

# INGO ACCOUNTABILITY REPORT 2011

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*This report should be read together with Greenpeace's Annual Report 2011, which can be found here: <http://www.greenpeace.org/international/en/about/reports/#a0>*

## 1. Strategy and Analysis

**Statement from the most senior decision-maker of the organisation. [GRI NGOSS: p. 25]**

In naming "The Protestor" as Person of the Year in 2011, Time Magazine asked: "Is there a global tipping point for frustration?" The answer is undoubtedly: "Yes, it is fast approaching." We are witnessing a curious convergence of equity, economic and ecological crises.

Our campaigns are embracing the changes we see in the world, and the technologies that bring about change. They are working in parallel with the emerging movements, and calls for equity, ecology and economy. But if we are to actually "be the change we want to see in the world", we will have to pick up the pace: this has been our challenge throughout 2011.

While the exact genesis of the uprisings in the Middle East and the demands of "Occupy" may not have always been clear, the moniker "social media revolution" seemed to stick and follow every step. The use of online channels to organise, advertise and promote demonstrated a "coming of age" for the medium.

Similarly Greenpeace's use of online media gained considerable traction in challenging environmental abuse and the corporate modus operandi. Through our Forest and Detox campaigns, and the "VW Rebellion", we worked with online supporters to challenge major corporations and their destructive practices.

With this, we have changed the way we count our supporters. We no longer refer to having 3 million "financial supporters", but instead talk of over 17 million people who have given us approval and agency to contact them and work with them on future campaigns. They are all to be considered Greenpeace supporters, partners and collaborators, and together we have become more effective and powerful.

Fukushima showed Greenpeace's capacity to act quickly; our nuclear team's network of trained radiation specialists—created in the knowledge that it was not if but when there would be another nuclear disaster—were able to investigate, document and expose the extent of radioactive contamination outside the so-called exclusion zone. They provided independent information to a frightened public, forcing the relevant authorities to improve protection measures.

Our presence in Japan allowed us to show that the Fukushima nuclear crisis was man-made, albeit precipitated by a natural disaster. This work played a strong role in bringing about the nuclear phase-out in Germany and bringing in a vote against new nuclear build in Italy.

As the year ended, we witnessed the continued erosion of the "multilateral process" with the failure of the Durban COP17 UN climate conference. The Greenpeace meme "Listen to the

people, not the polluters” took hold across the media and civil society and became the drumbeat of protest around the failed conference.

In Durban we “outed” the carbon corporations and cartels who are working to preserve their “business as usual” approach by lobbying against global action on climate change. We gave face to the “dirty dozen” polluting companies blocking climate protection. The power of those corporations is increasing and must be challenged.

Internally, we are implementing a series of new strategies designed to ensure that Greenpeace will be able to continue to challenge the status quo into the 21<sup>st</sup> century. In 2011, we started to see the first results of a strategy to increase the size and capability of our offices in the countries and regions emerging as the global powers of this century: South Africa, Brazil, China, India, Russia, South East Asia, US. Campaigning with people, rather than simply for them, we continue to explore the power of working in and with “movements”, something we are looking to accelerate through the work of our “mobilisation lab” and the adoption of a global mobilisation strategy. For instance, building a mass movement to demand Arctic protection is a key part of our Polar Project.

As an advocacy organization which exists to challenge the status quo in quite fundamental ways, we are often perceived as a threat by the institutions and power blocs of the status quo. Our accountability is frequently questioned, particularly when we are at our most successful. This is as it should be—everyone and every organization should be accountable for their actions. We take action and work to create change on behalf of the millions who support us: those millions should know what we do with the money they give us and the trust they place in us. This is why we helped create, and continue to support the INGO Accountability Charter, and why transparent reporting is so important.

As an advocacy organization, some aspects of accountability reporting remain challenging. In particular, it is extremely difficult to measure the degree to which the outcomes we are working towards are brought about as a result of our campaigning. This year’s report represents advances in our ability to report on key indicators, compared to previous years, although more remains to be done to ensure that we are measuring the right things and collecting and reporting on the right data.

Kumi Naidoo

October 2012

## **2. Organizational Profile**

### **2.1. Name of the Organisation [GRI NGOSS: p.26]**

Greenpeace

## **2.2. Primary activities**

Greenpeace is a campaigning (advocacy) organisation. Greenpeace's cornerstone principles and core values are reflected in all our environmental campaign work, worldwide.

- \* We 'bear witness' to environmental destruction in a peaceful, non-violent manner;
- \* We use non-violent confrontation to raise the level and quality of public debate;
- \* In exposing threats to the environment and finding solutions we have no permanent allies or adversaries;
- \* We ensure our financial independence from political or commercial interests;
- \* We seek solutions for, and promote open, informed debate about society's environmental choices.

In developing our campaign strategies and policies we take great care to reflect our fundamental respect for democratic principles and to seek solutions that will promote global social equity.

## **2.3. Operational structure of the organization. [GRI NGOSS: p. 26]**

Greenpeace is a global environmental organisation, consisting of Greenpeace International (Stichting Greenpeace Council) in Amsterdam, and 28 national and regional offices around the world, providing a presence in over 40 countries. These national/regional offices are largely autonomous in carrying out jointly agreed global campaign strategies within the local context they operate within, and in seeking the necessary financial support from donors to fund this work. Our structure is described on our website here:

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

## **2.4. Location of organisation's headquarters. [GRI NGOSS: p. 26]**

Greenpeace International is located at Ottho Heldringstraat 5, 1066AZ Amsterdam, Netherlands.

## **2.5. Number of countries where the organization operates. [GRI NGOSS: p. 26]**

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

## **2.6. Details and current status of not-for-profit registration. [GRI NGOSS: p. 26]**

Greenpeace International's main legal entity is "Stichting Greenpeace Council" (SGC). It is a Dutch Stichting, a Foundation-type entity, based in Amsterdam, the Netherlands. The Articles of Association (bylaws) specify its purpose and provide the framework for Greenpeace's internal governance and political decision-making process. The entity is registered with the Dutch Chamber of Commerce.

Greenpeace International is in charge of protecting the Greenpeace trademark, and providing global quality control on the use of it. This protects the public from any misleading or fraudulent

use of the Greenpeace name by unauthorised third parties, and safeguards the integrity of our campaign work and fundraising reputation.

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

## **2.7. Target audience and affected stakeholders. [GRI NGOSS: p. 26]**

Greenpeace stakeholders are our financial supporters, volunteers and online communities, plus our staff, research partners, campaigning allies and those local communities we work alongside. In addition our audiences include those we seek to persuade in government, industry and the media, and those who depend on the industries and eco-systems impacted by our campaigns. Our audiences also include our supporters, and those who seek to create an environmentally sustainable world.

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

## **2.8. Scale of the reporting organisation including:**

### **i. Number of members and/or supporters**

### **ii. Number of volunteers**

### **iii. Total income [GRI NGOSS: p. 26]**

Globally, at end 2011, we have approximately 8790 volunteers involved in office work, actions and events around the world.

We rely entirely on voluntary donations from individual supporters, and on grant support from foundations. We don't accept money from governments, political parties or corporations. Some 2.9 million people around the world supported Greenpeace with a financial gift in 2011: more importantly, over 17 million people have given us approval and agency to contact them and work with them on future campaigns.

In 2011, the gross income from fundraising for Greenpeace worldwide was €237 million. This was €11 million (5%) more than in 2010. Total expenditure worldwide increased by €29 million (14%) from €208 million in 2010 to €237 million in 2011.

The total income of Greenpeace International in 2011 was €60.8m, representing a decrease of €197,000 (0.3%) against 2010 levels. Total expenditure increased in 2011 by €10.8m (21%), reaching a total of €62.3m.

## 2.9. Significant changes during the reporting period regarding size, structure, or ownership. [GRI NGOSS: p. 26]

In 2011 Greenpeace expanded its active presence into Columbia and Venezuela as part of Greenpeace Argentina, and into the Republic of Korea as part of Greenpeace East Asia. Greenpeace International underwent no significant changes in size, structure or ownership.

## 2.10. Awards received in the reporting period. [GRI NGOSS: p. 26]

- 2011 Veolia Environment Wildlife Photographer of the Year – Daniel Beltra  
<http://www.nhm.ac.uk/visit-us/whats-on/temporary-exhibitions/wpy/photo.do?photo=2793&category=56&group=4>
- 2011 Award for Excellence, Pictures of the Year International – Daniel Beltra
- 3<sup>rd</sup> prize for spot news features at the World Press Photo Awards 2011 - Lu Guang  
<http://www.worldpressphoto.org/photo/2011luangsns3-al?gallery=890&category=57>
- VW Darkside website won a Gold in the Public Service and Activism category at the Lovie Awards (EU web and online video awards) <http://lovieawards.eu/winners/>
- The New Warrior fundraising website won the following awards in 2011:
  - It won site of the month in March 2011 at the FWA awards  
<http://www.thefwa.com/>.
  - A Gold EFFIE (Award for the most efficient campaigns) - <http://www.effie.org>
  - 4 Gold & 3 Silver Eurobest (Best European Works)  
<http://www.eurobest.com/winners/2011/direct/index.cfm?award=2#nav-prizes>
  - Courage of Consciousness award:  
<http://www.peaceabbey.org/2011/02/greenpeace/>

## 3. Report Parameters

### 3.1. Reporting period (e.g., fiscal/calendar year) for information provided. [GRI NGOSS: p.26]

This report covers the calendar year 2011.

### 3.2. Date of most recent previous report (if any). [GRI NGOSS: p. 26]

Greenpeace submitted an INGO Accountability Charter report in February 2011

**3.3. Reporting cycle (annual, biennial, etc.). [GRI NGOSS: p. 26]**

Annual (but this year we have chosen to produce the report later in the year to allow inclusion of consolidated, audited figures from all national/regional offices.

**3.4. Contact point for questions regarding the report or its contents. [GRI NGOSS: p. 26]**

Janet Dalziell, Director of Global Development, Greenpeace International, Ottho Heldringstraat 5, 1066AZ Amsterdam, Netherlands.

**Report Scope and Boundary****3.5. Process for defining report content. [GRI NGOSS: p. 26]**

Greenpeace International publishes an Annual Report which covers the finances, CO<sub>2</sub> consumption and principle campaigning activities and achievements of the global organisation, as well as on the finances of both the Greenpeace International entity and Greenpeace worldwide.

A new reporting system for 2011 was designed and implemented for the first time, which addresses specific reporting needs for the INGO Accountability Charter report, including more in-depth human resource data, as well as specific programme questions. As this was the first time the global organisation was asked to fulfil these requirements, not all of data was available. However the process will be refined for next year's reporting.

In 2011, we determined that Greenpeace International will provide a simple consolidated report for the Accountability Charter on behalf of the global organisation. This is the first of such reports.

**3.6. Boundary of the report. [GRI NGOSS: p. 26]**

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

We also refer to 'NROs'—or National or Regional Offices, which are in total 29 different entities including Greenpeace International.

Final audited figures have been published in the Greenpeace International Annual Report in late June, which is available at <http://www.greenpeace.org/international/en/about/reports/>

**3.7. State any specific limitations on the scope or boundary of the report. [GRI NGOSS: p.27]**

None

**3.8. Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations. [GRI NGOSS: p. 27]**

N/A

**3.10. Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement. [GRI NGOSS: p. 27]**

N/A

**3.11. Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. [GRI NGOSS: p. 27]**

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

This is still a work in progress and we intend it to become more refined and complete over the coming year or two.

## GRI Content Index

**3.12. Table identifying the location of the Standard Disclosures in the report. [GRI NGOSS:p. 27]**

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## **4. Governance, Commitments, and Engagement**

### **4.1. Governance structure of the organization. [GRI NGOSS: p. 27]**

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

### **4.2. Indicate whether the Chair of the highest governance body is also an executive officer. Describe the division of responsibility between the highest governance body and the management and/or executives. [GRI NGOSS: p. 27]**

The highest governance body is Greenpeace Council, which comprises one representative from the Board of each National/Regional office. The Chair of Greenpeace Council is the Chair of the Stichting Greenpeace Council Board, and this is a non-executive position. For further details see <http://www.greenpeace.org/international/en/about/how-is-greenpeace-structured/governance-structure/>

### **4.3. For organizations that have a unitary board structure, state the number of members and/or non-executive members of the highest governance body. [GRI NGOSS: p. 27]**

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

The National/Regional offices all have non-executive boards: the number of members on these Boards range from 3 to 12. Information about the Boards of National/Regional offices can be found on the websites of each of those offices: accessible through [www.greenpeace.org](http://www.greenpeace.org).

#### **4.4. Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body. [GRI NGOSS: p. 27]**

Our internal stakeholders are our employees and volunteers at Greenpeace International, and in Greenpeace organisations globally. Aside from the normal management channels, the way to address our board for Greenpeace International employees is through our works council (Ondernemingsraad i.e. OR). The works council meets with the board (or a delegation of the board) at least once a year to discuss developments and year plan 'the state of the organization'.

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

Many (not all) of our National/Regional offices have a membership structure which provides a constituency for the relevant National/Regional board. In these cases, voting members can, through guidance provided to their Board at their AGM, influence decisions taken at the Stichting Greenpeace Council Annual General Meeting.

### **Stakeholder Engagement**

#### **4.14. List of stakeholder groups engaged by the organization. [GRI NGOSS: p. 29]**

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

#### **4.15. Basis for identification and selection of stakeholders with whom to engage. [GRI NGOSS: p. 29]**

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

## Part 2: Performance Indicators.

### Program Effectiveness

#### 1. NGO1 - Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs. [GRI NGOSS PE: p. 2]

Greenpeace is primarily an advocacy organisation, as opposed to an aid delivery or development organisation. As such the involvement of affected stakeholders in our campaign is not systematically included in every campaign. As a result there are no organization-wide policies on how to involve stakeholder groups. However many of our national campaigns do engage with local communities, especially our Forest and Oceans campaigns where in certain countries, we have long standing relationships.

Please read below a few examples from across the organisation from work in 2011:

**Greenpeace Mexico:** In February 2011 we launched a project to stop a tourist development which put at risk one of the best preserved marine reserves in Mexico (Cabo Pulmo). This work is being done in close partnership with the local community of the National Park of Cabo Pulmo (between 120 to 200 persons) and 15 other national and international NGOs.

**Greenpeace USA:** For the past seven years, the Oceans campaign has been collaborating with Bering Sea area Alaska Native communities to protect critical marine habitats and traditional fishing grounds, and to implement a more precautionary, ecosystem-based approach to fisheries management. The foods upon which native communities depend for survival are becoming harder to find and this lack of food security is devastating to traditional tribal life and culture. Ongoing dialogue with native communities and tribal governments has helped shape our campaign in the region, and led to several successes in recent years, including resolutions calling for the exclusion of bottom trawlers from waters within fifty miles of native communities and protections for Bering Sea canyons. Adding to our campaign, an effort is underway to encourage the UN Human Rights Council to investigate the erosion of indigenous food rights and subsistence culture at the hands of the fishery in the region.

In 2011 we launched the Quit Coal Activist Program to test and refine tools for developing local leadership for our coal fights, and supporting communities where Greenpeace does not have organizers. The initiative began with a 'Listening Phase' that included over 50 interviews with activists working on coal and a visioning summit in Chicago with 14 community group participants. The listening process resulted in new connections with communities, clear feedback, and identification of challenges to and opportunities for better engaging with local communities. Following this the team led trainings and worked with local leaders in several states to co-create campaign strategies for the upcoming campaign.

**Greenpeace Med:** During our undersize fishing project, we contacted and collaborated with fishermen organisations (unions & cooperatives) as they are the representatives of the most affected communities. Such networking is done through visiting, meeting and sending documents, and updating them on our project. The unions mostly represent big industrial fishermen rather than the small scale fishermen who are actually the direct victims of the mismanagement of fisheries, and decline of the fish stocks. We have also networked with small scale fishermen and worked to empower, support and promote them so that they could be vocal in the debate, in the media and wherever else needed.

We became very active in the online fishermen forum, which created a very good platform to discuss our main demands. By end of the project, we could easily see that almost all our demands were being discussed and even negotiated by the fishermen themselves and most of the unions. We encouraged the small scale fishermen in Istanbul (as Istanbul is the most influential fishing community in Turkey) to get organised to be able to fight against industrial and IUU fishing, which will hopefully create a good example for the other fishing communities in the country.

**Greenpeace New Zealand/Aotearoa:** Te Whānau-ā-Apanui (TWA) is a maori tribe which lives on the East Coast of New Zealand's north island. They are the community that is closest to the coastal area where the Brazilian oil company Petrobras has permits to look for oil in very deep water. They are opposed to the exploration and exploitation of deep sea oil off their coast for environmental reasons. In 2011 we approached Te Whanau-a-Apanui to see if we could develop a joint strategy to challenge this. We were welcomed by the TWA community and we put together a joint flotilla which stayed in the area challenging the seismic work for five weeks, did joint press work, political work and are following up in 2012 by taking the government to court challenging the issuing of permits. The legal challenge is based on a joint submission that argues that the government broke its own rules by not consulting with the local tribe and by not undertaking the necessary environmental assessments prior to the issuing of the permit. We have undertaken an evaluation of the work thus far together with TWA.

**Greenpeace Japan:** During the first half of the year our work on radiation contamination following on from the Fukushima nuclear meltdown provided information directly to local fishermen as well as inhabitants of Fukushima and the surrounding contaminated areas. Our assessment of the impact indicates our work has been appreciated and that not only those local communities but also a greater part of the Japanese population, consider Greenpeace as a reliable organisation.

This trend strengthened further during the second half of the year, as we installed our Food Screening Station and carried out a number of seminars to spread the results of our research. These seminars took place at various locations so the impact on local communities expanded increasingly. Summarising, the immediate impact has been raising awareness on the nukes/radiation contamination issue and giving people tools to make better informed decisions as consumers - at the same time they recognised the right they have to raise their voice as the consumers and to demand radiation-free/healthy products.

## **2. NGO2 - Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies. [GRI NGOSS PE: p. 3]**

Greenpeace globally does not have a centralized complaints handling structure. Our national and regional offices all deal with complaints on a local level. Some have more sophisticated complaints policies and register the nature of the complaint as well as how it was received (letter, email, telephone, web etc). Others deal with them on a case by case basis. The amount and nature (from complaints of direct dialogue to the way in which Greenpeace campaigns) of the complaints varies widely within the organisations.

For this report we asked our national offices to send us specific data on their complaints received and their procedures. Out of the 25 national and regional offices who responded – only four said they had sufficiently systematic mechanisms for recording the complaints to be able to give us solid numbers, out of these it was not clear that the dates of the complaints nor the nature was always recorded.

Their responses and methods will be made into best practice recommendations to be discussed within the organisation for further development in 2013.

Feedback and complaints coming into Greenpeace international are read and responded to within 48 hours by our public outreach and information officer.

## **3. NGO3 - System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact) resulting changes to programs, and how they are communicated. [GRI NGOSS PE: p. 4]**

As an organisation supported largely by donations from millions of ordinary individuals, we take seriously our obligation to ensure that those donations are used as effectively as possible in pursuit of our publicly stated goals and objectives.

By its nature, the effectiveness of campaigning/advocacy is extremely difficult to measure and therefore provides challenges in monitoring and evaluation. We have and are actively improving our systems to ensure that SMART objectives are set for all campaign projects both at the international, regional and national level. We are currently in the process of developing internal Monitoring & Evaluation mechanisms that will more clearly link our actions with desired outcomes. For this year's report we asked our national offices to send examples of how they monitor and evaluate, which will be used as best practice recommendations and help form the mechanisms mentioned above.

**Greenpeace New Zealand/Aotearoa:** We have a structured post activity evaluation process that covers various levels (activists, campaign, comms, legals etc) and learnings are pulled out, documented and included proactively in the campaign planning and implementation process e.g. changing our project management structure for activities, changing our inquisition timing and process for activities. Our evaluations are both verbal in terms of debriefs and downloads immediately after activities, and a more formal process that involves interviews and written



evaluations against the objectives set for a pieces of work. After this there is a meeting where all concerned discuss the outcome and recommendations from the evaluations and how we can practically incorporate the learnings going forward. These are documented and process and system changes implemented as required.

**Greenpeace USA:** Last year we began the process of improving our campaign planning, evaluation and learning. We are also actively working to improve monitoring and reporting. We use a combination of evaluation approaches – rapid, developmental and summative – to assess our performance and improve our planning:

Rapid Reviews focus on performance around key milestones, are used to capture and embed learning within the team, and provide recommendations for improving future work as well as lessons learned to highlight best practice.

Developmental evaluations support agility and innovation in projects/campaigns by focusing attention on changes in context, risk, stakeholders and/or the results of testing new tools, tactics or approaches. Lessons learned and recommendations help drive on-going improvements in planning and risk management, and allow us to push boundaries and increase our impact by remaining responsive to changing circumstances and/or new information.

Summative evaluations assess progress toward and success in delivering on our short- and mid-term (and in some cases long-term) campaign goals and objectives. These evaluations take place at the conclusion of campaigns/projects, as well as ahead of the annual campaign planning process in order to inform our planning and build support among key funders.

Campaigns and other program departments report monthly on their progress toward short-term objectives. On a quarterly basis, all GPUS departments report on their progress toward short-term organizational objectives.

As we roll out this new monitoring, evaluation, and learning approach for our program work, we will continue to make improvements.

**Greenpeace Brazil:** We have three-month evaluations of the programs in order to keep them on track, adjusting the next steps when necessary. The Amazon subprojects are very dynamic as we work with strong political and market campaigns. Each movement we do provokes different and sometimes unpredictable reactions which demands a thorough evaluation and assessment of how to move next.

**Greenpeace East Asia:** We measure the effectiveness of our campaigns through regular assessment of campaign milestones quarterly and campaign objectives annually. When formulating the organisational development plan, for each campaign we evaluate the effectiveness of the campaign for last year and develop new objectives for the upcoming year. We organise regular campaign coordination meetings to let the campaign managers update each other about the progress and learn from each other.

**Greenpeace Nordic:** Evaluations are a natural part of any project and strategy. The depth and type of evaluation used is dependent on the project or work programme evaluated. Shortly described Greenpeace Nordic is using the following evaluations: Rolling campaign project evaluations are done with the team during a the project implementation phase in order to see



that the project is on track. It is also used to evaluate any subprojects within the overall project. Project finalisation evaluations are done after the completion of a project. Our strategic three year plans are evaluated each year with a major review after the three year cycle. The learnings from evaluations are fed into relevant teams by the leader of the teams and often discussed at yearly team meetings and skillshares.

#### 4. NGO4 - Measures to integrate gender and diversity into program design and implementation, and the monitoring evaluation, and learning cycle. [GRI NGOSS PE:p. 5]

As a campaigning organisation, Greenpeace focuses on achieving diversity, including gender diversity, through seeking diversity in our staff, activists, and supporters. Our focus in 2011 has been to increase diversity in the organisation through increasing the size and power of global south offices through global organisational decisions and activities. For the first time this year, we asked our offices to send us examples of any gender and diversity programs at a national level. Four responded that they did – please read below their responses.

**Greenpeace USA:** We are currently working on an initiative to increase organizational diversity and inclusion across a variety of factors. In 2011 we conducted an organizational assessment to identify strengths and challenges in the areas of internal diversity and inclusion, and gathered recommendations towards building a strategy for reaching these goals. The groundwork has also been laid for an upcoming project which will look at how diversity and inclusion relate to our program work.

2011 programs involving staff in examining issues of diversity in our work included individual interviews and focus groups and discussion groups about diversity and inclusion at Greenpeace USA. We began the process of improving our recruitment and other practices, and we did the planning for an organization-wide training around diversity & inclusion which was held in early 2012. Our ongoing work on this initiative aims to not so much create additional programs around issues of diversity and inclusion, but to incorporate ongoing focus on diversity and inclusion into our existing programs and the way we work within all teams and departments.

**Greenpeace Africa:** Having recently started a local Group in Durban, it was imperative to start diversifying because there were a lot of volunteers from one minority which impacted on the recruitment of other minorities. We decided to start diversifying the group by allowing for a new recruitment strategy to take place in a more central area to the previous recruitment area. This brought about more change than anticipated because not only did we get more minorities in the group but also the age groups and gender.

**Greenpeace Nordic:** In the past we have not had specific programs that integrated gender and diversity into campaign design and implementation. However, we are beginning to create value base segmentation and audience analysis into our campaigns. In doing this, we found many opportunities to create sub demographic segmentation (such as personas) based on gender and age targeting to understand how we communicate to them in a way they receive information to involve them more when and where they are receptive. With this type of Market Research we plan to use this in campaign planning and development as well as testing via focus groups, personal interviews to continue to shape the campaign during different phases.

**Greenpeace New Zealand/Aotearoa:** Both in terms of gender and diversity we are conscious of trying to strike a balance that is more reflective of the society we live in with both staff and board. We have proactively searched out Board members to increase our diversity in terms of ethnicity and we have taken affirmative action in choosing staff to increase our diversity e.g. choosing a deaf candidate over hearing one when both skills were equal. We also have someone on staff who has strong skills and networks into the Maori community to help in the development of our own approaches to working more effectively with these communities on common interests.

#### **5. NGO5 - Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns. [GRI NGOSS PE: p. 6]**

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

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

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

#### **6. NGO6 - Processes to take into account and coordinate with the activities of other actors. [GRI NGOSS PE: p. 7]**

At the global level, our annual planning cycle includes (in the power analyses that support the campaign proposals) assessments of the effectiveness and intentions of other actors. While such assessments are not necessarily of uniform consistency (and certainly will be more accurate and strategically relevant in those cases where we are working closely with other actors and therefore planning together), such analyses are inherent to our model of goal-oriented advocacy: by definition, where we assess that such coordination is desirable to meet our campaign goals, we will include it in our plans. A good example of this is our work with other organisations on the issue of climate change under the auspices of the Global Campaign for Climate Action (GCCA).

At the national and regional level, almost all of the offices work within coalitions and form alliances with other NGOs when it has been determined by the campaign that this is beneficial for the desired outcomes. The size and nature of these different actors varies greatly and can be anything from a local mother's group to a coalition with another large NGO, to a partnership

with a corporate leader to achieve a defined outcome. For example in Indonesia we work with WALHI/FoE Indonesia, ICEL, HUMA, Sawit Watch, Forest watch and others as part of a Common Platform on Saving Indonesia's Forests to Protect the Global Climate

## Economic

### 7. NGO7 - Resource allocation. [GRI NGOSS EC: p. 4]

Greenpeace International Resources - for a full breakdown please go to p.44-45 in the annual report, downloadable here: <http://www.greenpeace.org/international/en/about/reports/>

	2011 Euros thousands	2010 Euros thousands
<b>Income:</b>		
Grants from National and Regional Offices	59,709	58,982
Other Grants and Donations	1,255	1,497
Interest Income	(181)	515
Other Income	47	33
<b>Total Income</b>	<b>60,830</b>	<b>61,027</b>
Fundraising Expenditure	2,160	2,465
<b>Total Income less fundraising expenditure</b>	<b>58,670</b>	<b>58,562</b>
<b>Expenditure:</b>		
Grants to National and Regional Offices	15,656	11,204
Campaigns and Campaign Support		
Climate & Energy	8,617	7,050
Forests	5,319	3,783
Oceans	3,193	2,635
Sustainable Agriculture	1,611	1,775
Toxics	1,037	966
Other Campaigns	-	743
Marine Operations and Action Support	9,757	9,008
Media and Communications	4,581	5,209
Organisational Support	9,848	7,201
Interest Costs	215	271
Foreign Exchange (Gain)/Loss	374	(767)
<b>Total non-fundraising expenditure</b>	<b>60,208</b>	<b>49,078</b>
Tax	(5)	-
<b>Surplus/(deficit) for the year</b>	<b>(1,544)</b>	<b>9,484</b>

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

#### Statement of Financial Position

	2011 Euros thousands	2010 Euros thousands
<b>Assets</b>		
Fixed and Financial Assets	26,535	14,974
Due from National and Regional Offices	10,312	7,542
Other Current Assets	1,191	1,111
Cash and Cash Equivalents	28,453	32,857
<b>Total</b>	<b>66,491</b>	<b>56,484</b>
<b>Liabilities and Fund Balance</b>		
Due to National and Regional Offices	17,367	9,782
Other Liabilities	8,721	4,755
Fund Balance	40,403	41,947
<b>Total</b>	<b>66,491</b>	<b>56,484</b>

Greenpeace Worldwide Resources - for a full breakdown please go to p.46-47 in the annual report, downloadable here: <http://www.greenpeace.org/international/en/about/reports/>

	2011 Euros thousands	2010 Euros thousands
<b>Income:</b>		
Grants and Donations	236,862	226,277
Interest Income	1,999	1,472
Merchandising and Licensing	(167)	97
Other Income	2,421	2,711
<b>Total Income</b>	<b>241,114</b>	<b>230,557</b>
Fundraising Expenditure	77,267	68,837
<b>Total Income less fundraising expenditure</b>	<b>163,848</b>	<b>161,720</b>
<b>Expenditure:</b>		
Campaigns and Campaign Support		
Oceans	9,567	7,277
Forests	12,293	9,798
Sustainable Agriculture	4,405	4,944
Toxics	3,458	3,781
Climate & Energy	28,747	25,027
Other Campaigns	2,587	3,851
Media and Communications	22,400	21,183
Marine Operations and Action Support	26,116	23,880
Public Information and Outreach	11,338	11,893
Political, Science and Business	2,089	1,946
Organisational Support	37,257	31,883
Foreign Exchange (Gain)/Loss	(391)	(5,970)
<b>Total non-fundraising expenditure</b>	<b>159,867</b>	<b>139,493</b>
<b>Surplus for the year</b>	<b>3,981</b>	<b>22,227</b>

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

	2011 Euros thousands	2010 Euros thousands
<b>Statement of Financial Position</b>		
<b>Assets</b>		
Fixed Assets	58,659	44,347
Current Assets	19,130	17,123
Cash and Cash Equivalents	144,545	148,981
<b>Total</b>	<b>222,334</b>	<b>210,451</b>
<b>Liabilities and Fund Balance</b>		
Liabilities	44,191	36,290
Fund Balance	178,143	174,161
<b>Total</b>	<b>222,334</b>	<b>210,451</b>

## 8. NGO8 - Sources of funding by category and five largest donors and monetary value of their contribution. [GRI NGOSS EC: p. 5]

Our top five donors in 2011 were:

The Dutch Postcode Lottery (Nationale Postcode Loterij)	€ 2 250 000
The late Mrs. Schuppli (a legacy gift)	€ 1 200 000
United Postcode Lotteries	€ 833 000
Oak Foundation	€ 804 004
Swedish Postcode Lottery (Svenska PostkodStiftelsen)	€ 750 000

Our Worldwide Fundraising Income in 2011 came from the following categories of sources:

	Figures in EUR '000
<b>Total Fundraising Income</b>	<b>233,036</b>
Regular Supporters	202,971
Other Fundraising	30,065
Collections and Events	150
Foundations and Trusts	3,639
Gifts in Kind	16
Legacies and Planned Giving	13,871
Local Groups and Active Supporters	20
Lotteries	3,883
Major Donor	3,983
Special appeals including Rainbow Warrior/ Africa income	1,660
Not otherwise classified	2,851

For more information on Greenpeace's fundraising please go to pages 36-39 in the annual report – downloadable here: <http://www.greenpeace.org/international/en/about/reports/>

## 9. EC7 - Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation. [GRI NGOSS EC: p. 14]

Greenpeace globally does not have specific policies for local hiring, nor does Greenpeace International for its own staff. Longstanding practice when setting up new offices is to create and hand over to a locally-dominated board and substantially local senior management as quickly as possible--typically within the first two to three years of the establishment of the office.

Our global HR strategy is in fact designed towards encouraging international movement of staff around the organisation in order to maintain a strong global sense of unity and common

purpose and to quickly transfer skills. For example, in principle all jobs available within the global organisation should be open to all staff to apply and are therefore advertised internationally.

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

## Environmental

### **10. EN16 - Total direct and indirect greenhouse gas emissions by weight. [GRI NGOSS EN: p. 22]**

Greenpeace Worldwide GHG emissions for 2011 totalled 20,504 metric tonnes, 1,009 tonnes more than the previous year. The total worldwide figures reported below include the emissions from Greenpeace International and all 28 National and Regional Greenpeace Offices.

For more information on Greenpeace's greenhouse gas policies and results, please go to pages 48-49 in the annual report – downloadable here:

<http://www.greenpeace.org/international/en/about/reports/>

### **11. EN18 - Initiatives to reduce greenhouse gas emissions and reductions achieved. [GRI NGOSS EN: p. 25]**

Greenpeace International and many of its national and regional offices have green office policies which include the reduction of paper usage, motion sensors, installing better insulation, reducing travel by using the organisation's video conferencing system.

Sixteen of our offices are over 90% run by renewable energy – 12 are 100%. Many others are opting for this as and when it becomes possible depending on the electricity suppliers in their region. For some offices this is currently not an option due to the national electricity grids.

During 2011, seven offices implemented extra GHG reduction programs. Here some examples:

**Greenpeace Switzerland:** We had some relative targets in 2011 such as the installing of a video conferencing room which should lead to less business flights or less printing and more electronic communication with our supporters.

**Greenpeace East Asia:** We cannot set a fixed identifiable target since the system in the countries we operate in do not identify between energy from greenhouse gases, or other sources. In the meantime we do have various policies that go in this direction e.g.

- Reduced use of air-conditioning, fans being provided as alternatives.
- Video conference equipment now provided to all four of our offices and promoted as an alternative to travelling to meetings. With travel needing proper justification.
- Reduce the printing copy of newsletters and annual reports by using electronic copies.



**Greenpeace France:** Staff are taking more trains and less flights, we also recently moved into a new office that is more thermally insulated.

**Greenpeace Nordic:** Greenpeace Nordic does not have a number attached but we are constantly struggling to keep CO<sub>2</sub> emissions as low as possible.

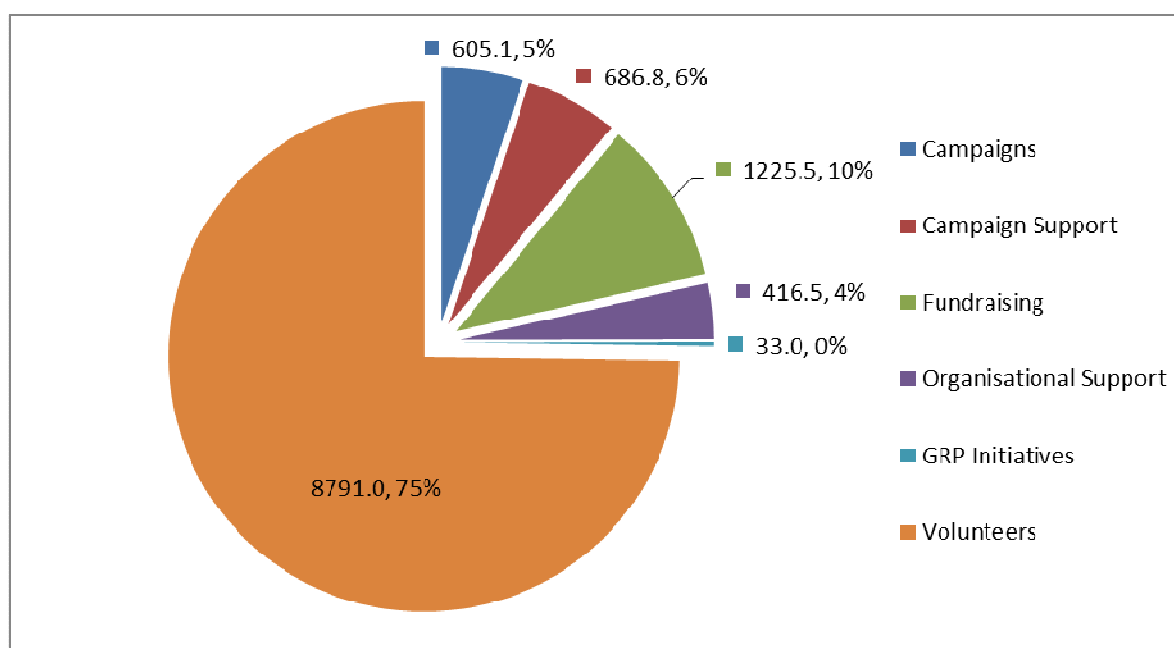
Nordic employees always travel by train, bus, or ferry boat, meetings take place over videolink, paper is recycled, we have a CO<sub>2</sub>-neutral printing house, our offices are heated by best available energy source etc.

**Greenpeace US:** We are implementing new energy policy and new travel policy, which could have a positive influence on carbon emissions for next year.

## Labour

### 12. LA1 - Total workforce, including volunteers, by employment type, employment contract, and region. [GRI NGOSS LA: p. 4]

Our global workforce consists of 2967 staff, 11760 volunteers and 156 Board members. This can be illustrated in a pie chart:



The following table provides key statistics for the global workforce (staff). Not all offices were able to fill in all the information, however on average 26 did for each piece of data.



Number of males employed on permanent contract			1073,3
Number of females employed on permanent contract			1053,5
Number of males employed in management positions			261,0
Number of females employed in management positions			192,0
Total number of permanent positions as at 31 December 2011 (excl Direct Dialogue)			1833,1
Average age of permanent staff			36,5
Number of occupants of permanent positions who left in period 31 Dec 2010 - 31 Dec 2011			280,0
Percentage of sickness days to working days			2,7%
Number of new hires (any paid contract type) in period			3057,0
Staff turnover (permanent) *			15%
Staff turnover (total/all employees)*			103%

A note on turnover (final two rows of the table above): The first figure (“Staff turnover (permanent)”) is an indication of departures and recruitment of staff on permanent contracts. A high figure here may be an indication of staff dissatisfaction. However, what is considered “high” varies widely globally, and, as this is the first year we have collected this data in a standard way on a global basis, we have nothing to compare it with to determine whether this is “too” high.

The second figure (“Staff turnover (total/all employees)”) is really an indicator of the load on HR and management systems. Again, as this is the first year we have collected this data in a standard way on a global basis, we cannot tell whether it is increasing or decreasing year on year.

### **13. LA10 - Average hours of training per year per employee by employee category. [GRINGOSS LA: p. 16]**

We do not currently have sufficiently standardized methodology or definitions to be able to calculate the average hours of training per year per employee.

### **14. LA12 - Percentage of employees receiving regular performance and career development reviews. [GRI NGOSS LA: p. 18]**

Our global HR strategy stresses the importance of all employees receiving regular performance and career development reviews, and the focus to date has been to provide tools and training to enable national offices to set up such programmes. From the HR data collected for this report we know that around 1030 staff members (around a third) received an annual performance review. This is not a satisfactory result. However, this number is incomplete as only 23 offices were able to send us data. We will be putting effort into increasing the awareness among managers of the importance of these reviews, and hope that this number will increase by next year’s report.

**15. LA13 - Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity. [GRI NGOSS LA: p. 19]**

As with many of our HR questions, this is the first time we have asked our offices to collect this data, as a result, although we received feedback from over three-quarters of our offices, it is still incomplete. We are hoping to make this more formalised in time for next year's report. As can be seen, the gender balance is roughly equal throughout the organisation, but at the management level becomes more predominantly male.

With regards to different nationalities. Greenpeace is a very diverse organisation, and although some people of different nationalities work in other offices, this is by no means the norm, and in general offices are staffed predominantly by nationals from the relevant country.

As well as the tables below—you can see a visual representation for our annual report that also includes a geographic breakdown of some of this information.

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

**The following information is made up from data from 27 offices**

Number of males employed on permanent contract			1073,3
Number of females employed on permanent contract			1053,5
Number of males employed in management positions			261,0
Number of females employed in management positions			192,0

## Society

**16. SO1 - Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting. [GRI NGOSS SO: p. 3]**

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

**Greenpeace USA:** Our work with Alaska Native communities entails ongoing dialogue with individual communities, Tribal councils, and networks/groups such as the Bering Sea Elders and Alaska Inter-Tribal Council. Through this dialogue, we discuss the impacts of our campaigns on AK Native communities and consider this input as part of campaign planning and implementation.

The Quit Coal Activist Program has not yet assessed impacts of our coal work on local communities. QCAP leaders are assessing the impact of the activist trainings by soliciting participant feedback immediately after trainings conclude and then follow-up evaluations six months later.

**Greenpeace Brazil:** The Zero Deforestation campaign is creating a lot of excitement with forest peoples. We have the impression that they feel empowered, believing that finally they got something concrete, powerful and feasible in their hands. We have a common campaign to work with together in a focused way for a common aim. Therefore we will seek this kind of assessment in 2012.

In the past we have worked with the Deni indigenous peoples, the Porto de Moz extractive reserve community and the Santarem communities. We have not undertaken formal assessments on the impact of our campaigns. However, because of our campaigns the Deni got their land formally recognised, the Porto de Moz reserve was created and the Santarem community undertook community mapping project. All three projects were extremely successful.

**Greenpeace New Zealand:** We have assessed the impact of our work in a number of different ways: we hosted Te Whānau-ā-Apanui (TWA) and their community to our office after the flotilla work and we discussed with them the impact of the work both politically and locally. We also did a written evaluation which some of the TWA people contributed to. We have also agreed to develop joint sharing of plans and skills going forward, but we have not formally structured this yet.

### **17. SO3 - Percentage of employees trained in organization's anti-corruption policies and procedures. [GRI NGOSS SO: p. 5]**

Greenpeace finalised and approved its first anti-corruption policy during 2011 which means that by the end of the year not all offices had been able to train staff: just 181 members of staff globally have been trained. However the document has been distributed to all staff, and trainings will be rolled out over the coming year.

## ***Product Responsibility***

### **18. PR6 - Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship. [GRI NGOSS PR: p.8]**

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

Greenpeace International's own Fundraising activities confirm to the laws of the countries in which these activities take place, and all our National/Regional offices follow national laws and regulations. In addition, our NROs are usually members of or adhere to relevant ethical fundraising bodies in their national contexts.

Our national offices also adhere to local charitable laws, including the following:

**Greenpeace Germany:**

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

**Greenpeace France:** The 1901 law. <http://www.associanet.com/europe/loi1901-eg.html>

**Greenpeace Greece :** There is no legislation on "charitable organisations", but for "non profit organisations" with which we fully comply.

**Greenpeace Spain:** We comply with all the local standards and legislation applicable for charitable organisations whose legal status is association.

**Greenpeace South East Asia:** We comply with the charitable laws of Thailand, Philippines, Indonesia.

**Greenpeace Nordic:** Greenpeace Nordic complies with all local laws and standards for charitable organisations for example the Svensk Insamlingskontroll 90 konto requirements.

**Greenpeace New Zealand:** We are incorporated under the Incorporated Societies Act 1908. Our charitable status remains with the courts, hopefully to be confirmed during 2012.

**Greenpeace Mediterranean** is a regional office consisting of :

- GP Foundation Malta (no fundraising activities in Malta but foundation is a charitable organization)
- GP Akdeniz Ltd in Turkey ( a limited company collecting funds from individuals based on GP magazine subscription model in Turkey - we operate under Turkish commercial law)
- GP Med non profit Israel (a non profit company running as a charitable organisation in Israel)

**Greenpeace Luxembourg:** With the laws for ASBL (non-profit organisations) and the laws on Foundations

**Greenpeace Japan:** Our office used to have the NPO status, whereby we were compliant with all the State-mandated regulations for charitable organisations. However, such status implied excessive controls that jeopardised our campaigning work as Greenpeace and hence we had to change to the GIA (General Incorporated Association) in order to maintain our independence principle.

**Greenpeace Italy:** The main law to which our charitable organization comply with is D.Lgs. 460/97.

**Greenpeace East Asia** is a regional offices consisting of:

- Hong Kong: Companies Ordinance, Inland Revenue Ordinance

- Mainland China: Foreign-owned Enterprises Act, Companies Act.
- Taiwan: Environmental Foundation set up approval and monitoring guidelines, Charity Fundraising Act.
- South Korea: The Korean Civil Act.

**Greenpeace Chile:** We comply with all standards and legal requirements for nonprofit organizations in Chile.

**Greenpeace UK:** Greenpeace Environmental Trust, the charitable arm of Greenpeace in the UK is a registered charity and complies fully with charity law and Charity Commission rules. Greenpeace UK is not a registered charity, as some of our campaign tactics do not fall under the UK definition of charitable activity. Fundraising in both organisations complies with Fundraising Standards Board (FRSB) and Personal Fundraising Authority (PFRA) policies.

**Greenpeace Brazil:** The activity of non-profit organizations is subject to the Brazilian Civil Code and to the National Tax Code. The Non-profit organization whose core objective is bound to preserve the environment should also comply with the following rules:

- Department of the Environment - SF/SMA- Joint Resolution 01, 26/06/2002: the organization needs the "Certificate of Recognition Entity Environmentalist" and the document entitled "Declaration of Tax Exemption from inheritance and donation of any goods or Rights - ITCMD"
- National Environmental Council - CONAMA - Resolution CONAMA 292/02: register"

**Greenpeace Belgium:** AERF: *Association pour une Ethique dans la Récolte de Fonds* (<http://www.vef-aerf.be>). We were founders of this association together with other Belgian NGO's in 1996 and we are complying their Ethical code of conduct in fundraising.

**Greenpeace Australia-Pacific:** We adhere to the following laws:

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

**Greenpeace Argentina:** We are a Foundation that complies with every single national and local legal laws to receive donations.

**Greenpeace US:** Greenpeace, Inc. and Greenpeace Fund, Inc. complete state charitable registrations on an annual basis in order to solicit in states and cities. Any organization in the U.S. that solicits contributions from the public for charitable purposes is required to complete these registrations. We maintain current information on file within every state that we solicit funds, in compliance with state and local ordinances. Each state or city has specific requirements, although most states require filing current information, providing financial

information from the preceding fiscal year, and information about how funds are solicited and what they are solicited for. In addition:

- Greenpeace U.S. adheres to the ethical standards, principles and guidelines set forth by the Association of Fundraising Professionals (AFP), especially for Major Gifts and Foundations Fundraising.
- Greenpeace U.S. adheres to the Partnership for Philanthropic Planning's Model Standards of Practice for the Charitable Gift Planner.

**Greenpeace Switzerland:** We follow the accounting rules of SWISS GAAP FER 21 Accounting for charitable, social non-profit organisations and have our own fundraising policy with ethical principles controlled by our auditors.

**Greenpeace Czech Republic:** We are registered as an organisation with international element. Law No. 116/1988 about conditions for organisations with international element. We are considered as a non-profit association.