

An underwater photograph showing a surgical mask lying on the seabed, which is covered in green algae and seaweed. The water is clear, and the surface of the water is visible at the top of the frame, with a rocky coastline and a clear blue sky in the background.

# GREENPEACE INTERNATIONAL ACCOUNTABILITY REPORT 2020

**GREENPEACE**

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## FOREWORD

This is the 2020 Biennial Accountability Report for Greenpeace International and the global Greenpeace network.

Greenpeace International's main legal entity is "Stichting Greenpeace Council" (SGC). It is a Dutch stichting - a foundation-type non-profit entity, based in Amsterdam, Netherlands. The Articles of Association (bylaws) specify its purpose and provide the framework for the governance and coordination processes in the global Greenpeace network. The entity is registered with the Dutch Chamber of Commerce under nr. 41200515; its RSIN number is 006623207.

### FOR THE PURPOSE OF THIS REPORT:

"Greenpeace" refers to the global network of 26 independent national/regional Greenpeace organisations (NROs) plus Greenpeace International as a coordinating and supporting organisation for the global network.

- National and/or Regional Organisations (NROs) refers to the 26 independent Greenpeace organisations, operating in 55 countries around the world. They are (or consist of) independent entities, and each NRO has its own Executive Director and supervisory board. Greenpeace International does not exercise control over NROs, but does facilitate coordination across the global network. This includes facilitating the development of global Greenpeace standards and policies, which NROs adopt according to local realities and needs.
- The use of "we" and "us" or "our(s)" in this report may refer to Greenpeace International (Stichting Greenpeace Council) or the global Greenpeace network, depending on context.

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## Opening Statement from Jennifer Morgan, International Executive Director

Disruption on a global scale. That's what 2020 was about and what the world is still striving to live through. The tragedy and chaos of the pandemic further exposed the failed racist, patriarchal, polluting system that is hurling people and the planet to catastrophe. Systemic injustice, inequity, intolerance and imbalance contaminate the courage, compassion and cooperation we have seen across communities.

The realities we saw in 2020 are not new, they have been the harsh truth for far too many, for far too long. But, from the bushfires, floods and droughts across the world, to the global pandemic, institutional racism and corporate/government-directed assaults on environmental and human rights defenders – in 2020 the inequalities and injustices were exposed at an unprecedented scale.

But we also saw another truth that we have known since Greenpeace was founded – that when the right pressure is applied – entire systems can be changed. Such massive societal and economic disruption gave us a huge opening to propose radical new solutions; set a course for a better future; to shift not only mindsets, but entire systems, to create a reshaped society.

We responded with our hearts, our heads and our own disruption.

Across all of our offices we took stock of the work we had been planning for the coming year and re-focused our energy toward reshaping the global narrative and campaigns, seeing and seizing the moments to make systemic change.

Our goal was to meet people where they were, to propose recovery programmes designed to strengthen their communities, while respecting our planet and addressing the root causes of injustice. We actively supported the goal for the [People's Recovery](#), including an urgent demand for [#PeoplesVaccine](#), to address the health care

inequalities that have become all too evident during the pandemic.

At the same time our offices and activists found heartfelt and practical ways to support to frontline healthcare workers in Asia, Africa, Europe and the Americas – transporting much needed equipment to remote indigenous communities in the Amazon and to hospital staff in Bangkok; repurposing old Greenpeace banners into protective clothing in Spain and delivering sanitation packs and 10,000 facemasks to artisanal fisheries workers in Senegal. These are all ways to create the world we are all striving for.

Our ships did not lie idle. The logistical challenges of keeping a ship out on the oceans, campaigning and holding corporations to account, could fill an entire annual report! I will spare you the details and only say we did it – not once, but with all three ships, while still keeping our crews safe and healthy.

As the pandemic continued to tighten its grip on our planet, we forged closer bonds with new partners across a wide range of diverse organisations.

The murder of George Floyd in the United States led us to examine the racial inequalities within our own organisation and campaigns. Greenpeace USA took the lead in working with the BlackLives Matter movement, while Greenpeace offices in Africa, Asia and Australia/Pacific also worked to build deeper allyship at home, while sharing those insights across the whole organisation.

We have much to learn. We are listening to our





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allies to understand how we can be better partners and followers; how we can be actively anti-racist in our work and how we can expose and remove the inherent racism in climate change. Systemic inequality is part of the same broken system that exploits people and the earth alike. Radically disrupting the system today will mean a better tomorrow for all.

As the pandemic continues, we remain accountable to our supporters, staff and volunteers by identifying new and more agile mechanisms to account for the risks and opportunities added by this crisis.

In 2020, our fundraising operations were drastically disrupted. In order to support our staff and continue our work globally, we mobilised forces to strengthen our Covid-19 response and provided a global approach to our duty of care to staff.

We developed tools to become better at identifying and acting on lessons-learned. We produced new impact measurement assets and multiple useful guidelines and handbooks to assist us in our work.

We actively engaged with our internal and external stakeholders to inform our decisions and to create more sustainable ways of working.

We increased integrity-related training and continued reporting publicly on the incidence and results of our integrity and whistle-blower complaints.

We enhanced staff development opportunities and performance management, fostering an open feedback culture.

And last but not least – we managed to bring justice, equity, diversity, inclusion and safety

into the heart of Greenpeace globally.

We are immensely proud of what we have achieved in the last year. Together we faced some of the most challenging times we have experienced in Greenpeace's lifetime and our own. It was hard. Keeping our people safe while still forging a pathway to a better, fairer, safer and greener planet was challenging for us all, personally and organisationally. We have learned a lot.

Greenpeace is now in its fiftieth year. What has been at our core since 1971 came very much to the fore in 2020 – the positive power of disruption, the strength we find through inclusivity and the power of people to make systemic change.

As we take stock of the last year and also consider the last half century, I want to thank the millions of people in 2020 who stood up and took action, despite the challenges. To them and to all the change makers, disruptors, agitators and activists; the scientists, lawyers, storytellers and leaders who have been on this journey with us from the start – the challenge remains, but we don't have fifty years to make a difference – we have ten.

This year of positive disruption has given the people a clear pathway. It has taken away the political excuses for inaction, exposed the greenwashing, and proven not only the environmental case, but also the legal necessity for action.

It's time to get it done and I look forward to being part of the systems change that makes it happen in the coming years.

**JENNIFER MORGAN**  
Executive Director of Greenpeace International

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# The impact we achieve

## Mission and theory of change

Greenpeace is an independent campaigning network which uses non-violent, creative confrontation to expose global environmental problems and to force solutions which are essential to a green and peaceful future.

From independent Greenpeace National and Regional Organisations (NROs) across the world, to Greenpeace International (GPI) in Amsterdam, we value our identity as both global and local – taking on formidable opponents and challenges while still being rooted in communities and long-term relationships. We hold firm to our radical roots, speak truth to power and will never take money from governments and corporations. We seek a green and peaceful world that supports life in all its diversity. We are positive about the future, because people working together can achieve anything. This simplicity and optimism is one of our greatest strengths. People power is at the heart of our work – strengthening, amplifying and working with those who share our vision, hope and belief that a better world is possible. We seek to inspire “a billion acts of courage” in support of that better world.

Find out more about our [vision](#), [mission and values](#) online.

The [Greenpeace Framework](#) guides and prioritises our work at a global level. It includes our mission and theories of change for disruption and culture. The Framework is the Greenpeace roadmap, developed through a massive consultative process and showing how we can approach our campaigns more holistically. That means setting goals for the environmental boundaries that cannot be crossed, but also tackling the mindsets and power dynamics that hold us back. It shapes how we communicate, how we interact with others and how we make our campaign choices. Most importantly, it is a firm recognition that the struggle for a green and peaceful future requires fundamental changes in the way we relate to nature and to each other. From climate change to inequity, armed conflict to social injustice, the great challenges of our time are not only urgent, they are intimately linked. From the power structures that make them possible to the mindsets that make them acceptable, they are interwoven and must be changed together.

## Key strategic indicators for success

To be ‘tight on [strategy](#)’ GPI strives to have a clear understanding of how the network of the various NROs is performing as a whole. We aim to have strong metrics, hard data and analytics to be able to say how well Greenpeace’s global programme is being delivered. We share and collate that knowledge and analysis within the network to provide a reality check on where Greenpeace has specific strengths, resources and skills and compare that to where they are needed.

On May 31, 2019, following extensive consultations within the global Greenpeace network, we rolled out a new Global Programme Plan 2020-22. Guided by the Framework and within our Global Programme Goals, Greenpeace is focused on two critical environmental boundaries – climate change and biodiversity loss. The 2020-22 Plan defines our global programme strategy over these three years, intending to deliver clarity to the global network on where we want to be, simplify priority decisions and ultimately make choices about focusing in the areas which have the highest impact potential. The Framework demands we shift mindsets and power in order to prevent catastrophic climate change and runaway biodiversity loss.

Greenpeace has recognised the need for embedding the idea and practice of continuous improvement through learning via monitoring and evaluation. This realisation accompanies NROs on the journey towards defining and measuring impact and supports Greenpeace in making strategic and informed decisions rapidly, more wisely and refining our approaches on how we work internally and externally.

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One of our key stakeholder groups is the internal campaigning community who work hard in ensuring impact is achieved. Our Global Programme Office acts as an interface with all stakeholders of the Global Programme to support its smooth functioning, including effective planning, monitoring, evaluation and reporting systems.

2020 was a leap year for impact orientation in the Greenpeace network. NROs are defining impact differently for their specific systems and society. Working in various contexts and through different approaches means climate and biodiversity objectives will differ from place to place. This requires a flexible system for defining impact and selecting indicators in order to reflect the unique contexts in which Greenpeace works and to capture NRO-wide diverse contributions to climate and biodiversity. Our newly developed guidance on how to measure impact seeks to accompany NROs in the journey towards defining and measuring impact, providing a step-by-step guide, and a menu of model indicators as a jumping-off point for thinking at both the whole-programme and project levels.

In addition, as part of our global response to Covid-19, the Impact and Fast Learning Taskforce developed a Covid-19 Response Guidance for Impact Measurement, in line with the Global Response Strategy. This is a tool that helps support GPI NRO contact points and NROs in developing a plan to measure the impact of their Covid-19 response work.

The GPI Development Department continuously works with NROs to support them in developing their 3-Year Strategic Plans (3YSPs). 3YSPs are drafted by NROs and reviewed by GPI. The GPI stakeholders, led by GPI's NRO Development Manager, engage in the review process of the NRO 3YSP. The goal is to understand the interactions between all the departments to determine if the strategic direction chosen is in alignment with the agreed global strategy.

The Development Department has also produced a MEL tool in support of NROs to be able to track, monitor and evaluate their own progress against goals identified in their 3YSP. The purpose of this MEL tool is to: i) establish and enhance NRO practices that strengthen capacity to become impactful as an organisation and ii) to improve performance through learning and adaptation. Using this tool equips NROs to become more agile and responsive to the organisational change of direction that may need to be taken to maximise our impact in the external world.

## **Progress and challenges over the reporting period**

2020 has been challenging. The disruption of the pandemic affected many Greenpeace staff across the network in a very personal way, with children at home and unwell family members. Many additional crises have appeared alongside, from apocalyptic extreme weather and environmental catastrophe to political and economic turmoil and rising polarisation. But in this chaos, new social movements have built counterpower and legitimacy quickly. In many places, the abstract – failed trickle-down economics, or climate disruption – has become personal, activating millions more people. Even as the old system tries to entrench, openness to more 'radical' approaches and solutions is rising.

The global Greenpeace network, and the way we have taken action in the world, looked very different in 2020. The Covid-19 pandemic upended political, economic, and social conversations in every geography where Greenpeace is present. At the same time, we have seen expressions of solidarity and hope combined with efforts to channel this disruption into lasting positive change from nearly day one.

Early responses showed the best of our core values and instincts. We used our skills, our equipment, our staff, and our combined resources to stand with and amplify the voices of frontline workers, marginalised communities and countless people suddenly struggling to put food on the table. Greenpeace Spain repurposed old banners to make Personal Protective Equipment (PPE) for health workers and turned its telefundraising team into a support helpline for the community. Greenpeace Brazil's [Wings of Emergency](#)

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[project](#) used its operations capacity in an ongoing effort to deliver supplies to remote Amazon communities. In the Philippines, Greenpeace Southeast Asia drove essential workers to work and staff and volunteers handed out food and PPE. Greenpeace India worked with sustainable farmers to source food packs in five major cities to jobless migrant workers. Greenpeace United Kingdom and Greenpeace Netherlands turned their office kitchens over to catering companies to feed people without shelter.

Many Greenpeace NROs sparked and amplified social conversations about a better normal. Greenpeace Spain won a national commitment to a coal phase-out in Spain in the middle of a harsh lockdown. In South Korea, Greenpeace East Asia won a promise for a Green New Deal, and catalysed a historic commitment from China and Japan. Greenpeace France made Macron's recovery plan impossible to ignore the environment, forcing the government to confront the gap between their words and actions. Greenpeace Canada successfully built a strong public narrative of support for social and environmental goals in the recovery. And we took Greenpeace back to the sea: in the North Sea and in the Arctic, we rallied people to the movements for a better future.

Find out more about our campaign victories in our [2020 Annual Report](#) on pp. 11-13.

Indeed, what we have done together in 2020 looks fundamentally different to any year before this: it has been beautifully diverse. We have reached more people. We have built more alliances. In too many countries to name, we are standing shoulder to shoulder with the youth movement. This path we have carved is more radical, more diverse and more just and it is the foundation we need to win.

GPI aimed to coordinate and enable the campaigns carried out by NROs to make sure they are consistent and contribute to the Global Programme, strengthening our partnership and support to NROs. GPI also provided guidance and resources for programme work to be radically overhauled in order to grasp the opportunity to shift mindsets so that positive changes that looked impossible to achieve before Covid-19 became both possible and real. The aim was to turn off the tap for extractive industry and remove the social license for market fundamentalism, and to reconnect people with their agency to reshape the future.

Many NROs have started new journeys of conversations with different audiences on the visions they have for their societies, allowing us to amplify shared solutions and hope. This work takes time and is fundamental for our future positioning, and looks different around the Greenpeace network – from crowdsourcing with volunteers in Germany, to intense listening in France, to open digital conversations in Middle East and North Africa (MENA).

Being well-prepared to respond to new opportunities is a skill requiring repetition. We know that each event demands that we can answer one question quickly: how might this moment be used to add to the power of our allies (including our shared values/mindsets) and/or subtract from the power of our opponents (including their shared values/mindsets)? Answering this requires that it is clear in each geography – before any crisis hits – which specific mindset shifts we and our allies are aiming for, among which power-holding audiences, and with which real-world outcomes: in other words, the impact each NRO is aiming for, and the theory of change to achieve it.

In NROs which *had* defined their impact goals and key audiences beforehand, the crisis accelerated existing commitments to data-based campaigning to activate those audiences. Many NROs, however, were still structured to campaign in siloes and without overall alignment on the power shifts they are prioritising overall. Across the network, work is now ongoing to establish and/or tighten organisational theories of change, and to identify key power-holding audiences: in some NROs this means defining whole-programme impact goals, which all projects will reorient to contribute to. In a time of overlapping crises, agreeing clear, cross-cutting goals for each NRO and geography is the necessary foundation for rapid, incisive pivots that leverage events.

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There is a clear need for more intentionality in elevating moments where global power can support impact in a particular geography or sector. There is also a clear need for more internal communication to connect similar threads of work together, for skill sharing if not for replication.

### **Significant events or changes regarding governance and accountability**

Across the world, the Covid-19 crisis reminded us, amongst many other things, of the importance of being resilient and agile as a network in the face of uncertainty.

At the onset of the pandemic, we developed and implemented a global Covid-19 Response Guidance; this included new ways of working and reallocation of resources to ensure our public work continued to leverage volatile conditions rather than reverting to our traditional approach.

We also adopted an updated protocol for responsiveness, preparedness and scenario planning that reflects our new understanding of the need to better connect to external trends.

Anticipating the long term, we started a strategic review of our work, to ensure we remain flexible, innovative and agile. The ultimate purpose is to ensure we are using every tool and resource at our disposal to make the maximum impact, in the right places, in the right way, and in time enough to achieve our mission and change the world.

The uncertainty that Covid-19 brought into our lives during 2020, disrupted the traditional ways of working and directly impacted our staff and their well-being. During this period, in response to social movements such as Black Lives Matter, and building on past efforts, GPI's ambition to be a more equitable, diverse and agile organisation became a strategic and operational imperative.

Recognising the effect of the pandemic on staff – on their physical and mental wellbeing, as well as relationships and ways of working – we encouraged staff to 'take the time they need' to better balance their home and work commitments.

GPI put in place mechanisms such as the Staff Care Coordinator initiative which allows staff to directly discuss pressing concerns in confidence with a member of the People & Culture Department (P&C). In addition, we implemented an Employee Assistance Programme (EAP) to provide staff with an independent confidential advice service.

GPI conducted multiple wellbeing surveys to hear how staff are doing – this is a crucial opportunity to collect and incorporate feedback that enables GPI to make informed decisions.

GPI also set up a Flexible Working group under a shared leadership with management and staff, to consider how we can take advantage of remote working and the new normal: a benefit applicants increasingly expect from employers.

GPI is currently reviewing our Recruitment Policy and Processes in light of the Talent Acquisition Principles, designed to create a standardised Greenpeace recruitment experience. Global Learning & Development continued to run a wide range of learning and development programmes responding to the needs of staff (and NROs) on a range of subjects like remote working, managing stress and leading during a crisis.

Another important development we saw was the work done in the area of Justice, Equity, Diversity, Inclusion and Safety (JEDIS). GPI's Global HR team conducted a Diversity and Inclusion Survey across the



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Greenpeace network and is now planning JEDIS initiatives across Greenpeace. Learn more about this on p. 16 of this report.

Governance changes within GPI over the reporting period included Jennifer Morgan taking over the entire responsibility of being Greenpeace International's Executive Director (IED) in late 2019, which was previously a shared leadership role with Bunny McDiarmid. This included a thorough Transition Review for the new role of the IED, starting in early 2019, the terms of which were agreed upon by the GPI Strategy and Management Team (SMT), GPI Board and GPI Works Council.

The GPI Board kept continuity into 2020 with seven members and no Board elections due at the Council's Annual General Meeting in 2020. Following an evaluation by the GPI Board, the Board Chair, Ayesha Imam, was re-elected in April 2020 to serve another three-year term. Hence, the GPI Board continued to be chaired by Ayesha Imam with Sue Cooper as the GPI Board Treasurer. The other members of the GPI Board in 2020 were Michael Hammer, Ravi Rajan, Ailun Yang, Ifeoma Malo and Marcelo Iniarra.

In 2020, the Greenpeace ships were also impacted by the spread of Covid-19 globally, rendering their contribution to Greenpeace's campaign work more challenging than in previous years. The effects of the pandemic translated into extended periods on standby, as well as comprehensive health and safety protocols, guidelines, risk assessments and sign-offs for each and every ships' movement.

GPI's Operations Unit developed Guidelines for Ships' Operations during Covid-19, following the recommendations of the International Shipping Chamber, the International Maritime Organisation and the World Health Organisation. These Guidelines include protocols for onboard measures to minimise the risk of infection and transmission; for crew rotations, both signing in and signing off; and a management plan for potential Covid-19 outbreaks, either at port or at sea. All planned ship activities required a prior Covid-19 Risk Assessment and associated logistics (ports of call, transits, activities onboard, NRO/GPI exceptions to travel ban, etc.).

## Duty of care

When Covid-19 became a pandemic, GPI established a Duty of Care (DoC) team that focuses specifically on the needs of GPI staff (Amsterdam-based and dispersed) and a Global DoC team that provides proactive and structured support to NROs. We have been regularly upgrading our capacity to ensure optimal support to all across the network.

At GPI, a 'Staff Care Coordinator' (SCC) role was created and people were specifically trained to assist with practicalities such as insurance or healthcare paperwork, medical referrals and also to support staff and family members who are Covid-19 positive, or have lost loved ones or simply are struggling with isolation.

In parallel with the duty of care response to Covid-19, GPI set up a new Employee Assistance Programme (EAP) (launched in early 2021) for all GPI staff – enabling them to access counselling sessions as well as resources and support on a wide range of topics for emotional and mental, practical and physical wellbeing. We also made sure that NROs without a pre-existing EAP could access the services of a global counselling service.

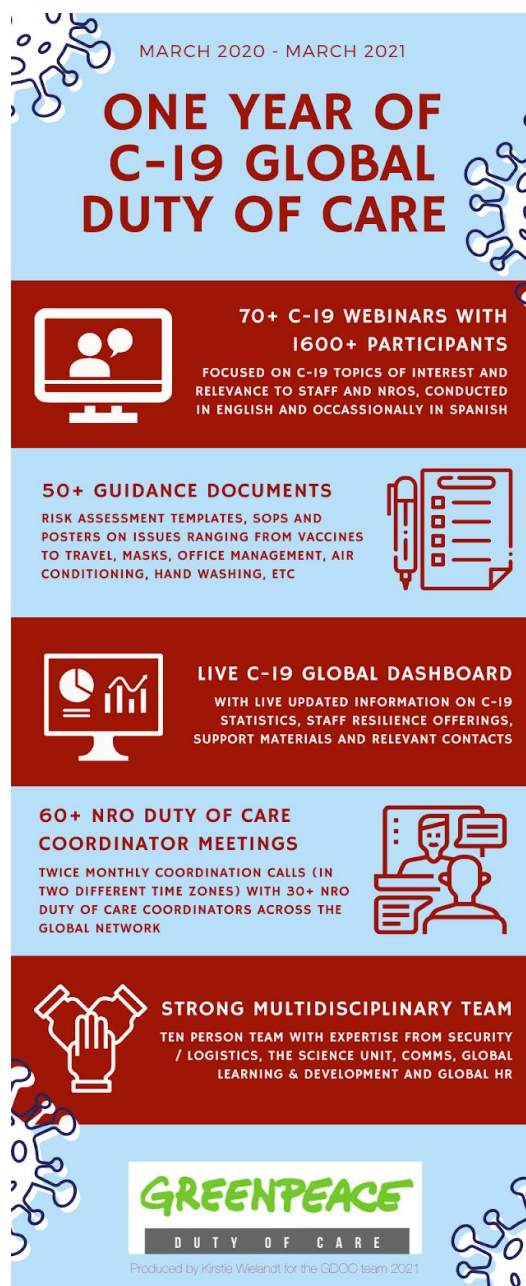
Through our continuously-evolving Covid-19 Global Staff Online Support Portal we shared all global Greenpeace and external support resources to help staff address matters regarding personal health and wellbeing, office operations and remote working, international travel, global events and campaigning in regards to the ongoing outbreak of Covid-19.

The Global DoC Team actively supported NRO DoC teams by running webinars, providing guidance on de-escalation measures, resilience and Covid-19 science questions among others. We have also been in contact with organisations outside of Greenpeace for coordination and sharing our DoC work. In addition, new policies and procedures were quickly put in place, with best practice on health and safety standards, travel and meeting policies.

*"We have seen the best of us in this crisis. If we want to be relevant as an organisation, we need to be better connected with others 'out there'. In terms of Duty of Care, it could mean working even more with allies and partners and extending our care to them. We have the expertise to make this happen and our impact would only grow."*

**EMMA VILLARD**

Greenpeace International, Global DoC Project Lead



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## Positive results are sustained

*“Environmental sustainability cannot be achieved unless it goes hand in hand with equity, economic and social justice on all fronts globally.”*

AYESHA IMAM

Greenpeace International, Board Chair

Greenpeace aims for sustainability of its impact through the different work that we do. In order to address the urgency of the climate crisis and other vital environmental issues, we need a movement that lives beyond the moment, one that will prevail over the longer term. GPI and all NROs are committed to building and fostering positive movements for change. Developing stronger connections with partner organisations and individual supporters; being more open with lessons learned; sharing tools and systems more widely and co-creating effective campaigns are key elements that Greenpeace has contributed to the wider movement. Shared learning tools include communities of practice, live web events, and real-time, interactive project dashboards. The effects of the support, capacity, tools and training shared with partner organisations are always expected to last beyond the joint project work.

Some of the ways we aim for sustainability include:

- Theory of Change used as a way to plan and visualise work impact beyond immediate project activities.
- Continuous internal and external reporting with and to key stakeholders.
- Working as “hero among heroes” through direct and indirect collaborations.
- Continuous review of three-year cycle plans, taking into account lessons from previous work and expanding on positive results.
- Promoting sustainable development, scientific research, investigations and educational projects that further our understanding of the effects of human activity on the natural environment.
- Working alongside numerous partners in the youth movement, enabling collaboration on creating and improving additional tools to help grow and support the movement.
- Investing in our staff and volunteers, to enable them to become the champions of the new world that we wish to see. More about how we do that, on p. 31 of this report.
- Promoting Justice, Equity, Diversity, Inclusion and Safety – learn more on p. 15.

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Collective Climate Action is a global Greenpeace project that focuses on supporting the health and longevity of the existing climate movement, while also identifying methods to strengthen movements in key priority geographies that may not be as developed. In 2020, the project delivered various training sessions and workshops focusing on wellbeing, with approximately 1,000 activists trained by the end of the year. To support movement building driven by local and national context on climate in the Global South, a workshop took place in Tunisia with Greenpeace MENA, where an action plan for local climate-related work was developed. The Collective Climate Action team also focused on building the capacity of existing movements, for example by developing an activist platform for petition generation, access to resources, and the ability to connect and form groups with activists around the world.

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As more countries face the need to respond to wildfires, Greenpeace Russia, considering their expertise and extensive experience in this area, supported the global network in responding more impactfully to wildfires for which they delivered a Global Fire Response Handbook, [Global Fire Calendar](#), and [Global Fire Dashboard](#) as part of a fires toolkit. They also led webinars for Greenpeace across the world to support the toolkit release.

One good example of how we aim to guide the sustainability of our work from the inception and planning stage, including effective engagement of stakeholders throughout, and especially as part of an exit strategy, is the way we run open actions.

It is very important for organisers of mass actions to plan the 'post-action' phase in advance of the mass action itself as the ramifications of such a large event can continue to unfold over months or sometimes even years.

With mass actions it is important to ensure that all new learnings, skills and systems are recorded and shared so the organisers are better prepared next time.

A mass action evaluation ideally includes:

- A post-action debrief for all participants to seek their feedback and lessons for the future.
- A survey giving stakeholders the chance to give feedback after reflection, enabling anonymous feedback.
- A debrief within the steering committee and specialised teams, including all the partner organisations.
- If feasible, an external evaluator who interviews all partner groups to develop a neutral report about what worked well, what needs improvement, lessons learnt and recommendations for future actions.
- Learnings from each mass action are shared in the Greenpeace community and movement.

Wrapping up mass actions also involves making sure we consolidate partnerships and stay connected with participants, as well as offer an immediate duty of care follow-up.

## How we learn and what we have learned in 2020

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

The development of a three-year strategic plan (3YSP) provides an opportunity for NROs to reflect on lessons learned, to align around a shared direction, and set clear priorities to guide tough decisions over time. The development of an Organisation Development Plan (ODP) is the yearly NRO plan-defining alignment or divergence from the intentions set out at the start of the agreed 3YSP.

The path taken by an NRO to arrive at its 3YSP and ODP is at the discretion of each NRO, and it is not prescribed by GPI. However, a core responsibility of the Greenpeace International Development Department is to support NROs in the preparation, drafting and finalisation of their 3YSP and ODP.



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Once a year, GPI's Impact Monitoring and Evaluation Team (IM&E) collects evaluations conducted by NROs to add them to the Greenpeace intranet database (Greenet) which is accessible to all Greenpeace-internal stakeholders, including NROs. We are currently in the process of improving the searchability of this database by converting it into a key-word-searchable application. In the process of doing so, we will also produce a light-touch meta-analysis of the past ten years of learnings and recommendations, which are currently locked away in hundreds of pages of text. All this to ensure organisational learning is easily accessible.

Collaboration between the International Programme departments, including the IM&E team, and the International Development Department has been built on transparently sharing lessons learned from their interactions with different stakeholders within Greenpeace NROs, for example on the practical experience of developing logical frameworks for impact indicator monitoring at the regional, national and project level.

A core function of the central GPI IM&E team is to disseminate lessons learned by individual NROs to the rest of the global Greenpeace community and our allies. We do this by supporting NROs in their monitoring and evaluation, conducting evaluations in-house and inviting them to facilitate global calls and present their insights.

On a global scale, in March 2020, GPI put forward an ambitious response plan to respond to the global pandemic, with an internal evaluation of the first (planning) phase contributing to further redesign of internal ways of working, and further evaluations being commissioned to understand not just the impact of our work in the external world but also our strengths and challenges in our internal collaboration to deliver it. These evaluations taken together have already, or will be, shared transparently, and have or will have recommendations which will be used to improve Greenpeace, organisationally and in terms of our external impact.

NROs frequently use the lessons learned and innovation by teams in other countries to inspire their own work. For example, GP Africa is using lessons learned by a team in Aotearoa/New Zealand to inform their digital experimentation strategy for a campaign; in turn, the Aotearoa/New Zealand team gains from their hypotheses being tested in different cultural contexts, thereby rendering more robust insights.

Additionally, at the project level, various new project teams have consulted with established projects on monitoring, evaluation and learning – specifically on developing logframes. For example, the “Hack your City” project (led by Greenpeace Spain) consulted on lessons learned from the “Plastic Free Future” campaign (led Greenpeace US) to inform their logframe development.

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### Case Study

The Ramadan Push was a key part of the GP MENA Covid-19 response, led by their Islamic and Climate Project team and supported by GP Southeast Asia and Greenpeace International. In the context of Covid-19, the team reached out to young urban Muslims as a key new audience, since Ramadan, during the global pandemic, was drastically different than usual. While it was a responsive push for GP MENA, it was also borne out of the project development and ongoing message testing for the Islam & Climate project, [Ummah for Earth](#) – an innovative endeavour aimed at contributing to the creation of a climate movement in the Muslim world by exploring Islam as a vector of engagement and mobilisation. The evaluation of this project, including feedback from its major stakeholders, was shared with GPI and the wider Greenpeace NRO network. The purpose of the evaluation was to understand the key facilitators and barriers for the teams involved, and the enabling factors that facilitated or hindered project impact across start-up, kick-off and implementation phases. The evaluation drew from document reviews, qualitative interview data, focus group discussions and quantitative data.

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#### Key Learnings:

**Ensure clear protocols are in place and understood by all staff** including clear roles and responsibilities, coordination and sign-off processes from the get-go.

**Allow team members to set-up systems and processes to foster an enabling environment** for them to thrive and mitigate process issues with autonomy.

**Unified team spirit and a team culture of support** — cultivated by leadership — strengthens and cultivates relationships as well as enables learning.

**Build in time for last minute editing and co-ordination** of any changes to ensure content can be released in a timely manner across all online platforms.

## We lead by example

To inform our campaigns and policies, we are primarily guided by science and peer-reviewed research conducted by scientists all over the world. The Greenpeace Research Laboratories form part of the Science Unit of Greenpeace International. Based at the University of Exeter in the UK, the laboratories provide scientific advice and analytical support to GPI and Greenpeace NRO campaigns worldwide, over a range of disciplines. The laboratories are equipped with hardware for the analysis of heavy metal and organic contaminants in a range of environmental samples. An extensive database of scientific literature has been built up since 1986 and serves as a core information resource.

Although the laboratories had to close for a long period due to Covid-19, the Science Unit continued to provide support to the global network. Their work ranged from supporting Greenpeace Africa and Greenpeace Switzerland to design and provide equipment for an investigation into harmful dust pollution and corporate double standards in the cement industry in Cameroon, to the release of a briefing about the consequences of medical waste disposal due to the increase of use of Personal Protective Equipment, to the development of an [Air Pollution Cost Counter Tool](#) in partnership with Greenpeace Southeast Asia.

GPI and NROs also strive to be on top of current trends shaping the cultural landscapes. In the past we have worked successfully on many aspects of cultural campaigning – toxifying destructive companies and industries through corporate campaigns and [social license work](#) and through our [key influencer work](#).

Greenpeace takes the lead in designing and implementing campaigns, but we invest in others to contribute in meaningful ways based on firm audience understanding and people's comfort levels. One of the cornerstones of the Greenpeace Framework is a commitment to work with allies in a cooperative and humble way. We work in many global coalitions – from the Fight Inequality Alliance, to the Climate Action Network or the High Seas Alliance – but most of our collaborative work is at the national and regional level.

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The European Parliament adopted a call to introduce new legislation that requires any 'forest and ecosystem risk commodities' (e.g. meat, soy and palm oil) sold on European markets to ensure they are not linked with deforestation, ecosystem destruction or human rights violations. The basis of the law came directly from campaign work driven by Greenpeace EU and its allies in the European Union. The #Together4Forests campaign mobilised one million citizens to push the European Commission to adopt the legislation.

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Learn more about how we worked alongside our allies from our [Annual Report 2020](#), p. 14.

## How others see us

The public perception of Greenpeace globally is assessed through online surveys conducted in intervals (2012, 2016, 2018, 2020/21) across up to 45 countries, as well as national brand surveys, which are all collated in a database accessible by every NRO. This data enables us to assess shifts in awareness of and attitudes towards Greenpeace and the issues we work on, as well as being a valuable source of feedback for how we are working as part of the wider movement.

Latest results show that the public perception of the organisation is generally stable with 62% of global average respondents being aware of the brand in 2018, compared to 60% in our most recent survey from 2020/21. However, in the 2020/21 survey, one crucial finding indicates that people tend to associate Greenpeace with defending what is at risk and that we are perhaps less associated with the solutions we offer.

*"Working with Greenpeace colleagues in the US and Africa, over the summer of 2020, Greenpeace UK revealed that a lobby group representing some of the world's largest oil and gas companies was pushing the Trump administration to use a US-Kenya trade deal to expand the plastic and chemical industry across Africa. Several of those companies – including Shell, Exxon and Total – had founded a \$1bn initiative to create a 'world free of plastic waste', but they were also lobbying to prevent new limits being placed on the amount of plastic waste that could be exported to developing countries.*

*The story was featured on the front page of the New York Times, as well as being picked up by African outlets including The Nation and The Star in Kenya. With momentum and alarm growing, 62 Members of the US Congress wrote a public letter to President Trump expressing their concerns, and Kenya's trade secretary swiftly made a statement saying no such trade deal would be made.*

*In July 2020 we worked with The Telegraph and Portico to reveal how countries across Europe were exploiting a legal loophole to keep using bee-killing pesticides, two years after the EU introduced a landmark ban. We followed this in September with a major investigation that showed that thousands of tonnes of pesticides banned for use in the EU were still being shipped from British and European factories to developing countries.*

*The second story was reported by major news outlets across Europe, from the BBC to Le Monde to La Stampa. Within a month, the European Commission had announced in its new chemicals strategy that it intended to end the export of banned chemicals.*

*Here in the UK, we reported on everything from the car industry's attempts to delay new rules on climate emissions to the US meat companies pushing to get low-cost chlorine-washed chicken onto UK shelves. And we were pleased to find out that one of our videos, on the collapse of insect numbers, picked up the prize for Best News Analysis/Explainer at the Association of British Science Writers Awards. We always intend to highlight pressing environmental issues with insight and clarity, and it was gratifying to be recognised for doing just that."*

**- Greenpeace UK**

A good example of how our work is perceived by audiences is again the Ummah for Earth project, which proved to be very engaging, with 95% of its supporters new to Greenpeace MENA. The project posts reached

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millions of people and received thousands of interactions. The Ramadan Push in Indonesia did not receive any negative feedback or negative press from its audiences and very minor negative feedback in the MENA region. The top five of Greenpeace's highly engaging global posts stemmed from the Ramadan Push and GP MENA.

Our work side by side with peers from the Black Lives Matter Movement was also well received. In 2020, Greenpeace US paused regular output and pivoted to follow the lead of the Movement, using the opportunity to educate and campaign with our supporters on systemic racism. This work changed how we are seen by allies, how we see our existing supporters, and the kinds of new stakeholders we are able to engage. Understanding that we are more powerful when united across justice issues will go a long way in helping us to tackle the climate and extinction crises we face. We found that our existing audience has a stronger intersectional lens than we may have assumed. We did need community management to deal with some negative comments and questions, but on balance the positive comments were much higher. The wider movement has strongly pushed us and existing supporters to speak out publicly on racial justice. The people showing up for volunteer leadership calls (part of GP US' new distributed organising programme) are far more diverse than our traditional supporters/donors. We have received comments such as "GP is radical again, love to see it."

## **We are inclusive and protecting human rights**

It is incredibly important that we be the change we wish to see and are a living example of the just, diverse and sustainable world we urgently need. Greenpeace is a collaborative and diverse global network of national and regional Greenpeace organisations. Our strength lies in our diversity.

All NROs are guided by seven core principles, from which stem a range of practical initiatives to put principle into practice.

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### **Seven Core Principles**

1. We believe that a diverse and inclusive Greenpeace is essential to delivering effective campaigns, sparking a billion acts of courage, and achieving our mission of creating a sustainable and peaceful planet.
2. Diversity and inclusion reflects our core organisational values and our moral values as human beings.
3. We are committed to attracting, developing and retaining a diverse and talented community of volunteers, crew and staff.
4. We create a safe and inclusive culture where all people treat each other with respect and dignity.
5. We value and rely on collaboration based on the diversity of our ideas, perspectives, and experiences to make wise decisions and create effective outcomes.
6. Everyone is supported to learn, lead and grow, while barriers or potential tensions are identified and actions are taken to address them.
7. We all share accountability and responsibility for diversity and inclusion.

During the 2018 Executive Directors' Meeting, it was acknowledged that we as a global network can and must do better to ensure Justice, Safety, and Diversity for each and every person. Following this, and on the basis of a global D&I survey conducted in 2017, Greenpeace's #TimesUp team suggested a five-point Action Plan for change. Greenpeace's global leadership unanimously agreed upon the plan as an essential first step toward improving equality and justice in our own organisational culture.



### The JSD action plan included the following initiatives:

- Restoring Justice
- Upgrading Systems
- Making Diversity & Inclusion Count
- Increasing Diversity in Leadership and Across our Organisation
- Systemic Discrimination and Marginalisation as Root Causes

While NROs continue to report on their own commitments and progress to the JSD team, the Black Lives Matter movement resurged, following the killing of George Floyd and this sparked the deeper recognition of the need for an update to JSD, JSD 2.0. The IED asked GPI's Integrity Officer together with the ED of Greenpeace Africa to set up a Taskforce to conduct a special global listening

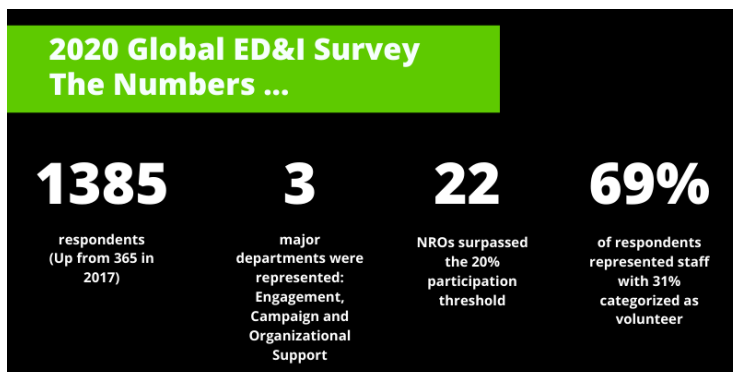
exercise, and to review JSD progress thus far, listen to all of the inputs received from staff, including underrepresented communities and present a set of new recommendations on JSD 2.0 (its content, structure and implementation plan) to the EDM in November 2020.

The Taskforce was compiled of two groups: firstly, working groups representing indigenous people, racial justice, disability and mental health, youth, rainbow network and womxn; and secondly, internal leads representing specific topic areas of global operations, programme, P&C and D&I, integrity, learning & development and the JSD work 2018-2020/JSD1 review.

As part of these efforts, a new global Equity, Diversity and Inclusion (ED&I) survey was conducted between July and September 2020. The survey represented the best demographic data ever collected at Greenpeace and spoke to the importance of continual monitoring and also making the survey available to staff in several languages.

The survey results were included in the Justice, Equity, Diversity, Inclusion, and Safety (JEDIS) working groups' and internal lead's reports that were submitted to the 2020 Executive Directors Meeting (EDM). The EDM unanimously adopted a roadmap with next steps and details to implement.

EDs are committed to working together with the Taskforce and other staff across our network to accelerate and deepen our journey on JEDIS for a safer, more inclusive and just Greenpeace, where everyone has a sense of belonging and safety. The Programme Team has also taken great leaps forward in integrating JEDIS into campaigns, identifying it as one of the main priority themes for the 2021 Global Programme Leadership Meeting.



### How progress looks like on this front beyond 2020:

- Creating a new role called Programme Advisor on Intersectionality, Structural Inequality and Decolonisation.
- Activating a Global Programme JEDIS working group, as the programme part of the five strands of work coordinated by the People Committee.

- Launching a JEDIS resilience fund which is available to NROs to support work connected to the five focus areas of work – including support for Integrating JEDIS into programme work and approach.
- Reviewing internal People & Culture (P&C) related policies and procedures to ensure that these are all equitable and inclusive.
- Reviewing the induction process for new staff from an ED&I lens.
- Reviewing the GPI recruitment process to ensure fair recruitment led by hiring managers and supported by the GPI P&C team
- Reviewing Programme job descriptions.
- Working on an ED&I communication action plan for staff (strategy, visuals, etc.).

## Minimising negative impact

Greenpeace works with and co-powers communities to expose global environmental problems and develop solutions for a green and peaceful future. Our duty of care approach includes full solidarity with those taking risks, prioritisation of support for dangerous and emergency situations; best practice security planning; thorough and proper training and preparation; provision of suitable personal protection measures; accurate and realistic management and control of situations; and the capability to withdraw our people should a security situation deteriorate.

Our Safe Working Procedures provide the guidelines to adhere to in order to ensure people's safety during activities; they help us manage risks, they outline the hazards, risks, and the safety measures to be undertaken before, during and after the activity, who is in charge of what, the protective equipment intended to be used, any sampling protocol if needed, etc.

Careful consideration is always given to ensure our engagement is done right, this includes risks assessments and planning for exit strategies. These policies, engagement strategies and plans are developed at the local level. At the global level, a risk analysis process is in place for all Global Projects (projects that help make significant progress towards Greenpeace long term goals). This process includes a risk analysis tool that prompts Project Leads to identify potential risks, including possible impacts of our activities on the wider community. As part of this process, strategic support is provided by GPI to assist Project Leads in analysing these risks. Within GPI, the Essential Principles and Protocols for Legal and Actions (EPPAL) establishes processes to take risk smartly and non-violently, and identify how these risks are shared between all those involved. EPPAL extends to all those with whom we work. It lays out our commitment to take responsibility for our actions and to make sure that individuals joining actions do so only after a proper briefing and hence with fully informed consent. To promote EPPAL, GPI has an internal online platform to explain the processes for assessing and communicating risk and the principles underlying them. In addition, our non-violent direct action guidebook deals with the informed sharing of risk and the importance of taking responsibility in an informed manner.

Before any risk-bearing activity, we follow a standardised sign-off procedure to 1) identify the risks; 2) assess their severity; 3) identify options to mitigate them; 4) decide whether the residual risk is worth taking when weighed against the expected benefits; 5) ensure we are prepared and able to deal with possible consequences.

Greenpeace is committed to providing robust NRO and network support, to minimising negative consequences (legal or otherwise), and to ensuring our activists are fully prepared with the necessary training, and are protected to the best of our capacity.

NROs and project teams are trained in and apply agreed risk assessment procedures, consistent risk level categories, and clearly designated responsibilities for signing-off the activity in accordance with the identified

level of risk. All risk assessments are aimed to pay detailed attention to the social, cultural, political and legal landscape of the activity in question, and the particular implications these have for personal security, health and safety.

## Responsible stewardship for the environment

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

As an independent campaigning network that strives to help build a green and peaceful future, Greenpeace has a responsibility to ensure that internal policies align with our network's mission, values and campaigns.

As part of our environmental management programme, we encourage NROs to implement an environmental baseline consisting of multiple initiatives. These initiatives are backed by a range of documents available on the network's intranet, such as a global environmental policy, a travel policy (including a separate travel policy specific to ships), discussion memos on minimising our emissions, environmental reviews, sustainable office guidelines, a renewable energy policy, a sustainable procurement policy, as well as a sustainable food policy – all of which walk the talk and uphold our organisational integrity.

While not all our environmental impacts can be assessed and collated annually across all Greenpeace offices, Greenpeace International and NROs do track, collate and report annual CO<sub>2</sub> emissions.

Since March 2020, as part of GPI and NRO duty of care to all staff members, the vast majority of NROs were closed, travel was suspended and staff worked from home. This resulted in a significant reduction in CO<sub>2</sub> emissions in almost all areas.

The one exception to the emission reduction was in helicopter travel. The increase in 'Direct Emissions for Helicopter Transportation' from 2019 to 2020 is a consequence of the 'Asas da Emergência' (Wings of Emergency), [an emergency campaign from Greenpeace Brazil](#) that ensured that more than 63 tons of medical supplies (including oxygen cylinders) and hygiene products reached, by plane and boat, the most remote indigenous communities abandoned by the Brazilian government. Projects like these speak directly to the Greenpeace vision for our future planet.

Since the publication of the 2019 annual report we have gathered and collated more data from Greenpeace NROs and the table below represents the most up to date information on CO<sub>2</sub> emissions in 2020, as well as additional data from 2019.

|                 | <b>Emissions (tCO<sub>2</sub>e)</b>            | <b>FY 2015</b>  | <b>FY 2016</b>  | <b>FY 2017</b>  | <b>FY 2018</b>  | <b>FY2019</b>   | <b>FY 2020</b>  |
|-----------------|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Scope 1*</b> | Direct Emissions for Helicopter transportation | 67.04           | 91.93           | 491.33          | 18.97           | 11.15           | 150.02          |
|                 | Direct Emissions for Inflatables               | 52.38           | 39.20           | 56.13           | 45.92           | 42.24           | 17.58           |
|                 | Direct Emissions for Marine transportation     | 5,837.54        | 5,112.97        | 4,867.07        | 5,902.12        | 5,476.69        | 4,555.20        |
|                 | Direct Emissions for Natural Gas               | 247.82          | 183.83          | 192.94          | 197.12          | 79.99           | 71.40           |
|                 | Direct Emissions for Vehicles                  | 407.06          | 446.52          | 350.14          | 394.89          | 312.44          | 120.51          |
|                 | <b>Total Scope 1</b>                           | <b>6,611.84</b> | <b>5,874.45</b> | <b>5,957.61</b> | <b>6,559.02</b> | <b>5,922.51</b> | <b>4,914.71</b> |
| <b>Scope 2*</b> | Indirect Emissions for Office Electricity      | 998.59          | 609.44          | 701.05          | 629.28          | 627.07          | 301.49          |

|          |  |                  |                  |                  |                  |                  |                 |
|----------|--|------------------|------------------|------------------|------------------|------------------|-----------------|
| Scope 3* | Indirect Emissions for Server Electricity      | 9.83             | 7.39             | 7.10             | 6.56             | 6.74             | 1.68            |
|          | <b>Total Scope 2</b>                           | <b>1,008.42</b>  | <b>616.83</b>    | <b>708.15</b>    | <b>635.84</b>    | <b>633.81</b>    | <b>303.17</b>   |
|          | Direct Emissions for Helicopter transportation | 13.83            | 18.96            | 101.33           | 3.91             | 2.30             | 30.94           |
|          | Direct Emissions for Inflatables               | 10.72            | 8.04             | 11.43            | 9.38             | 8.55             | 6.93            |
|          | Direct Emissions for Marine transportation     | 1,150.15         | 1,007.16         | 958.87           | 1,162.51         | 1,078.69         | 896.88          |
|          | Direct Emissions for Natural Gas               | 37.05            | 28.03            | 29.43            | 30.08            | 12.21            | 10.90           |
|          | Direct Emissions for Vehicles                  | 141.52           | 146.37           | 103.95           | 124.63           | 107.37           | 54.04           |
|          | Indirect Emissions for Business Travel         | 11,556.25        | 11,216.16        | 9,963.09         | 11,346.92        | 9,031.09         | 1,740.87        |
|          | Indirect Emissions for Office Electricity      | 254.21           | 169.53           | 192.61           | 175.31           | 157.56           | 49.15           |
|          | Indirect Emissions for Paper consumption       | 1,838.51         | 1,379.99         | 1,225.72         | 1,199.03         | 1,118.35         | 473.09          |
|          | Indirect Emissions for Server Electricity      | 4.50             | 2.34             | 2.29             | 2.19             | 2.22             | 0.80            |
|          | <b>Total Scope 3</b>                           | <b>15,006.74</b> | <b>13,976.58</b> | <b>12,588.72</b> | <b>14,053.96</b> | <b>11,518.34</b> | <b>3,263.60</b> |
|          | <b>Grand Total</b>                             | <b>22,627.00</b> | <b>20,467.86</b> | <b>19,254.48</b> | <b>21,248.82</b> | <b>18,074.66</b> | <b>8,481.48</b> |

\*Scope 1 emissions are direct emissions from sources that are owned or controlled by us. Scope 2 emissions are indirect emissions from sources that are owned or controlled by us. Scope 3 emissions are from sources not owned or directly controlled by us but relate to our activities.

Not all data (2020) from all NROs is available at the time of writing this report – data from three NROs is not available – therefore a year-on-year comparison of emissions is not currently possible.

Greenpeace recognises the enormous scale of the challenge worldwide to end the production of, and reliance upon, the internal combustion engine (ICE) powered car in order for us to have a chance to limit global average temperature increase to 1.5 degrees. We have put a process in place to phase out our own diesel and petrol road vehicles, moving our network-wide road fleet away from the Internal Combustion Engine (ICE).

Greenpeace International and NROs commit to policies that monitor the use of vehicles and only use them for their intended purposes. We further regularly review the Electric Vehicle (EV) market to see how it has changed and what implications this might mean for a more rapid transition of NRO fleets.

We also offer incentives for staff to use public transport, bikes and cargo bikes for local and urban use as means to reduce use of ICE vehicles.

## Key stakeholders are identified with great care

Our stakeholders include those whom we seek to persuade, such as governments, corporations, individuals and the media, the communities and NGO partners that we team up with to execute campaigns, as well as those who depend on the industries and ecosystems impacted by our campaigns. These stakeholders are identified on both a global and NRO level through detailed analysis, as part of the campaign planning process.



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Each campaigner and/or project lead identifies key stakeholders as part of research and power analysis conducted in the initial design of a campaign project. With our way of working, the importance of stakeholder analysis has been elevated into a key element of project design and is part of our standardised project management training. Stakeholder analysis should identify and analyse the motivation and needs of specific groups of people, communities and organisations as primary or secondary stakeholders. It explains how we will engage them, why, and whether (or how) we will be accountable to them. The stakeholder analysis assigns these roles to project team members.

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Greenpeace is the largest environmental activism network in the world, with 2.8 million members, over 3,500 staff and thousands more volunteers and activists globally, with offices in 55 countries worldwide.

In 2020, GPI started bringing together resources to help NROs conceptualise, design, run and evaluate mindset-changing, power-shifting, intersectional and engaging campaigns. This included a comprehensive set of audience research guidelines, putting people at the centre of campaign development. The Audience Research and Insights Guidance, developed in 2020 by a GPI cross-department working group, helps NROs in identifying impact objectives, who in society are their key stakeholders, ways of reaching out and learning about them, and finding what engages and empowers them. Along other tips, the guidance lays out three important levels of engagement:

- Building a holistic picture of power and stakeholders in the system NROs wish to change
- Identifying and prioritising strategic audiences
- Acquiring specific audience insights; then testing, listening, learning

NROs use audience research in the first place to inform the organisational three-year strategic plan and overall Theory of Change. Stakeholder analysis may include, but is not limited to, an audience segmentation of society by values, motivations or attitudes, polling results, qualitative research, external additional sources such as academic reports, public polling data, media analysis and evaluations from past campaigns.

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In 2020, many NROs developed and/or tightened their theories of change which involved process of identifying the audiences who will shift the power they need. For instance:

- Greenpeace Indonesia identified Generation Z audiences as key, with three areas of focus, which will cut across the issues they used to work on: the development model, corruption, and life in cities.
- Greenpeace France polling showed that their audiences had a higher appetite for radical change than previously known and the programme adapted accordingly.
- Greenpeace New Zealand developed audience insights-led work built around rapid testing to influence what is seen as possible in the coming election as well as the new government's priorities.

Between 2017 and 2020, the Greenpeace Global Engagement Plan was instrumental in defining how to engage more deeply with millions of people to deliver the promise of the Framework and to support achieving our three-year programme goals. Among other things, it outlined the importance of joining, growing and supporting aligned movements as well as collaborating with diverse groups of people to build solutions and challenge the root causes of environmental problems.

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## Reaching out to those impacted or concerned by our work

As Covid-19 continues to afflict our global population and affect our natural environment, this is a crucial moment for us all in our respective countries and at GPI to understand what is happening in key geographies, how our citizens are feeling, their behaviour shifts, and/or the types of mindset shift or shifts in power dynamics we may be seeing in responding to this public health crisis regionally.

In 2020, the GPI Global Engagement Department alongside the Impact and Fast Learning Taskforce developed a representative online survey together with the German research agency Dalia Research to collect data on a range of sustainability related topics surrounding the response as it relates to their sentiments and behaviour shifts to better tailor Coronavirus outreach and response for our NROs.

The survey is aiming to understand public sustainable behavioural trends and attitudes around environmental issues in key geographies within the context of Covid-19 in order to find the right entry points when designing campaign strategies. The survey also creates benchmarks backed by evidence for the types of areas of impacts that NRO's may seek to make nationally for their Covid-19 Response Logframe.

During the first months of the peak of the global Covid-19, crisis research was compiled from public sources in a dashboard format and made accessible in addition to the data published in the survey. The dashboard was created to support our understanding of current attitudes and behaviours by offering a selection of national and global survey results.

## Working in partnership

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

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

After an extensive consultation with GPI and NROs, we have developed a Campaign Co-Creation Pathway – a process that supports the collaborative design and development of global campaigns to address the ambitions of the Global Programme Plan 2020-2022. As part of the process, a specialised advisory committee assesses the criteria to evaluate the alignment of a project idea with the Global Programme by looking at questions, such as:

- Does the project have clear relevance to other actors (whether movements, organisations, or influencers of any type) and communities? Has there been/will there be authentic collaboration and co-creation with them?
- Does the campaign team have the experience and background to interact and engage with core audiences in a meaningful way?
- Does the team have relationships with audiences or allies who have that relationship/lived experience?
- How do we make sure to stay accountable to other civil society actors after the creation phase?
- Is there a way for this work to support and complement the work of other frontline communities or impacted communities?

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Our approach for alliance building and co-creating campaigns is to always first assess how we can connect with and support existing grassroots initiatives before launching your own campaign. This includes making sure to consult them about the added value they see in our campaigns instead of just assuming we know what our added value will be.

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Guided by our policy for work with third parties, Greenpeace Spain is collaborating with more than 80 different organisations or movements at the national, regional and local level. Local groups and staff (mainly mobilisation coordinators and campaigners) maintain these alliances and follow the sign off process to run activities.

## We listen to, involve and empower stakeholders

### Stakeholder feedback

Direct feedback from external stakeholders is gathered through a variety of means, including individual feedback to campaigners and teams, as well as to each NRO and GPI. NROs operate numerous channels for comment and feedback such as our digital media platforms like greenpeace.org, Medium, YouTube or social media such as Facebook, Twitter and Instagram.

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

In 2020 we conducted a Global Polling Survey, asking tens of thousands of people worldwide about the climate and biodiversity crises, gauging behaviour and mindset shifts, what information channels they use to get informed on environmental issues and their relationship with Greenpeace. This was our biggest survey ever, the fourth iteration of a Global Survey that we have conducted over the past decade.

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Greenpeace Southeast Asia (GPSEA) conducted an audience research to test and improve their three strand narratives: liveable cities, new economies, and governance, as well as the foundational basis of the Covid-19 response work and their theory of change. This was done through an online panel, via a messaging platform, and focus groups conducted over three days. Additionally, GPSEA checked assumptions and monitored public conversations around a green and just recovery in Indonesia through a social listening platform and regular social listening analysis.

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In December, Greenpeace Australia Pacific (GPAP) launched [\*Te Mana o te Moana: the State of the Climate in the Pacific 2020\*](#).

By incorporating important case studies from Pacific climate champions on the front line of the climate crisis, the report explores how climate change has impacted Pacific Island countries; who is

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responsible for the damage caused; and what is needed to ensure that the people of the Pacific emerge stronger from the climate crisis.

The concept for the report stemmed from a listening tour GPAP conducted in the Pacific in 2019. During this tour, Head of Pacific Joseph Moeono-Kolio met with key decision makers and climate advocates who outlined the need for a policy oriented 'table thumper' report to support their public and diplomatic lobbying efforts in regional and international negotiations.

The report was launched in collaboration with the Sydney Environment Institute through an [online webinar](#) with guest speakers including the authors and GPAP's Head of Pacific.

In terms of seeking feedback from internal stakeholders, GPI has developed and is currently implementing a highly improved performance management and development system (see below on p. 31), coupled with the use of insights from annual staff surveys and project evaluation surveys. We also gather feedback through project evaluation reports, shared via Greenet, and various debriefs. In addition, we have regular all-staff meetings with management and conduct multi-level consultations on key documents and processes.

NROs across the network implement various systems to gather staff feedback. GPSEA maintains an organisation-wide 360° feedback mechanism to ensure all staff are given opportunity to give and receive feedback and to craft a development plan to improve their demonstration of GPSEA core values. This underpins GPSEA's commitment to its developmental framework towards advancing a holistic learning organisation culture.

## Stakeholder engagement

We see stakeholder engagement as the practice of involving people in the work of Greenpeace through building a relationship that provides two-way value and enables us to build people power. It can take place offline or online, through mobilisation, fundraising, communications, volunteering and non-violent direct actions. We offer deeper engagement by giving stakeholders the opportunity to contribute to our strategic design processes and by involving them in subsequent monitoring, evaluation and decision-making at NRO level where working in partnerships is a critical vehicle for magnifying our campaigns.

In 2020, many NROs took the opportunity to test green and just recovery-related narratives by engaging new audiences and supporting local communities. For example, Greenpeace India issued a [Green Recovery Action Plan](#) to the Government of India to ensure inclusive, sustainable and socially just recovery from the Covid-19 crisis. The recommendations for the action plan have been prepared with the help of individuals, organisations and academics who have engaged in Covid-19 relief work during the lockdown and have directly worked with low wage workers, farmers, urban poor and livelihoods groups. The plan reflects the collective hope of people who are keen on a clean, green, just and sustainable India.

As part of the global Covid-19 response, Greenpeace ran a number of data and polling projects with the aim to track what supporters and the general public were thinking and feeling in relation to Covid-19 and the future. Tapping into people's experience is a key step in meeting people where they are now, connecting their experiences to the futures they want, and engaging them to help demand a green recovery. Some of the many initiatives across the Greenpeace network include:



- Greenpeace Canada undertook a public polling to gain a deeper understanding of their key audiences by tracking their attitudes and mindsets, as well as a separate study to highlight public support of government investment into a green and just recovery. Key findings contributed to better internal decision making and have been utilized in external work.
- Greenpeace Mexico conducted comparative narrative analysis of stories in Colombia, Mexico, and the Philippines to gain a deeper understanding of relocation as it relates to Covid-19, climate change impacts on local economy, local food industry and agriculture, and green infrastructure, among other key areas. The final report is aiming to support NROs in tailoring their engagement and communications strategies to local realities.
- Greenpeace Africa initiated testing of various post Covid-19 narrative frames in five countries and two languages to identify which resonated with current and prospective audiences. The final report will inform the NRO's work in 2021.

Other means of measuring stakeholder engagement in Greenpeace campaigns includes:

- |   |   |
|---|---|
| • Number of contributors and endorsers                          | • Quality of contributions to campaign design                       |
| • Percentage of people coming back to take part in campaigns    | • Narrative: Number of others' stories                              |
| • Repetition over multiple campaigns                            | • Level of integration within project teams                         |
| • Success rate of campaigns                                     | • Speed of decision-making within campaigns                         |
| • Total number of platform users                                | • Media coverage of non-Greenpeace led campaigns/projects           |
| • Percentage increase of multiple campaign design participation | • Feedback from others, e.g. supporters or supporters of other CSOs |

## Our response to stakeholder feedback

As explained below under external complaints channels, GPI is in the process of providing guidance on how to handle external feedback. Although we are working towards implementing an external complaints framework to enable external stakeholders to address their concerns about our work or behaviour, we currently do not have a central database for the purposes of systematised external stakeholder feedback analysis. We are committed to developing tools to be able to have a summary of overarching themes from external feedback received, as recommended by the Accountable Now [Independent Review Panel](#) (E3, p. 14).

*"The current pandemic crisis is having a profound impact on our community. In particular, also in Italy activists are complaining about the Greenpeace office being distant from the spirit of activism, with not enough attention in planning and delivering bold non-violent direct actions (NVDAs) and too much emphasis on other activities. After receiving a letter from a group of some 60 activists, a dialogue (mostly with a representation of the activists) has started which so far resulted in meetings among the activists and SMT members (both as a group or individually) and the Greenpeace lawyer. An assessment on how other NROs recently addressed similar issues has been finalised and the results, as well as an action plan stemming from such research, has been shared with the activists. The inclusion of elements of activism in the general annual training for Greenpeace staff is part of this plan. Moreover, a workshop (to be co-created with the activists) will be developed on options for "activism online" and activists and volunteers will be introduced into the planning phases of our next projects."*

- Greenpeace Italy

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Here are a couple of examples of positive and negative feedback from stakeholders and how it has been handled by the GPI Integrity Officer (IO):

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*"I did not get the outcome I expected, it is Greenpeace protecting Greenpeace"*

**Handling:**

The IO arranged a call with the external complainant to walk through the outcome of the complaint so the complainant could see that the investigation was thorough and what policies GPI was holding parties accountable to. It was also re-confirmed that the panel, who investigated the complaint, included non-partial parties and one external panel member.

**Reflection:**

From our practice, complainants, where the complaints are not upheld, are rarely satisfied, regardless of them receiving a full report of an investigation. However, reaching out to parties and taking time to answer their questions in person or on a call is always helpful.

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*"I felt that I was interrogated but I was the complainant, I am the victim"*

**Handling:**

The IO arranged a call with the external complainant to discuss the interview. For this case, it was detected that there was a cultural misalignment between the panel and the complainant that had the effect of making the complainant feel unsure. We re-arranged the panel to accommodate more cultural relevance and the case concluded in a way that was more just to all.

**Reflection:**

It is so important to listen and respond clearly to the needs of all parties, and sometimes that means making changes to ensure a more equitable process.

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*"I felt seen and understood throughout the entire process"* - feedback from a complainant.

*"Thank you"* - for visiting an NRO in person to investigate senior management accusations. Thanks was received from all staff at the NRO for the presence and investigation, with parties saying they felt safe as a result of the integrity system.

We use both positive and negative feedback to inform key decisions about future priorities.

## We address the root causes of problems

The Greenpeace network Operations Guidance 2020-2022 outlines the steps and approaches that the global Operations community follows in order to support the ambition of the Global Programme Plan 2020-2022. The Guidance prioritises science work that focuses on systemic approaches of scientific and research projects. It promotes the design of investigations that provide solid cross-checked facts to supply our campaigns with a solid base to challenge the system. Greenpeace investigations aim to show the root of the problems, to expose modern power distribution as a driver of climate change and biodiversity degradation and to expose hidden agendas of corporate, political and climate villains.

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We use professional level research to understand the vulnerabilities of systems that we want to change and what influences them. Our scientific teams join political, science and citizen fora to gather intelligence about the wider picture of emerging issues and to engage the wider scientific community. We actively involve our supporters in crowdsourced investigations, citizen journalism and citizen engagement with science. We strive to be in the field alongside our allies, supporters and impacted communities to respond to, document and show the impacts of climate related disasters on people, livelihoods and the environment.

Our cutting-edge [investigations](#) and the subsequent exposés on broken systems, corporate sectors, supply chains, corruption and collusion generate stories that become [viral](#).

## We are transparent, invite dialogue and protect stakeholders' safety

Our people are our most valuable asset and mechanisms must be in place to ensure accountability towards them through transparency and high reporting standards. Greenpeace is open and accountable to its volunteers, staff, supporters, the public, media and regulatory bodies on how its income is raised and spent and the proportion of expenditure committed to all areas of its activities.

Vital information about the organisation's global presence, number of offices, staff, volunteers and partners is made available on GPI's website as well as in Annual Reports. All GPI's Annual Reports and Financial Statements can be found on our [website](#). Documents and policies such as the [Articles of Association](#), [Rules of Procedure](#), [Model Code of Conduct](#), our [Strategic Plan 2021](#), [Framework](#), [Community Policy](#), [Open Information Policy](#), as well as essential information on our [Integrity System](#) are available on our website.

Greenpeace has a range of policies and guidance documents which cover (but are not limited to) topics listed below. We are currently working with an internal policy working group to ensure that we can publish and be transparent externally with our policies as much as possible.

- Preventing Harassment and Sexual Harassment
- Justice, Safety and Diversity
- Integrity Violations
- How We Take Risks
- Relationships with Third Parties
- Fundraising
- Financial Responsibility
- Avoiding Corruption
- Impartiality and Conflict of Interests
- Staff privacy
- Data retention
- Handling Integrity Violations
- Environmental Management

Greenpeace works actively to ensure transparency and public accountability in its campaigning, fundraising and financial management practices. We are a member of [Accountable Now](#), a cross-sector platform for internationally operating civil society organisations (CSOs). Together, we strive to be transparent, responsive to stakeholders and focused on delivering impact. We have signed the [12 Accountability Commitments](#) of the [Global Standard for CSO Accountability](#) and seek to respect human rights, be independent and work ethically and professionally.

Annually Greenpeace reports publicly on our economic, environmental and social performance according to the Accountable Now [Reporting Framework](#) to an Independent Review Panel. Learn more about our work and responsibility towards our stakeholders in our [Accountability Reports](#).

Greenpeace is also actively involved with the work of the [International Civil Society Centre](#) as Core Supporter.

Since 2020, Greenpeace participates in [Fair Share's Ranking Monitor](#). The Fair Share Monitor collects data on the proportion of women in staff and leadership of civil society organisations, setting up a system for regular monitoring to hold organisations accountable to gender equality within their own organisations, and tracking progress towards having a fair share of women leaders by 2030.

| 2020 data          | Staff without direct reports |      | Board members |      | Executive Directors |      | SMT (including ED) |      |
|--------------------|------------------------------|------|---------------|------|---------------------|------|--------------------|------|
| Greenpeace NRO     | Female                       | Male | Female        | Male | Female              | Male | Female             | Male |
| Africa             | 22                           | 34   | 2             | 1    | 0                   | 1    | 1                  | 3    |
| Andino             | 26                           | 17   | 3             | 2    | 1                   | 0    | 3                  | 4    |
| Australia/Pacific  | 20                           | 10   | 5             | 3    | 0                   | 1    | 3                  | 2    |
| Belgium            | 29                           | 30   | 2             | 6    | 1                   | 0    | 2                  | 2    |
| Brazil             | 81                           | 43   | 9             | 2    | 0                   | 1    | 3                  | 2    |
| Canada             | 25                           | 11   | 5             | 4    | 1                   | 0    | 2                  | 2    |
| CEE                | No information supplied.     |      |               |      |                     |      |                    |      |
| Czech Republic     | 9                            | 7    | 4             | 3    | 1                   | 0    | 2                  | 1    |
| East Asia          | 153                          | 60   | 1             | 3    | 0                   | 1    | 4                  | 3    |
| European Unit      | 7                            | 7    | 4             | 5    | 0                   | 1    | 1                  | 2    |
| France/ Luxembourg | 70                           | 37   | 1             | 4    | 0                   | 1    | 3                  | 4    |
| Germany            | 196                          | 135  | 3             | 4    | 0                   | 2    | 0                  | 0    |
| Greece             | 20                           | 7    | 2             | 3    | 0                   | 1    | 2                  | 2    |
| India              | 1                            | 11   | 2             | 3    | 0                   | 1    | 0                  | 0    |
| International      | 107                          | 87   | 5             | 4    | 1                   | 0    | 4                  | 3    |
| Italy              | 22                           | 20   | 3             | 2    | 0                   | 1    | 0                  | 4    |
| Japan              | 20                           | 9    | 5             | 5    | 0                   | 1    | 3                  | 1    |
| Mediterranean      | 15                           | 11   | 3             | 2    | 0                   | 1    | 2                  | 4    |
| MENA               | 6                            | 5    | 1             | 4    | 1                   | 0    | 2                  | 0    |
| Mexico             | 25                           | 9    | 4             | 2    | 0                   | 1    | 3                  | 1    |
| Netherlands        | 59                           | 33   | 2             | 4    | 1                   | 1    | 6                  | 2    |
| Aotearoa           | 37                           | 23   | 3             | 4    | 0                   | 1    | 2                  | 2    |
| Nordic             | 78                           | 60   | 3             | 3    | 0                   | 1    | 3                  | 2    |
| Russia             | 63                           | 21   | 2             | 2    | 0                   | 1    | 4                  | 4    |
| Southeast Asia     | 82                           | 78   | 3             | 2    | 0                   | 1    | 1                  | 4    |
| Spain              | 38                           | 34   | 5             | 5    | 0                   | 1    | 4                  | 2    |
| Switzerland        | 58                           | 44   | 3             | 4    | 1                   | 0    | 0                  | 0    |
| United Kingdom     | 58                           | 31   | 4             | 3    | 0                   | 1    | 1                  | 3    |
| USA                | 57                           | 23   | 7             | 7    | 1                   | 0    | 3                  | 0    |

## Pay scale

Since 2015, the Greenpeace network has implemented the Global Compensation and Benefits Framework, which sets out the conditions for fair pay scales at NROs. All NROs are invited to use this framework as overarching guidance for their own compensation and benefits systems. These principles provide the foundations for a globally fair and equitable rewards structure and are integral to the global HR standards and guidelines that support staff working together across and between Greenpeace entities.

In the past four years Greenpeace has made progress on alignment of our compensation and benefits philosophy and this remains a priority area for the development of global standards.

Our salary scales for GPI jobs based in Amsterdam are available to all staff on Greenet and we provide a job matrix that indicates which roles fall into which grade. In addition, we have a GPI reward policy, which explains and guides how jobs are graded. We also have a salary and grading protocol that provides guidance for new positions and temporary/acting up situations.

GPI has been implementing Hay's methodology for setting job position grades. Hay has a well-tested international system for awarding jobs points based on standardised job descriptions. The Hay methodology distinguishes between three job characteristics, through which points are awarded for: knowledge and expertise; problem-handling; and accountability.

All jobs within GPI have been weighted based on these characteristics in a methodical and objective manner and then assigned to a grade level; GPI makes use of grades 9 to 20. In accordance with the GPI Reward Policy, each grade is represented by a salary level, indicating the start salary (75% of the maximum) and the growth path towards the maximum of the grade (100%). The reward policy applies to all positions within GPI except that of the International Executive Director (IED), whose salary is set directly by the GPI Board. However, the IED's job description is written and appraised according to the same (Hay) methodology as all staff job descriptions, and the Board is informed accordingly.

## Gender pay gap

We track the grades of the various roles within GPI (with a caveat that this is not possible for every role as they are not all graded on the same pay scale) and the binary gender distribution (male & female) of the holders of these roles. An analysis for division of gender and their grade is made on the basis of regular HR metrics. Some GPI roles remain ungraded due to the fact that staff are directly hosted by various NROs and do not undergo a GPI formal job evaluation process since NROs grade the jobs themselves according to local standards. In this sense, we are not able to draw an "actual" salary comparison, since GPI is a dispersed organisation and the salary policies are following local NROs' policies. GPI has started collecting information on NRO locally based salary scales and once we have this information we can be more accurate in drawing a comparison as well as in our calculation of the top and bottom salaries ratio.

Greenpeace UK publishes gender pay gap information on their [website](#) in line with their strong commitment to equality, diversity and inclusion

In 2019, GPI was able to determine that there was a disproportionate balance on two grades. The difference between genders in grade 15 was 40 males vs. 25 females. However, this was almost levelled out in 2020 to 39 males vs. 34 females. Grade 13, which consists of mostly coordination roles, still shows an imbalance in genders (2 males vs. 28 females). To address this, GPI recruitment is offering educational hiring to managers on unconscious bias as well as introducing diverse panels and propagating competency-based hiring. As a result of the previous gender pay gap analysis conducted for the global Greenpeace network (see [Annual Report 2018](#), p. 31), GPI has introduced the following initiatives to close the gender gap:

- Be transparent about pay – annual pay review
- Build diversity into our core values
- Offer workplace flexibility
- Invest in our leaders of tomorrow
- Ensure an unbiased recruitment process and make sure all line managers receive interview training

| Grades | Number of Females | Number of Males |
|--------|-------------------|-----------------|
| 9      | 4                 | 0               |
| 10     | 0                 | 2               |
| 11     | 2                 | 0               |
| 12     | 3                 | 1               |
| 13     | 28                | 2               |
| 14     | 15                | 11              |
| 15     | 34                | 39              |
| 16     | 28                | 29              |
| 17     | 18                | 15              |

On a global level, this is addressed by Greenpeace's People Committee which is taking forward the Executive Directors Meeting (EDM) decisions as a result of the Justice, Equity, Diversity, Inclusion & Safety (JEDIS) process.

## Top salaries

The salary of the IED is in line with other international NGOs of similar size and level of responsibility, with a salary of €172k and overall employment costs, including employer's social charges and pension contributions, totalling €196k.

Netherlands-based members of the GPI Strategy and Management Team (SMT), as well as a few other staff, are all in the top band of the GPI salary structure. In 2020, this band is set at €83-111K. In accordance with organisational HR policy and upon agreement between GPI and NROs, any GPI SMT members living outside of the Netherlands are contracted through the national or regional Greenpeace organisation and are paid according to the local NRO salary structure.

Total employment costs for all other members of the SMT, whether they were based in the Netherlands or elsewhere were €1,063,517.

## Ensuring privacy rights and protecting personal data

All GPI operational systems for collecting and retaining information on donors and supporters conform to the European Union's General Data Protection Regulation (GDPR) requirements.

We have additional systems and procedures such as an HR Data Privacy Policy, a Data Retention Policy & Procedure, and a Data Breach Notification Procedure.

With our recently developed Data Governance Policy we aim to establish the guidelines and processes to facilitate ethical use and management of data while respecting the privacy, security and consent of NROs and supporters. The policy applies to everyone at GPI who creates, manages, processes or relies on large data sets for decision making and planning.



In addition, GPI has an information security program, including clear policies, standards and guidelines, all of which can be accessed through the organisation's intranet – Greenet. All GPI employees managing data receive proper training about their responsibility, and only access to these databases according to their grading and accountability.

Last but not least, our website [privacy and cookies statement](#) explains what data GPI collects, how it is used and stored, and how people can access, amend, or request the deletion of the data relating to them.

## Largest donors and their contributions

Individual contributions, together with private foundation grants, are the only source of Greenpeace's funding. This financial independence gives Greenpeace the influence it needs to effectively tackle power, and make real change happen. GPI's income is mostly composed of contributions from NROs. A new contribution model was agreed in 2019, which dictates how the contribution is calculated (based on NRO gross income of two years prior and applying a percentage as per the model's contribution 'curve'). A significant majority (just over 70% on average) of each NRO's income is generated from individual donors contributing relatively small amounts on a regular monthly/annual basis. Globally, approximately 3 million individuals provide their support in this way. We are therefore privileged to have a stable, and relatively predictable, income base. In 2019 and 2020, globally, our largest donors were:



| Donor Name  | *Values in EUR |           |
|---|----------------|-----------|
|   | 2019           | 2020      |
| European Climate Foundation/Bloomberg                       | 1,681,874      | 1,681,874 |
| Stiftung Pro Beneficentia                                   | 228,496        | 843,336   |
| Oak Foundation (2 projects/contributions)                   |                |           |
| • Coal Project (GP CEE)                                     | 769,231        |           |
| • Oceans Project (GP EA / GP SEA)                           | 512,821        |           |
| Foundation for International Law for the Environment (FILE) | 427,350        |           |
| Open Society Foundation                                     | 46,154         |           |
| The Sunrise Project   |                | 15,100    |

Based on the above list, none of the donors have requested anonymity in their contributions. Our Policy on Third Party Relationships safeguards our independence and ensures that there is no space or tolerance for unfair influence.

## Staff and volunteers are enabled to do their best

*People power is linked to virtually everything Greenpeace does, from the impact we can make in the world to our ability to thrive as an organisation...we must also act in a way that sees, values, and embraces people in all their diversity.*

- The Greenpeace Framework

### Recruitment and employment are fair and transparent

By hiring great people for Greenpeace, we will deliver even more effective campaigns. We aspire to become a leader in building and supporting a workforce that more accurately reflects the diversity of the global community Greenpeace serves as well as the values the organisation adopts.

GPI has well established, open staff channels where we share every new job opening (both for internal and external positions). All staff (GPI and NRO) have access to these channels and can choose to follow them. We also present our recruitment metrics in a bi-annual data report.

Detailed information on the recruitment process, policy and practices is available on Greenet to all staff as well as hiring managers

2020 data shows that our new hires are a mix of external, internal (GPI), and NRO staff. We aim to give a chance to internal staff to apply for new roles in order to have career development, and the main criteria for a job is skills and competencies.

Each recruitment process is guided to follow steps of fair assessment, from shortlisting stage, to interview and offer. For example, we make sure that each candidate goes through the same process (are asked to complete the same assessments, have the same interview panel and questions, etc.). We also provide guidance on how to decrease unconscious bias at every recruitment stage.

We champion Talent Acquisition Project (TAP) principles and guidelines, which follow our People Value Proposition. Whenever possible, we strive to implement best recruitment practices that are developed by a cross-cultural team of experts through TAP, with many rounds of consultation and improvement.

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In 2019, the HR Directors, People Committee, and Global Leadership Team endorsed the Talent Acquisition Principles and acknowledged a set of guidelines. The Principles are strategic choices we need to make for better global alignment. The Guidelines are practical recommendations i.e. actions that we can take to put the principles into practice.

In 2020, the HR Directors acknowledged the 2020 TAP Tools & Guides which will help us improve operational effectiveness.

In order to advance the Principles & Guidelines, Global HR will re-convene a new Project Team and Steering Committee for 2021 to deliver and execute on the NRO Prioritisation of TAP Tools & Guides.

## Staff development

Greenpeace provides a robust learning environment for all staff including formal training programmes in campaigning, leadership, project management and line management, and ongoing learning support for the full life cycle of the employee including, inductions, mentoring, coaching and regional and global skillshares. Our focus is on strengthening the capacity of NRO staff to deliver programmes and supporting and strengthening the capacity of NROs to undertake their own learning and development goals and objectives.

GPI's Global Learning and Development (L&D) department offers formal training programmes to NROs such as the Future Leadership and Management Programme, the Campaign Learning Programme, or the Global Project Masters Programme. A large part of the 2020 global learning programmes were developed through L&D Global Covid Rapid Response work, and a strong collaboration with the Global Duty of Care Team (DoC) and other GPI departments.

In 2020, the Global L&D team also worked heavily with the GPI ED&I team as well as the JEDIS Taskforce to highlight the role of learning in the network's journey towards a more safe, just, and equitable community. The Global L&D team has developed four modules that highlight ED&I principles and 15 dedicated discussion spaces offered to NROs, which includes Community of Practice calls within Global L&D programmes. In addition, as part of the network's global onboarding, staff, volunteers and supporters are introduced to our JEDIS commitments.

Since 2018, GPI's Learning and Development (L&D) department has been implementing compulsory onboarding training on Integrity & Respect, including explanation of our [Code of Conduct](#), [Integrity System](#) and exercises on disrespectful behaviours that can be associated with sexual harassment, bullying, and discrimination. The GPI's Learning and Development team reports back to the Integrity office based on attendance of the training and also improves the training curriculum based on the feedback we receive from trainees or from other initiatives, such as the Justice, Equity, Diversity, Inclusion & Safety (JEDIS) outcomes and a wellbeing survey. The majority of NROs have introduced integrity training as well, or are planning to do so, but it is not being systematically implemented throughout the whole Greenpeace network yet.

In 2020, we developed specific training on how to have courageous conversations when it comes to receiving or witnessing disrespectful behaviour. This training is a direct follow-up on actual staff needs as identified based on the Integrity & Respect training outcomes. In the Integrity & Respect training staff was called to indicate what else they would need from the organisation to support them in terms of sexual harassment,

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bullying, and discrimination, upon which our staff requested more training on actual cases and how to have a courageous conversation with persons that do not behave respectfully – when feeling safe to do so.

In early 2019, GPI started implementing Continuously Feeding Forward (CoFFee) – our new performance management system. CoFFee is focusing on achieving employees' full potential at work, developing knowledge and skills, furthering career and ultimately helping the organisation to achieve its goals. It is the shared responsibility of every team member and manager and it is part of our everyday job, not a once-a-year activity.

CoFFee was selected as the Performance Management approach in an effort to cultivate an open feedback culture. As part of the development objectives, staff and managers are asked to discuss and agree on learning initiatives for their staff and record them in CoFFee. The platform also allows direct feedback to be given to staff, and this feedback often can help staff and managers to identify further development needs. The learning objectives are derived from staff needs in line with delivering on their roles, developing towards new roles and responsibilities, as well as the organisational priorities and departmental goals. Staff can indicate in CoFFee the need for various learning options, such as online learning, mentoring, coaching, secondments, etc.

As part of CoFFee, GPI runs an inclusive and input-driven process to formulate a good basis of the actual needs around performance management. We conducted surveys and 1-2-1 interviews with staff and managers to establish what needed to be improved and how the new approach to performance management should look like.

In its pilot phase, CoFFee was received well as it was a great improvement from the previous Personal Review Process system which was based on filled document forms that were submitted from management to HR.

In terms of training opportunities, GPI is running an induction programme, integrity related training, feedback training, well-being & resilience training, management training, a global onboarding programme, campaign training, and project masters training.

GPI staff are also encouraged to seek learning opportunities offered outside of the organisation and they do often seek consultation and assistance from the Learning & Development unit regarding the choice of a relevant course.

In January 2020, GPI kick-started the Greenpeace Academy – an accessible new platform for training, sharing of learning resources, and management of professional and personal development.

The aim of the Academy is to aid in strengthening the capacity of NRO staff to deliver programmes as well as supporting and strengthening the capacity of NROs to undertake their own learning and development goals and objectives. The Academy helps to easily coordinate and share learning and development work across offices and between NROs and GPI. We aim to support a global technical infrastructure to create, manage and track learning experiences across the organisation.

Building on this approach, we have also created an online learning platform for volunteers, supporters, allies and others, called the Greenpeace Open Academy. This enables staff from every NRO and global department to build training programs on these platforms.

The Greenpeace Academy and CoFFee operate together in the sense that Greenpeace staff learn about how to use CoFFee through the e-learning portal of the Academy. Staff can also agree on CoFFee e-learning available at the Academy as part of their development objectives.

From the start of the pandemic, Greenpeace has been running live and digital support sessions focusing on resilience, effective remote working, remote leadership, campaigning in a virtual environment and creating e-learning products.

## Safe working environment

The global Greenpeace network takes seriously its responsibility to provide a safe, productive and inclusive working environment for its staff regardless of race, ethnicity, gender, age, sexual orientation, class, gender identity, disability or faith. Any concern related to this is taken seriously when brought forward, and prompt appropriate action is taken. Every accusation of harassment, bullying or discrimination is immediately and thoroughly investigated and anyone found to have engaged in such actions receives appropriate sanctions.

Some of GPI's prevention measures include providing information via training and other documentation, formation of the Harassment and Complaints Committee (HCC) and providing Persons of Trust outside the Greenpeace International People & Culture team.

We have been continuously increasing our organisational integrity and transparency, and supporting our staff to understand and demonstrate our values.

In early 2019, we updated our Model Code of Conduct and Preventing Harassment and Sexual Harassment policy with stricter and clearer definitions, including a clause that Greenpeace has a Zero Tolerance position to sexual, verbal, or physical assault or harassment and also any kind of discrimination including that based on gender, race, sexual orientation, gender identity, faith, or any other aspect of our beings.

We have regular and ongoing staff training on the Code of Conduct under the heading of "Integrity and Respect". All new staff are fully inducted within four weeks of onboarding. In addition, we have uploaded our model Code of Conduct [on our website](#), where our [Integrity System](#) is also well described. The global annual number of integrity cases received by Greenpeace NROs is documented in the organisation's intranet and, since 2017, publicly available in our [Annual Reports](#).

Greenpeace's intranet, the Greenet portal, contains detailed information about all aspects of the Integrity System, how to make a complaint, who the relevant integrity contacts are, and integrity reporting.

There are a number of formal channels available to people who wish to make a formal complaint. What channels are used depends on the nature of the complaint.

**Complaining directly to a Manager:** any staff member can contact their manager in the case of a suspected violation, or if the employee feels they may have committed a violation themselves. Staff can also



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discuss matters outside of the Integrity System with their manager, for example, employment related matters like work relationships, work conditions, workload etc.

**Complaining directly to the Integrity Officer:** all staff members can talk to the Integrity officer directly, in the case of a suspected violation of one of the Integrity Policies. This step might result in a formal and independent investigation of the accusation(s). Only the ED and persons involved in the investigation are informed about the situation, for example, the investigation panel or witnesses.

**Complaining directly to HR or People and Culture (P&C):** if an issue is outside of the Integrity System, and is not dealt with by an employee's manager, then they may wish to contact HR or P&C to discuss the issue. Employees and Persons of Trust can refer to the relevant grievance procedure for information on how to proceed.

**Raising a complaint via the Whistleblower Procedure (a complaint to the NRO/GPI Board):** If an employee feels unable to raise a complaint via the Integrity System, for example where the Integrity Officer is implicated in the complaint, they have a reason not to trust the Integrity Reporting System, or they have an issue which should be dealt with by the Board e.g. brand risk or trademark issues.

The step-by-step processes of reporting and investigation, including checklists, timeframes, reporting rights and obligations (e.g. the right to remain anonymous) are well described in the GPI Protocol for Handling Suspected Integrity Violations. The protocol is currently being updated with lessons learned from the audit conducted on the integrity process at the end of 2020 and will be revised and updated by July 2022.

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In spite of a challenging year, NROs have a number of small successes to celebrate when it comes to improving their own integrity systems:

- GP Australia Pacific aligned their Whistleblower policy to their Integrity System
- GP Africa, GP MENA and GP Mediterranean developed new Integrity Officers' fast tracking and updating system implementation.
- GP Spain and GP Mexico conducted in-depth training with the Board Whistleblower representative.
- Integrity Officers from GP Spain, GP Brazil, GP Andino, and GP Belgium supported other NROs in investigation panels.
- GP Central and Eastern Europe (CEE), GP Spain, GP Czech Republic and GP Andino involved decentralised communities by training the volunteers and activists on integrity.
- GP France and GP CEE converted their face to face trainings into virtual meetings and adapted their work plan to new ways of working.
- GP Italy promoted their Code of Conduct on their external website.

## Resources are handled effectively

A founding principle of Greenpeace is financial independence and transparency. Greenpeace does not take money from governments, corporations or companies. We are extremely proud that the entirety of our income comes from millions of individuals and a small number of charitable foundations.

GPI's financial records are available to the public and are published annually on our [website](#).

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

NROs comply with GPI's Major Gift & Foundation Cross-border Fundraising Principles, which guide how fundraising practices between NROs and organisation-wide are facilitated, as well as with the Policy on Relationships with Third Parties designed to ensure that we all adhere to our core principle of independence. According to the latter,

*"Greenpeace reserves the right to refuse any donation. Notably, Greenpeace will refuse or investigate any offered donation if indicators are identified that such offer may be related to money laundering or proceeding from financial or other crime, and if so, or when in doubt, Greenpeace will refuse such donation."*

Furthermore, as per the Fundamental Principles laid out in GPI's License Agreement with each of the NROs, NROs agree that they *"will not take or solicit donations that could in any way compromise [their] independence, or [their] aims, objectives and integrity and in particular (a) will not under any circumstances accept donations from government, governmental or intergovernmental agencies and (b) will not accept donations from corporations or other natural or profit making legal persons where such acceptance of donations could in any way compromise the independence of [NROs]."*

## **Monitoring of progress and re-allocation of resources**

The Covid-19 pandemic upended much of our project planning — but it also accelerated new kinds of work and underlined the need for the global Greenpeace network to be more responsive and to better define and measure impact.

The Global Programme team released the global Covid-19 campaigning guidance in April. In July, the Programme leadership regrouped around a new approach to responsiveness preparedness, built on the imperative to define national and regional theories of change, which can anchor our impact in a disrupted landscape. A few months later, Programmes launched the Global Responsiveness Network to share practical insights across NROs, and in October, the 2021 Programme Guidance brought the Covid-19 Response Plan and the 2020-22 Global Programme Plan into a more coherent focus for the year ahead. The Executive Directors Meeting in November cemented some of this progress, mandating all NROs to define impact goals and theories of change, and the December virtual 2021 Programme Meeting saw more than 100 NRO Programme staff come together to share lessons, debate emerging opportunities, and plan for 2021. Indeed, it was a year unlike any other!

Internally, we saw considerable shifts in terms of delivery of programmatic and fundraising activities which generated unplanned underspends and an unexpected increase in reserves levels. On the other hand, we had to take significant action to protect our staff globally which resulted in the re-allocation of resources and minor investments.

We are clear that we will not revert back to operating as per the pre-Covid status. But coping with the consequences of new dynamics will likely also imply some new costs for GPI. These could span from costs of constant innovation in technological tools to effectively deal with the remote working context, measures related to GPI's moral and legal duty of care obligations, shifts in fixed office costs, increases in medical and insurance prices (especially for those required to travel such as crew members), etc. Lastly, fundraising operations have been drastically disrupted. As the safety of our people is paramount, certain face-to-face



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activities (such as direct dialogue) were suspended and while restarting, might remain, at times, too complex to carry out or even illegal (during a full lockdown), hence impeding the acquisition of new donors. GPI adequately responded to this situation by mobilising its Strategic Finance Committee and its Finance team who worked closely together in the following several ambits:

- The articulation of a response plan (in terms of reporting and monitoring), which sought to minimise workload for NROs at a time when they were busy dealing with the crisis, yet maintain adequate visibility on the evolving situation.
- The identification of the best mechanism to account for the added risks, while allowing the space for flexibility in terms of the resource allocation process, i.e. adjusting the process so that emerging risks could be incorporated in the conversations and decisions were not final too early in the process.
- The alignment of the risk management strategies between the Fundraising and Finance teams.
- Income monitoring of the outputs of the weekly fundraising report to identify shifts in trends of key KPIs to anticipate adverse movements in income. Also provided to steer NROs access to their financial management databases so that we could monitor actual income on a monthly basis.

In 2020, Greenpeace's worldwide income grew by Euro 30.8 million to just over Euro 410 million. This was an increase of 8% on 2019 income levels and 7% over our 2020 budget. Given the challenges of the COVID crisis, this was a strong and reassuring outcome which gives us confidence in our ability to face further challenges ahead.

NROs that had seen strong growth in previous years continued their impressive performance in 2020. Their experienced and resilient fundraising teams adapted quickly, assisted by already diverse fundraising programmes. Those that entered 2020 reliant on direct dialogue for the majority of their new donor acquisition were most negatively affected.

### **Minimising the risk of corruption, bribery and misuse of funds**

Bribery and corruption are corrosive drivers of societal and environmental degradation. GPI is committed to ensuring transparency and accountability in all its work and alliances and has strict policies and procedures in place to counter bribery and corruption, such as Avoiding Corruption Policy, Financial Responsibility Policy and the Impartiality and Conflict of interests Policy. Not all NROs have fully implemented the policies yet, but the intent is to create a consistent system and a common understanding of acceptable behaviour across all Greenpeace organisations.

GPI's Delegation of Financial Authority Policy establishes the appropriate level of delegation of authority to managers and budget holders, to provide the GPI Board with the oversight and control needed to ensure the organisation's efficient and effective use of funds. The policy covers multi-level processes for approval of various types of financial transactions, including provisions on procurement limits. Additionally, all contracts with an annual financial exposure above €10,000 are subject to either legal or People & Culture review (depending on their nature) to ensure compliance with existing regulations and organisational integrity.

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

A finance induction is compulsory for all new GPI staff, whereas both GPI and NRO staff receive compulsory integrity training as part of their onboarding process.

In addition to its external annual financial audit, GPI also has an Internal Audit (IA) function, which evaluates essential governance processes, controls and provides workable recommendations for enhancing policies and procedures. The IA is not confined to financial activities only. IA activities are conducted based on a

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systematic, risk-based approach covering focus areas such as monetary/compliance risk, legal/regulatory risk, safety/reputation risk and inefficiency/ineffectiveness risk. NRO audits take place regularly based on strategic prioritisation. In addition, NROs can also request an audit review for specific purposes.

## Governance processes maximise accountability

### Governance structure

Greenpeace International is a non-profit organisation, established as a foundation (*stichting*) under the laws of the Netherlands, with its statutory seat in Amsterdam, the Netherlands and registered with the Amsterdam Chamber of Commerce under its formal name “Stichting Greenpeace Council” (SGC) since 1979.

#### Council

The Council is the name for the collective of representatives (Trustees) from National and Regional Greenpeace Organisations (NROs), which addresses strategic issues with broad significance or long-term impact for the global Greenpeace network.

The Council acts as the supervisory body for the organisation, electing members of the GPI Board, with the exception of the Board Chair. Although the GPI Board is the legally responsible body, the Council and the GPI Board share political authority for Greenpeace International. The Council meets annually at the Annual General Meeting (AGM) to elect or remove members of the GPI Board, conduct an independent financial and management audit of Greenpeace International, approve changes to any core documents or policies, approve the annual Greenpeace International budget and review the performance of the GPI Board. The Council also ensures that voting memberships or other mechanisms for Board accountability are in place for all NROs, and that those mechanisms are sufficient to ensure proper oversight of national and/or regional Boards.

Council Trustees are elected by the national/regional Boards of which they are members and to which they are accountable. As the Council supervises the work of the organisation as a whole, including the GPI Board, Trustees cannot be elected as national/regional Executive Directors.

#### GPI Board

The GPI Board is GPI's legally responsible body which ratifies all Council decisions except the election of Board members. The GPI Board's seven members are elected for a maximum three-year period by the Council (except for the Board Chair who is elected by other Board members). All GPI Board members can be re-elected for a total period of up to seven years.

The GPI Board is responsible for policy setting and oversight of the management of GPI as well as decision-making on strategy, organisational development, financial sustainability and legal compliance of GPI, including the appointment and oversight of the Greenpeace International Executive Director. The Board's mandate and tasks are laid down in the [Articles of Association](#) and [Rules of Procedure](#).

Candidates for the GPI Board are identified on the basis of agreed profiles by the Board Search Committee. This is the only standing committee of the Council. It is appointed on an annual basis and is composed of Trustees. Among others, Board members are recruited on the basis of their diverse expertise, backgrounds, independence, and factors such as geographical representation. The criteria for the selection of Board members is described in detail in 5.2 of the Rules of Procedure.

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The GPI Board membership is not salaried, but expenses and a compensatory attendance fee are paid to cover time spent preparing and attending certain Board activities.

In 2020, the total amount paid to the Chair and six members was €86k. Rounded off to the nearest thousand, the Board Chair received €37k, four Board Members received €10k, and one Board Member received €9k. It is the responsibility of Trustees to approve the compensation of the GPI Board. The compensation is calculated on the basis of daily rates, to a yearly maximum set by the AGM. More information on how Board compensation is regulated can be found in 5.12 of the Rules of Procedure.

In 2020, GPI's Global Leadership Team (GLT, Rules of Procedure 3.1) was aided by the following committees: Global Growth Committee, Strategic Finance Committee, and People Committee.

The **Global Growth Committee** ensures that Greenpeace continues to deliver strong income growth and the support of millions of individual donors by:

- Steering the development and revision of the Global Growth Strategy and Fundraising / Growth elements of our Global Engagement Strategies.
- Monitoring Greenpeace world-wide fundraising performance, reporting any issues of global or national performance to the GLT/ EDM. Resolving issues as needed and conducting Fundraising Audits of NRO's that are underperforming against growth objectives and/or market trends.
- Identifying and championing new growth opportunities. Monitoring external trends and peer performance in order to set goals and instil best practice.

The **Strategic Finance Committee** supports the Global Leadership Team in responsibilities on the Global Resource Plan, budgets, and investments. The committee further focuses on accountability while peer reviewing the Greenpeace International budget and priorities as well as any challenging areas as it sees fit.

The **People Committee** oversees the progress of GP's People Strategy projects and reports to the Global Leadership Team on the achievements of project milestones. The committee is accountable to IED who signs off on People investments as proposed by the Committee. The 2020 Executive Directors' Meeting (EDM) directed a request for the reconstitution of the People Committee from its 2016 mandate to lead on the Justice, Equity, Diversity, Inclusion and Safety (JEDIS) commitments.

Additional information on the composition of the Board and its activities in 2020, as well as the various sub-committees and working groups, can be found in the Report of the Governing Board on pp. 26-30 of the [Annual Financial Report 2020](#).

### **International Executive Director**

The IED is accountable to the GPI Board and is responsible for the day-to-day management of GPI. The IED is supported by the Strategy and Management Team (SMT) consisting of key departmental directors. Together, they form the GPI management. More in-depth information on the responsibilities of the IED can be found in 6.1 of the Rules of Procedure. An overview of GPI's internal structure is available on p. 6 of the Annual Financial Report.

### **Greenpeace National and Regional Organisations (NROs)**

The NROs are responsible for implementing and carrying out campaigns that fall under the long-term global campaign programme. Each NRO consists of one or more separate legal entities, and has its own board in a supervisory role. These boards are usually elected by a voting membership of volunteers and activists, who are firmly rooted within the local environmental communities. NROs are licensed by GPI to use the Greenpeace name within their territories.

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All NROs are required to fulfil financial management and control criteria that are considered accepted good practice within the territory they operate in. Their accounts are annually audited by independent certified public accountants.

All entities operate in accordance within the legal framework of the country they are set up in, including fulfilling the requirements for a charity, non-profit or similar entity where possible.

## Board oversight

The GPI Board is responsible for oversight of the operations and activities undertaken by GPI. Its responsibilities with regard to strategy and policy, among others, are:

- To ensure the organisation's adherence to legal standards and ethical norms.
- To make inputs into and approve the strategic direction of the organisation.
- To review and approve, based principally but not solely upon the recommendation of the International Executive Director, policies governing the operations of Greenpeace International.
- To approve the Long-Term Global Framework, and to approve fundamental changes to existing Long-Term Global Framework. This includes approval of new campaign issues and approval of fundamental changes of existing campaign issues.

In addition to its oversight function, the Board is also involved in policy development.

Board meetings take place in regular intervals, usually not less than five times a year. The records of these meetings are available to all Greenpeace users, including NROs. Integrity complaint reports are reviewed by the Board twice a year.

In 2020, as part of its oversight role, the GPI Board approved the 2019 Annual Report and Financial Statements, the 2020 Budget and Expenditure ceiling, and the Global Resource Plan for 2021 – 23 (GRP23), as well as the annual report on Internal Audits.

In terms of coping with potential risks, the Board, on recommendation of management, determines the risk appetite level for GPI. The IED and the Strategy and Management Team (SMT) then incorporate this into the decision making and the articulation of the various strategies. The approach includes identifying the strategic risks and determining how to manage them. The defined strategy and identified risks cascade into and are expanded upon in organisational unit and department strategies.

Each director of a department is assigned responsibility for relevant risk, which helps ensure clear accountability for mitigating actions. Over the year the IED and SMT discuss the most significant risks and ensure mitigation actions are reviewed and implemented.

GPI has a Board Audit Committee (BAC) which convenes regularly throughout the year and not less than five times a year. The BAC is informed periodically about the major risks, to issue guidance on appetite and mitigation.

A risk overview and mitigation strategies for GPI as well as for the global Greenpeace network are available on pp. 11-19 of GPI's [Annual Financial Report 2020](#).

## Complaints handling mechanisms

As mentioned, the Greenpeace Integrity system is made up of a number of elements. The [Model Code of Conduct](#) clarifies what we can expect from each other and what Greenpeace expects of its people in terms of

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acceptable behaviour. Model Integrity Policies support the Model Code of Conduct and detail specific expectations of behaviour. This includes a Preventing Harassment and Sexual Harassment policy, as well as an Anti-discrimination policy.

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

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

GPI has a protocol for handling suspected integrity violations. The protocol describes the available reporting channels, the investigation process, and the process for disciplinary action for handling suspected integrity violations. It also details the principles, rights and obligations of all GPI people, and the roles and the responsibilities of those involved in the process.

In addition, GPI has a Harassment Complaints Committee (HCC) which is a formal panel of impartial members who investigate complaints concerning harassment, sexual harassment or bullying, submitted in writing. The HCC consists of three members, one of which is an external person with legal knowledge that has been jointly agreed upon by the IED and the OR (Works Council) Chair. The HCC must have at least one male and one female member.

GPI is currently still in the process of regulating how to implement and roll out its global External Complaints Policy which is designed to be in line with our Integrity System. We admit that this process has taken much longer than intended; however, the more specific timeframe of the launch of the formal external complaints framework will be determined once all internal procedures have been agreed on. This has been put on hold at the moment as, unfortunately, the person leading on this endeavour has been on sick leave.

Although the external complaints framework is not being officially implemented yet, all Greenpeace NROs and GPI are reachable through multiple channels made available online and we remain highly committed to respond to issues and complaints as quickly and responsibly as possible.

The complaints GPI and NROs receive from external stakeholders vary in nature and severity and although they are all promptly and effectively addressed, they are not stored in a central database (for reference, please see below how we process our internal complaints). We realise the importance of having a global data set from which we can draw conclusions and recognise patterns, learn and initiate positive changes to the way we work; however, due to the lack of such at the moment and before the launch of the official framework, we are unable to provide the information requested by the Independent Review Panel about the consolidated number of external complaints received, their nature and how they were handled.

## Overview of internal complaints

Across all Greenpeace NROs and GPI there are 3,532 employees. Between 1 January 2020 and 31 December 2020, there were 33 cases and/or complaints made and processed by integrity officers (at GPI and NROs) relating to integrity issues such as discrimination, harassment, conflict of interest, substance abuse, financial mismanagement, or other forms of inappropriate behaviour.

|  | 2020 | 2019 | 2018 |
|--|------|------|------|
| Total number of complaints received            | 33   | 45   | 96   |
| Total number of investigations                 | 25   | 35   | 71   |
| Number of violations found (complaint upheld): | 7    | 18   | 42   |

*\*In 2020, as with previous years, not all the data from every Greenpeace NRO is available at the time of writing this report.*

Of the 33 cases and/or complaints, 24 concerned harassment, sexual harassment or bullying; 3 cases concerned impartiality and conflict of interest; 2 cases concerned financial responsibility; and 2 cases concerned preventing discrimination; 1 case concerned avoiding corruption and 1 case concerned preventing the misuse of organisational resources. Of the 33 cases and/or complaints, 7 were redirected to other processes such as grievance or mediation procedures for resolutions and 16 were investigated.

Of the 33 cases and/or complaints received and handled in 2020, 7 cases and/or complaints have been upheld, disciplinary action resulted in 4 people leaving Greenpeace, while the remaining breaches were dealt with through a mixture of training, formal warnings and/or mediation.

### Lessons learned

- In 2019 and 2020, we have seen a focus on the more informal channels to resolve conflicts related to lighter cases including lighter cases of harassment, notably mediation and courageous conversations. More NROs are offering trainings on those options. This is reflected in the data on cases. Going forward, we will continue to promote resolution before cases get to the investigation process. This is in line with our efforts to move away from a culture of complaints, to one where our staff feel safe to address the problems they witness/experience and are empowered to use more restorative options. Learn more about this approach under *Investing in staff development* of this report.
- We are still noting the larger number of cases of harassment, and see this is still one of our biggest priorities to tackle.
- There are a number of NROs that are not yet ready to handle cases themselves and have escalated matters to GPI. This is mainly due to Integrity Officers not being fully resourced (voluntary in addition to usual role).
- We have not yet explored how our new and more remote way of working has affected the integrity system, but this is something we will need to look into.

### Integrity priorities based on data

- Continue the work to raise awareness on privilege, harassment, power dynamics and cultures as they all may have to do with potential feelings of harassment.
- We are still seeing some confusion around the roles and responsibilities of HR and integrity, and differences between the grievance and formal integrity complaint process. Efforts are being made in 2021 to clarify this to the global network.
- We are concerned about the large percentage of female complainants and male respondents, and will look into this through a JEDIS lens to address it in the future.

### Protecting confidentiality and anonymity of those involved in complaints

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



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

GPI's Protocol for Handling Suspected Integrity Violations states that people have the right to report a violation in a way that protects their anonymity, while recognising the difficulties this can create for taking action. It also states that staff have the right to report anonymously to the Integrity Officer.

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

The option to submit an anonymous complaint through a special submission form that guarantees anonymity is something that GPI and NROs have yet to develop.

## Leadership is dedicated to fulfilling the 12 Commitments<sup>1</sup>

### **The Board and management are held accountable for fulfilling strategic promises**

The IED is accountable to the GPI Board under the [Rules of Procedure](#), 5.7.1, which provides that it is the responsibility of the Board; “To hire, supervise and fire the International Executive Director [...]; To ensure that Council and Board decisions are implemented by the International Executive Director and to supervise the work of the International Executive Director to make sure that it conforms with Council and Board directives and applicable law [...]”. The Board also has the responsibility “To orient new Board Members and regularly assess Board performance” (5.7.6).

In addition, an external evaluator conducts an annual evaluation of the GPI Board, performing the following:

- Study of documents including Board objectives, minutes and papers which can be made available
- Surveys of Trustees, Board members, the IED and other staff who work directly with the Board
- Interviews of selected Trustees, all Board members, the IED and some of other staff who work directly with the Board
- Attendance by phone or video link at the non-confidential sessions of at least one Board meeting
- Preliminary and draft final reports for discussion with the Governance Committee and Board
- Final report for the Governance Committee and Board
- Presentation to Trustees

Furthermore, the GPI Board conducts 360° interviews to assess the performance of the IED. The GPI Board, together with the IED, agrees on which stakeholders to interview. IED performance assessments take place annually on the basis of written feedback acquired from the various GPI departments.

The GPI Board is the guarantor of the integrity of the organisation and ensures adherence to internationally accepted good governance and financial management standards. It approves GPI's budget and audited accounts, and appoints and supervises GPI's executive director.

More information on the functions of the Board can be found on GPI's [website](#) as well as in the [Articles of Association](#).

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<sup>1</sup> Of the [Global Standard for CSO Accountability](#)

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## Working towards an improved organisational accountability

Organisational accountability is a key topic in our management and leadership learning programmes and it is addressed on several levels and in various ways. Our Management Training Programme offers a strong emphasis on organisational accountability skills such as mission orientation, performance, communications, budgeting – and on policies and procedures required of a Greenpeace manager. The programme supports line managers to ensure effective and efficient use of people and resources in order to achieve the Greenpeace mission and objectives. The training helps line managers to reflect on and improve their ways of working and learn how to contribute to a collaborative, respectful, inclusive and responsive organisational culture. Accountability sessions are well covered in the People Management and Finance Management modules of the training. The curriculum further offers a three-day workshop with an external trainer dedicated to managers' accountability in terms of maintaining staff wellbeing and health.

Our commitments towards organisational accountability are also realised through our performance reviews which are, as mentioned earlier in this report, our means to hold each other to account by cultivating an open feedback culture.

In addition, beside our commitment to follow Accountable Now's [reporting framework](#) based on the Global Standard's [12 Accountability Commitments](#), Greenpeace has been actively [engaging](#) in Accountable Now's [community of practice](#) and has had a GPI representative on Accountable Now's Board for many years.

In late 2020, we started an internal participatory process with all the issue experts at GPI as well as NROs, for them to gather global information and data for the 2020 Accountability Report. As part of this process, NROs were asked to provide structured feedback through an Accountability and Data Management Survey across various aspects of performance.

The accountability report is subject to review, feedback and comments to be noted by the GPI SMT, other GPI senior staff, as well as the GPI Board, and finally by the IED. The report, once released, is shared with GPI staff and NROs.

Accountable Now's Independent Review Panel [feedback](#) on previous years' reports has been shared with relevant Greenpeace stakeholders and is reflected in the current report.

## This report's scope of coverage

This accountability report covers the period from 1 January 2020 to 31 December 2020. It outlines the activities, work, and ambitions of the Greenpeace global network. All members (GPI and the NROs) of the global Greenpeace network are mutually accountable to each other, as they agreed to be part of the same global network and to become "more than a sum of parts" for a greener and peaceful planet. NROs are the fundamental building blocks of the global network. The strength of the network lies in the fact that each NRO acts as a reliable and accountable partner in building the global Greenpeace network. This objective is furthered by a clearly defined relationship and by NROs adopting similar ways of organising themselves.

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

- **Shared values, vision, mission and global strategy.** These are the single most important aspect of our collaboration as they describe why we work together, what we work for and what we believe in. All other things flow from these.
- **Key Global model Policies.** These help us ensure that we take care of the same things. Policies are expressions of both what we believe and how we believe we should do that.

- **Single international brand with agreed local variants, backed by license agreements.** Our identity goes beyond our brand but the brand is a key component of who we are to the public. People put trust in our brand and we must all use it with care and according to the agreed rules. A shared brand binds us together.
- **Peer to peer support and sharing between NROs.** There are experiences and skills that benefit us all and the sharing of these between NROs strengthen individual organisations and thus also the global network. Such skills bind us together in an ongoing learning cycle.
- **Agreed common positions on key issues and global programme areas** such as campaigns.
- **Annual Meetings of GPI such as Executive Directors' and Annual General Meeting.** These events fill more than the simple governance function, it also binds people from various backgrounds and countries together in a strong bond and serve to guide us firmly in the same direction.
- **Attendance of the IED in NRO Board meetings.** This can be delegated to Development Managers (Devo), as agreed per Framework Agreement.
- **Involvement of the IED on appointment of NRO Executive Director** and inputs to performance review.
- **Bylaws and formal bilateral agreements.** The GPI Bylaws and Rules of Procedure outline both obligations and rights of the NROs, and how power is distributed in our governance. The Bilateral agreements between GPI and each NRO comprise Framework Agreement, License Agreement and explanatory note to the bilateral agreement, Three Year Strategic Planning and Organisation Development Plans.
- **Joint reporting of integrated programme and financial results.** While GPI and NROs all report as separate organisations, the global Annual Report represents our aggregated results that we have achieved as a global network.
- **Agreed frame for contributions to guide the flow of money from and to GPI** as per agreements.
- **Trustee in GPI's Council.** The NRO Board appoints an NRO representative who acts as Trustee in the Council of GPI and takes strategic decisions that affect us all.

## ACRONYMS USED THROUGHOUT THE REPORT

|       |   |
|-------|---|
| EDM   | Executive Directors Meeting   |
| EPPAL | Essential Principles and Protocols for Actions and Legal              |
| GPI   | Greenpeace International  |
| IED   | International Executive Director                                      |
| IO    | Integrity Officer   |
| JEDIS | Justice, Equity, Diversity, Inclusion & Safety                        |
| L&D   | Learning and Development  |
| NGO   | Non-Governmental Organisation   |
| NRO   | National and/or Regional Organisation, NROs for plural                |
| NVDA  | Non-violent direct action   |
| PPE   | Personal Protective Equipment   |
| SGC   | Stichting Greenpeace Council (Greenpeace International's formal name) |
| SMT   | Strategy and Management Team  |

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#### Cover photograph

© Beach Guardian Clean-up Activity in Cornwall. Beach Guardian is a Community Interest Company based in Cornwall, United Kingdom, which acts against plastic pollution and organises cleaning activities. They are finding an increasing amount of PPE (Personal protective equipment) amongst the litter they collect on the beaches in North Cornwall. / Greenpeace. © Beach Guardian / Greenpeace

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