

Greenpeace Nordic Effect Report for 2018

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Protest at the World Food Summit in Denmark

On the day the World Food Summit is opening in Copenhagen, 31 activists dressed in pink inflatable pig costumes display banners at the Danish parliament, reading "31 million pigs make Denmark a lousy host" and "We can't feed the world with meat" to peacefully expose hypocrisy to people attending the conference. As host of the World Food Summit, the Danish government presents an agenda focused on sustainability to meet the UN Sustainability Goals, while at the same time, Denmark is the world's biggest per capita producer of meat, a food source that is the least sustainable of all.
Copenhagen 2018

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Mission and Core Values

Greenpeace is an international, independent, non-governmental, non-profit campaigning organisation, which uses non-violent and creative confrontations to expose global environmental problems, and to force the solutions which are essential to a green and peaceful future. Greenpeace's goal is to ensure the ability of the earth to nurture life in all its diversity.

Greenpeace is on a transformational path. Our world is changing faster than at any other time in human history. We have witnessed rapid changes in the health of our planet from our oceans to the atmosphere, in economic growth, technological innovation and our increasing interconnectedness via the internet and on social media. These forces drive our organisational change, to continue working on and to implement a new way of working, so that we become an organisation that is **more enabling, more engaged and more effective** as we look ahead to the next 10 years.

Greenpeace is moving further towards "**people-powered**" **campaigning**, engaging and working alongside others to make change in their own backyards. More and more we are focusing our attention on what the **root causes of issues** are so that we can design our campaigns to tackle what is creating the problems in the first place, or holding back the solutions.

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. **Greenpeace's cornerstone principles and core values** are reflected in all of our work and enables us to work towards a more sustainable and green planet.

These are:

- We **'bear witness'** to environmental destruction in a peaceful, non-violent manner.
- We use **peaceful actions** to confront and expose environmental destruction for the common good.
- We **expose environmental threats** and find solutions, and have no permanent allies or adversaries.
- We **ensure our financial independence** from political and commercial interests.
- We **seek solutions** for, and promote open, informed debate about society's environmental choices.

Our work includes:

- We use **engagement and investigation**, we document and lobby, we expose and act to challenge corporations, and to influence political power.
- **Research** and presenting environmentally and socially **responsible solutions**.
- **Confronting and investigating** environmental abuse through actions and supporter engagement.
- **Building public opinion and inspire** others to take responsibility for the planet.

Personal Responsibility and Non-violence

We are committed to non-violence and taking personal responsibility for our actions. These principles are inspired by the Quaker concept of 'bearing witness', which is about taking action based on conscience – personal action based on personal responsibility. We are accountable for our actions, and everyone on a Greenpeace action is trained in nonviolent direct action.

Financial Independence

Greenpeace only exists because millions of people all over the world support our organisation financially. We ensure our financial independence from political or commercial interests. We do not accept money from either companies or governments. Individual contributions, together with foundation grants, are the only source of our funding. Our independence gives us the authority we need to effectively tackle power, and make real change happen.

Promoting Solutions

We seek solutions for, and promote open, informed debate about society's environmental choices. We don't work to manage environmental problems, we work to eliminate them. That's why we developed our [roadmap to save the seas](#) through the establishment of marine reserves, and an [Energy \[R\]evolution](#) blueprint that points the way to a clean economy. It's not enough for us to point the finger. We develop, research and promote concrete steps towards a green and peaceful future for all of us.

Our campaigns and long-term goals

Changing systems

The current dominant economic and cultural systems set us apart from nature. They reward environmental destruction, promote excessive consumption, write off entire communities and ecosystems as "disposable" tolerate obscene levels of inequity, prioritise short-term profit over sustainability and wellbeing, commodify the commons, and undermine community, health and true security.

Greenpeace's vision is for the world to build new systems for the green and peaceful world that we all know is possible in our heads and in our hearts . With this in mind, our goals are to:

- Defend important environmental boundaries for a healthy ecosystem
- Provoke systemic long-term change by (1) changing mindsets, and (2) changing power dynamics.

To achieve our long-term campaign goals, we work through three-year plans and yearly projects. Our campaign and project objectives are agreed and reviewed annually, as well as on a rolling basis. The 3-year plans enable us to work on campaigns that address the root causes of environmental destruction and which align with the global programme goals. Setting up 3-year plans also allows us to take our Engagement work to the next level by focussing on enabling deeper engagement with our supporters.

Greenpeace's Long Term Global Programme sets out our view on the health of the global ecosystem and how we will respond to it. The Programme is more than a collection of campaigns, it also contains our fundamental and enduring values, our overall vision and mission, and the unique ways of working that underpin our campaigns. It describes who Greenpeace is and what it stands for. Taken together, the different components of our Programme makes it possible for us to influence the course of events in favor of a sustainable and green future.

Climate and Energy

Climate change stands today as the greatest environmental crisis faced by humanity. If we do not take urgent and immediate action to stop carbon pollution, we will meet a global disaster for all life on earth. Governments have acknowledged the crisis, but failed to cut greenhouse gas emissions appropriately so far.

The Paris Agreement, entered into force on 4 November 2016, 30 days after the so-called “double threshold” (ratification by 55 countries that account for at least 55% of global emissions) had been met. Since then, more countries have ratified and continue to ratify the Agreement. The Paris Agreement builds upon the Convention and, for the first time, brings all nations into a common cause to undertake ambitious efforts to combat climate change and adapt to its effects. The Paris Agreement’s central aim is to strengthen the global response to the threat of climate change by keeping a temperature rise this century below 2 degrees Celsius above pre-industrial level and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius.

Fundamentally, emission cuts in the coming 5-10 years will need to be much bolder than what countries currently envision in their national contributions to the Paris Agreement. This is the time-window we have for making the shift. “The challenge is urgent: the investment choices we make even over the next few years will start to lock in for decades to come either a climate smart, inclusive growth pathway, or a high-carbon, inefficient and unsustainable pathway.”

Our energy [r]evolution is based on five basic principles:

- Improvement of human well-being without fossil fuels.
- Equitable access to energy for all, including the two billion people without access to electricity in current fossil dependence.
- Respect for nature’s limits: not using more resources than the earth can provide us with.
- Phasing out dirty and dangerous energy sources like fossil fuel and nuclear power.
- Use of proven and existing renewable energy.

Goals:

- **Catalyse a systemic shift to 100% sustainable renewable energy, make the global collapse of coal inevitable and hasten the inevitable decline of the oil industry.**
- **Preserve, protect and restore the most valuable ecosystems for the climate with a focus on biodiversity-rich great global forests and oceans.**
- **Reverse trends in unsustainable consumption and production in key markets and industries that will ultimately limit global warming below 1.5 degrees and protect biodiversity.**

Greenpeace’s goal is to bring carbon emissions to zero without creating new hazards with false solutions. To achieve this, we need to ensure a global energy revolution – phasing out fossil fuels and nuclear energy while scaling up renewable energy and energy efficiency. We advocate for regulation and agreements that make polluters responsible for the damage they have caused.

We have worked on a transformation of the energy sector as early as 1991. Since then we have used the newest science and development to form our vision for a just transition to a future without fossil fuels.

The Arctic

As global warming turns up the planet's thermostat, the healthy functioning of our climate system is undergoing fundamental change. Arctic sea ice is disappearing so quickly that the North Pole could be ice-free in mere decades. Villages of Indigenous communities who have lived in this region for millennia are disappearing into the sea, and ecosystems are being disrupted to such a degree that the future of iconic species, like the polar bear, is uncertain.



The tragedy of the vanishing Arctic is that these clear warning signs are not prompting urgent action from the global community. Quite the opposite. Major companies now see the far North as a business opportunity. The chance to open new shipping lanes around the top of the world to exploit previously untouched fish stocks, open giant mines and, most worryingly, searching for the vast oil reserves suspected to lie beneath the ice. The [Save the Arctic campaign](#) is focusing on engaging with people around the world to generate an even broader support for our call to protect the far North, and key to our success will be a continued focus on three Arctic demands.

Goals:

- **A ban on new off-shore oil drilling.**
- **A ban on destructive industrial fishing.**
- **A global sanctuary in the uninhabited area around the North Pole as part of a network of marine protected areas in the Arctic Ocean.**

In the long term, the campaign aims to achieve a full ban on the most reckless and damaging industrial development both inside the EEZs of Arctic states and within a future sanctuary in the international waters around the North Pole, covering the uninhabited area not currently owned by any nation.

Forests

Around the world, forests are being logged for timber and pulp, cleared to grow food, and destroyed by the impacts of climate change. Four fifths of the forest that covered almost half of the Earth's land surface eight thousand years ago, have already been irreplaceably degraded or destroyed. In our forest campaign, the goal for many years has been to end the deforestation in

the key tropical forested regions of Indonesia, the Congo Basin, the Brazilian Amazon and the Great Northern Forest by 2020.

The palm oil sector is the single largest cause of destruction of the rainforests in **Indonesia** and accounts for about a quarter of the country's deforestation. The destruction of forests is also the main reason why Indonesia is one of the world's largest emitters of greenhouse gases.

The vast forest of the **Congo Basin** is the second largest tropical rainforest on earth and the lungs of Africa. It's incredibly rich and diverse ecosystem provides food, fresh water, shelter and medicine for tens of millions of people, and is home to many critically endangered species including forest elephants, gorillas, bonobos and okapis.

The **Amazon** is the planet's largest remaining rainforest, teeming with more wildlife than anywhere else on Earth. Indigenous people have lived in the Amazon for many generations. They know that it is important to preserve nature, not only for them but for all of us. But international companies and the Brazilian government are threatening their protected lands & rights in their hunt for resources.

The **Great Northern Forest** has stood tall for thousands of years. It stores more carbon in its trees and soils than all the tropical rainforests put together and therefore its survival plays a crucial role in preventing climate chaos. But its continued destruction could turn this carbon store into a carbon bomb. In 2010, world governments agreed to take immediate action to prioritise the protection of the world's remaining forests. Despite this promise, the governments of Canada, Russia, Finland and Sweden still allow companies to destroy huge parts of the Great Northern Forest.

Goals:

Defend critical forest hotspots for climate and biodiversity by ending deforestation and reducing degradation in the Brazilian Amazon, Indonesia, Congo Basin and The Great Northern Forest.

Toxics

Chemicals are part of our everyday life. They are in our clothes, cleaning products, furniture and electronics - and in our bodies. Not all chemicals are dangerous, but unfortunately, we know with certainty that a wide variety of chemicals have serious, documented toxic effects on the environment and people. **Greenpeace works to reduce by half the releases of hazardous chemicals of industrial origin into water resources in the Global South by 2020, with a view towards the elimination of these chemicals within one generation.** We will do this by challenging the responsibility and accountability of global corporations who poison our water, destroy natural habitats and endanger the well-being and environment of billions of people. An important aspect is also to focus on the key governments who are turning a blind eye to this pollution.



Oceans

Our oceans are facing a large number of threats: climate change and acidification caused by rising CO2 levels; overfishing and destructive fishing practices; industrial and agricultural run-off; plastic waste; deep sea drilling and other extractive industries. Whaling, including so-called scientific whaling, also persists as a practice for some nations. Among the threats that originate at sea, current fishing practices are the most immediate and destructive environmental threat and are therefore the central focus of our Oceans campaign. The goal of our oceans campaign is to make sure global marine diversity recovers from a history of overexploitation.

The work has started from the Southern Ocean where CCAMLR, the Antarctic Ocean Treaty, allows for establishing permanently protected areas. Greenpeace is campaigning for the establishment of a sanctuary in the Weddell Sea that would become the largest protected area on Earth. This will be followed by a push for a Global Ocean Treaty that would allow for conservation of other areas like this, which are outside national jurisdiction.

Goal:

Defend critical ocean hotspots for climate and biodiversity against industrial fishing corporates and the governments behind them, to accelerate the delivery of global ocean sanctuaries in the open ocean.

We try to ensure this goal is met with Projects that aim to:

- Create a global network of effectively implemented marine reserves, covering 30% of the oceans.
- Ban destructive bottom trawling.
- End overfishing in the world's oceans.

Food for Life

A lot of our food is industrialized, controlled and modified by big corporations. They are growing our food on huge monoculture farms, spraying genetically modified crops with obscene amounts of chemicals and feeding these crops to factory-farmed animals. The result is a broken system: soils drained of nutrients, poisoned waterways and the destruction of a precious diversity of crop

varieties that have enabled human societies to thrive from the mountains to the coast for millennia.

More people are demanding to know where their food is coming from and many far-sighted corporations are looking to meet the evolving demands of the consumers. Greenpeace's food campaign is here to support the global food movement based on "ecological farming" - where most of our food is grown ecologically, and farmers together with consumers reject toxic pesticides, chemical fertilizers and GMO seeds.

Eco-farming combines modern science and innovation with respect for nature and biodiversity. It ensures healthy farming and healthy food. It protects the soil, the water and the climate. It does not contaminate the environment with chemical inputs or use genetically engineered crops.

“A vision of sustainability where food is grown with health and safety first and where control over food and farming rests with local communities”

Goal:

Shift the production and consumption of industrial livestock towards “less and better” through changing the power dynamics and fundamental mindsets that perpetuate their growth.

The goal of the Ecological Farming and Food campaign is to change government policies and tackle the growing corporate control of the food chain, so that public, private, and philanthropic money is shifted from industrial to ecological farming practices.

Mindshift Change

To play our part in catalysing a green and peaceful future, Greenpeace, in addition to defending important environmental boundaries, must provoke long-term system change to permanently remove the threat. Changing mindsets is one of the most powerful ways to affect the system. We must not only challenge harmful mindsets many currently consider ‘normal’, but amplify and spread the mindsets that breathe life into the more beautiful world of our vision¹. **Our goal is to help mindsets like these grow until they become dominant.**

- **Reverse trends in unsustainable consumption and production in key markets and industries that will ultimately limit global warming below 1.5 degrees and protect biodiversity.**
- **Redefine quality of life by challenging common notions of what is a “basic right” as well as what is the “aspirational life”, with a particular focus on driving change in key urban areas.**
- **Increase collective responsibility for each other and the planet to help reduce the polarisation of societies and enable our collective ability to reach a green and peaceful future.**

Changing Power Dynamics

Climate change and biodiversity loss are symptoms of a fundamental power imbalance. Their consequences are disproportionately felt by the poorest and most marginalised in society. To

¹ [Meadows](#) argues that one of the strongest leverage points to transform a system is by “changing the mindset or paradigm” that defines its goals and actions. Greenpeace has decided to change seven dominant mindsets, as outlined in the Framework, to achieve the transformational change to secure life on our planet.

create lasting and exponential change in the world, it is not enough to alter the behaviour of individual actors like governments and corporations. We need to shift the way power is distributed. The exclusive power of some self-interested elites and the control they exercise over our institutions and our governments results in a system that serves to win greater power and wealth for those at the top, regardless of the cost to the rest of humanity and the planet.

Our Story

"A trip for life, and for peace": that's how Irving Stowe, one of the co-founders of Greenpeace, described the plan to sail a boat to the Arctic Ocean to stop the testing of a nuclear bomb. Irving didn't know it then, but the Greenpeace trip would last for decades. And it would change the world.

Greenpeace has been campaigning globally against environmental degradation since 1971, when a small boat of volunteers and journalists sailed into Amchitka, an area north of Alaska where the US Government was conducting underground nuclear tests. The money for the mission was raised with a concert, and their old fishing boat was called "The Greenpeace". This tradition of 'bearing witness' in a non-violent manner continues today, and our [ships](#) are still a very important part of all our campaign work. This is where our story begins.

Our Story is that a better world is possible, and that brave individual and collective action can make that world a reality.

It is a positive vision, rooted in hope, and the conviction that when people in large numbers believe change is possible, change becomes possible. We believe that when we take Nature as our model, mentor, and measure, we can change the way we feed and fuel our world. We can live in harmony with the Earth and each other.

We believe optimism is a form of courage. We believe that a billion acts of courage can spark a brighter tomorrow.



Organisation

Greenpeace is a global organisation, consisting of Greenpeace International (Stichting Greenpeace Council) registered in the Netherlands, and 27 independent national and regional offices (NROs) around the world, providing a presence in 55 countries across Europe, America, Africa, Asia and the Pacific. Greenpeace International is the body that coordinates global Greenpeace policy and strategy. The national and regional offices are independent in carrying out global campaign strategies within the local context they operate within. They are also independent in seeking the necessary financial support from donors to fund this work.

The **International Executive Director (IED)** was a shared leadership role in 2018 comprising of two incumbents. They are responsible for the management of Greenpeace International (GPI) and the leadership of the global network (of Greenpeace organisations), and manage the GPI Strategy and the Senior Management Team (SMT). The SMT reports to the IED.

Greenpeace's funding structure is designed to reflect our aim to be "One Greenpeace": a truly global organisation, since environmental problems and their solutions are not restricted by national borders. Around 3.2 million people supported us financially and more than 80% of the donations are long term, enabling us to plan further for the future we want for us all. Each self-sufficient Greenpeace office pledges support to the international organisation in order to finance environmental work where it is needed the most. The global strategy of Greenpeace is decided jointly at a global level with input from national and regional offices.

Greenpeace offices around the world



Greenpeace Nordic

Greenpeace Nordic is part of the global organisation, with offices in Stockholm, Helsinki, Copenhagen and Oslo. The organisation is Swedish registered. Greenpeace started in the Nordic region in 1983, and in 1999 the Nordic organisations formed a Nordic structure with one governance body and common management.

Within the Global Programme, Greenpeace Nordic works on all the issues with a focus on Climate & Energy, Oceans, Food for Life and Forest. Greenpeace Nordic is supporting Greenpeace globally with strong campaign output and with skilled staff delivering output and results also outside our region.

Greenpeace Nordic operates according to the Nordic 3-year strategic plan (2017-2019). We measure the outcome and our success by reflecting on the strategic initiatives and ongoing objectives.

Governance

The **Board of Directors of Greenpeace Nordic** approves the annual budget and the audited accounts of Greenpeace Nordic, and also appoints and supervises the Executive Director. The board members are elected for a three-year period by the voting members at the Annual General Meeting (AGM). Board members may be re-elected for two subsequent terms. The Board reports annually to the voting members at the AGM. The Board of Directors of Greenpeace Nordic consists of up to seven members. The day-to-day operations are carried out by the organisation in the four Nordic countries headed by the Executive Director.

At the **AGM**, voting members appoint the auditor for the following year, decide on questions regarding indemnity for the Board of Directors and on acceptance of the Annual Report. The members of the Board of Directors, as well as the voting members, fulfil their duties without any

form of remuneration. Costs relating directly to Board meetings and AGMs are however reimbursed.

Transparency and Accountability

Greenpeace Nordic is controlled by the Swedish Fundraising Control since its launch in Sweden, and has three 90-accounts. We have an open and transparent monitoring and accounting of our financial capital. We are also obliged not to spend more than 25% of our annual income on Fundraising and administrative costs. Our aim is to always seek the most cost-effective solutions that enable us to use at least 75% of our collected capital towards our campaigns.

Greenpeace Nordic follows internal procedures as well as local regulations and reports to the head office and to authorities in the countries in which it operates. Greenpeace Nordic is, as all Greenpeace organisations, audited annually by accredited auditors.

Greenpeace Nordic in Sweden is a member of IDEA and has a collective agreement with the Union. Employees in each of the Greenpeace Nordic offices elect representatives to our staff council. Greenpeace Nordic strives to give our employees in the four countries as similar terms of employment as law and regulation permits.

Greenpeace Nordic is also a member of Giva Sverige, the Swedish Fundraising Council (SFC), a Fundraising board for non-profit organisations, which works to ensure transparent, ethical, professional and safe Fundraising. Greenpeace Nordic adheres to the SFC's Code of Quality.

Accountability and transparency is key to our organisation. International Non-Governmental Organisations (INGOs) play an increasingly influential role in shaping global policies today and public opinion surveys show higher trust in NGOs than in government and business. At the same time, the nonprofit sector is coming under scrutiny, both from those who want it to flourish and those who seek to curtail NGO activities. In response, several NGOs, including Greenpeace International, publicly launched and endorsed the first global Accountability Charter for the nonprofit sector in June 2006.

The INGO Accountability Charter sets out core values and operating principles for international NGOs, covering the following areas:

Respect for universal Principles	Transparency
Independence	Good governance
Responsible advocacy	Ethical fundraising
Effective programmes	Professional Management
Non-discrimination	

All members of the INGO Accountability Charter are required to submit an annual accountability report. Since 2010, the reports are produced according to the Global Reporting Initiative's (GRI) NGO Sector Supplement. As a member of the charter, Greenpeace International reports globally on behalf of the whole organisation.

Our Resources

At the end of 2018 Greenpeace Nordic employed 143 people in our four regional offices. This figure includes both temporary and permanent staff, but excludes the member recruiting staff in Fundraising (Direct Dialogue). In addition, many work voluntarily for Greenpeace. Our work is divided between departments; Programme, Fundraising, Finance, HR and IT. The programme department is further divided into units working on campaigns, actions and working with volunteers, digital output and communications.

Staff and Volunteers

People in Greenpeace are the heart of our work, and therefore it is key to focus on developing leadership, retaining talent, learning and development and increasing our capacity to better processes in our work and to strengthen the global organisation. We have a transparent and participatory implementation phase of our strategies in which all staff feel they have a stake. Greenpeace Nordic employees are working in an international environment and contribute to both local and global projects. We prioritise health and wellbeing, and make sure to work on stress related issues and diversity and inclusion with the ambition to be an attractive employer.

“Our people are highly skilled, ambitious and motivated”

We continue to work with our leadership forum which serves as a common leadership platform and as a source of developing leadership and management capabilities of Greenpeace Nordic managers. This allows us to get a common understanding of the expectations of being a leader in Greenpeace, the principles of management and how we exercise our leadership.

The campaigners carry out political campaigning and coordinate the work within, and across the different Nordic countries. The communication officers support the campaigners and make sure we communicate our messages in the best way possible in order to increase the engagement of the public to create change.

The Nordic office utilizes its digital resources as a support function and as an additional channel to communicate its campaign messages online and engage with supporters and the general public. Our digital unit takes the lead regarding our online campaigning tools, such as our official webpage, specific campaign-sites and social media.

For offline strategies, we undertake different activities such as events and peaceful actions, as well as undertake investigations and expose environmental scandals, to add pressure on politicians and companies and engage with the general public.

Our street and door fundraisers are the face of Greenpeace. They talk to thousands of people every day advocating for Greenpeace’s work and engage people to take action for the environment. The Fundraising programs across the Nordic countries are our most important channel for monthly donation to the organisation and about 80% of all our monthly donors have been recruited in a face to face conversation.

Our volunteer network is the backbone for Greenpeace direct actions. Our volunteer network supports our public outreach work, talks to the public and brings Greenpeace much closer to the

people. The volunteer unit consists of volunteer coordinators coordinating our local groups in each country. In total, we have about 15 local groups in the four countries.



Gender issues and equality in Greenpeace Nordic

We work to achieve an even distribution between men and women, and other genders in Greenpeace, and people from different backgrounds. In 2018 46,2% of our employees were male, 52,4% females and 1,4% didn't identify with a gender. Among our member recruiters in Fundraising, the distribution is variable depending on the season, but are often represented by more women than men. A large number of our members recruiters in 2016 in Norway and Sweden did not have a Scandinavian language as their mother tongue.

Our Volunteer Unit has increased their knowledge about Diversity & Inclusion and it has become a firmly anchored value in our Volunteer Coordination work. Our Volunteer Unit surveys the Nordic volunteer community biannually. The last survey in Jan 2019 showed that 77% of volunteers *Strongly agreed* or *agreed* that GPN works to promote a diverse, open and inclusive volunteering programme.

The survey further showed that 60% of our volunteers are female, 35% male and 1,5% non-binary. This is an increase in females/decrease in males, from the 55/45 split in the last survey in 2018.

Age data tells us that 44% of the volunteers are in their 20's, 31% in their 30's, 13% in their 40's and 12% are 50+.

The next survey, which will provide updated diversity data from our volunteer network, is scheduled for the first quarter of 2020.

“Embracing diversity, means celebrating the similarities and differences that makes each person unique. Inclusion is the means by which we put diversity into action”

Why Diversity and Inclusion is important to Greenpeace

We have clear guidelines on how we work with diversity and inclusion and we ensure our communication is reflecting the diversity of the organisation and have a norm-critical perspective to broaden the perception of our organisation.

- We believe that a diverse and inclusive Greenpeace is essential to delivering effective campaigns, sparking a billion acts of courage, and achieving our mission of creating a sustainable and peaceful planet.
- Diversity and inclusion reflects [our core organisational values](#) and our moral values as human beings.
- We are committed to attracting, developing and retaining a diverse and talented community of volunteers, crew and staff.
- We create a safe and inclusive culture where all people treat each other with respect and dignity.
- We value and rely on collaboration based on the diversity of our ideas, perspectives, and experiences to make wise decisions and create effective outcomes.
- Everyone is supported to learn, lead and grow.

Fundraising and Finance

Greenpeace Nordic is financially sound and stable, and Fundraising income continues to grow year on year.

Greenpeace Nordic reports its plans and budgets to the head office, Greenpeace International, after approval from the board. The board and head office receive quarterly budget and key performance indicator reports including an analysis of the political and geo-economic framework in which we operate. The organisation does not take on any new obligations and does not enter new commitments or activities without strictly evaluating the risks at hand. We do not invest in shares or other financial instruments and do not jeopardize valuable donations by investing speculatively. For campaign reasons Greenpeace Nordic holds a small number of shares in some corporations thus enabling access to information and participation in shareholder meetings. We also hold a few shares in a Danish wind power cooperative.

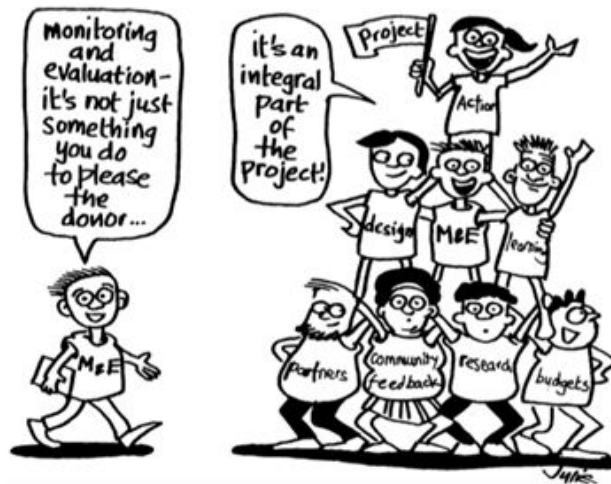
In 2018, **151,619** gave their support and donated money to Greenpeace Nordic, contributing over 183 million SEK.

In **Denmark** 23,243 people donated to Greenpeace, and in **Finland** 18,521, in **Norway** 16,400 and in **Sweden** 93,455.

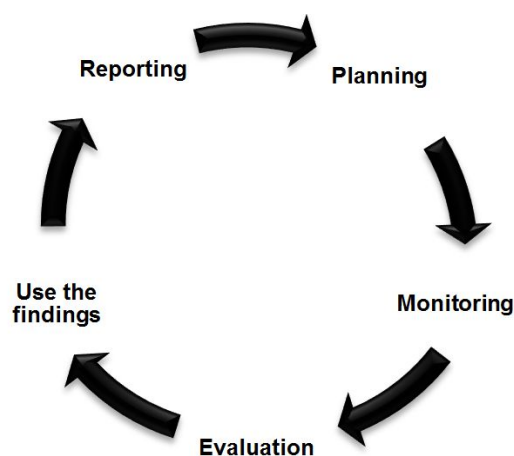
Greenpeace thanks all of our donors – without them Greenpeace would not exist. Our donors make politicians and business leaders listen to our demands. They are the people power that is sorely needed in this time of disruption. They have the power to keep the oil companies out of the icy waters of the Arctic. Their voices are heard by the Norwegian authorities that would like to open up the Arctic for oil platforms. It is their power that will save the great northern forest of the Nordic countries, Russia and Canada. It is only through their donations that we can continue our

joint work going across the globe. To stop climate change we need to work for a clean energy future from China to Argentina, from Russia to the United States, from the corridors of the European Union to villages in India. **Together, with 3.2 million other financial donors from all over the world, our donors are what make Greenpeace the single biggest independent force for the environment. They give hope for the future.**

Monitoring and evaluating our progress, learning and innovating



Our Programme work is organised in projects that define the desired outcome with SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound). Project cycles start with a check of significant learnings from other projects and end with an evaluation of the project. The evaluation will not only check if the SMART objectives have been achieved, but typically also give recommendations on improvements that require management to consider how the organisation will act to improve based on the recommendations. A separate Unit in the central global organisation (PAL: Performance, Accountability, Learning) provides support with tools for evaluation, monitoring and tracking of progress. For the overall 3-year plan we have set up a separate MEL (Monitoring, Evaluation and Learning) Plan which specifies how we track our progress not only towards our programme goals, but also our organisational and Fundraising goals on a quarterly basis. We write quarterly progress reports to our board and convene all managers in quarterly management forums to discuss progress and learnings from implementing our 3-year strategic plan.



Significant events and milestones during 2018

Climate and Energy



In 2018 our energy work continued to play an important role as we pioneered for change towards 100% renewable energy. In order to avoid a climate catastrophe, 80% of the world's known coal, oil and gas has to stay in the ground.

A large milestone towards this goal was reached in 2018 in Denmark due to our effort to **stop investment into shale gas**. In 2016 a Dutch company applied for an oil/gas license on Lolland-Falster in southern Denmark. In collaboration with a local group we created a lot of noise and delays. Finally in February 2018, the Danish energy and climate minister decided to say no to the application and announced that all new oil and gas exploration and extraction on land and in interior seas will be stopped. That means a definitive stop also for shale gas and fracking in Denmark, which we have been campaigning for since 2012 through lots of questioning, political work, actions and a coordinated cooperation with very strong and persistent local engagement. The French oil company Total gave up and returned two shale gas licenses, and now even the liberal government has understood that any new license for fossil fuels on land will create too much resistance amongst the public.

In 2018 we continued our work on making the financial sector fossil free. In Sweden we had a huge political breakthrough when the Government finally agreed that a fossil free welfare state wouldn't be possible without the help of the finance sector.

We continued our pressure on the financial sector by launching our **Pension Protest, #Flyttapengarna**, which meant that Greenpeace in Sweden stopped paying the portion of taxes that go directly into the AP Pension Funds. Although the protest was not as big of a splash as we had hoped for, it has been effective as an "eye-opener" for many, generating lots of engagement

and inspiring people to seriously consider the issue . We have also had conversations with individuals and companies who have been considering to do a similar action.

In Norway we exposed that the **Norwegian Oil Fund** still holds more than 77 billion NOK worth of shares in coal companies, and managed to get Parliament to agree with us that a strengthening of the Oil Fund's investment mandate was needed. A parliamentary hearing was held in November on the subject and we will see the result early 2019. We have high hopes that 2019 will be the year when the Norwegian Oil Funds becomes **100% fossil free**.

In **Denmark**, the finance campaign has focused on ATP, the obligatory state pension fund holding assets worth around 100 billion Euros. From the outset, the campaign has been carried out with a relatively soft approach, putting some pressure on ATP via media coverage and at the same time engaging in dialogue with the management, urging them to take green leadership. The campaign push was concluded with a handover of signatures at the ATP HQ at the beginning of November where supporters (and their children) were invited to participate. The handover was received by the then CEO of ATP and a Q&A was organized to allow our supporters to ask questions regarding ATP's investment policies. Although we saw no results in terms of divestment or change of investment policies in 2018, we have it on good authority that ATP will announce new criteria on coal divestment in the beginning of 2019. While it won't be sufficient, it will be the first time ever that ATP makes any kind of climate-related criteria.

Arctic Oil

The biggest threat to our environment is indisputably the human impact on climate. The short term profit motives of the fossil fuel industry pose a serious threat to our existence on this planet. Climate change means increased risks, related to more severe extreme weather, melting glaciers, ocean acidification, mass extinction of animals and nature that do not adapt on time, which in turn leads to economic losses, poverty and conflicts.

Historical lawsuit against the Norwegian government

The People vs Arctic Oil campaign started in 2016 when the Norwegian Government granted 13 oil companies permission to start drilling in 2017 in the Barents Sea. As a response to that Greenpeace, in coalition with the Norwegian environmental organisation Nature and Youth, filed a lawsuit against the Norwegian Government for acting in breach of the constitution.

The judgment came in early January 2018. The court did not support our claim that the new oil licenses in the Norwegian Arctic were illegal under the constitution's environmental paragraph. The court did agree, however, that the environmental paragraph provides a real individual right that can be tested in court and can be used to defend the environment against bad political and governmental decisions. We appealed this decision and are preparing for the next hearing in 2019.

Though the initial court ruling went against us, the trial has already served us well in shifting minds about the absurdity of granting new licences for oil that our climate can't afford, inside and outside Norway.

In March, we had the first engagement moment after the first round in court, when a small team of activists protested a Statoil oil contracted rig bound for the Arctic this summer to drill for oil in several of the wells included in the oil licenses disputed by the legal case. Two activists held stand on the rig for more than 12 hours with banners saying Statoil's new name 'Equinor' is nothing more than the "same shit, new wrapping" Media coverage was strong both in Norway and abroad and the whole event was streamed live on facebook.



We also participated at the Equinor (former Statoil) general assembly and used our two shares in Equinor to propose a hold on oil drilling for oil licenses covered by the legal case. The proposal argued that no drilling should take place until the legal dispute has been settled. We also invited representatives from the Australian Wilderness Society and the Major of Kangaroo Island who gave a strong speech urging the AGM to stop oil exploration in the Great Australian Bight off Australia. The event attracted strong media reach in Norway and kicked off a wave of criticism from other NGOs against Equinor's drilling plans off Australia.

Oceans

Our oceans, and the animals that call them home, face acute pressures from climate change, pollution, industrial fishing and other human activity. Scientists document that if we are to avoid the worst effects of climate change and the biodiversity crisis **we need to protect at least 30% of our oceans by 2030**. Protecting large areas of the oceans in ocean sanctuaries will play a key role in maintaining and enhancing the ability of marine ecosystems to 'fix' and store carbon, at the same time as protecting biodiversity and increasing resilience of marine ecosystems to climate impacts.

In January 2018, Greenpeace launched the international **Protect the Antarctic campaign in 34 countries to protect the Antarctic Weddell Sea**. The campaign gathered 1.5 million sign-ups from around the world and was extremely helpful in connecting us with the members of the CCAMLR, the international body governing the ocean around the Antarctic.

We also launched a sampling reports on microplastics and PFCs from the Antarctic ship tour to massive global media interest. The report clearly showed how the toxics we use on land penetrate even the furthest waters on Earth.

In July we were able to celebrate a huge win concerning the krill industry. Following the pressure from our campaign and the calls from 1.7 million people globally, we managed to get 85% of the krill industry representing companies from Norway, China, Korea and Chile to promise not to fish in vast areas around the Antarctic peninsula, where they have historically trawled the waters, and improve their vessel safety. We spent months campaigning, beginning with our report, **Licence to Krill**, which was followed by actions in key markets targeting krill products. Our efforts culminated in an incredible action at sea in the Antarctic Ocean against a krill vessel. through which the industry finally came to the table. We have thus managed to create a group of champions among the fishing industry, encompassing the majority of the krill industry operating in the Antarctic, who acknowledge that large-scale marine protected areas are a part of sustainable fisheries in the future, and who are taking voluntary measures to protect Antarctic ecosystems in the absence of political will to take legally binding measures. We have built a movement of almost **three million people**, with whom we can work further to secure protection of the global oceans.

At the end of January Greenpeace in **Denmark** launched a campaign with the aim of revealing **illegal trawling in northern Øresund**. During recent years Greenpeace heard rumors that illegal fishing was taking place in an area that has been protected from trawling since 1932, and that the authorities have failed to do anything about the problem. Given the uniqueness of the area and the natural values at stake, Greenpeace decided to take action. Along the Danish coast in the Northern part of Øresund Greenpeace staff and volunteers monitored the sea with binoculars, cameras and night vision instruments. At one point Greenpeace staff also documented and confronted illegal trawling at sea. Six cases of illegal trawling by two vessels were documented during a period of about a month.

Following our exposure of illegal bottom trawling in northern Øresund, the issue gained attention at the highest political level. Our findings spurred a national debate on the need to improve fisheries control, regional papers wrote enraged editorials and the Minister responsible for fisheries was called to a consultation on the issue by other parties in parliament. Both during the consultation and separately in a meeting in the fisheries committee within parliament, the minister made it very clear that the authorities need to step up their game when it comes to the enforcement of the fisheries regulations in the vulnerable marine ecosystems of Øresund. **The ministry admitted to be inspired by our undercover tactics when it came to revealing illegal fisheries**, while equally admitting that the fishermen are currently outsmarting the authorities by being able to avoid engaging in illegal activities whenever the coast guard is near.

In **Sweden** the ocean work focused mostly on plastic waste. **Plastic waste** in the sea and on the beaches has become highly visible in media over the past few years and has created a rare opportunity for Greenpeace to mobilize engagement for the sea and marine life and reach new target audiences. It has become an issue that engages every part of the public, perhaps more than any other marine matter in decades. We identified the Hallifornia festival to be the perfect place to engage people in our oceans related work. The organizers of this festival had specifically invited us because they admire our work and love the ocean, which was the theme for the festival - 'The love for the Ocean'. We were able to mobilize a large group of volunteers to help run a hugely successful festival where we also arranged a lecture about plastics in the oceans and organized a beach clean-up day together with Nordic Ocean Watch, where we invited people to join us. After the cleanup we sorted the trash out to document the type and the source of it and to try and recycle as much as possible. Our setup generated a lot of attention at the festival and helped empower our volunteers who really enjoyed the experience.



The Great Northern Forest



The Great Northern Forest is the name of the boreal forest that extends around the northern hemisphere, from Canada, through Russia, Finland, Sweden and Norway. The Great Northern Forest is rich in biodiversity and has an enormous impact on all life on earth as the world's largest carbon store.

The centerpiece of our work this year has been to establish the beauty and threat to Great Northern Forests in people's minds globally, specifically focusing on the massive Intact Forest Landscapes (IFLs) of Russia and other High Conservation Value Forests (HCVF) in the boreal region, as well as **the rights of the indigenous groups seeking to protect the Nordic boreal forests.**

At the beginning of May 2018, the **Swedish Sami Organisation** (SSR) with our support launched a new Sami Report. It outlines how the conversion of biodiverse forests in Sweden to plantations of a fast growing exotic tree species, Lodgepole Pine, is having devastating effects on Sami reindeer herding, which in turn is threatening Sami culture and way of life. Our corporate target Essity is sourcing from the same companies that log these forests and plant Lodgepole Pine on Sami reindeer herding land.

When Swedish logging giant SCA, a main supplier of Essity's, was hosting a "Capital Markets Day" for possible investors showing off how good they are at destroying ecologically valuable forests in Sweden and replacing them with invasive tree plantations, we decided to crash their party. Their surprise was documented live on Facebook and our lead Forest campaigner Lina read out a letter from the Swedish Sami Organisation and clarified our demands, giving the investors the full picture of what SCA is doing to the forests. As the investors made their way out of the forest, an outstanding crew of activists from Russia, Belgium, Denmark, Finland, and Sweden, handed them copies of reports and letters and further engaged in dialogue on the controversial sides of SCA they would not have otherwise heard.

In September the Great Northern Forests campaign took further major steps in our work to ally with Indigenous Peoples and take a stance for forests and the Sámi peoples' rights to autonomy in their lands in the north of Finland. The Sámi in the north of Finland are facing a new threat to their culture and livelihoods – a massive industrial railway that would cross Lapland to the Arctic Ocean. The industrial railway would split the Sámi's reindeer herding lands in half, opening up for more pulp mills, more logging and more mines, all without their consent. Drawing on years of successful collaboration in protecting the high northern forests in Finland, we again allied with the Sámi for 10 beautiful days of action.



We met with local affected Sámi communities along the proposed route of the railway to hear their concerns, their hopes, and together stand against the railway in a series of demarcation activities. Using our networks and resources, we brought together powerful Indigenous leaders from Canada and New Zealand to meet with the local activists. They brought inspiring stories and songs of hope, perseverance, and victory in the face of similar struggles in their own home territories. We also tried something new by running Facebook Live streams and completely handing the microphone over to the Indigenous People there to let them host and tell their own story. The whole project was a huge success, and we anticipate much more activity to come. It was a beautiful example of how

we can use our unique organisational expertise and resources to help amplify the voices of those that need to be heard. More fundamentally, the action demonstrated how powerful it can be to listen and to step back.

In **Finland** the Finnish clear-cut team launched the biggest forest campaign Finland has seen in years in collaboration with the Finnish Association for Nature Conservation, Finnish Nature League, Birdlife Finland and Natur och Miljö. The campaign launched a citizens' initiative proposing to ban all clear cuts on state owned land in Finland. For the initiative to go through to parliament 50.000 signatures are required. The campaign launched on May 17th. Together with our allies we held offline events and photo-opportunities in 11 towns and cities all over Finland during the day. The main event was in Helsinki and we hosted three Facebook-live streams, each having streams coming in from three different locations. All the live streams were shown on the Facebook pages of all the NGOs involved. It was also a great success in the media, with the campaign making Finnish history as the second most efficient citizens' initiative ever to collect signatures during its first day, 10 000 in 24 hours alone.

Shifting mindsets and challenging the corporate control of politics

The last quarter of 2017 saw the launch of the meat campaign in Greenpeace Nordic. **The campaign focuses on curbing meat and dairy consumption** as well as production, while challenging the agricultural industry's stronghold in politics. The campaign has a strong mindset component as it seeks to change the perception of meat as 'natural, normal, necessary and nice'. We carried out research uncovering the fact that no municipality in Denmark has political targets to reduce meat consumption. To shed light on this and gain leverage on the issue we got media (both national and local) to cover our research. We linked it to an overall ask to local politicians to improve procurement policies.

The campaign for '**less meat - more plants**' created waves around the World Food Summit at the end of August. We highlighted how a summit about 'better food for more people' suffered from a giant blind spot, as it completely failed to address the need to lower the meat production dramatically, both to save the climate and ensure food-security. Our investigations, access for information requests and hours of conversations with progressive people, who felt misused by the Danish government who were hosting the World Food Summit, exposed how this absence might be dictated by the meat & dairy industry that was encouraged to hand-pick ministers in key export countries to the invitation list of the Summit. We succeeded in undermining the Government's narrative as being front-runners on sustainable food, drawing attention to the massive Danish production of meat and the collusion between the industry and decision makers, eager to continuously help boost the export of piglets, pork meat and dairy

To visualise our criticism, **31 "pig activists"** crashed the opening of the summit and greeted the high-level participants welcome. The activists were dressed in inflatable costumes and held banners with messages including '31 million pigs make Denmark a lousy host' and 'We can't feed the world with meat'. As part of the action, they also handed out flyers, encouraging the participants to talk about meat during the summit. A documentary crew that, for a period of time had been following Greenpeace for a DR TV show, were also present. Later the same day, we co-organized the first ever public demonstration with the demand for 'fewer pigs in Denmark', led by a local resistance group who were fighting the expansion of a massive, industrial pig farm in their rural community.