly grey' (emission factor 0,015) since it is sourced by Nordic hydro. Influencing our landlord is difficult, they have a multi-building contract with an energy supplier.

Russia : 1. Installation of energy-efficient lamps 2. Installation of dimming system for office lighting depending on general illumination and presence of people. 3. Automatic switching off of lighting in absence of people

Japan: We had some relative targets in 2012 such as the installing of a video conferencing room which should lead to less business flights . Less printing, less inserts/enclosures and more electronic communication with our supporters. The video conferencing system did definitely lead to less business flights. It is quite likely that we would have had even more flights without the VC. In 2012 we again ensured awareness and provided information to marketing regarding external printing emissions. No targets were implemented. Nevertheless marketing was able to reduce the CO₂ emission by 18%.

USA: There's a renewable energy program in which we participate. We purchase 388 megawatt hours of wind energy on an annual basis

EN26 Initiatives to mitigate environmental impacts of products and services. N/A

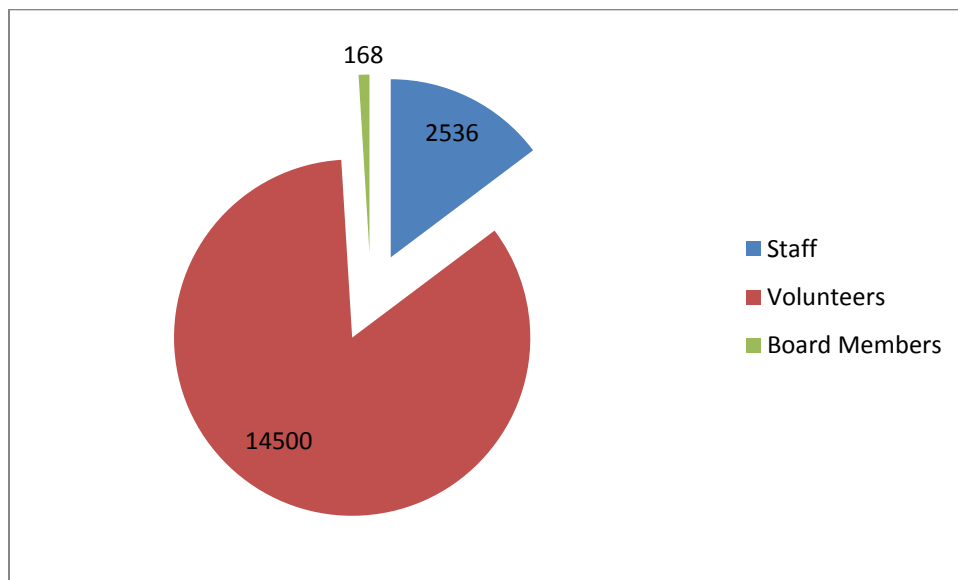
EN29 Significant environmental impacts of transporting products used for the organisation's operations, and transporting members of the workforce.

Our principle environmental impact comes from CO₂ emissions arising from staff travel and from the operation of our fleet of ships. Please see CO₂ report above (EN16)

Labour

LA1 - Total workforce, including volunteers, by employment type, employment contract, and region.

Our global workforce consists of 2536 staff, 14500 volunteers and 168 Board members:



A regional breakdown of our workforce can be found in our [annual report](#), please see pages 52 and 53.

LA10 - Average hours of training per year per employee by employee category.



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

LA12 - Percentage of employees receiving regular performance and career development reviews

Our global HR strategy stresses the importance of all employees receiving regular performance and career development reviews, and the focus to date has been to provide tools and training to enable national offices to set up such programmes.

From the HR data collected for this report we know that:

- An average of 58% of our workforce received formal evaluation feedback;
- An average of 39% developed individual performance plans, and;
- 1113 staff members received annual performance reviews.

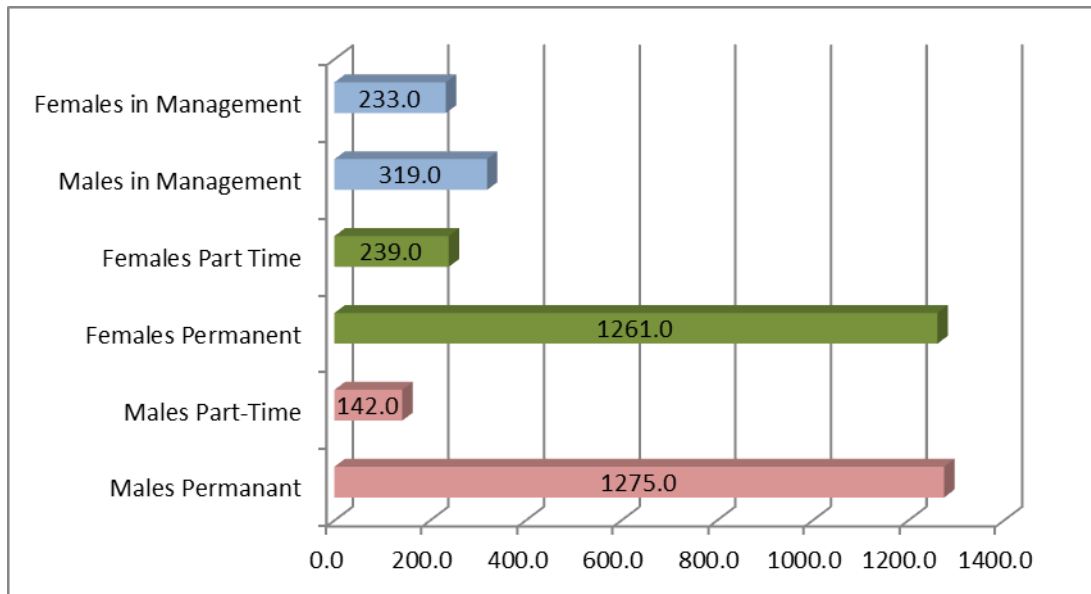
This data is based on 20 out of 28 offices who submitted data.

LA13 - Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity

2012 we were able to provide further breakdown on our diversity indicators and workforce/board composition.

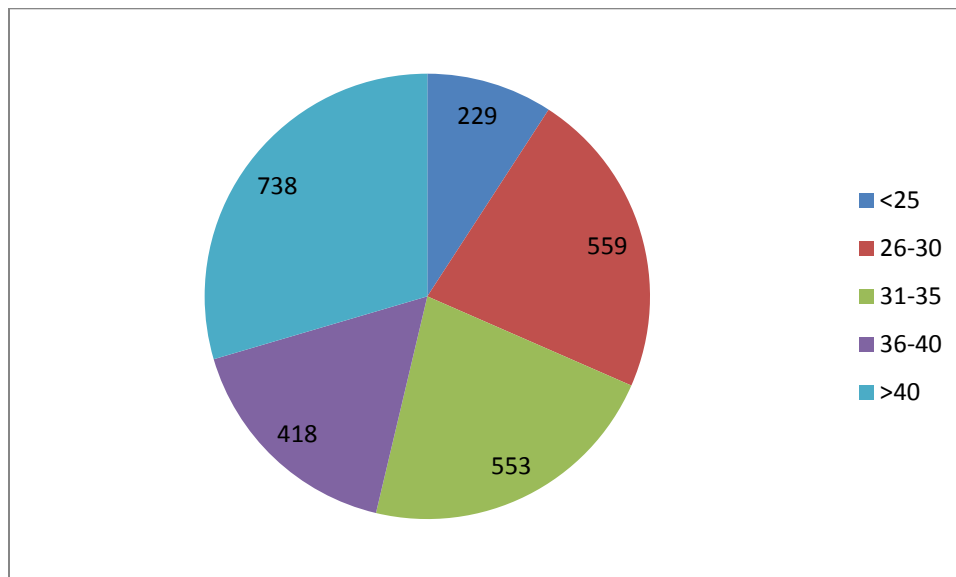
For more information on HR diversity, please go to pages 52 and 53 in the annual report – downloadable here: <http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/reports/>

Gender Diversity



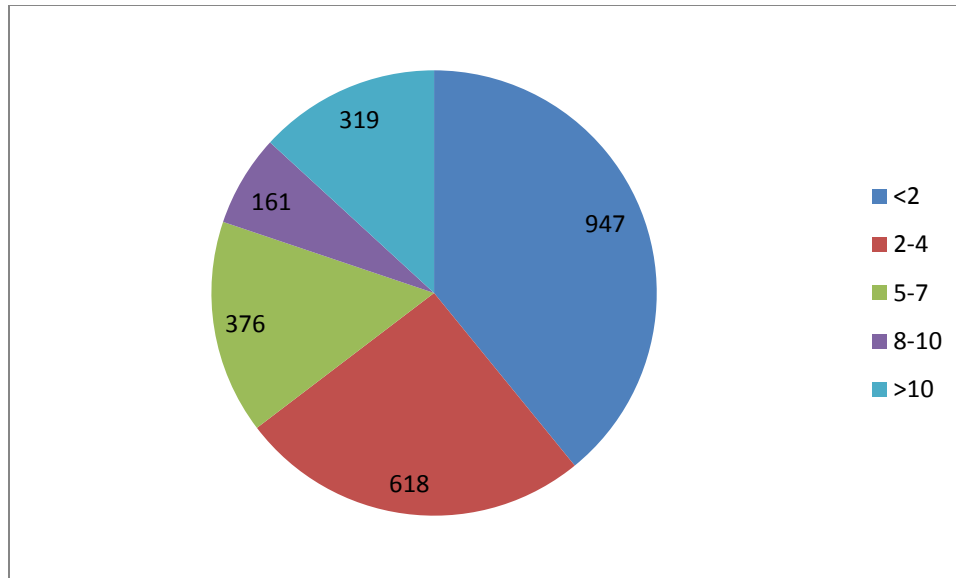
Data based on 27 NRO's and GPI

Staff Age



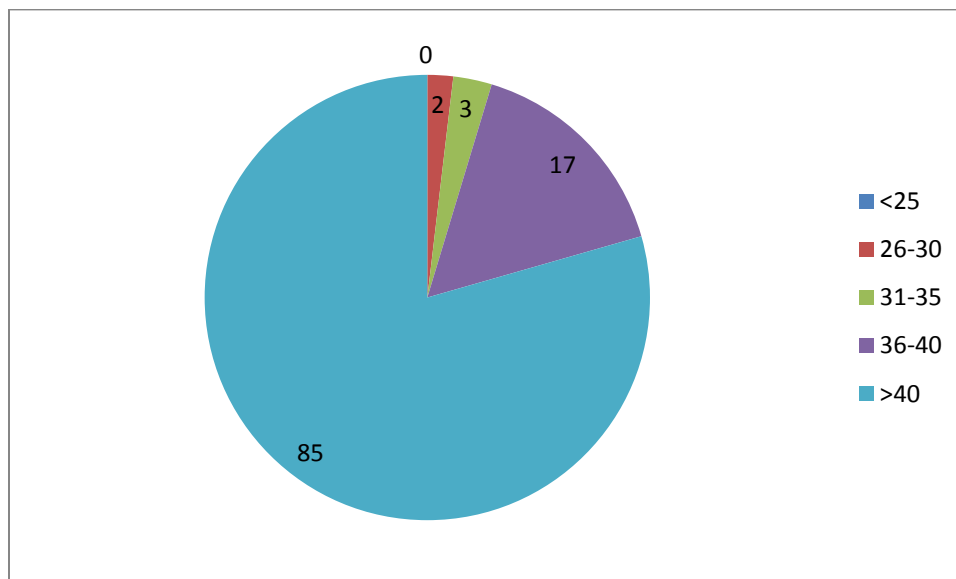
Data based on 27 NRO's and GPI

Years at Greenpeace



Data based on 23 out of 27 NRO's and GPI

Board Members by Age



Data based on 15 out of 27 NRO's and GPI

Nationality Indicators

Number of staff whose nationality is different from the country/countries of the NRO	403
Number of SMT members whose nationality is different from the country/countries of the NRO	28
Number of Board members whose nationality is different from the country/countries of the NRO	25
Number of nationalities represented offices	177

Society

SO1 - Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.

As an advocacy organisation, whenever a campaign comes to an end we seek wherever possible to pass knowledge and responsibility on to local partners. For the first time this year we asked our national offices, who worked with local communities, to submit examples of this:

Mexico: Oceans: in 2010, GP joined the work of local organisations and the community of Cabo Pulmo with the objective of stopping the Cabo Cortes Project. Until 2012 Greenpeace took the leading role in the design and implementation of a campaign that resulted in the cancellation of the project in June of the same year. This was the result of a political confrontation, media and citizen mobilisation work. The pressure that GP exerted was crucial for the president of the country to make the cancellation public.

SAGE: Through working with the communities we achieved the promotion of a legal protection against the authorisation of sowing GM soy in the Yucatan Peninsula, and we attained the suspension of said sowings by a judge. We also managed to position the topic in media both national and international through actions and the implementation of forums with experts from civil societies, researchers and public officials. The campaign developed a report in which the results of each activity were measured, both in political and media impact.

Toxics: Through the work of the toxic rivers campaign (previous to the Detox 2012 campaign) we managed to position the issue of industrial pollution with the affected communities along the Santiago River Basin, in Jalisco. Furthermore, we supported the work of local NGO's like 'un Salto de Vida', strengthening their claims against the local and federal authorities. GP's demand was positioned within the agendas of the local organisations.

Germany:

- This is usually taken up as part of the campaign evaluation
- direct impact of work on local communities through e.g. GPG goals taken up in coalition papers (e.g. Lower-Saxony election 02/2013 [GMO, forest and nukes goals])
- during an ongoing campaign we have e.g. Q&A evenings (e.g. German beech forests) or get feedback from within the resistance community (e.g. Gorleben)

Brazil: Response: During the RW ship tour last year we undertook a number of stops that were specifically community orientated. We stopped at the community Verde para Sempre to denounce the illegal extraction of timber from their land, and forced the Government to take action. We went to the Kilombola people and showed their desire for Zero Deforestation via our online media. We exposed the extraction of timber for charcoal on indigenous lands in Maranhão and got the industry to agree to end the use of native timber in charcoal. We also showcased the communities in Amapá whose leaders are driving for Zero Deforestation and the case was aired on the biggest Brazilian current affairs show. Therefore many of our campaign elements have direct community impact. Furthermore our Zero Deforestation campaign is based on 'voices from the forest', the support of forest dwelling communities for an end to deforestation.

Swiss: C&E: We did an assessment of the campaign we ran (with others) in January 2011 (before Fukushima) in order to win a regional referendum (Canton Bern) against a new nuclear power plant to replace the existing one in Mühleberg. After Fukushima a mood barometer against new nuclear power was introduced in 2012.

SEA: The positive impact is happening when working with palm oil small-holders in Dosan Village, Riau Province of Sumatra, Indonesia on solutions to deforestation. Indonesia's Minister of Agriculture Suswono praised the sustainable palm oil practices and said that the initiative is a perfect example of how large palm oil producers can remain profitable without forest destruction. Since February 2011, farmers in Dosan village, together with local government and civil society have worked to develop a responsible palm oil plantation and protect the remaining forest surrounding their village.

Africa: Senegal After our victory by pushing the Senegalese government to kick-out the foreign fishing fleet we did an assessment in order to have a comparison of catches in different fishing communities before and after the departure of the pelagic vessels. But we need to do more on this in our different projects. DRC we did follow up the solar and clay stove workshops to assess the impacts and the multiplication to other communities.

USA: In 2012, we assessed the impact of our campaigns on local communities as part of the process for creating our 2013 - 2016 Strategic Direction. The strategic planning team engaged a wide variety of external stakeholders to provide input and perspective on the impacts of Greenpeace campaigns on communities. This analysis contributed significantly toward refining the strategic plan so that Greenpeace's work with diverse communities both contributes to success at the local level in the near-term, and helps build grassroots capacity and power for achieving broader success on long-term campaigns. Looking forward, we will integrate even more affected stakeholder input on and assessments of the impacts of our campaigns on these communities as part of our programme monitoring, evaluation and learning.

Czech: Our coal campaign focuses on close cooperation with local communities endangered by coal mining. Last year we had several meetings with local activists/friendly representatives of municipalities. We consulted common activities and distribution of responsibilities and discussed



the impact of our campaign on the local level. Together we organized a protest in front of Government and also one NVDA in protected area where coal mining is proposed by a coal company but heavily opposed by local government and majority of citizens. We also regularly hold debriefings with local partners to assess the impact and effectiveness of our joint activities.

Japan: Our project with the greatest impact on a local community was the work on the Fukui Action Centre. The campaign we ran there did not only increase the public's attention to the nuclear power plants restart, but it actually made small towns like Fukui and other prefectures, like Kyoto, realise the influence they can have in the decision-making process.

As to the victims' protection law, a faster and easier access to medical services is now mandatory and better regulated. Victims are still far from properly compensated and the work to ensure they are given a fair recognition of the huge impact they have suffered (including the potential long-term consequences of the continuous exposure to radiation) is yet not over, but an important milestone was achieved in 2012 which will work as an stepping stone to further our work in 2013 for a more comprehensive compensation and liability legal framework.

SO3 - Percentage of employees trained in organization's anti-corruption policies and procedures.

Greenpeace finalised and approved its first anti-corruption policy during 2011 which means that by the end of the year not all offices had been able to train staff: just 181 members of staff globally have been trained. However the document has been distributed to all staff, and trainings will be rolled out over the coming year. Only 2 NRO's reported on this in 2012 with only 78 staff members being trained.

Product Responsibility

PR6 - Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.

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

Greenpeace International's own Fundraising activities confirm to the laws of the countries in which these activities take place, and all our National/Regional offices 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 national offices also adhere to local charitable laws. For more information about any Office please contact that office directly via www.greenpeace.org (use pull down menu from the global



map at the top of the page to find the office in which you are interested). Our national offices do include the following:

Argentina: Legislation on money laundering prevención. (Law 25246). Resolution 30/2011 legal entities receiving donations from third - of the financial intelligence unit. Personal Data Protection, Provision No. 11/2006 DNPDP.L

AusPac: Income Tax Assessment Act of Australia Corporations Act, Australian Accounting Standards, Charitable Fundraising (NSW) Act 1991 Collections Act (QLD) 1966 Collections for Charities Act (Tas) 2001 Fundraising Act (Vic) 1988

Belgium: 1991 Belgian law on charity status; Belgian association for ethical fund raising standards.

Brazil: The activity of non-profit organisations is subject to the Brazilian Civil Code and to the National Tax Code. The Non-profit organisation whose core objective is bound to preserve the environment should also comply with the following rules: Department of the Environment - SF/SMA- Joint Resolution 01, 26/06/2002: the organisation needs the "Certificate of Recognition Entity Environmentalist - " and the document entitled "Declaration of Tax Exemption from inheritance and donation of an National Environmental Council - CONAMA - Resolution CONAMA 292/02: register"

Chile: All local laws for the operation of a nonprofit foundation set by Chilean law are met. Chile GP performs annual external audits, financial statements to Internal Revenue Service and surrender the necessary documents to the Supreme Court.

Czech: We comply with all laws regulating charitable organisations operating in CZ. Above that we are signatory to Ethical Code of Environmental Organisations (created by Green Circle) and Ethical Code for Fundraising (created by Coalition for Easy Giving).

East Asia: Hong Kong office is registered as a nonprofit charitable entity and complies with Section 88 of Inland Revenue Ordinance of the Hong Kong law and all relevant standards and laws applicable for us to be able to operate, including receiving of all donations, charitable tax receipts for donors, record keeping for signed donation forms, privacy laws for usage of donor data, and regular audited financial yearly reporting. Taipei office is registered as a non-profit foundation under the foundation regulations under the Taiwanese laws and guidelines. Seoul office is registered as an "Organisation Deemed a Juristic Entity" under the Korean law and it is not considered as charitable organisation at this stage. Beijing office is registered as a limited company wholly owned by Greenpeace East Asia registered in Hong Kong and it is not considered as charitable organisation. Laws in China do not yet provide comprehensive registration system for international NGOs.

Germany: "Deutsches Institut für Soziale Fragen (DZI) - organisation that awards a certificate for good NGOs. We do not have the certificate (you have to apply), however on demand they give positive feedback about Greenpeace

- Abgabenordnung (AO) - taxation law



- HGB - local GAAP / accounting law
- Law for German Associations ("Verein")
- Our own official documents: by-laws for GP e.V, general assembly ("Mitgliederversammlung"), by-laws for the Board
- Data privacy laws
- Fundraising Ethics (by the Fundraising association)
- Employment laws and workers' council

Japan: Our office does not have a charity status. It used to have the NPO status however, in those days we were compliant with all the State-mandated regulations for charitable organisations. The significant downside was that such status implied excessive controls that jeopardised our campaigning work as Greenpeace and hence we had to change to the GIA (General Incorporated Association) in order to maintain our independence principle and to operate with the necessary level of freedom.

Luxembourg: Luxembourgish laws on Foundations

Med: We are a company in Turkey - our fundraising activity is based on sales of our magazine (yearly subscription) we are fully in line with the tax regulation. In Israel we are a non-profit corporation.

Mexico: We are complying with the civil code and income tax law by being an NGO with a donor character, meaning we are able to deduce taxes with regards to all our donations.

Netherlands: CBF (The Central Bureau on Fundraising) Keurmerk voor goede doelen and ANBI status (= Public Benefit Institution).

New Zealand: We comply with the local charities act <http://www.charities.govt.nz/setting-up-a-charity/registration-guidelines/charities-act/> and societies act <http://www.societies.govt.nz/cms/incorporated-societies/rules-of-incorporated-societies> and the relevant accounting standards for charities and societies.

South Africa: Incorporated under section 21 of NPO's in the Republic of South Africa.

South East Asia: In the Philippines, nonprofits seek accreditation from the Philippine Council for NGO Certification (PCNC). Accreditation is voluntary and the Greenpeace certification is in process. To be a charitable organisation in Thailand, we need to meet the Revenue Department's qualification for three consecutive years in terms of expense proportion compare to income. We are already registered as a foundation here. Greenpeace is officially registered in Indonesia as an Association (Perkumpulan) and has received endorsement from the Manpower Department through our Employee Handbook.

Switzerland: We follow the accounting rules of SWISS GAAP FER 21 Accounting for charitable, social non-profit organisations and have our own fundraising policy with ethical principles controlled by our auditors. In addition, a foundation supervisory authority is responsible for the supervision of common-benefit foundations.



USA: Greenpeace USA is comprised of two California entities, Greenpeace, Inc. and Greenpeace Fund, Inc., and we comply with all the statutory requirements for nonprofit corporations under the California Corporations Code. Both entities also comply with the statutory requirements for nonprofits set forth in the United States Internal Revenue Code. In addition, we register in and comply with the charitable solicitation laws of the states and cities in which we conduct fundraising activities.