


# ANNUAL REPORT 2014

GREENPEACE  
INTERNATIONAL

A LEGO Greenpeace boat is shown in the foreground, floating on water. The boat is green and has the word "GREENPEACE" written on its side. A yellow sign on the boat reads "NO ARCTIC OIL". Two LEGO minifigures are on board: one in a yellow suit and another in an orange suit. The background is a blurred image of an oil rig at sea.

**NO ARCTIC OIL**

GREENPEACE

**GREENPEACE**

# GREENPEACE ANNUAL REPORT 2014

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## A MESSAGE FROM OUR EXECUTIVE DIRECTOR

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Now well into its fifth decade of existence, Greenpeace continues to reinvent itself. Rather than bask in past glories, our organisation is undergoing a process of renewal that sets us on a path to achieving even more, and much needed, significant victories in the future. The lesson of “less can be more” by putting more resources into fewer activities to maximise our impact is important. The shift towards “people-powered” campaigning demands that Greenpeace helps to catalyse change across the spectrum of civil society organisations, whose goals are increasingly becoming aligned. Rather than see ourselves as the sole agent of change, working with others is becoming a central component of our relevance, legitimacy, and impact. We are embracing the idea of becoming a “hero” among heroes. We increasingly understand that our supporters are also the change agents upon whom the future depends.

As you can read in this Annual Report, in 2014 we achieved – with our supporters – a number of important victories in campaigns across the board and in a wide variety of countries. We achieved these victories while making big changes to the way we work. We achieved many because we continue to evolve. We still have a way to go. I believe that once our transition to our new way of working is complete, Greenpeace will be achieving victories that we would not have considered possible under the old approach. We will test our belief that “a billion acts of courage will spark a brighter tomorrow” and that it can only be realised through designing and delivering people-powered campaigns.

As an organisation that has no choice but to operate on the edge of chaos, we understand that this is also where creativity flourishes and change is most likely to be achieved - and for an organisation that always demands the best, we should anticipate that there will be bumps in the road. Without a doubt, 2014 proved to be a particularly turbulent year for Greenpeace. During 2014, there were errors of our own making that should not have occurred and which were the result of failures in internal procedures. They have been testing for us but we have responded by taking the opportunity to learn from our mistakes, to tighten up on how we operate.

The grave predicament of the planet demands that we build power and figure out how to increase our collective influence in shaping decisions made by the institutions and organisations that lie at the core of environmental and social – for, make no mistake, they are inextricably linked – problems affecting the planet, the more we will be exposed to criticism and the more we will be tested.

This will be the last introduction to a Greenpeace Annual Report that I shall write, and I write it with great pride in all of those who make up this fabulous world-changing organisation. Staff, volunteers and supporters, together we can inspire a billion acts of courage, and together we can inspire the better world we want and that we know is possible.

I look forward to continuing that journey with all of you, as part of Greenpeace in what will be my most important role with Greenpeace so far: as a supporter and volunteer.

A handwritten signature in black ink that reads "Kumi Naidoo". The signature is fluid and cursive.

**Kumi Naidoo**  
Executive Director,  
Greenpeace International

# A MESSAGE FROM OUR BOARD CHAIR

When I started to reflect about Greenpeace in 2014 I was torn between deciding if the “glass” was half empty or half full. But reading through this Annual Report, and meditating on the changes we have made, I think the glass is way more than half full.

We proved our resilience, learned from our mistakes, and ended the year stronger, more nimble, and better placed to face future challenges. With the full launch of the “distributed campaigning model” – a model that sees our campaigns designed and delivered at the point of environmental impact – we have seen many impressive campaign achievements, affirming that we are moving in the right direction.

In addition to some of the campaign successes noted in this Annual Report, other victories over the past 12 months have included Burberry, Primark, Tchibo and Lidl all committing to Detox. In October 2014, after more than one million people responded to Greenpeace’s “Save the Arctic” campaign – Lego ending its 50 year link with Shell, eroding that company’s social licence. Meanwhile the world’s largest electronics retailer, Best Buy, announced major improvements to its paper supply chain to better protect Canada’s Boreal Forest.

Significant progress in implementation of a new operating model for Greenpeace worldwide has included the reconfiguration of Greenpeace International into a strong centre, leading global policy development, setting global standards and developing, testing and implementing financial and other monitoring procedures. Greenpeace has invested much effort into this change process and we are now starting to reap the rewards.

Finally, Kumi Naidoo has decided to leave Greenpeace by the end of 2015. Kumi’s legacy to the organisation has been immense. Kumi has been fundamental in helping us to reach people and groups that we had not accessed before; to listen and talk to people who can help by joining us in pursuing common goals. There are so many significant achievements that would not have been possible without Kumi’s leadership. We wish him every success in his next role and look forward to working with him in pursuit of the world we all know is possible: a green, just and peaceful one.



**Ana Toni**

Chair, Stichting Greenpeace Council

# OUR BOARD OF DIRECTORS



## Board Chair

**Term of office:**  
**First Elected:** 2011  
**Term Ends:** 2017

## ANA TONI

Ana is Partner in the GIP (Public Interest Management) (Public Interest Management Research and Consultant) [www.gip.net.br](http://www.gip.net.br).

From 2003 until May 2011, Ana was the Representative for the Ford Foundation in Brazil, during which time she oversaw the Foundation's work in the areas of human rights, sustainable development, racial and ethical discrimination, sexuality and reproductive health, media democratisation and land rights. She was also responsible for coordinating the regional Latin America funding on Economics and Globalisation, the IBSA initiative (joint work between Brazil, South Africa and India) and the International Initiative on Intellectual Property Rights.

From 1998 to 2002 Ana was the Executive Director of ActionAid Brazil; working to contribute in the eradication of poverty and inequality through community development projects, as well as public policy advocacy and campaigning at national and international levels. Ana also worked for ActionAid UK as Policy Advisor (1990 – 1993) representing the organisation at the United National Environment and Development Conference.

She worked for Greenpeace from 1993 to 1997; first, as the International Head of the Political Unit based at Greenpeace International in Amsterdam, and subsequently as Senior Advisor for Greenpeace Germany. She was responsible for, among other things, the work of Greenpeace on the World Trade Organisation (in particular the Committee on Trade and Environment) and she also contributed in the development of Greenpeace's work in the Amazon region in its early stage. Ana was the Board Chair of Greenpeace Brazil from 2000 to 2003 and a Board member of GIFE (the Brazilian Private Social Investment Association). In addition, she is a member of the Board of the Wikipedia Foundation, the Editorial Board of Le Monde Diplomatique Brazil, a Board member of the Baoba Fund for Racial Equity and the Forum of Women's Leaders on Sustainability. Ana graduated in Economic and Social Studies at Swansea University, has completed a master degree in Politics of the World Economy at the London School of Economics and is a candidate for a PhD on Social Politics at the Rio de Janeiro State University.



## Treasurer

**Term of office:**  
**First Elected:** 2012  
**Term Ends:** 2018

## ED HARRINGTON

Ed is currently an adjunct professor at the University of San Francisco, is a consultant on government finance issues and serves on various non-profit boards. He was General Manager of the San Francisco Public Utilities Commission (SFPUC) until his retirement in September 2012. The SFPUC provides water to 2.5 million customers in the San Francisco Bay Area along with sewer and stormwater services in San Francisco and hydroelectric and solar power generation for municipal purposes in the City. The SFPUC has 2,300 employees, an operating budget of \$800m US dollars and is in the middle of a \$4.6bn rebuild of the water system.

During the four and a half years that Ed was General Manager of the SFPUC, he was also the Chair of the Water Utility Climate Alliance composed of 10 large water utilities in the US with 45 million customers, focused on providing leadership and collaboration on climate change issues affecting water utilities and the customers they serve.

From 1991 to 2008, Ed was the Controller for the City and County of San Francisco managing the City's budget, payroll, accounting and auditing programs. As Controller he started the City Services Auditor function which provides audit, performance management and strategic planning services to City Departments.

In December 2012 he completed his term as a member of the Financial Accounting Foundation that oversees the work of the Financial and Governmental Accounting Standards Board for the United States where he co-chaired the Standard Setting Oversight committee and served on the Executive and Appointments and Evaluations Committees. Ed was on the Board of the Government Finance Officers Association of the US and Canada from 1999 to 2006 and President of the organisation in 2004. Ed received his license as a Certified Public Accountant while employed at KPMG, an international accounting firm, in the early 1980s.

Ed was an officer in the Harvey Milk Lesbian and Gay Democratic Club in San Francisco. He and his husband live in Sonoma County in Northern California.

# OUR BOARD OF DIRECTORS



**Term of office:**  
**First Elected:** 2013  
**Term Ends:** 2017

## THULI MAKAMA

Thuli, a graduate of the University of Swaziland and the London School of Economics, is Advocate (Senior Counsel) of the High Court of Swaziland and Member of the Law Society of Swaziland. Combining law and advocacy, Thuli Makama has engaged in public interest environmental law challenges against powerful multinational corporations and her government in defence of environmental and human rights of local communities.

She has over seventeen years' experience on governance in the not-for-profit sector, having served as Deputy Chair of the Open Society Initiative Southern Africa, Treasurer of IUCN World Conservation Union Eastern and Southern Africa board, Ombudsman of Friends of the Earth International, member of Coordinating Board of Friends of the Earth Africa, Trustee at groundWork - Friends of the Earth South Africa, Chair of the Coordinating Assembly of Non-Governmental Organisations in Swaziland, advisor to the Resident Coordinator of UN in Swaziland through the select Civil Society Advisory Committee, the Law Society of Swaziland Judicial Crisis Committee, among others.

In 2010, Thuli was awarded the Goldman Environmental Prize in recognition of her successfully litigating and defending the right to public participation in environmental decision making in her country, Swaziland. This recognition and honour Thuli dedicated to an on-going gruesome campaign against extra judicial executions of local communities in the name of wildlife conservation by one private family owned wildlife safari company in Swaziland.

Thuli has for fifteen years worked in her country as Executive Director of Yonge Nawe Environmental Action Group, during which time she has participated in Africa wide and sub-regional collaborations on environmental and social justice. Her previous work experience includes Skillshare International and, serving as Deputy Master of the High Court of Swaziland. She is the founder of the Legal Assistance Centre (LAC), a non-profit initiative that seeks to promote public interest law in a national context where violations of basic human rights and social injustice are pervasive. The LAC works to enable access to justice for many of the socio-economically disadvantaged members of society.

Thuli is mother to two beautiful loving daughters, Simphiwe and Nobunye.



**Term of office:**  
**First Elected:** 2014  
**Term Ends:** 2017

## ATHENA RONQUILLO-BALLESTEROS

Athena is a passionate activist from the Philippines and currently based in Washington DC. She is currently Director of WRI's Sustainable Finance Program, which works to improve the environmental and social decision making and performance of public and private financial institutions. Athena has over fifteen years of leadership and management experience in environment, development and natural resource governance in developing countries, with a particular focus on climate change, clean energy and sustainable finance. She is a long-time policy advisor to the Philippines government's official climate change negotiating team at the UN Framework Convention on Climate Change (UNFCCC) and has assisted various Philippines ministries on climate, energy and finance issues at key international sessions such as the Asia Pacific Summit for Economic Cooperation (APEC); ASEAN and World Summit on Sustainable Development (WSSD). She has published widely on the issue of climate change, climate finance, clean energy, governance and human rights.

Prior to joining WRI, she was head of Greenpeace International's climate and energy programme in Asia Pacific, and led the development and expansion of climate policy and sustainable energy work in China, India, Philippines, Indonesia, Thailand and Japan. She gained much of her professional experience in the field of environmental and development management through her work at various organisations including Friends of the Earth/Legal Rights Center; Greenpeace International, Greenpeace Southeast Asia (SEA); Climate Action Network-SEA and the Institute for Climate and Sustainable Cities (ICSC). She is one of the founding members of the Asian NGO Forum on the Asian Development Bank (ADB) which has grown to a coalition of over 200 organisations working on ADB reform. Athena is the founder and chair of the Board of the Institute for Climate and Sustainable Cities (formerly GRIPP, Inc), an organisation that is at the helm of promoting low-carbon development with an emphasis on sustainable transport for cities and municipalities in the Asian region. ICSC is the proponent of the multi-awarded electric jeepney project in the Philippines.

She lives in Rockville, Maryland with husband Patrick and children Gabriella (15); Gerardo (13) and Gustavo (10).



**Term of office:**  
**First Elected:** 2014  
**Term Ends:** 2018

## MICHAEL HAMMER

Michael is Executive Director of INTRAC, an international non-governmental civil society strengthening organisation that he joined in the summer of 2013 after seven years at the helm of not-for-profit global governance research group One World Trust, benchmarking global organisations' accountability to citizens. Prior to that Michael worked as West Africa Programme Director for peacebuilding organisation Conciliation Resources, leading local peace-monitoring and youth reintegration projects in Sierra Leone and Liberia. From 2000 to 2005 he was with Amnesty International initially as West Africa Campaigner and Researcher, and then Africa Programme Director and Head of Office of the Secretary General. Earlier in his career, Michael worked in sustainability and regional planning for Germany based Institut Raum & Energie.

Michael studied African history in Dakar, Senegal, and holds a research master's degree in geography, history and urban planning from the University of Hamburg, Germany. He lived and worked in West Africa for several years, researching urban and rural land conflicts in the context of slum rehabilitation and environmental resource degradation. His main professional research and organisational development focus is on accountability, governance and effectiveness of international organisations involved in providing and advocating for access to global public goods, as well as institutional reform in response to climate change.

His volunteer roots in international NGO work and advocacy lie with Amnesty International in Germany with whom he was active as a group member and country coordinator for the West African conflict zones in Liberia, Sierra Leone and Guinea from the early 1990s to 2000. He has served on a number of NGO and charity boards including from 2008 to 2014 as a Trustee of BOND, the UK development NGO network. Before joining the International Board of Greenpeace, he served for six years as a Board member of Greenpeace Germany, and as Trustee on the Greenpeace International Council since 2012. He chairs the organisation's international governance committee since 2013.

Michael lives in the UK, and speaks English, German, French and Dutch. He spends too much time in meetings and is happiest in the forest and at sea.



**Term of office:**  
**First Elected:** 2015  
**Term Ends:** 2018

## RAVI RAJAN

Ravi is a faculty member of the Department of Environmental Studies at the University of California, Santa Cruz, where he has served since his appointment in 1997. He is also a Visiting Senior Fellow at The Energy and Resources Institute (TERI), New Delhi, and Visiting Professor at TERI University. He received his undergraduate and masters degrees at the University of Delhi, and his doctorate at the University of Oxford. He subsequently conducted postdoctoral research at the University of California, Berkeley, Cornell University, and the Max Planck Institut für Wissenschaftsgeschichte, Berlin. Ravi has three broad research interests: a) the political economy of environment – development conflicts; b) environmental human rights and environmental justice, and c) risk and disasters. He is the author of many academic publications, and has mentored several doctoral students.

Ravi has also made significant contributions to higher education administration. As Provost of College Eight at UC Santa Cruz (2006-2012), he did pioneering work designing a “green” curriculum aimed at nurturing environmental entrepreneurs. He has held several faculty leadership appointments at UC Santa Cruz, including terms on the Education Abroad Program Committee, the Committee on Planning and Budget, and the Committee on Educational Policy. He also contributed substantially to the reconceptualising and redesign of the campus' General Educational Requirements.

Ravi has also been a significant presence in national and international academic institutions. He has served as Chair of the Outreach Committee of the American Society for Environmental History, and on many of its committees in the past, including as the Programme Chair for the Society's Annual Meeting. He was a founding member of the editorial board of the journal, *Environment and History*, and currently serves on the editorial board of the journal, *Environmental Justice*, and of the book series of the European Society for Environmental History. He has served as a reviewer for the National Science Foundation (USA) and the Economic and Social Research Council (UK), as well as for a number of leading journals and publishers.

Ravi is married and has “three adorable children” – one human, and two feline.

# OUR GLOBAL PROGRAMME

## CAMPAIGN OBJECTIVES AT A GLANCE

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### Climate & Energy

Keep global average temperature rise under 2°C and ensure just access to development for present and future generations, by creating space for political, economic and social change through:

- The erosion of the political and economic power of fossil fuel and nuclear corporations, due to weaker relationships with governments, customers and investors and a deteriorating social licence.
- Breaking of energy monopolies and fostering renewable energy solutions that decentralise ownership of power generation.
- Empower people by fostering business models that allow shared, people-owned power production.



### Forests

Create a world with healthier natural forests globally in 2020 and beyond, than in 2015 by:

- Massively reducing deforestation and degradation of forests.
- Shifting to forest-friendly production and responsible consumption where all supply chains include zero deforestation.
- Increasing the world's forest conservation areas, securing two billion hectares of protected forest lands by 2050.
- Restoring forest lands to more than balance any continued forest loss.
- Implementing inclusive, green land use governance that respects indigenous and community rights, supports food security and food sovereignty, and is aligned with responsible and equitable development.





## Polar

A ban on offshore drilling in icy waters.

A ban on destructive industrial fishing in the High Seas, and selected areas within EEZs based on ecological significance.

The creation of a global Sanctuary in the uninhabited area around the North Pole.



## Food for Life

By working with a range of traditional and non-traditional allies in our target countries and regions, the Greenpeace “Food for Life” campaign will aim by 2015 to have:

- engaged new supporters, activists, and strategic constituencies to campaign through integrated online and offline action, through a shared love of food and/or a shared passion to develop an alternative food system built on the principles of ecological farming;
- built strategic new alliances with key organisations and stakeholders including farmers’ organisations and NGOs, and “asymmetrical alliances” around a shared appreciation for food;
- developed a strong and visible presence in traditional and social media on food and farming issues, telling strong stories on the real costs of food, on control, and on Greenpeace’s vision for “Food for Life”;
- instigated projects that will lead to major policy decisions (subsidies, tax, regulatory) in favour of ecological farming systems that are more diversified and resistant to stress, minimise the need for external inputs, and maximise use of locally and naturally available materials to produce high-quality products; and
- piloted projects on systematic change issues such as consumption, corporate behaviour, and people power, that both secure “wins” for the “Food for Life” campaign, and build organisational knowledge to contribute to future planning.

## Oceans

Create national and major regional low-impact fishermen associations in at least three additional countries.

Environmental and social criteria are taken into account when allocating fishing rights in at least two champion countries (UK, Denmark, Sweden, and the Netherlands)

Improved public access to data on fisheries quota allocation and ownership in two countries in addition to the UK.

Fishing opportunities for 2015 set in agreement with the Common Fisheries Policy requirement to phase out over-fishing.



## Detox

Keep the pressure on Detox-committed consumer brands and force them to implement while accelerating legislative change in key countries.

Secure a fundamental change in the critical pathway of the textile industry, achieve a level legal playing field and cement the Detox standard.

Accelerate the adoption of the Priority Substance List by the government of China and secure adherence to the January 2014 set deadline for the Pollution Reduction and Transfer Register on the agenda of relevant policy-makers in China.



# CLIMATE & ENERGY

## In brief:

- Coal consumption fell in China and regional coal caps were introduced.
- Licences were withdrawn for 208 coal mines at Mahan, India, and a significant upscaling of renewable capacity is planned by 2022.
- Three of the originally proposed North-West coal terminals in the US were pulled.
- Business leadership (especially in the IT sector, utilities and tech companies) were catalysed to invest in RE (e.g. an Apple project to buy solar power and Google's commitment to power its Mountain View campus with 100% RE).
- A major coal company was forced to stop extracting water for a CTL project in Western China, among other victories on coal-related water pollution.
- Nuclear energy continued to be demonised, with tangible policy outcomes in the Republic of Korea, Japan, South Africa and Russia, among other settings.
- In the last two years, four of the six proposed coal export terminals in the Pacific Northwest have been cancelled or significantly delayed.
- Apple, our campaign target in 2012, has now reached its 100% renewable goal.
- Since the release of our *How Clean is Your Cloud?* report in 2012, five IT giants – Apple, Box, Google, Rackspace and Salesforce – have joined Facebook in committing to power their data centres with 100% renewable energy.

# Greenpeace was successful in blocking the expansion of dirty energy.

## The move towards renewable energy

Greenpeace is succeeding in pushing many countries to consider alternative energy strategies. Greenpeace Nordic opened up a debate in Norway about the oil economy and drilling on the ice-edge. Together with Greenpeace Germany they also succeeded in getting the Swedish government to instruct the state-owned company Vattenfall to drop coal and nuclear and commit Sweden to go for 100% renewable energy.

Japan recorded one of the highest installation rates for renewable energy, especially solar, making it the world's second largest market, after China, for solar power. "People power" solutions for rural and urban India – the Dharnai micro-grid and Delhi roof top solar installations – triggered movement from the Indian government towards ambitious plans for renewable energy. Greenpeace Brazil's push for energy-efficient vehicles drew public comment from General Motors and Volkswagen, but no firm commitments.

Greenpeace USA put a strong emphasis on changing corporate behaviour in favour of renewables, with a focus on IT firms likely to be sensitive to environmental concerns and keen to lead the way in adopting new technologies. Following the mobilisation of a celebrity ally, the recruitment of Pinterest "super-users" and a coordinated plan of having supporters post negative reviews of the new Fire Phone, Greenpeace secured from Amazon Web Services a commitment to become 100% renewable energy powered. In another sign of progress by tech companies, Apple announced the construction of its third major solar farm in North Carolina, and Microsoft announced it would power its Chicago data farm with 175 MW of energy bought from an Illinois wind farm.

Greenpeace USA was also heavily involved in the People's Climate March held two days before the September UN Climate Summit in New York. It was the largest climate march in history, with Greenpeace USA providing support to local groups, and helping some 1,500 march participants to join. Live tweets during the march reached more than half a million people, with millions more, mostly under age 25, reached by partnering with social media celebrity Jerome Jarre, who posted pictures of the march via Snapchat.

## Dirty Energy: Coal

Greenpeace was successful in blocking the expansion of dirty energy. Greenpeace Africa's three-year South Africa Energy Project successfully challenged the state-owned power company Eskom's application for an emissions exemption, with one local municipality specifically referencing Greenpeace Africa's input in its decision. Coal expansion in Romania was halted and in Indonesia stalled following the efforts of Greenpeace Central & Eastern Europe and Greenpeace Southeast Asia respectively. In the US, the Oregon Department of State Lands denied a permit for Ambre Energy's proposed Morrow Pacific coal export terminal. This means that in the last two years, four of the six proposed coal export terminals in the Pacific Northwest have been cancelled or significantly delayed.

A major victory was achieved in Italy with the cancellation of a large coal project, against which Greenpeace Italy had campaigned for eight years. Reinforcing this success, ENEL has switched its business plan towards renewable energy and efficiency and cancelled new coal projects.

In August, more than 8,000 people formed an 8km human chain across the German-Polish border to protest opencast brown coal mining. In Poland, advocacy around local elections succeeded in making coal to a key election issue, with candidates who opposed coal mining winning seats in local councils, while in Germany, Greenpeace contributed to the elevation of coal from a regional to a national political issue.

Greenpeace Australia-Pacific mounted a strong campaign to stop the growth of the Australian coal export industry. A former Director of the Whitehaven coal project as Maules Creek gave what he thought was a closed-door presentation, in which he conceded the strength of the campaign by Greenpeace and its allies against the mine and stated that he "did not envy" the next company trying to get a coal mine approved in Australia. An associated campaign conducted by Greenpeace to have Sydney University divest from Whitehaven had immediate impact.

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Research and advocacy by Greenpeace East Asia secured significant wins against coal in China. A major coal company was forced to stop a project for extracting groundwater for a flagship coal-to-liquid project in Inner Mongolia, halting expansion of coal mining in Qinhai, western China. Provision of sophisticated satellite imagery of environmental impacts raised the debate to new heights, and the government is now considering not approving any new coal-to-gas projects. If confirmed in the 13th Five Year Plan, this last development would mean that Greenpeace East Asia's coal-to-gas campaign would be a complete success. Already in 2014, China's coal consumption fell for the first time this century, suggesting that the desired peaking in China's coal consumption is within reach.

### **Dirty energy: nuclear**

We ran effective campaigns to curb or reduce reliance on nuclear energy. The government of South Korea passed a law extending the emergency planning zone around nuclear reactors, an outcome that Greenpeace East Asia had pushed hard for with a view to increasing public understanding of the dangers of nuclear energy. In March, an energy mix public consultation paper circulated by the government of Hong Kong did not include any proposal to increase nuclear energy, a signal that the anti-nuclear campaign in Hong Kong may be nearing a successful conclusion.

In Canada, the federal government's decision to require anti-radiation pills to be distributed to 250,000 Ontarians by the end of 2015 and the Federal Court's overturning of Ontario Power Generation's federal approvals to build new reactors at the Darlington nuclear station are important outcomes resulting from effective public mobilisation allied to strategic regulatory interventions and legal actions. A dampener has been put on the prospects of any future provincial government in Ontario building new reactors by the creation of an obligation for a review panel to consider environmental impacts from radioactive waste and accidents.

Greenpeace Mediterranean opposed the expansion of nuclear power in Turkey by collecting and delivering 250,000 signatures to the Ministry of the Environment, disrupting a nuclear energy congress in Istanbul, and filing a court case against the granting of an environmental licence to Akkuyu, the first nuclear plant planned for the country.

In Japan, the moratorium on nuclear power generation was kept in place by sustained efforts of Greenpeace and its allies. Greenpeace's field research and local media work triggered and broadened the debate on the State's unrealistic evacuation plan in case of an accident.

A report published in October on the Russian state nuclear corporation, Rosatom, highlighted the company's expansionist strategy. Already in 2014, the Swiss atomic concern Axpo Holding AG cancelled buying uranium from Rosatom. In addition, as a direct result of Greenpeace Russia's long-term lobbying work, tax reliefs for organisations owning nuclear icebreakers and storage facilities for radioactive waste and nuclear materials were rescinded.

In Europe, Greenpeace sought a similar goal to have subsidies for nuclear power plants cut; Austria emerged as a champion of positive action, in part due to the advocacy of Greenpeace Central & Eastern Europe.



# DETOX

## In brief:

- Commitments won and improved upon from seven corporate targets of the “Little Monsters”, “Kick It” and “Naked Emperor” pushes and from two targeted by our Retailer Project.
- Greenpeace East Asia’s research on heavy metal rice contamination prompted decisive action by the government of China.
- China legislative process was influenced by Greenpeace Detox campaigns.
- The Pollution Reduction and Transfer Register was officially approved in Mexico.

BEAUTIFUL  
FASHION,  
UGLY  
LIES?

#THE  
KING  
IS  
NAKED

GREENPEACE

# The “Naked Emperor” campaign resulted in six major luxury textile companies making high-level commitments.

## Little Monsters and Naked Emperors

An investigation by Greenpeace found a broad range of hazardous chemicals in children's clothing and footwear from a number of major clothing brands, including fast fashion, sportswear and luxury brands. The study followed several earlier investigative reports published by Greenpeace as part of its Detox campaign, which identified that hazardous chemicals are present in textile and leather products as a result of their use during manufacture. It confirms that the use of hazardous chemicals is still widespread – even during the manufacture of clothes for children and infants. This “Little Monsters” campaign secured the commitment of two international brands and strong media attention in some regions. The “Naked Emperor” campaign, which focused on luxury clothing brands selling children's clothing, resulted in six major luxury textile companies making high-level commitments.

Greenpeace Germany reported important successes from the Retailer Project with 42 brands agreeing to fulfil a Detox commitment, which included – on top of the basic commitment – some aspects of over-consumption and extended producer responsibility (a strategy to integrate the environmental costs associated with goods throughout their life cycles into the market price of the products).

## Heavy metal

Greenpeace East Asia ran projects in mainland China on heavy metal pollution and on drinking water, and sought to use a regulatory change window in Taiwan. Its research on cadmium contamination of rice was a key factor behind the Chinese government's decision to close factories, punish those responsible and provide health care to those affected. This shows the effectiveness of Greenpeace East Asia and that public pressure is an effective means in getting the government to act on contamination scandals.

## Phase-outs and substitution programmes

Lobby work by Greenpeace's EU Unit contributed to the adoption by the European Commission and Council of a 2020 road map to speed up phasing out harmful chemicals, with 400 additional phase-outs planned. However, the first stage of implementation – the chemical screening stage – began slowly, with only 16 chemicals in process in 2014.

More positively, the Czech Republic and Hungary were added to the list of countries committed to proposing at least two phase-outs per year, while the EU Unit's formal proposal to the European Chemicals Agency (ECHA) to adopt a chemical substitution programme was accepted for consideration in the ECHA's next budget considerations scheduled for late 2015.

Similar processes offered hope for campaigning in the US too, with the Environment Protection Agency seeking input on chemical plant safety policies, including possible new requirements to ensure that dangerous chemical plants switch to safer processes or technologies. At the state level, California's Department of Industrial Relations issued a draft refinery safety rule in September that would require refineries to adopt safer chemical processes or technologies to prevent catastrophic accidents.

# FOOD FOR LIFE

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## In brief:

- Important commitments against pesticides taken by retailers and governments in Europe, India and Japan, among others.
- In the EU, restrictions on bee-killing pesticides were maintained and no new GE crops authorised.
- GE Golden rice remains a commercially unviable pipe-dream.
- Continued, effective opposition of GE crops in Germany and Mexico, and elsewhere.





# Greenpeace used the decline of bee populations to illustrate the underlying problem with industrial agriculture's reliance on chemical inputs such as pesticides.

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## Busy with bees

In Europe and Japan, Greenpeace used the decline of bee populations to illustrate the underlying problem with industrial agriculture's reliance on chemical inputs such as pesticides. In November 2014, Greenpeace sponsored a conference in Brussels on alternatives to pesticides, with more than 100 participants, including MEPs and retailers.

Through mobilisation of Parliamentarians and non-governmental organisations and a cyber-action run in conjunction with Avaaz, Greenpeace Netherlands petitioned its government on pesticides and funding for innovative solutions to reduce chemical inputs. On a second front, Greenpeace Netherlands asked garden centres to de-list products containing bee-killing pesticides, a campaign which resulted in the market-leading chain, Intratuin, committing to ban all such pesticides and phase them out from across its supply chains by 2020. This prompted other chains to work on similar commitments, with garden centres in Belgium, Switzerland and Austria considering following the Dutch example.

Campaign and media work by Greenpeace Japan created public momentum to force the Ministry of Agriculture to revise its plans for the use of neonicotinoid-based pesticides and to conduct more research and hold more Parliamentary debate before submitting a new proposal. Greenpeace Japan's bee campaign mobilised more people to take action than in any other campaign during 2014. Greenpeace Japan built allegiances with organic farmers, scientists, beekeepers and consumers to create public dialogue on the impact of pesticides on food production.

## Genetic Engineering

Greenpeace International released a report on a crop biotechnology called smart breeding (or marker assisted selection), which was warmly welcomed by scientists at the International Rice Congress. The report helped position Greenpeace as an organisation that engages in scientific debates and endorses alternative solutions to genetically engineered (GE) crops that meet the demands of farmers in times of climate change.

Greenpeace East Asia and Greenpeace Southeast Asia held the line on GE Golden Rice. The latter, assisted by Greenpeace International, built on the scientific failure of GE Golden Rice by giving voice to the local communities resisting GE crops and supporting food and farming diversity in the Philippines. Field trials and commercialisation of genetically-modified eggplant remained banned in the Philippines due to legal interventions led by Greenpeace Southeast Asia at the Supreme Court. If upheld, this ban lays the legal basis for stopping commercialisation of Golden Rice and other GE crops in the Philippines.

## Ecological farming

Greenpeace Southeast Asia ran an innovative and responsive farmer-to-farmer initiative enabling the distribution of seeds to communities most impacted by Typhoon Hagupit in the Philippines, with local government authorities committing to transform themselves into ecological agriculture municipalities. The operation included the distribution of vitamin A-rich food packs for the impacted population, particularly children, as a direct way to show that Golden Rice – a favourite of the GE industry – is not needed for a healthy diet.

Greenpeace Andino ran an initial six-month pilot project to affect implementation of an Ecological Agriculture Act in the Province of Misiones, where 90% of Argentinian mate – a traditional South American drink – is produced.

# FORESTS

## In brief:

- Brazilian Amazon deforestation rates remained low due to the extension of the soy moratorium, continued acceptance by three major slaughterhouses of Greenpeace's minimum criteria for beef purchasing and increased "contamination" of timber from Brazil.
- The DRC logging moratorium was maintained and the size of agri-business concessions in Cameroon was capped.
- Many large consumer goods companies committed to zero deforestation and movement was won from several large producers of palm oil, including Procter & Gamble, the largest single corporate user of palm kernel oil in the world.
- Several communities took control and protected their forest in Indonesia via "Village Forest" permits.
- The Forest Stewardship Council (FSC) agreed to conserve Intact Forest Landscapes.

# The campaign to stop the Herakles Farm palm oil project helped to position Greenpeace as a key player in political debate in Cameroon.

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## Amazon

The hard-won Brazil soy moratorium was extended until May 2016, while the three big slaughterhouses in the cattle agreement published comprehensive third party audits on compliance with their commitments and the Brazilian Public Prosecutor took legal action against three timber companies in Para state. International political work to leverage the EU Timber Regulation (EUTR) and the US Lacey Act contributed to the “contamination” of timber from Brazil, with the authorities in Belgium impounding containers of Brazilian Amazon timber that carried a high risk of being illegal.

Campaigning by Greenpeace Mediterranean in Israel forced the retailer Home Center and – soon – the municipality of Tel Aviv to reject wood from the Amazon.

## Africa

Campaigning with local and international allies helped to prevent the lifting of the moratorium on logging in the Democratic Republic of Congo (DRC). To sustain this victory, several forest monitoring trainings were delivered by Greenpeace Africa to strengthen the network of local forest watchdog groups.

The campaign to stop the Herakles Farms palm oil project helped to position Greenpeace as a key player in political debate in Cameroon. The size of new agri-business concessions was reported to be limited in the future to 20,000 hectares. Pressure on investors in Herakles Farms continues to be applied via a spoof website and a new illegal logs trading scandal.

## Indonesia

Procter & Gamble committed to a zero deforestation policy for palm oil, with a number of other companies – including Colgate, Palmolive, Kelloggs, General Mills and Mars – following suit in significantly improving their policies. General Mills adopted a strong definition of high carbon stock to support implementation of its revised policy.

Golden Agri Resources committed to apply its Forest Conservation Policy to all third party suppliers, while Cargill and Musim Mas joined Wilmar in announcing their commitment to zero deforestation; Cargill also released a revised palm oil policy in August. Greenpeace national offices achieved additional victories, with Greenpeace Nordic reporting that companies such as Orkla, Cloetta and Arla had made zero deforestation commitments while the work of Greenpeace USA to link the products of Lumber Liquidators – the largest hardwood flooring retailer in North America and the third largest DIY chain in the US – with illegal logging led the company to publish a global forests policy. Negotiations with ABN Amro, Friesland Campina and Ahold in the Netherlands are ongoing and may yet yield positive results.

Successful collaboration with local partners saw 3,500 hectares of forest in parts of Papua province – that were under threat from palm oil plantation expansion – granted protective “village forest” status. Following engagement with Greenpeace Australia Pacific, the national palm oil smallholder farmers’ union signed a pledge that included a commitment to No Deforestation.

## Global Forest Solutions

After many years of campaigning following the launch of our global Intact Forest Landscapes map in 2005, the FSC General Assembly agreed to recognise and conserve Intact Forest Landscapes as part of standards for responsible forest management. With the rapid uptake of, and support by many companies for, the high carbon stock approach to ending deforestation, a Steering Group chaired by Greenpeace was formed with companies, non-governmental organisations and technical organisations to oversee further elaboration and application of the approach.

# OCEANS

## In brief:

- International consensus to start formal negotiations for a UN Agreement to protect the biodiversity of the high seas.
- Withdrawal of China Tuna Industry Group IPO curbs expansionist ambitions to the benefit of species at risk of over-fishing.
- Low impact fishers' association established in Denmark and in-progress in the Netherlands, Poland and Greece. An EU-wide association was also established.
- Unclear yet whether quota allocations will reflect environmental and social criteria.
- Data on ownership of quotas is publicly accessible in Denmark, as well as the UK.
- The quota setting in October, November and December 2014 was disappointing and for several stocks did not live up to the requirements of the new Common Fisheries Policy.

**OVERFISHING  
affects me too  
GREENPEACE**

# Greenpeace participated in a global week of action, encouraging people to take “selfies” with signs saying “overfishing affects me too”.

## Europe

Greenpeace built alliances of common interest with small-scale low impact fishers’ associations. This bore fruit in Denmark and at wider EU level, with the Low Impact Fishers of Europe organisation officially registered in the UK in May. Low impact fishermen are increasingly well organised in the Netherlands, Poland and Greece.

To bring home to policy-makers the extent of public concern about overfishing, Greenpeace participated in a global week of action in September, encouraging people to take “selfies” with signs saying “overfishing affects me too”. To further expose current industrial fisheries practice, the Monster Boat campaign was launched in November with the publication of a report, website and whistleblower platform.

## United Nations

As a result of the work of Greenpeace and many other groups, the UN agreed to develop a legally-binding international instrument under the UN Convention on the Law of the Sea to protect biodiversity in areas beyond national jurisdiction. The planned agreement will include a mechanism to establish ocean sanctuaries in international waters. With this decision, the UN recognises that ocean governance is about protection rather than exploitation. Continued engagement with this process offers the opportunity to shape global standards for protection and integrate the patchwork of inter-governmental organisations that regulate fishing, mining, shipping and pollution.

## Corporate and governmental demons and champions

Campaigning by Greenpeace contributed to the cancellation of the Initial Public Offering (IPO) of China Tuna Industry Group. The IPO was intended to raise \$150m US dollars for fleet expansion to fish vulnerable Pacific tuna. If allowed to proceed, this would have further threatened the survival of bigeye and yellowfin tuna in the Pacific, both seriously overfished species.

Greenpeace France initiated a relationship with tuna brands and supermarkets, with commitments expected in 2015. In the UK, Oriental & Pacific committed to using only pole-and-line, and Aldi UK committed to source 100% pole. In the US, Compass Group, a major supplier of tuna to hospitals, universities and other institutions, committed to ensure all of its tuna was sustainable by the end of 2014. In Canada, the largest canned tuna brand, Clover Leaf, committed to introducing an eco-product line, while Greenpeace Canada also pressed Walmart to issue new policies with stronger language around tuna, marine reserves and farmed salmon. Loblaw and Sobeys – the country’s two largest retailers – began to draft a marine reserves section to their sustainable sourcing policies. In Japan, AEON, the largest supermarket, announced new “sustainable procurement principles”, a move which prompted its chief rival, Ito-Yokado, to follow suit in considering adoption of the Marine Stewardship Council label. At least four major supermarkets stopped buying overfished Pacific bluefin tuna.

## A good year for whales

2014 was also a good year for whales, with Japan deciding not to send its fleet to hunt whales in the Southern Ocean for the first time in 104 years, heeding a decision by the International Court of Justice in February that urged it to stop issuing permits for this whaling. And in the US, seafood producer High Liner Foods announced that it would not buy products sourced from Icelandic companies linked to whaling.

# POLAR

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## In brief:

- Lego ended its contract with Shell, a major blow to the social licence the company needs to drill in the Arctic.
- Very high levels of public engagement, including six million petition signatories and one million new Arctic Defenders.
- High-level advocacy started to establish Greenpeace as a key political player on Arctic political issues.



# The key corporate target Shell did not drill in the Arctic in 2014, having suffered a number of severe and embarrassing setbacks.

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## Acting for the Arctic

Our Act for Arctic campaign involved a range of diverse activities, including the Ice Ride, a ship tour, embassy visits and a meeting with Ban Ki-Moon, among others. The ship tour enabled Greenpeace to expose the effects of some of the most extreme Arctic oil projects ever planned, to showcase the beauty of the Arctic, including some celebrity allies such as Emma Thompson.

These different projects together formed a strong and engaging package that attracted incredibly high levels of public support and participation. Over six million people signed a petition to save the Arctic, with one million new Arctic Defenders recruited. The ship tour allowed Greenpeace to reach new audiences through social media, videos and interviews in news and entertainment outlets, generating 220 million Twitter impressions alone. The involvement of celebrities helped Greenpeace to “win the culture wars” and to reach new audiences.

## Drilling down

Greenpeace Germany together with Greenpeace Netherlands highlighted successfully the first Arctic oil transport from Russia to Europe. The success of work to put pressure on Russian Arctic drillers – Gazprom made a statement that it considers Greenpeace activism to be as a “risk factor” to their plans, while a former Prime Minister argued for pausing Arctic oil exploration in the light of falling oil prices – both vindicates the work done to highlight the costs of oil drilling and points to the potential value of making the links to western corporations by further investigation of their joint ventures with Russian oil companies.

The key corporate target Shell did not drill in the Arctic in 2014, having suffered a number of severe and embarrassing setbacks. In the US, the federal court for the 9th Circuit ruled that the 2008 lease sale under which the company sought to drill was unlawful.

## Lego lets go

Almost one million people signed the Lego petition, the highest number for any Greenpeace petition against a single corporate target. Lego announced that it would not renew its contract with Shell. Our Lego film had over seven million views, making it the most viewed video in Greenpeace’s history.

## An international summit on Arctic protection?

High-level advocacy calling for protection of the Arctic won the support of the European Parliament and Council, with the governments of Finland and Germany acting as champions. That a UN Working Group identified Ecologically and Biologically Significant Areas in the Arctic further strengthened the case for the Sanctuary. A meeting with Ban Ki-Moon secured a commitment to consider convening an international summit on Arctic protection.

# MOBILISATION & FUNDRAISING

## **Stronger foundations: mobilisation**

Throughout 2014, Greenpeace explored new ways of attracting and engaging support. New strategic initiatives played a key role in building global capacity and leadership in mobilisation and in testing new tools and tactics. New digital features – crowd-funding, mobile capabilities – were tested, integrated and rolled-out.

Our Mobilisation Lab maintained a discussion space that will help to position Greenpeace as an organisation increasingly ahead of the curve.

## **Stronger foundations: fundraising**

Greenpeace doesn't exist without its supporters. We do not accept funding from governments or corporations, so it is the support of over 3 million people worldwide that enables us to continue our campaigns to protect and conserve the environment. It is the support of over 3 million people worldwide that enables us to act to change attitudes and behaviour. And it is the support of over 3 million people worldwide that enables us to respond rapidly to environmental threats.

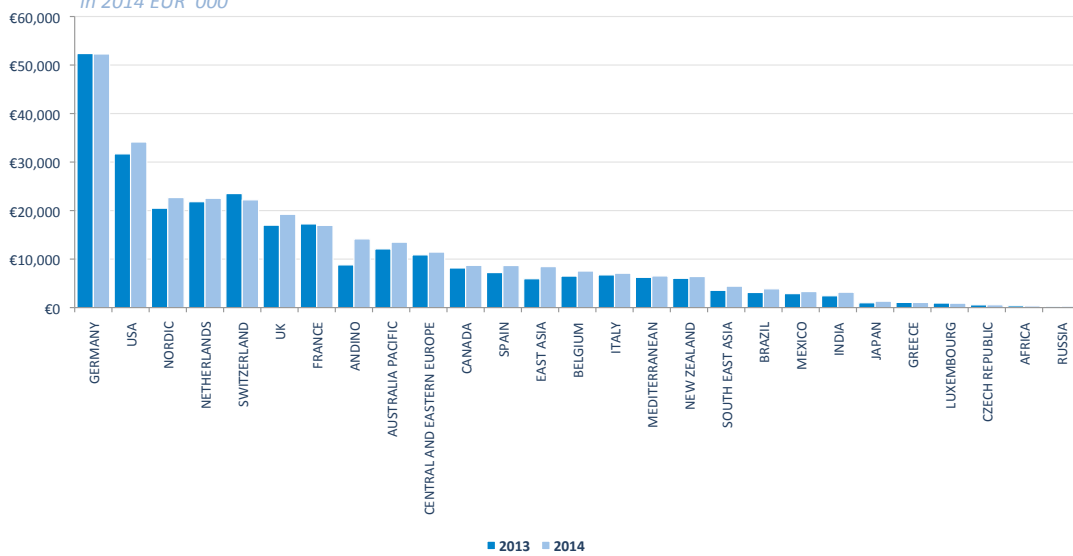
More people are joining Greenpeace, with our supporter numbers increasing by 85,000 in 2014. Greenpeace Andino, Greenpeace East Asia, Greenpeace Nordic and Greenpeace UK saw the highest increases.

At consistent currency exchange rates, Greenpeace worldwide income grew 8% in 2014. Our fastest-growing offices were Greenpeace Andino, Greenpeace East Asia, Greenpeace Brazil and Greenpeace India, with a strong contribution to global growth also made by Greenpeace Nordic, Greenpeace Spain, Greenpeace UK and Greenpeace USA.



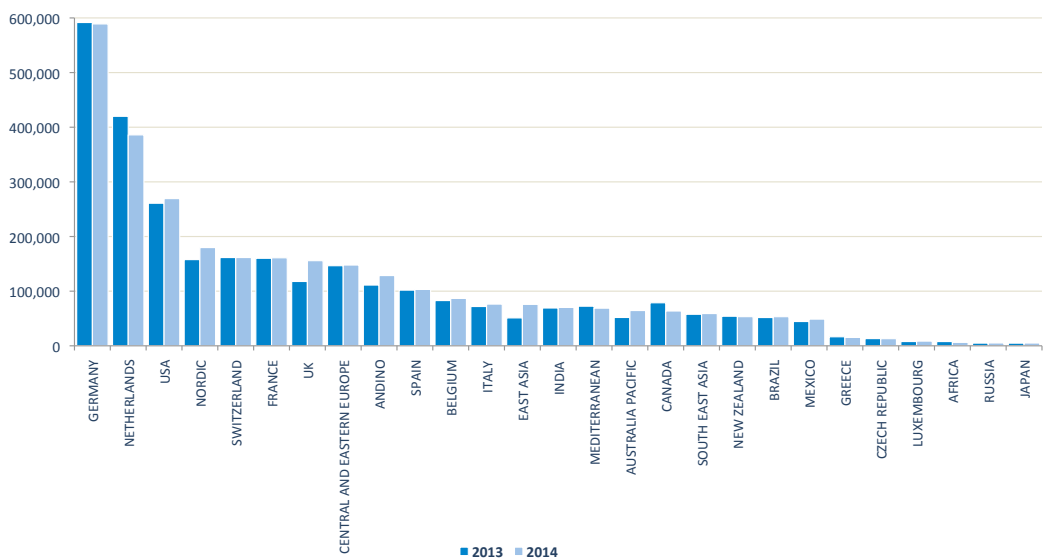
### Gross Fundraising Income

For each Greenpeace National & Regional Office  
2014 compared to 2013  
in 2014 EUR '000



### Financial Supporters

For each Greenpeace National & Regional Office  
2014 compared to 2013



# GREENPEACE INTERNATIONAL ORGANISATION DIRECTOR'S REPORT

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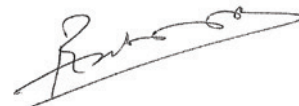
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Greenpeace achieved, and celebrated continued campaign success throughout 2014. However, it would also be fair to say that, internally, the organisation was tested in more ways than it could ever have anticipated. 2014 was a challenging year given the extensive changes planned in order to transition to our new operating model, but with the added crises of the Arctic 30, the forex loss, the flight non-compliance scandal and finally the incident at the Nazca Lines, Greenpeace saw itself stretched as never before.

But, on reflection, we weathered the storms well and learned from the mistakes, strengthening our financial controls, increasing diligence in applying our policies, and reviewing and improving our planning processes.

We are in good financial health. Our work to design or strengthen the systems needed to support campaigns in a turbulent world is well on track.

At Greenpeace International, there was a complete restructuring of the Programme division (which creates policy and campaign direction for the global organisation), the removal of a whole layer of management, and the creation of an integrated Human Resources function that combined Greenpeace International and global Human Resources. We created a high-calibre Learning & Development function, and the year also saw the establishment of the Performance, Accountability & Learning (PAL) team, to better support the innovation and learning across the whole of Greenpeace.



**Ramesh Singh**  
Greenpeace International Organisation Director

# GREENPEACE WORLDWIDE ABBREVIATED FINANCIAL STATEMENTS

Years ended  
31 December 2014 and  
31 December 2013

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

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

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

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

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

The Fund balance of €173m (€168m in 2013) increased due to the small overall global surplus. Greenpeace reserves policy calls for available reserves to adequately cover risks to its operations. Based on analysis undertaken in 2014 we have sufficient reserves to cover these risks and expect to do so for at least three years. These risks are assessed annually. In this context, available reserves should equal the fund balance less in fixed assets and reserves held for restricted or designated purposes.

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

<b>Statement of comprehensive income</b>	<b>2014</b>	<b>2013</b>
	Euros thousands	Euros thousands
<b>Income</b>		
Grants and donations	292,319	282,455
Other income	4,307	5,905
<b>Total Income</b>	<b>296,626</b>	<b>288,360</b>
Fundraising expenditure	107,033	98,800
<i>Fundraising ratio</i>	36%	34%
<b>Total Income less fundraising expenditure</b>	<b>189,593</b>	<b>189,560</b>
<b>Expenditure</b>		
Campaigns and campaign support		
<i>Climate &amp; Energy</i>	28,059	35,731
<i>Polar</i>	8,217	
<i>Forests</i>	12,832	12,001
<i>Oceans</i>	9,848	9,598
<i>Sustainable Agriculture</i>	6,665	4,644
<i>Toxics</i>	3,245	3,230
<i>Other campaigns</i>	2,632	5,334
<i>Marine operations &amp; action support</i>	31,450	30,385
<i>Media &amp; communications</i>	28,631	24,542
<i>Political, science &amp; business</i>	5,005	4,049
<i>Public information &amp; outreach</i>	9,107	9,903
Organisational support	46,392	45,603
<i>Organisational Support ratio</i>	16%	16%
Foreign exchange (gain)/loss	(6,571)	8,912
<b>Total non-fundraising expenditure</b>	<b>185,514</b>	<b>193,932</b>
<b>(Deficit) / surplus for the year</b>	<b>4,079</b>	<b>(4,372)</b>
<b>Opening fund balance</b>	<b>168,154</b>	<b>172,753</b>
Direct fund balance adjustment	469	(227)
<b>Closing fund balance</b>	<b>172,702</b>	<b>168,154</b>

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

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

These financial statements of the worldwide Greenpeace organisation consist of the Greenpeace International and related entities financial statements and the financial statements of Greenpeace national and regional organisations, and have been presented, where appropriate, in accordance with International Financial Reporting Standards for Small & Medium-sized Entities.

# GREENPEACE INTERNATIONAL ABBREVIATED FINANCIAL STATEMENTS

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Years ended  
31 December 2014 and  
31 December 2013

## **Greenpeace International and related entities: Abbreviated financial statements**

The combined financial statements are derived from the financial statements of Greenpeace International and its related entities, but exclude the Greenpeace national and regional organisations (NROs).

The total income of Greenpeace International in 2014 was €73.46m, representing an increase of €0.5m (1%) against 2013 levels. The total expenditure decreased in 2014 by €5.5m (7%) reaching a total of €69m.

<b>Statement of income and expenditure</b>	<b>2014</b>	<b>2013</b>
	Euros thousands	Euros thousands
<b>Income</b>		
Grants from national and regional organisations	70,649	69,985
Other grants and donations	2,232	2,386
Interest income	567	568
Other income	9	11
<b>Total Income</b>	<b>73,457</b>	<b>72,950</b>
Fundraising expenditure	5,265	4,120
<b>Total Income less fundraising expenditure</b>	<b>68,192</b>	<b>68,830</b>
<b>Expenditure</b>		
Grants and other support to national and regional organisations	24,283	22,684
Campaigns and campaign support		
<i>Climate &amp; Energy</i>	4,818	10,730
<i>Polar</i>	3,159	
<i>Forests</i>	3,825	4,226
<i>Oceans</i>	2,066	2,407
<i>Sustainable Agriculture</i>	1,509	1,477
<i>Toxics</i>	896	1,211
<i>Marine operations &amp; action support</i>	11,872	11,711
<i>Media &amp; communications</i>	4,961	4,587
Organisational support	12,428	11,225
Interest costs	143	205
Foreign exchange loss/(gain)	(957)	5,167
<b>Total non-fundraising expenditure</b>	<b>69,003</b>	<b>75,630</b>
<b>Surplus /(deficit) for the year</b>	<b>(811)</b>	<b>(6,800)</b>

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

<b>Statement of financial position</b>	<b>2014</b>	<b>2013</b>
	Euros thousands	Euros thousands
<b>Assets</b>		
Fixed assets and financial assets	22,325	23,485
Due from national and regional organisations	12,448	14,497
Other current assets	1,303	2,014
Cash and cash equivalents	17,831	14,349
<b>Total</b>	<b>53,907</b>	<b>54,345</b>
<b>Liabilities and fund balance</b>		
Due to national and regional organisations	11,400	12,589
Other liabilities	10,710	9,148
Fund balance	31,797	32,608
<b>Total</b>	<b>53,907</b>	<b>54,345</b>

The combined financial statements for the year ended 31 December 2014 of Greenpeace International, from which the abbreviated financial statements above were derived, were prepared in accordance with International Financial Reporting Standards for Small & Medium-sized Entities and are in accordance with Part 9 of Book 2 of the Dutch Civil Code.

KMPG audited the financial statements of Greenpeace International and issued an unqualified audit opinion in September 2015.



### Greenpeace International reserves

Greenpeace International's reserves policy calls for available reserves to adequately cover risks to its operations. These risks are assessed annually.

In this context, available reserves equal the fund balance less fixed assets and less reserves held for restricted or designated purposes. The reserves level is calculated as follows:

	2014	2013
	Euros thousands	Euros thousands
Total fund balance	31,797	32,608
Less: Fixed assets	(22,305)	(23,474)
Less: Restricted and designated reserves	(6,692)	(8,855)
<b>Available fund balance</b>	<b>2,800</b>	<b>279</b>

For 2014, restricted and designated reserves comprise:

- €4.747m (2013: €6.2m) held for investments in fundraising initiatives of Greenpeace NROs;
- €1.6m (2013: €1.5m) reserved to support the implementation of Greenpeace global strategic initiatives.



## Compensation of board members and remuneration of senior management team

The Chair and Members of the Greenpeace International Board do not receive a salary, but their expenses are refunded and they receive a compensation (attendance fee) for time spent on activities such as board meetings and preparation. The compensation model is based on a ruling of the Dutch tax authorities.

The Board of Greenpeace International received compensation during 2014 of a total of €90,000 (€96,000 in 2013); the board chair received €35,000, four Board Members received €10,000 and other Board Members received respectively €9,000, €3,000, €2,000 and €1,000. The Board Members would have been entitled to a higher compensation based on the time spent, but the amounts have been capped at these levels by the Council of Greenpeace International.

The International Executive Director and the Senior Management Team are paid emoluments commensurate with their level of responsibility. The International Executive Director of Greenpeace International received total emoluments of €140,000 including salary of €119,000, employer's social charges and pension contribution of €18,000 and other benefits to the value of €3,000. In 2013 the international executive director received total emoluments of €135,000, including salary of €117,000, employer's social charges and pension contribution of €16,000 and other benefits to the value of €2,000.

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

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

These emoluments may be summarised as follows:

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



Stichting Greenpeace Council is signatory to the INGO Accountability Charter. We strive for openness and ease of access to information, to constantly improve our accountability and performance, and to be able to provide information to those who request it.

# ENVIRONMENTAL REPORT

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# While the organisation expands its activities, we continue our efforts to reduce our greenhouse gas emissions

## Greenhouse gas (GHG) emissions

The historic and current status of Greenpeace's global GHG emissions depicted in this table are calculated with a newly implemented GHG emissions management tool, **Cloudapps Sustainability**.

The emissions data in this table is based on current Defra emission factors; this includes applying the Defra factors retrospectively to previous years data. Using the same factor for historic years makes comparison easier.

As a result of the move to the new Defra methodology several emission types are now reported both in Scope 1 and in Scope 3. This is due to the Well-To-Tank (WTT) factors now being included.

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

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

# OFFICE CONTACT DETAILS

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**GREENPEACE INTERNATIONAL**

Ottho Heldringstraat 5, 1066 AZ  
Amsterdam, The Netherlands  
**T** +31 20 7182000 **F** +31 20 7182002  
**E** info.int@greenpeace.org

**EUROPEAN UNIT**

Belliardstraat / Rue Belliard 199  
1040 Brussels, Belgium  
**T** +32 2 274 1900 **F** +32 2 274 1910  
**E** european.unit@greenpeace.org

**GREENPEACE AFRICA**

PostNet Suite 125, Private Bag X09  
Melville 2109, Johannesburg, South Africa  
**T** +27 (0)11 482 4696 **F** +27 (0)11 482 8157  
**E** info.africa@greenpeace.org

**> DEMOCRATIC REPUBLIC OF CONGO**

Avenue Colonel Modjiba N°1527  
Commune de Ngaliema,  
Democratic Republic of Congo

**> SENEGAL**

2 Avenue Hassan II, 6ème etage,  
Dakar, Senegal

**> SOUTH AFRICA**

10A and 10B Clamart Rd, Richmond,  
Johannesburg, South Africa

**GREENPEACE ANDINO****> ARGENTINA**

Zabala 3873, Ciudad Autónoma de Buenos Aires  
C1427DYG, Argentina  
**T** +54 11 4551 8811  
**E** activismo@infogreenpeace.org.ar

**> CHILE**

Argomedo 50, Santiago Centro,  
Region Metropolitana, Chile  
**T** +56 2 634 2120 **F** +56 2 634 8580  
**E** infochile@greenpeace.org

**> COLOMBIA**

**E** info.co@greenpeace.org

**GREENPEACE AUSTRALIA PACIFIC**

Level 2, 33 Mountain Street  
Ultimo, NSW 2007 Australia  
**T** +61 2 9261 4666 **F** +61 2 9261 4588  
**E** support.au@greenpeace.org

**GREENPEACE BELGIUM**

Haachtsesteenweg 159, 1030 Brussels, Belgium  
**T** +32 2 274 02 00 **F** +32 2 274 02 30  
**E** info.be@greenpeace.org

**GREENPEACE BRAZIL**

Rua Fradique Coutinho, 352, Pinheiros,  
São Paulo SP CEP: 05416-010  
**T** +55 11 3035 1155 **F** +55 11 3817 4600  
**E** rbr@greenpeace.org

**GREENPEACE CANADA**

**T** +1 800 320 7183  
**E** supporter.ca@greenpeace.org

**> EDMONTON OFFICE**

10407 - 64th Ave, Edmonton, Alberta T6H 2K9  
**T** +1 780 430 9202

**> MONTREAL OFFICE**

454 Laurier East, Montreal, Quebec, H2J 1E7, Canada  
**T** +1 514 933 0021 **F** +1 514 933 1017

**> TORONTO OFFICE**

33 Cecil St, Toronto, Ontario M5T 1N1, Canada  
**T** +1 416 597 8408 **F** +1 416 597 8422

**> VANCOUVER OFFICE**

1726 Commercial Drive, Vancouver,  
British Columbia, V5N 4A3, Canada  
**T** +1 604 253 7701 **F** +1 604 253 0114

**GREENPEACE CENTRAL  
AND EASTERN EUROPE****> AUSTRIA**

Fernkomgasse 10, 1100 Vienna, Austria  
**T** +43 1 545 4580 **F** +43 1 545 4580 98  
**E** office@greenpeace.at

**> BULGARIA**

Za Zemiata (Greenpeace), Yanko Sakazov blvd 11B,  
parter ap. 2, Sofia 1504, Bulgaria  
**T** +359 2 943 1123

**E** denitza.petrova@greenpeace.org

**> CROATIA**

Zeleni trg 3, 10000 Zagreb, Croatia  
**T** +358 1 88 96 962 **F** +358 1 88 96 962  
**E** icroatia@greenpeace.org

**> HUNGARY**

1143 Budapest, Zászlós utca 54, Hungary  
**T** +36 1 392 7663 **F** +36 1 200 8484  
**E** info@greenpeace.hu

**> POLAND**

ul. Altowa 4, 02-386 Warsaw, Poland  
**T** +48 22 659 8499 **F** +48 22 489 6064  
**E** info.poland@greenpeace.org

**> ROMANIA**

Strada Ing. Vasile Cristescu 18,  
Sector 2, Bucharest, Romania  
**T** +40 21 310 5743  
**E** info@greenpeace.ro

**> SLOVAKIA**

Vancurova 7, PO Box 58,  
814 99 Bratislava 1, Slovakia  
**T** +421 2 5477 1202 **F** +421 2 5477 1151  
**E** info@greenpeace.sk

**> SLOVENIA**

Kladezna 12, 1000 Ljubljana, Slovenia  
**T** +386 59 056 180  
**E** info.sit@greenpeace.si

**GREENPEACE CZECH REPUBLIC**

Prvního pluku 12/143, 186 00 Praha 8,  
Czech Republic  
**T** +420 224 319 667 **F** +420 224 320 448  
**E** greenpeace@ecn.cz

## **GREENPEACE EAST ASIA**

### **> BEIJING OFFICE**

Room 303A, Tower B, Jiachengyoushu Office Building,  
25 Dongsishitiao, Dongcheng District, Beijing, China 100007  
**T** +86 10 6554 6931 **F** +86 10 6554 6932  
**E** greenpeace.cn@greenpeace.org

### **> HONG KONG OFFICE**

8/F, Pacific Plaza,  
410-418 Des Voeux Road West, Hong Kong  
**T** +852 2854 8300 **F** +852 2745 2426  
**E** enquiry.hk@greenpeace.org

### **> TAIPEI OFFICE**

No.10, Lane 83, Section 1, Roosevelt Road  
Zhongzheng District, Taipei City 10093, Taiwan  
**T** +886 (2) 2321 5006 **F** +886 (2) 2321 3209  
**E** inquiry.tw@greenpeace.org

### **> SEOUL OFFICE**

6F Cheongryong bldg 257, Hangang-daero, Yongsan-gu,  
Seoul (140-759), South Korea  
**E** greenpeace.kr@greenpeace.org

## **GREENPEACE FRANCE-LUXEMBOURG**

### **> FRANCE**

13 rue d'Enghien, 75010 Paris, France  
**T** +33 1 80 96 96 96 **F** +33 1 80 96 96 96  
**E** contact.fr@greenpeace.org

### **> LUXEMBOURG**

34 Avenue de la Gare, 4130 Esch-sur-Alzette,  
Luxembourg  
**T** +352 54 6252 **F** +352 54 5405  
**E** membres.lu@greenpeace.org

## **GREENPEACE GERMANY**

Hongkongstrasse 10  
20457 Hamburg, Germany  
**T** +49 40 306 180 **F** +49 40 306 18100  
**E** mail@greenpeace.de

### **> BERLIN POLITICAL OFFICE**

Marienstrasse 19-20, 10117 Berlin, Germany  
**T** +49 303 088 990 **F** +49 303 088 9930

## **GREENPEACE GREECE**

Kolonou 78, Athens 10437, Greece  
**T** +30 210 3806374 & 5 **F** +30 210 3804008  
**E** gpgreece@greenpeace.org

## **GREENPEACE ITALY**

via della Cordonata 7, 00187 Rome, Italy  
**T** +39 06 6813 6061 **F** +39 06 4543 9793  
**E** info.it@greenpeace.org

## **GREENPEACE INDIA**

### **> BANGALORE (HEAD OFFICE)**

No 338 8th Cross Wilson Garden,  
Bangalore 560027, India  
**T** +91 80 428 21010 **F** +91 80 4115 4862  
**E** supporter.services.in@greenpeace.org

### **> CHENNAI OFFICE**

New 47, Old 22, 2nd Cross Street,  
Gopalapuram, Ellaiamman Colony,  
Chennai 600086, India  
**T** +91 44 4206 1559

### **> DELHI REGIONAL OFFICE**

161J Internal Road, Gautam Nagar opp 161/B/1,  
New Delhi 110049, India  
**T** +91 11 6666 5000 **F** +91 11 6666 5010

### **> HYDERABAD OFFICE**

Padmaja Villa, No 8-3-903/7, Nagarjuna Nagar,  
opp Nagarjuna Community Hall, Ameerpet,  
Hyderabad 500073, India  
**T** +91 40 6519 7767

### **> MAHAN**

Guest House Greenpeace India Balungi Thane Road,  
Near SBI Colony, Waidhan, Singrauli 486886, India  
**T** +91 78 0523 3053

### **MUMBAI OFFICE**

Flat No 501 & 502 Gaurav Plaza, RRT Road,  
Above Bharti Jewellers, Mulund West, Mumbai 400080, India  
**T** +91 22 3192 6401

### **> PATNA OFFICE**

B/194 2nd Floor, Sri Krishna Puri, Near Basant Park,  
Patna 800 001, India

### **> PUNE OFFICE**

Mark Park Apartments, 4th Floor Flat No. A-11/12,  
Erandwane Pandurang Colony,  
Pune 411038, India  
**T** +91 20 6561 2780

## **GREENPEACE JAPAN**

N F Bldg. 2F 8-13-11 Nishishinjuku,  
Shinjuku-ku, Tokyo 160-0023, Japan  
**T** +81 3 5338 9800 **F** +81 3 5338 9817  
**E** info@greenpeace.or.jp

## **GREENPEACE MEDITERRANEAN**

### **> ISRAEL**

Rehov Ha'hashmonaim 113, P.O. Box 20079  
Tel Aviv 61200, Israel  
**T** +972 (0)72-2204502 **F** +972 356 10415

### **> TURKEY**

Asmalı Mescit Mah. Kallavi Sok. No 1 Kat 5,  
34430 Beyoglu, Istanbul, Turkey  
**T** +90 212 292 76 20 **F** +90 212 292 76 22  
**E** bilgi.tr@greenpeace.org

**GREENPEACE MEXICO**

Las Flores 35, Colonia Los Reyes,  
Delegacion Coyoacan, CP 04330 Mexico City, Mexico  
**T** +52 55 5687 9595 **F** +52 55 5687 9030  
**E** greenpeace.mexico@greenpeace.org

**GREENPEACE NETHERLANDS**

NDSM-Plein 32, 1033 WB Amsterdam,  
The Netherlands  
**T** +31 20 626 1877 **F** +31 20 622 1272  
**E** info@greenpeace.nl

**GREENPEACE NEW ZEALAND**

11 Akiraho Street, Mount Eden,  
Auckland 1036, New Zealand  
**T** +64 9 630 63 17 **F** +64 9 630 71 21  
**E** info@greenpeace.org.nz

**GREENPEACE NORDIC****> DENMARK**

Njalsgade 21G, 2. Sal,  
2300 Copenhagen S, Denmark  
**T** +45 33 93 53 44 **F** +358 9 684 37541  
**E** info.dk@greenpeace.org

**> FINLAND**

Iso Roobertinkatu 20-22 A,  
00120 Helsinki, Finland  
**T** +358 9 684 37540 **F** +358 9 698 6317  
**E** info.fi@greenpeace.org

**> NORWAY**

Sandakerveien 24C, Entrance E1,  
0473 Oslo, Norway  
**T** +47 22 205 101 **F** +47 22 205 114  
**E** info.no@greenpeace.org

**> SWEDEN**

Rosenlundsgatan 29B,  
118 63 Stockholm, Sweden  
**T** +46 8 702 7070 **F** +46 8 694 9013  
**E** info.se@greenpeace.org

**GREENPEACE RUSSIA**

**E** info@greenpeace.ru

**> MOSCOW OFFICE**

Leningradskiy Prospect 26, b1,  
Moscow 125040, Russia  
**T** +7 495 988 7460 **F** +7 495 988 7460 (ext 106)  
**E** gprussia@greenpeace.org

**> ST PETERSBURG OFFICE**

Fontanka River Embankment, 34A, Office 2,  
191014 St Petersburg, Russia  
**T** +7 812 303 9062  
**E** info@greenpeace.ru

**GREENPEACE SOUTHEAST ASIA****> INDONESIA**

Mega Plaza Building 5th Floor, Jl. HR. Rasuna Said Kav. C3,  
Jakarta 12920  
**T** +62 21 521 2552 **F** +62 021 521 2553  
**E** info.id@greenpeace.org

**> PHILIPPINES**

Room 301 JGS Building, #30 Scout Tuason Street, 1103  
Quezon City, The Philippines  
**T** +63 2 332 1807 **F** +63 2 332 1806  
**E** info.ph@greenpeace.org

**> THAILAND**

1371 Capital Building, G floor, Phaholyothin Road, Samsen-  
Nai, Phayathai, Bangkok 10400, Thailand  
**T** +66 2 357 1921 **F** +66 2 357 1929  
**E** info.th@greenpeace.org

**GREENPEACE SPAIN**

San Bernardo 107, 1a 28015 Madrid, Spain  
**T** +34 91 444 14 00 **F** +34 91 447 1598  
**E** info.es@greenpeace.org

**GREENPEACE SWITZERLAND**

Badenerstrasse 171, 8036 Zürich, Switzerland  
**T** +41 1 447 4141 **F** +41 1 447 4199  
**E** gp@greenpeace.ch

**GREENPEACE UK**

Canonbury Villas,  
London N1 2PN, United Kingdom  
**T** +44 207 865 8100 **F** +44 207 865 8200  
**E** info@uk.

**GREENPEACE USA****> WASHINGTON OFFICE**

702 H Street NW, Suite 300,  
Washington DC 20001, USA  
**T** +1 202 462 1177 **F** +1 202 462 4507  
**E** info@wdc.greenpeace.org

**> SAN FRANCISCO OFFICE**

1661 Mission Street, San Francisco, CA 94103  
**T** +1 800-722-6995

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Greenpeace International  
Ottho Heldringstraat 5  
1066 AZ Amsterdam  
The Netherlands  
Tel: +31 20 7182000

For more information please contact  
[pressdesk.int@greenpeace.org](mailto:pressdesk.int@greenpeace.org)

**[greenpeace.org](http://greenpeace.org)**