Global Reporting Initiative™

Amnesty International 2013 Report to the INGO Accountability Charter using GRI NGO Level C reporting template

AMNESTY INTERNATIONAL

Strategy and Evaluation Unit
Email: SEU@amnesty.org
Tel: +44 20 7413 5920

1 Strategy and Analysis

1.1 Statement from the most senior decision-maker of the organization.

Accountability is at the heart of what we do – making human rights a reality around the world, often by calling those in power to account for their actions, or lack of action. We know that to do this effectively we need to also be as accountable as possible – to our members and supporters, staff and volunteers, the general public, and most of all the rights-holders with whom we engage and on whose behalf we work.

Our push for accountability externally has paid dividends. Just some examples during 2012 include:
- Maintaining the pressure for a global Arms Trade Treaty (finally agreed in 2013)
- The first person convicted by the International Criminal Court, a decade after its creation – Thomas Lubanga was found guilty of war crimes in the Democratic Republic of Congo.
- After a decade of campaigning, the Inter-American Court of Human Rights found the Ecuadorian state responsible for putting at risk the lives and livelihoods of the Sarayaku, Indigenous people tragically affected by oil companies.
- The Economic Community of West African States made an historic ruling, directing the Nigerian government to hold oil companies to account for abuses of human rights and making clear that, by failing to do so, the government was in breach of its legal obligations.
- The 2012 ruling by the European Court of Human Rights on the CIA's detention and rendition of German national Khaled El-Masri – this was a landmark judgment that for the first time held a European state, Macedonia, accountable for its complicity.

These external victories for accountability are supported when as an organization we are as strategic and accountable as possible. Internally, the big change to improve our accountability is still a work in progress – changing the organizational structure and ways of working within our International Secretariat to be closer to the individuals and communities we work with and for. Progress was made in 2012 – including through piloting new structures and developing a Roadmap which will guide implementation in 2013 – 2015 – but the key changes will occur in 2013 onwards.

In this period, improvements to our accountability include an Anti Bribery and Corruption policy being approved and communicated to staff, and training provided (the policy and training materials are available in English, French and Spanish). We are also pleased to see that the percentage of our offices that have measures to integrated gender and diversity into program design, implementation and evaluation has risen from 42% in 2011 to 61% in 2012 – although clearly there is more room for improvement. Other developments include developing Key Performance Indicators in a number of functional areas to track progress and improve transparency

Some of the improvements we have made internally can be seen in this report. A few highlights include:
- providing comparative data over three years wherever possible to give a clearer picture of progress

- improved critical engagement and evaluation about our progress against commitments, although this can be further strengthened
- 8 new areas covered (in assurance, governance, stakeholder engagement, labour and society), with plans to include more in next year's report.
- improving the format of this report to make it more accessible within Amnesty and externally, thereby increasing our transparency

As we move, in 2013 and onwards, into implementing the biggest organizational change in Amnesty's history, we are committed to ensuring that accountability is a guiding principle by which we make decisions on the future of the organisation. Human rights abuses anywhere are the concern of people everywhere - and we believe that by working in a more integrated fashion from multiple locations across the globe, we are strengthening our ability to bring about meaningful change.

Salil Shetty, Secretary General

2 Organizational profile

2.1 Name of the organization.

Amnesty International

2.2 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g. on poverty reduction, environment, human rights, etc.).

Amnesty International's vision is of a world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments. In pursuit of this vision, Amnesty International's mission is to undertake research and action focused on preventing and ending grave abuses of these rights. Amnesty International addresses governments, intergovernmental organizations, armed political groups, companies and other non-state actors. Amnesty International seeks to disclose human rights abuses accurately, quickly and persistently. It systematically and impartially researches the facts of individual cases and patterns of human rights abuses. These findings are publicized; and members, supporters and staff mobilize public pressure on governments and others to stop the abuses. In addition to work on specific abuses, Amnesty International urges all governments to observe the rule of law and to ratify and implement human rights standards. It carries out human rights education activities and encourages individuals, intergovernmental organizations and all organs of society to support and respect human rights.

Amnesty International's strategic human rights priorities in 2010-2015 are:

(i)   Empowering people living in poverty;
(ii)   Defending unprotected people on the move;
(iii)   Defending people from violence committed by state and non-state actors; and
(iv)   Protecting people's freedom of expression and freedom from discrimination.

Details on these and other organizational priorities are described in the Integrated Strategic Plan (http://www.amnesty.org/en/integrated-strategic-plan). Through our work we aim to empower people whose rights are challenged and strengthen the human rights movement.

2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.

The Amnesty International movement comprises national sections and structures, national offices and the International Secretariat. Location details are included in 2.5 and the governance structure in 4.1.

Sections and structures carry out work to promote human rights in their own countries/territories in accordance with Amnesty International's Statute (http://www.amnesty.org/en/who-we-are/accountability/statute-of-amnesty-international).

The largely UK-based International Secretariat provides key research and action functions and coordinates Amnesty International's day-to-day work at the global level. The International Secretariat is the largest entity within the movement and is structured by directorate, each headed by a member of the senior management team:

i.   Global Operations (to become operational when regional offices are functioning)
ii.   Movement Building (membership, activism)
iii. Campaigns and Communications (global campaigns, media, publishing)
iv.   International Law and Policy (thematic coverage)
v.   Research (country coverage)
vi.   Organizational Services (finance, IT, facilities, legal)
vii. Organizational Development and Human Resources

2.4 Location of organization's headquarters.

The International Secretariat is located at 1 Easton Street, London WC1X ODW, UK.

2.5 Number of countries where the organization operates.

As of December 2012 Amnesty International had offices in the following countries/territories below

Global South (39 countries/territories): Algeria, Argentina, Benin, Bermuda, Brazil, Burkina Faso, Chile, Cote D'Ivoire, Croatia, Ghana, Hungary, India, Kenya, Lebanon, Malaysia, Mali, Mauritius, Mexico, Moldova, Mongolia, Morocco, Nepal, Paraguay, Peru, Philippines, Poland, Russia, Senegal, Sierra Leone, South Africa, Thailand, Togo, Tunisia, Turkey, Uganda, Ukraine, Uruguay, Venezuela, Zimbabwe

Global North (34 countries): Australia, Austria, Belgium, Bermuda, Canada, Czech Republic, Denmark, Faroe Islands, Finland, France, Germany, Greece, Hong Kong, Iceland, Ireland, Israel, Italy, Japan, Luxembourg, Netherlands, New Zealand, Norway, Slovenia, Portugal, Puerto Rico, Slovak Republic, Slovenia, South Korea, Spain, Sweden, Switzerland, Taiwan, UK, USA.

In 2012, Amnesty International reviewed its classification of Global South and Global North, based on classifications used by multilateral institutions. The classification previously indicated strength of Amnesty International but is now aligned to common use of the terms Global South / North. The new classification, applicable from 2013, includes Bermuda, Czech Republic, Faroe Islands, Hong Kong, Hungary, Israel, Poland, Portugal, Puerto Rico, Slovakia, South Korea and Taiwan in the Global North.

2.6 Nature of ownership and legal form.

Amnesty International is a worldwide movement based on voluntary membership and composed of independent legal entities (national sections and structures) and the International Secretariat.

The work carried out through the International Secretariat is delivered through two legal entities, in compliance with United Kingdom law. These are Amnesty International Limited ("AIL") and Amnesty International Charity Limited ("AICL").

Amnesty International Limited undertakes charitable activities on behalf of Amnesty International Charity Limited, a registered charity (UK Charity Registration Number: 294230). For charity statuses of sections and structures, contact information can be found at http://www.amnesty.org/en/who-we-are/amnesty-international-in-your-country.

2.7 Target audience and affected stakeholders.

Amnesty International is a worldwide movement of people who campaign for internationally recognized human rights to be respected and protected for everyone.

We believe human rights abuses anywhere are the concern of people everywhere. Amnesty works to improve people's lives through research, campaigning and international solidarity.

Amnesty International conducts research and generates action to prevent and end grave abuses of human rights and to demand justice for those whose rights have been violated.

Amnesty International's members and supporters exert influence on governments, political bodies, companies and intergovernmental groups.

Amnesty International's activists take up human rights issues by mobilizing public pressure through mass demonstrations, vigils and direct lobbying as well as online and offline campaigning.

2.8 Scale of the reporting organization.

As of December 2012, Amnesty International had over 3.2 million members and supporters (just over 70% from the Global North; 54% are estimated to be women).

We estimate at least 2.6 million activists around the world took part in actions (letter writing, signing petitions, demonstrations, lobbying, and other innovative methods such as blogging, social networking, street theatre and road shows) sponsored by Amnesty International in 2012. We had a total of 2,180 staff and 6,826 interns/volunteers in 2012 (see Indicator 12, LA1).

Amnesty International's 2012 global income was €238.6 million and expenditure was €242.7 million. Amnesty International's net assets at the end of 2012 were worth €145.1 million (€200 million of assets, €54.9 million liabilities) with €98.3 million in cash.

It is highlighted that these consolidated figures include financial data for 68 Amnesty International entities (in previous reports, financial data for only the largest 26 entities was consolidated).

In 2012 Amnesty International organized 226 research missions into the field covering 92 countries/territories and logging 5,519 person-days.

Missions	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern)
2010 (142)	16	28	32	19	47
2011 (202)	31	49	29	23	70
2012 (226)	31	58	48	25	64

Mission days	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern)
2010 (3,843)	437	512	987	528	1,379
2011 (5,974)	1,217	878	1,089	686	2,104
2012 (5,519)	982	896	1,277	559	1,805

Countries / territories covered	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern0
2010 (76)	9	21	15	11	20
2011 (89)	9	27	13	12	28
2012 (92)	12	26	17	14	23

Please note some countries (e.g., China, Cuba, Iran, Laos, Saudi Arabia, Turkmenistan, Vietnam) prohibit our entry to investigate human rights violations; others make entry for research purpose either rare or extremely difficult (e.g. Syria); and, for some countries, our research methodologies mean it is simply too unsafe to enter, both for our contacts in those countries and for our staff.

To publicize human rights abuses around the world, Amnesty International published 164 reports (10 pages or longer) and 367 shorter documents (country updates, campaign digests, case sheets and leaflets) documenting human rights violations in 122 countries/territories in 2012. Our annual report on the state of human rights around the world in 2012 was published in May 2013 covering 159 countries/territories: http://www.amnesty.org/en/annual-report/2013/introduction

Reports	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern)
2010 (129)	15	38	28	21	27
2011 (150)	27	36	24	29	34
2012 (164)	25	46	22	34	37

Other, shorter documents	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern)
2010 (289)	46	45	56	78	64
2011 (336)	96	57	66	59	58
2012 (367)	69	74	83	66	75

Countries / territories covered	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern)
2010 (107)	12	29	22	18	26
2011 (114)	16	29	23	19	27
2012 (122)	16	35	23	21	27

Urgent actions are a longstanding means by which Amnesty International calls for activist action. They are issued when a person is in imminent danger of human rights abuse and bring public attention through letter writing. In 2012 Amnesty International issued 679 urgent actions and related updates covering 82 countries / territories.

New urgent actions	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern)
2010 (267)	77	36	37	90	27
2011 (368)	128	40	54	116	30
2012 (352)	99	41	52	119	41

Urgent action updates	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern)
2010 (258)	95	42	22	73	26
2011 (361)	153	49	56	73	30
2012 (327)	133	38	46	66	44

Countries / territories covered	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern)
2010 (71)	15	17	12	12	15
2011 (79)	15	14	16	18	16
2012 (82)	16	16	18	18	14

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

During 2012, there were no significant changes implemented. However, significant preparations were made in preparation for changes to the structure of the International Secretariat, including a programme of transition in readiness for a distributed hub model. In late 2012, the new model was piloted in Hong Kong and Johannesburg involving some 30 staff, including representatives from Campaigns and Communications, Movement Building, Organizational Services, Research, and the Transitional Management Team, the majority of whom were based in the location for all or part of the project. Lessons from these pilots are being used to shape the modeling of the regional offices going forward. The first of the regional offices are to established in late 2013.

2.10 Awards received in the reporting period.

None

3 Report Parameters

Report Profile

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

Calendar year of 2012.

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

Submitted December 2012 (2012 Report covering compliance with the INGO Accountability Charter in 2011 using the Global Reporting Initiative NGO Level C framework).

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

Annual

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

Clare Doube, Director of Strategy and Evaluation

Report Scope and Boundary

3.5 Process for defining report content.

The content we report on is based on the following considerations: (1) INGO Accountability Charter Board's instructions (Oct 2010 workshop and "Board Meeting Paper ACC 10/21a") requiring all Charter signatories to report compliance with the Charter using GRI Level C template for NGOs (2) The recommendations of the Reporting Requirements Working Group 2012, which has extended definitions of report compliance (by 2014) to comprise 36 profile disclosures and 22 performance indicators (this report has been extended to include 34 profile disclosures and 20 performance indicators); (3) Charter's review panel's feedback to our last year's report; and (4) key elements of our 2010-2015 Integrated Strategic Plan (see 2.2 above).

3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.

Unless stated otherwise, this report covers the entire movement of Amnesty International, including all legal entities globally (sections, structures, the International Secretariat).

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

None

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

Taken at the International Council Meeting in 2007, ICM Decision 22 requires, among other things, that the Amnesty International movement invest in 'improved reporting mechanisms to strengthen internal and external accountability'. Specifically, the decision requires each entity to submit, as a retrospective report, a Standard Action Report (SAR) containing information on the relevant entity's activities, focusing on human rights campaigns, growth and accountability.

The SAR is an important mechanism through which movement-wide data and analysis is collected, analysed and acted upon, to support global planning and measurement of the movement's performance against stated plans. It is also one of the main sources of information supporting Amnesty International's annual compliance report to the INGO Accountability Charter.

The SAR contains 65 key question areas/performance measures, 33 of which directly request quantitative and qualitative data for Amnesty International's annual Charter submission.

The SAR mechanism was piloted over 2008-2009 and has been in operation since 2010. The number of entities that submit SAR has increased steadily from 59 in 2010 to 66 in 2012.

The Strategy and Evaluation Unit of the International Secretariat administers the SAR, monitors reporting compliance, and analyses and communicates results against performance measures.

SAR reporting years	Number of entities reporting	% of movement's total workforce
2010	59	95%
2011	62	98%
2012	67	99%

All legal entities of Amnesty International are expected to adhere to local generally accepted accounting principles in preparing their own statutory financial reports.

Financial reports submitted to the movement for consolidation and external publication need to comply with Amnesty International's global accounting policies that are based on the principles of International Financial Reporting Standards ("IFRS"). Due to resource and time constraints, it has not been possible to gather sufficient information to determine all adjustments required to ensure that the global financial statements presented in this document are fully compliant with IFRS.

However, we assess this to have an immaterial impact on the global financial data presented. The content and format of the consolidated primary statements (balance sheet and income statement) have been designed to ensure compliance with IFRS disclosure requirements where possible.

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

For comparative purposes, 2011 figures have been adjusted to present 12 months of activity for all entities. The 2011 consolidated financial figures as presented in the 2012 INGO report included 15 months of activity for AI France and AI USA (due to the change in financial year-end).

The re-stated 2011 global income and expenditure figures are €219.6 million and €225.2 million, respectively. All entities (with the exception of AI Nepal) have been using 31 December as the year-end date since 2011.

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

None

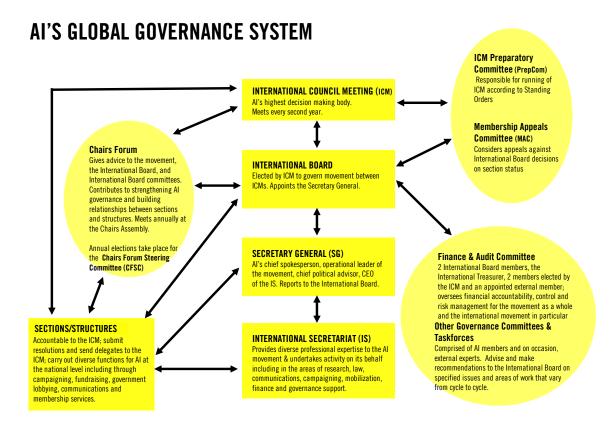### 3.12 Table identifying the location of the Standard Disclosures in the report.

This document is the GRI content index for Level C reporting.

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

The consolidated financial information presented in this report has not been subject to any auditing procedures. However the financial information submitted by Amnesty International entities for consolidation is from audited financial statements (total income, total expenditure and net assets only).

4 Governance, Commitments, and Engagement Governance

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

AI'S GLOBAL GOVERNANCE SYSTEM

ICM Preparatory Committee (PrepCom)
Responsible for running of ICM according to Standing Orders

INTERNATIONAL COUNCIL MEETING (ICM)
AI's highest decision making body. Meets every second year.

Membership Appeals Committee (MAC)
Considers appeals against International Board decisions on section status

Chairs Forum
Gives advice to the movement, the International Board, and International Board committees. Contributes to strengthening AI governance and building relationships between sections and structures. Meets annually at the Chairs Assembly.

Annual elections take place for the **Chairs Forum Steering Committee (CFSC)**

INTERNATIONAL BOARD
Elected by ICM to govern movement between ICMs. Appoints the Secretary General.

SECRETARY GENERAL (SG)
AI's chief spokesperson, operational leader of the movement, chief political advisor, CEO of the IS. Reports to the International Board.

Finance & Audit Committee
2 International Board members, the International Treasurer, 2 members elected by the ICM and an appointed external member; oversees financial accountability, control and risk management for the movement as a whole and the international movement in particular

SECTIONS/STRUCTURES
Accountable to the ICM; submit resolutions and send delegates to the ICM; carry out diverse functions for AI at the national level including through campaigning, fundraising, government lobbying, communications and membership services.

INTERNATIONAL SECRETARIAT (IS)
Provides diverse professional expertise to the AI movement & undertakes activity on its behalf including in the areas of research, law, communications, campaigning, mobilization, finance and governance support.

Other Governance Committees & Taskforces
Comprised of AI members and on occasion, external experts. Advise and make recommendations to the International Board on specified issues and areas of work that vary from cycle to cycle.

Amnesty International's highest decision-making body is the International Council, which convenes every other year and is made up of representatives of sections and structures; as well as members of the International Board (previously known as the International Executive Council or the IEC). The primary functions of the International Council are:

(i)   To focus on strategy
(ii)   To set Amnesty International's vision, mission and core values
(iii)   To approve Amnesty International's strategic direction
(iv)   To establish systems and bodies of governance and delegation for the movement, to elect members to those bodies, and to hold those bodies and their members accountable
(v)   To evaluate the movement's performance against its agreed strategies and plans
(vi)   To hold sections, structures and other bodies accountable.

The primary role of the International Board is to provide leadership and stewardship for the whole of Amnesty International worldwide.

The functions of the International Board are:

(i)   To take international decisions on behalf of Amnesty International
(ii)   To ensure that there is a sound financial policy for Amnesty International and that the financial policy is consistently implemented across the international organization
(iii)   To ensure implementation of the Integrated Strategic Plan
(iv)   To make any necessary adjustments to the Integrated Strategic Plan and other decisions of the International Council
(v)   To ensure compliance with the Statute
(vi)   To ensure human resources development
(vii)   To hold sections, structures and other bodies of Amnesty International accountable for their functioning by presenting reports to the International Council
(viii) To perform the other functions conferred on it by the Statute.

The primary functions of the Chairs Assembly (formerly Chairs Forum) are:

(i)   To give advice and recommendations to the Amnesty International movement and the International Board on matters related to the governance of Amnesty International and controversial issues
(ii)   To contribute to building the capacity of Chairs of sections, structures and other bodies of Amnesty International
(iii)   To build relations among sections and structures and provide an open space for debate on common issues
(iv)   To undertake other tasks and make decisions delegated to it by the International Council.

The following committees report to the International Council:

(i)   Membership Appeals Committee
(ii)   International Nominations Committee (identifying candidates for all international positions)

The following committees report to the International Board:

(i)   Governance Committee (governance reform)
(ii)   Board Development Committee (governance capacities)
(iii)   Remuneration Committee (executive pay oversight)
(iv)   Finance and Audit Committee (financial oversight - includes two directly elected members who report directly to the International Council
(v)   International Board payments committee.

4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the

reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives.

The Chair of the International Council is non-executive and appointed by the previous International Council Meeting. Members of the International Board are non-executive and elected at International Council Meetings. The day-to-day affairs of Amnesty International are conducted by the International Secretariat headed by a Secretary General under the direction of the International Board.

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

The current International Board has 10 unpaid non-executive members (9 elected and 1 co-opted member). Details of these 10 International Board members can be found at: http://www.amnesty.org/en/who-we-are/our-people/international-executive-committee.

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

Members and staff can provide recommendations and feedback directly to the International Board at Internationalboard@amnesty.org

However, the majority of members' recommendations are channeled through their section/structure's representatives to the biennial International Council Meetings.

Key topics discussed at the International Council Meeting in August 2011, provided in Amnesty International's last charter submission, are listed below with details of subsequent decisions or implementation carried throughout 2012.

Issue	Decision or outcome / Implementation
Detention or imprisonment of conscientious objectors	A study into Amnesty International policy on conscientious objection, including the detention or imprisonment of total objectors, regardless of whether or not alternative service is of a punitive nature, has been undertaken and has been shared with the movement
Children's rights	Amnesty International continues to work on children's rights, with key advocacy, activism and campaign initiatives spread across several critical thematic pathways, including the justice system, abolition of the death penalty, armed conflict and internally displaced and refugee children
Climate change and human rights	The International Secretariat will continue its work on these issues, with particular focus on the rights violations associated with the extractive sector and Indigenous Peoples, attacks on climate change activists, and on developing a legal framework that will allow communities and states to prevent further damage and claim effective remedy
Rights to access to life-saving drugs (AIDS) and medical procedures (abortion)	Amnesty International will continue to respond to opportunities to promote the right to health including access to essential and life-saving medicines and treatment. As we develop future priorities, we will consider whether this area should become a priority.
Strategy of country and thematic	Amnesty International continues to implement strategic country and thematic

coverage	coverage where our approach to global human rights work is set out in our critical pathways, country prioritization process, global campaign strategies, the Annual Report and the operational plan. This global approach is strengthened now with regional strategies and the expanding focus sub-regional focus in the regional offices
Policy for accepting government funds	A comprehensive report on Amnesty International's receipt of government funding was commissioned. The Senior Leadership Team, the Finance and Audit Committee reviewed the resulting recommendations and a final set of proposals was provided to the International Board. The Board decided not to revise the current policy
Strengthening partnerships between local groups of different national entities	Due to resource limitations a smaller scale pilot at section level has been mooted.
Implementation of Gender Action Plan and Roadmap for Diversity	A Guideline on gender mainstreaming has been circulated. Opportunities to check on progress across the movement includes the 2013 ICM
Payments to former Secretary General and former Executive Deputy Secretary General	Decisions and implementation processes are more fully described in 4.5
Development of global operational and governance standards	Decisions and implementation processes are more fully described in 4.8
Establishing new entities in countries with no physical presence	Significant work has been done, and new forms of presence include international members, affiliation, partnership, virtual sections and deferred self-governance entities. An evaluative consultation has been conducted by the International Board in order to guide next steps
Defining the authority of the International Board in case of crisis of a national entity	Amendments to the Amnesty International Statute were made and the new version can be found on our website http://www.amnesty.org/en/who-we-are/accountability/statute
Inclusion of external governance experts	External expertise is sought on a range of committees and advisory groups including the Board Development Committee, the Governance Committee and the Conflict Management Assistance Group. External advice and peer review, for example with the International Civil Society Centre and its network of governance experts, is regularly used for the development of governance policies and systems
Clarification of International Board nomination and election processes	Amendments to the Amnesty International Statute and ICM standing orders have been made
Implementation of a 2-year "cold" period between being board member and senior salaried staff	New rules have been absorbed into the existing conflict of interest policy which is now fully operational. Implementation processes are more fully described in 4.6

The movement also routinely consults members and staff on key policies and strategies between biennial International Council Meetings using a wide range of channels from formal submissions to face-to-face forums. One such forum is the Chairs Assembly.

4.5 Remuneration

The members of the International Board do not receive remuneration from Amnesty International.

Following the recommendations of the interim Independent Review of payments by Amnesty International to its former Secretary General and Executive Deputy Secretary General in 2009, the International Council Meeting of 2011 instructed the International Board to establish a Remuneration Committee, with an external advisor, to advise on aspects of pay and benefits for the Secretary General and Senior Leadership Team.

The four-person Remuneration Committee was established in late 2011. The International Board maintains oversight of the work of the Committee and leads on the assessment of its effectiveness.

In 2012 the Remuneration Committee has:
- Established principles underlying the Remuneration Framework for the Secretary General and the Senior Leadership Team. These are: pay philosophy, rigour, performance, governance.
- Recommended salary levels in line with the framework, as well as the results of a market benchmarking exercise completed by an independent consultancy, and the results of qualitative feedback on the relative specificity of Amnesty International's senior leadership arrangements
- Determined mechanisms for reviewing the remuneration arrangements against performance conditions. These performance conditions are to be reviewed within the wider processes of reviewing International Secretariat staff appraisal framework. The committee has also determined mechanisms for exceptional arrangements, including exit payments for Senior Management, and compromise agreements with other staff, using objective processes to avoid conflict of interest issues. These processes include the use of external remuneration experts as required, as well as induction and training for new and existing Committee members.

High-level information on senior management remuneration is included in annual statutory accounts of Amnesty International Limited.

4.6 Conflicts of interest for governing bodies

The conflict of interest and conflicts of duty policy applies to all decision makers within the Amnesty International movement, including the International Board. The policy framework presents definitions and standards for what constitutes conflicts of interest, and sets out procedures or 'rules' for example, documentation of incidents. As a result of the 2011 ICM, the rules were extended to include more detailed eligibility criteria for senior salaries staff or board positions (see 4.4).

During 2012 the movement widely consulted on the development of core standards (see 4.8). These require Amnesty International entities to adopt conflict of interest policies that outline procedures for declaration, exclusions from decisions and sanctions for breach of policy.

4.8 Internally developed codes of conduct.

Following a decision taken at the 2011 ICM, Amnesty International has developed core standards, in support of sustaining and maintaining our One Amnesty vision. This vision seeks to ensure coherence and consistency across the movement and to advance Amnesty International's values, identity, policies, strategy and actions.

Amnesty International's values require its policies, processes and practices to be models of impartiality, democracy and mutual respect. Our impact upon human rights is enhanced if all entities reflect these values in governance, management, human resources and people management.

In 2012, Amnesty International commenced a substantial internal consultation process, on the principles over the development and implementation of the core standards (standards only where absolutely necessary; progressive implementation and improvement; developmental, not punitive), the content of the core standards, and the means of assessing, monitoring and reporting compliance within the Amnesty International movement.

The results were shared at the 2013 ICM with implementation to follow.

4.10 Evaluation of the governance body

The biennial ICM elects the members of the International Board to office. The International Board members' four-year terms are staggered, with half the members up for re-election at each ICM. Each member is eligible for re-election for a maximum of two consecutive terms. The International Board meets at least two times during any one year and in practice meets at least four times a year. The International Board is accountable to the International Council.

Following extensive reviews of Amnesty International's global governance in 2010 and in 2011, much work has been done to assess the skills of the International Board in 2012, including assessments on a range of technical competencies (including activism, gender mainstreaming, human rights, human rights fieldwork and international development) and generic competencies (including organizational awareness, vision, strategy and change, positive impact and influence and leader insight).

This self-assessment enables the International Board to make informed decisions about co-option and its own skills development, and the framework supports the processes for international nominations.

In line with the provisions for board renewal, the International Nominations Committee has also developed a Competency Assessment Framework for the International Board. This has been created as a result of a self evaluation on individual and group skills, and augmenting this self-assessment with feedback from the International Secretariat Senior Leadership Team.

Looking ahead, an associated competency assessment framework matrix is being tested to assess whether such a tool can guide the electorates' ability to make an informed choice in choosing an International Board with a suitably diverse mix of skills, experience, abilities and backgrounds.

In addition, a governance programme has been established to define and support a governance work plan. While essential preparatory work, including recruitment, has taken place in 2012, the substantive governance work is due to start in 2013 and this includes International Board skills development, greater governance delineation and greater clarity in the distinction and relationship between strategic governance and operational management, the functioning of committees and improvements to accountability. The draft core standards (see 4.8) also require Amnesty International entities to set annual board review processes.

4.14 List of stakeholder groups engaged by the organization.

Amnesty International's key stakeholders are individuals at risk and their families, human rights defenders, non-governmental and community organizations and coalitions, members and supporters, activists, volunteers, governments and international organizations such as the United Nations.

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

Individuals, defenders, groups or communities that we work with (arising from human rights violations or threats that they have experienced) are identified through our research, contacts and partners at national level. In the first instance this is usually by the country team of the International Secretariat, or by our section/structure colleagues.

Country-level strategic partners are identified and supported by the country and strategic partnerships teams. Criteria for relationships are based on our shared human rights priorities and agreed plans for joint work that is mutually reinforcing and of added value to partners and human rights goals we share.

We target key governments and intergovernmental bodies to pressure them to promote human rights or to expose how their actions undermine respect for human rights. We work with key international and regional human rights bodies and mechanisms such as the United Nations (UN) Human Rights Council, UN treaty bodies and special procedures and the regional human rights courts and mechanisms.

Additionally we work with political and legal bodies such as the UN Security Council and the International Criminal Court as well as the European Union, Council of Europe, ASEAN and Arab League. Our engagement with each of these institutions is based on our priorities and assessment of the impact these institutions can have in the promotion of human rights.

4.16 Active communication with stakeholders.

Members and activists: Amnesty International engages with members and activists in processes explored in detail in 4.4 and NGO1.

Individuals at risk, communities and human rights defenders: Amnesty International engages these stakeholders via the application of active participation frameworks detailed in NGO1, NGO5 and the participatory approaches embedded in our impact assessment work, which are detailed in SO1.

Non-governmental and community organizations and coalitions: Active engagement is largely channeled through processes outlined in both NGO1 and NGO6.
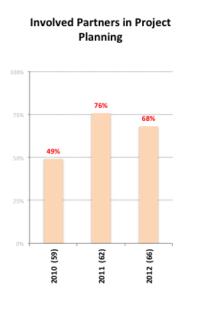
Staff and volunteers: Engagement occurs through a range of processes detailed in 4.4 and NGO9.

Governmental and international organizations: The capacity for project managers to identify key allies and key targets through extensive stakeholder mapping is built through bespoke campaign training.

Engagement with allies and targets is always guided by the application of policies, guidelines and processes complemented by an internal approval process and project review system to ensure that issues are objectively researched and presented for due consideration in research, campaign or advocacy materials or activities in order to generate appropriate action.

Data on Performance

Indicator 1: (NGO1) Involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.

A wide range of partnerships and stakeholder relationships continue to be managed throughout the organization, to varying degrees of formality dependent on the nature and scale of the work. Human rights defenders, rights-holders, national, regional and international organizations work with Amnesty International on an ongoing basis and on specific issues & cases.

Involved Partners in Project Planning

Amnesty International consults external stakeholders in its work on specific countries, advocacy and campaigning. Based on the context and in particular safety concerns for partners, Amnesty International collaborates with partners publicly or privately to carry out effective research, advocacy and campaigning.

There are examples across the movement of communities leading on campaigning work. For instance, in our work on corporate accountability and the rights of Indigenous Peoples in Orissa, India, Amnesty International has worked closely with the Indigenous Peoples directly affected by the proposal to carry out mining in the Niyamgiri hills, activists and organizations at the local, Orissa state, national and international levels. Rights holders are now systematically involved in all campaigning process at AI Burkina Faso, such as analysis of human rights issues in focus groups in local languages, assessment of what change is needed, and planning and implementation of campaign activities. In Sierra Leone, the whole concept of campaigning and activism has transformed - it is the communities that plan and undertake activities with support from the national office. In Ghana rights holders have been participating in the planning, implementation and evaluation of Amnesty International's campaign on forced evictions, this last also at regional level. In Europe, Roma communities have been participating in Amnesty International's work on forced evictions among Roma in Romania and on the right to education in Slovakia. [Also see NGO5 for more details on Roma community involvement in campaigning]

Working in partnership can bring up challenges at times, for example in agreeing specific policy positions across diverse groups. Reported data from across the movement shows a decrease in Amnesty International entities involving partners in project planning (from 76% of entities in 2011 to 68% in 2012). This demonstrates that the level of engagement of partners and rights holders varies depending on the nature of campaigning projects, even if the overall trend over the last three years has been positive.

In 2012, Amnesty International continued to invest in building the capacity of our staff at the International Secretariat and sections for the purposes of deepening critical engagement on the use of participatory approaches and methodologies in research and campaigning work with partners and people whose human rights have been abused. This is integrated into essential training, including the

core research methodology training, and offered as specialist stand-alone training. The training is highly analytical reflecting on the use and limitations in the uses of participatory methods.

It is this critical engagement that will deliver a more sustainable and deepening participatory approach, rather than deliver simple quantitative increases. In a survey carried out in early 2013 and responded by 42 staff from 32 different entities and the International Secretariat, 83% of the respondents reported changes in the way they did campaigning work with rights holders and/or activists.

To further deepen the approach, in December 2012, the International Secretariat also completed a set of guidelines for the movement to support partnerships in campaigning, covering areas such as identifying potential partnership relationships, risk assessment, relationship management, and exiting partnerships responsibly, as well as core principles and case studies. These guidelines will be rolled out through 2013 and 2014, using new global campaigns as the main vehicle. Complementary to this, Amnesty International is also in the process of finalizing a guidance document for staff engaged in research on the appropriate use of participatory methods while undertaking ethical investigations to verify human rights abuses.

Indicator 2: (NGO2) Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.

Amnesty International recognizes that those with and for whom we work may have cause to raise complaints about the organization; and that they have the right to do so, to receive a formal response and to have their concerns addressed where these are shown to be well founded.

	2010	2011	2012
Complaints filed	1,592	4,513	1,478
Complaints resolved	1,414	4,461	1,425
% resolved	89%	99%	96%

In order to improve how the International Secretariat handles formal complaints, in 2012 we developed a new set of Complaints Guidelines, which were put into force on 1 January 2013, which sought better to clarify procedures. The development process has highlighted some challenges, including definitions.

 The nature of Amnesty International's work is to report on human rights violations and campaign for justice. This includes putting the spotlight on perpetrators, evidencing their culpability and calling for redress. Our public statements are meant to be challenging, and can cause differences of opinion. One of Amnesty International's core principles is impartiality.

Yet when our work on one particular issue is highlighted publicly it can create the impression that we are focussing on one implicated party rather than another. Even when this is not the case, parties who have been criticized (or those who support governments, groups or individuals who have been criticized) may often feel aggrieved at Amnesty International's focus on a given set of violations.
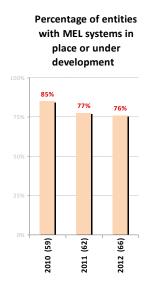
Amnesty International also frequently receives correspondence about our lack of attention to a particularly case or issue. We have finite resources and in our planning, implementation and review, make difficult choices around priorities about how to deploy those resources.

To help the International Secretariat operate within our internal Complaints Guidelines, we draw a distinction between communications which fall into the above categories – where we can evidence our sources and the robustness of our analysis, or where we can point to our broader work on a particular issue to demonstrate our impartiality – and complaints and feedback that fundamentally call into question our analysis – such as factual inaccuracies – or our ways of working. If valid, after a suitable scale of review, there is an appropriate response and resolution.

The guidelines have been widely shared with the movement in order to build and shape appropriate feedback and complaints policies and procedures among entities. 61% of entities have developed processes in 2012, and 96% of all instances of feedback and complaints were resolved.

Looking ahead, and in support of the larger change processes within Amnesty International, we are reviewing the feedback and complaints process at the International Secretariat in order to ensure best fit for a different operational structure. Results of this review and resulting recommendations are expected in 2013.

Indicator 3: (NGO3) System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.

Percentage of entities with MEL systems in place or under development

Monitoring and evaluation of our work is essential for ongoing learning to improve the effectiveness and impact of our work, as well as for accountability. The framework we use is called the Dimensions of Change – an organizational framework for framing expected changes and aggregating achieved results, reflecting our theory of how change happens.

This framework allows us to aggregate the cumulative progress of multiple projects in the same thematic area, helping us improve our strategies for how we work on the ground as well as plan for projects in the future. Within our International Secretariat, we have a six monthly monitoring and reporting cycle. Every six months we reflect on how projects are progressing, what has been achieved and whether changes are needed.

This reflection is captured in a projects database and used to develop aggregated reports on our work. This monitoring occurs at multiple layers – the teams who reflect and prepare the reports, then line managers who review these, then leads of our thematic critical pathways who analyse for trends across multiple areas, and then the Strategy and Evaluation unit, the central unit responsible for monitoring and evaluation.

Reports are then discussed by the Senior Leadership Team and shared with our International Board. Following this, they are shared widely across our offices and inform project reviews taking place over this period.

The Dimensions of Change framework is also used for one-off evaluations and assessments that are conducted internally or externally on a project or programme of work. During 2012, we conducted such evaluations on our Africa Human Rights Education project, Forced Evictions and Right to Housing Campaign in Nigeria, and internally, on our operational planning process. Findings are circulated and usually shared on our website.

The overall aim is to facilitate organizational learning. An example from this period is the evaluation of our operational planning process, which identified a variety of areas for improvement, including on clarity of roles within the process, decision-making, and a number of issues around integration – between the planning and budgeting process, between functional areas within the International Secretariat and between the International Secretariat and sections. These have informed considerable changes to the planning process for our next operational plan, including the appointment of Planning Leads, facilitating cross-functional planning discussions and regional meetings with sections.
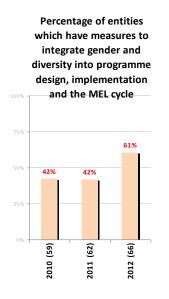
In this period we have also developed more structural mechanisms to stimulate change based on evaluative learning. A management response is prepared on an increasing number of evaluations, including an action plan. In 2012 we developed a system of aggregating the commitments made in the management responses every six months and providing an update to the Senior Leadership Team and staff on actions that have been taken. This is an important way to try to embed learning, although it is too early to be able to assess its effectiveness.

We are also increasingly tracking progress against a set of organisational Key Performance Indicators. These are structured functionally (human resources, finance, governance etc) to provide a different angle of monitoring. During 2012 these were developed in seven areas and are tracked quarterly by the Senior Leadership Team and International Board. More work is to be undertaken to embed these further into each area of work and into the overall reporting system.

Our sections use the same Dimensions of Change framework as the basis for assessing impact, but have different regularity, scope and format for their reports. In 2012, 76% reported having a monitoring, evaluation and impact system or developing one. We will continue to support the development of more systems appropriate to the size and resources of the section. While assessment at a specific project level may be possible, aggregation across diverse and complex areas that are not comparable becomes very challenging. Although complex, we recognize the need to expand and develop our methodologies (including through a likely partnership with academics in 2013).

Currently most entities use similar processes to International Secretariat – meetings, reviews, reports and dashboards – to analyse data and make adjustments, usually twice yearly. This information is available for staff and their Board, with some sections reporting also sharing this detail with members and partners or consulting with stakeholders before implementing changes. To ensure some core information can be aggregated across a complex organisation, we have an annual report – detailed in 3.8 - which collects key information at entity level. There are some challenges however with consistency of data and the depth of information, especially about effectiveness of work and impact, and we are therefore looking to review this in 2013. Our aim is to produce a consolidated report in 2014 for our work over the 2012-13 operational plan period.

Indicator 4: (NGO4) Measures to integrate gender and diversity into program design, implementation, and the monitoring, evaluation, and learning cycle.

Percentage of entities which have measures to integrate gender and diversity into programme design, implementation and the MEL cycle

Year	Percentage
2010 (59)	42%
2011 (62)	42%
2012 (66)	61%

Amnesty International continues its commitment towards creating a respectful and enabling welcoming environment that promotes inclusiveness and equality. We aspire to achieve this through a dual approach. We engage with the human rights priorities of the movement to embed gender and diversity goals, indicators and monitoring techniques and drive forward Amnesty International's human rights policy by conducting specific pieces of scoping and research on gender and diversity, largely through a capacity building approach. This is complemented by our work on organizational structures and processes, such as supporting a core policy framework, which includes cultural diversity and equal opportunity, flexible working, sexual harassment, and other more strategic projects.

Following the decision to implement a Gender Action Plan and a Roadmap for Diversity at our International Council Meeting in August 2011, we conducted a survey and in-depth interviews among a sample of sections and structures (21 out of 68 participated) to gauge the gender and diversity situations across the movement (as outlined in our 2011 INGO Accountability Charter report). Issues covered include gender mainstreaming and diversity inclusiveness in terms of our governance system, work processes and people (members, staff). This has shaped the design of the operational details, including implementation guidelines and progress indicators, to roll out both the Gender Action Plan and Roadmap for Diversity in 2013. Looking ahead core policies, mechanisms and monitoring techniques for gender and diversity mainstreaming are to be integrated into core standards for all Amnesty International entities in 2013.

Wider initiatives were still pursued in 2012, including the waiving of membership fees, which enables us to increase engagement with socio-economically disadvantaged groups such as poor women who cannot afford membership fees, transgender and intersex individuals, illiterate persons who cannot fill out membership forms or follow documents and governance processes. Amnesty International recognizes these are long term change processes as is borne out by the data presented in LA13.

We also continue to invest in the Africa Women and Leadership Working Group which was launched in 2011 to strengthen women's leadership at the governance level among our entities in Africa, and there are slight increases to the number of women represented on national boards and holding the position of chair overall. Gains have also been made in 2012 in terms of the number of Amnesty International entities responding to this area of work - 61% have integrated gender and diversity into their project cycle.
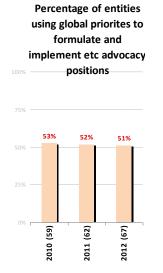
The recently revitalized International Women Human Rights Network also continued to provide feedback on gender integration into the operational and human rights work of Amnesty International. The Coordinating Committee of the International Women's Human Rights Network met in 2012 to formalize the workplan of the Network and priorities for the year

The International Secretariat is also planning to undertake a Gender and Diversity survey internally to get baseline information as we move on with our decentralization and change process. This will guide us on the gaps within the International Secretariat and help us take proactive measures to overcome the same. A programme manager is currently being recruited to manage this initiative and we expect that the programme manager will be in post in 2013.

Indicator 5: (NGO5) Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.

During 2012, Amnesty International delivered several large-scale campaigning and advocacy initiatives (hereafter 'campaigning'). The first was the fulfillment of the global campaign for an Arms Trade Treaty in March, discussed in more detail in our 2011 INGO Accountability Charter report.

Percentage of entities using global priorites to formulate and implement etc advocacy positions

This was the successful culmination of a decades-long civil society effort. We worked with a wide range of civil society to refine and promote policy, advocacy and campaigning calls, guided by research, throughout the negotiation process.

We also delivered effective campaigning in Europe on the issues of forced evictions and discrimination working closely with Roma communities. This work sits within a wider critical pathway (the creation of which is also discussed in the 2011 report), which defines the scope of our research, campaigning and advocacy work on housing rights to 2015.

The critical pathway model also creates a new space for integrated working, guiding research, campaign and advocacy work, and support to individual cases, towards specified thematic goals at planning and (6-monthly) review stage. Although most of our work is grounded in established policies, periodic review gives space to examine actual policy positions throughout the lifecycle of a campaign and to amend and adapt our public calls to be most effective according to multiple perspectives, including those of the communities with whom we are engaged.

This way of working is designed to deliver more impact. For example Amnesty International and Roma communities shaped and aligned local and global action during Amnesty International's annual Write for Rights action, which featured the Coastei Street Community in Cluj, Romania alongside 11 other cases. In December 2012, 92,722 actions were taken in 32 countries around the world aligned closely with local activism by the Coastei Street community, partner organizations, and local and international activists on the ground, to mark the two year commemoration of the forced eviction of the Roma community from Coastei Street. Well coordinated international campaigning has increased our strategic engagement - key allies within international organizations have noted that strength in the international consistency of Amnesty International's campaigning agenda and approach on housing rights.

All parts of the Amnesty International movement are expected to engage in global campaigns and there are strategy documents to inform their engagement. For regional or national campaigning initiatives,

entities can assess where strategic engagement would be helpful to achieving agreed external objectives. In both instances, global teams based at the International Secretariat provide support on core strategy, policies, tools and guidelines to ensure national sections have the information needed to take those decisions at planning and implementation stages.

However, we recognize more should be done on increasing alignment in our campaigning (with just over half of our entities aligning themselves to our global priorities. In 2012, we embarked on a new approach for designing and delivering campaigns that allows for structured collaboration across the movement.
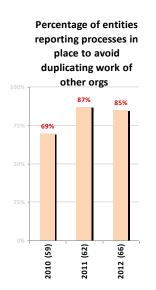
We reviewed our global campaigns and approach to campaigning over the past several years, and as a result recognized the need to better define 'a campaign' in relation to other approaches to implementing human rights work, to clarify processes for campaign design and delivery and exiting (this last building on our careful application of exit strategies at individual case level, described in our INGO Accountability Charter 2011 report), including which stakeholders should be involved and how and when they should be involved, and to improve overall monitoring and evaluation.
Amnesty International has clarified the basic elements of a campaign. We have developed new principles and criteria for deciding which areas of our human rights agenda to design as campaigns, including a narrower focus on clearer objectives, issues of relevance, our added value, and political opportunity, identified exits, among others. Each of these pieces of work were developed in collaborative working groups comprising staff from the International Secretariat and sections.
This new framing will enable us to collaboratively develop two new global campaigns from 2014. In 2012 we established a Steering Committee drawn from our entities, including the International Secretariat, who guided all work including a scoping process which involved discussions with partners and rights-holder groups on the ground, where applicable. Consultation with the wider movement, including workshops, and surveys involved members, staff and boards, and relevant national partners.

In 2013, Amnesty International will be moving into the strategy development phase of these campaigns. The strategy development process includes widespread collaboration with international and national partners, human rights defenders and a range of internal stakeholders inside the International Secretariat and Sections. These stakeholders guided an initial process using the criteria to analyse for well-developed programmes of global work; with established policy positions; sound research; and agreed a shortlist for further scoping. It is expected that the final strategies will be completed in September 2013.

Indicator 6: (NGO6) Processes to take into account and coordinate with the activities of other actors.

Amnesty International proactively works with partners on all of our campaign initiatives.

As part of our operational planning process the development of campaign strategies and plans is required to identify and consult relevant stakeholder organizations and groups working on similar issues. The majority of our entities (85%) report having systems in place to consult stakeholders to avoid duplicating work. This typically involves identifying potentials, overlaps and gaps with our partners. Furthermore we often embark on joint initiatives with other NGOs, and participate actively in the global and national coalitions that are focusing on our priority areas of human rights work.

Percentage of entities reporting processes in place to avoid duplicating work of other orgs

	2010 (59)	2011 (62)	2012 (66)
	69%	87%	85%

However, it is not possible to fully ascertain how consistent or meaningful such consultation is across all countries of work. Amnesty International wishes to improve the standards through which it holds the movement to account for meaningful participation of other actors (including rights holders themselves) in planning processes. Some of these issues and solutions are discussed in more detail under SO1.

While we do not currently have in place any formal processes to promote learning from the work of others, informally we discuss and incorporate learning from other organisations and partners as available and relevant or take strategic opportunities to asses our work in this area. For example, our Strategic Partnership work, which has enabled Amnesty International to develop collaborations with civil society partners in countries where there are no sections, was reviewed in 2012.

Lessons learned, including integrated ways of working to address internal barriers to effective partnership working have already been incorporated in processes for operational planning and into the structures and processes of the new regional offices of the International Secretariat.

Indicator 7: (NGO7) Resource allocation.

Almost all our funding is from members and individual donors. A part of this income (which is largely sourced at the national level) is contributed to the international movement, according to a formula and system agreed by our members through the International Council Meeting.

All entities allocate resources according to budgets developed through planning processes framed by our globally agreed strategies. These are approved by each board, which has oversight of spending. Internal financial controls within each national entity are in place to ensure that expenditure is made in accordance with relevant legal requirements, as well as with internal operating policies. These are subject to full independent external audit as required by national laws and these statements together with independent auditors statements are all published in the relevant jurisdictions.

A combined international set of figures is prepared to provide transparency on the full scale of operations of the movement internationally. As national legislation varies, national reports are not directly comparable. For the purpose of combined financial reporting, however, the International Financial Reporting Standards (IFRS) are used as the reference standards. A common financial reporting framework, including a Common Chart of Accounts (COCOA), has been developed and is being rolled out incrementally across offices, with support and training provided. It is now used to report on over 95% of the total movement's financial resources. This will enable improved reporting of internationally combined figures, through implementation of common reporting standards and definitions.

The allocation of movement resources is approved by the Finance and Audit Committee and International Board. This includes the budget for the International Secretariat and support to some sections, largely in the Global South. During 2012 improvements were made to how these allocations

were made, through a new Resources Allocation Mechanism. This is now coordinated by the Strategy and Evaluation unit to ensure a closer strategic alignment in the allocation. Further improvements are planned for 2013 to improve the quality and consistency of information on which decisions are made.

Within the parameters set by the International Board, the Secretary General makes these decisions, advised by the Global Management Team (made up of Directors of sections and structures), and a committee of relevant managers within the International Secretariat. An evaluation will be conducted of the Resource Allocation Mechanism once the new processes have been bedded down adequately to gain greatest benefit from the reflection.

The movement is accountable to its members and donors for the financial resources that have been entrusted to us to achieve human rights impact as well as being accountable to those on whose behalf we work - rights holders and human rights defenders - and the general public. The new resource allocation mechanism will enable us to better demonstrate how we have expended our resources globally, including the relative spend in the Global North and South.

Indicator 8: (NGO8) Sources of funding by category and five largest donors and monetary value of their contribution.

Of the €238.6 million global income in 2012, 97% was unrestricted. The 3% restricted income came mostly from governments (human rights education only) and trusts and foundations. The table below shows the breakdowns by income source of Amnesty International 2012 global income.

2012 Income Source	EUR (million)	%
Membership fees and donations from the public	180.6	76%
Legacies	16.5	7%
Trusts and foundations (unrestricted)	7.3	3%
Major donors (unrestricted)	8.6	4%
Governments (non-grant)	1.9	1%
Corporations (unrestricted)	1.4	1%
Restricted income *	6.9	3%
Events and merchandise	7.7	3%
Gifts in kind	0.9	0%
Investment	1.6	1%
Others	5.3	2%
TOTAL	**238.6**	**100%**

 * Restricted income includes revenue from diverse sources like trusts and
 foundations, corporations, major donors

The five largest donors in 2012 accounted for 3.5% (€8.4 million) of our 2012 global income.

2012 TOP 5 Donors	EUR (million)

Dutch ZIP-Code Lottery (Netherlands)	3.6	
Gift Aid Claims from HMRC (UK)	1.7	
Anonymous donation (Switzerland)	1.6	
DFID (UK)	0.9	
Social Department	0.6	
	8.4	

Of the €242.7 million global expenditure in 2012, 43% was spent on human rights programming (research, campaigns, communications and publications), 27% on general management, administration and governance, and 30% on fundraising to recruit new members and donors.

There are some inconsistencies across our entities regarding how expenses are apportioned across core activities – improving this and setting targets for resource allocation are planned for the future.

2012 Expenditure	EUR (million)	%
Programme (research, campaigns, communication, publications)	105.4	43%
Fundraising	73.6	30%
General Management and Administration	59.7	25%
Governance *	4.0	2%
TOTAL	**242.7**	**100%**

* The variance in governance spend from 2011(EUR 7mn) has been caused by a change in internal reporting format (this is not an actual decrease in governance activities)

Indicator 9: (NGO9) Mechanism for workforce feedback and complaints, and their resolution

Amnesty International's largest entity, the International Secretariat, has an individual grievance procedure that includes a comprehensive investigation and appeals procedure. As discussed earlier, core standards now require Amnesty International entities, as a minimum, to set forth processes with which staff can raise grievances and formal concerns. Looking ahead, a new whistle-blowing policy is planned for rollout in 2013 that will clarify Amnesty International's commitment to achieving the highest possible standards of openness, honesty and accountability, where individuals can report legitimate concerns in confidence. Core standards also require Amnesty International entities to ensure they have in place, and are compliant with, robust whistle blowing policies at national level.

During 2012, feedback from staff regarding the current organizational change processes led to new ways of seeking staff involvement. This informed the development of a detailed consultation process to be implemented in 2013 related to changes in individual roles. It also includes running focus groups to allow staff to feedback to the organisation and in 2013 the International Board will be meeting with staff on a regular basis to receive feedback and engage in discussions. The Senior Leadership Team and the Secretary General will also be having regular informal lunches which staff are actively encouraged to attend to engage more informally.

Core standards also articulate minimum communications principles with stakeholders for Amnesty International entities. In 2012, there was also work to initiate a Staff Council, to be formalized in 2013. Its objectives are to promote and maintain good employee relations between Amnesty International and its staff, providing a forum to enable staff to contribute to support the positive development of Amnesty International, provide a joint consultative mechanism through which management and staff jointly examine and discuss issues of mutual concern, and seek acceptable solutions to problems through a genuine exchange of views and information. In 2013, we will also pursue developing a staff engagement survey to enable evaluation of staff engagement and motivation levels.

In addition to this, the Amnesty International Recognition Agreement with Unite the Union, which was renegotiated in 2011, includes a Collective Disputes procedure, comprising several stages and processes. Resolution is actively sought at each stage, including the use of third party conciliation services, and arbitration. The agreement requires that the status quo be maintained until the dispute process is exhausted. 68% of global staff are similarly covered by collective bargaining arrangements

Indicator 10: (EC7) Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.

Our sections and structures, both in the Global South and Global North, are almost always staffed by locals, including the Directors (head of the entity). Less than 5% of Directors are not local residents.

The International Secretariat's staffing composition in all of our office locations is expected to reflect the diversity of the movement. Around half of the over 460 London-based International Secretariat staff, including management, are of non-UK origin. Staff members in other offices of the International Secretariat (comprising some 70 staff) are in the main locally hired, as it is essential that posts are filled with people who have local expertise, with only a few staff hired internationally where it was difficult to find skills and expertise locally.

The lead managers of the International Secretariat's international offices outside UK are in the majority from the country where the office is located or from within the region. Moreover, the Brazil and India offices, set up from late 2011 and early 2012, have been staffed wholly within country to date. Therefore, overall in 2012 we had a very low level of placement of expats into these offices.

However, looking ahead, these statistics may fluctuate. As part of strategies to move more of our London based staff to regional offices around the world, we will advertise locally and regionally. This will be balanced with our obligation to provide redeployment opportunities for current International Secretariat staff and any operational necessities.

Indicator 11: (EN16) Total direct and indirect greenhouse gas emissions by weight.

As our operations do not involve direct emissions, our carbon emissions tracking focuses on indirect emissions of CO2 via our office energy use (electricity and gas) and business travel (air, car, public). These are Scope 2 and Scope 3 respectively under the following definition:

Scope 1 – Direct emissions: Resulting from activities within the organization: company vehicles, manufacturing, on-site fuel combustion

Scope 2 – Indirect emissions (electricity & heat): Electricity, gas, oil etc purchased and used by the organization

Scope 3 – Indirect emission (other): Employees business travel, outsourced transportation, waste disposal, water use, employee commuting

To report on office energy carbon emissions, each reporting entity collects energy usage information from their electricity and gas utilities and converts it into metric tonnes of CO2 using the following formulae (www.climatecare.org):

Electricity: 1 kWh = 0.0005246 metric tonnes of CO2

Gas: 1 Btu = 0.000000053808 metric tonnes of CO2

To estimate carbon emissions related to business travel, each reporting entity collects travel distance information either in-house or from its travel agency and uses the following formulae to convert distances into metric tonnes of CO2 (www.climatecare.org):

Air travel:

1 mile = 0.00024 metric tonnes of CO2

1 km = 0.00015 metric tonnes of CO2

Car:

1 mile = 0.00034 metric tonnes of CO2

1 km = 0.00021 metric tonnes of CO2

Public (train, bus):

1 mile = 0.00010 metric tonnes of CO2

1 km = 0.00006 metric tonnes of CO2

Reported emissions in 2012

The method of calculating total emissions for the movement involves extrapolating the emissions of the 26 largest entities. Of the 26 entities that are required to report on their 2011 emissions, 17 reported on office energy CO2 emissions and 16 on business travel CO2 emissions as follows:

Scope 1: N/A

Scope 2: $tCO_2e = 2,532$

- The International Secretariat was by far the biggest contributor of CO_2 to this total, emitting 669 tCO_2e or 26.42% of the total. However, the International Secretariat does have 33.83% of the total headcount of the reporting entities, i.e. 543 Full Time Equivalent (FTE), giving 1.23 tCO_2e/FTE. The next largest office, AI UK which has 189 staff, i.e. 11.78% of headcount of reporting entities, accounts for 355 tCO_2e which is 14% of the total emissions.

- The next biggest contributor was AI Australia emitting 426 tCO_2e. This is 16.81% of the total but with only 5.2% of the workforce. This equates to 5.07 tCO_2e/FTE. It is unknown whether this is due to the climate and more intensive use of A/C, the efficiency of the building, staff behaviour, or other factors. This is a rise of 138.70 tCO_2e or 48.33% on 2011 office totals.
- AI USA was closely behind AI Australia as the third largest contributor: 421 tCO_2e, 16.63% of the total or 4.34 tCO_2e/FTE.
- Across the entities, there has been an increase of 188.35 tCO_2e or 8.04% from 2011-2012

Scope 3: tCO_2e = 2,185

We then estimated the movement's total CO2 emissions (all entities) in 2012 by dividing these two numbers by the respective %s of the movement's total number of staff accounted by these reporting entities (68% for office energy, 58% for business travel):
- Scope 2 or Office: 3699 metric tonnes of CO2
- Scope 3 or Travel: 3791 metric tonnes of CO2

2012 Estimated Total (office + travel): 7490 metric tonnes of CO2

Indicator 12: (EN18) Initiatives to reduce greenhouse gas emissions and reductions achieved.

CO2 Reduction Initiatives in 2012

Many entities have reported initiatives to reduce emissions in 2012. Some entities report adaptations to their buildings and office practice. Other entities report changes to their travel practice, including fewer AGMs and more teleconferences in place of face-to-face meetings.

For example, AI USA continues to increase the use of video conferencing to eliminate staff travel. One to two major meetings will be converted to biannual events to further decrease staff travel and CO2 emissions. AI USA also benefits directly from efforts by building services to improve green initiatives. Printed material is being reduced, controllable light switches and sleep modes on machinery are being employed to reduce usage during idle times. AI USA also continues to "right-size" physical office space which in turn reduces use of fossil fuels and carbon footprint. AI USA achieved a reduction of office tCO_2e from 525 tCO_2e in 2011 to 421 tCO_2e in 2012, a fall of 19.81%; AI Germany 2.39 tCO_2e or 2.61% reduction; AI Japan 0.30 tCO_2e or 2.80% reduction. AI Japan reports setting the maximum temperature of the air conditioning at 28C in summer and at 20C in winter to save energy.

AI Canada (English-speaking) has agreed to hold Annual General Meetings with over 200 participants only every other year and AI Canada (francophone) is achieving LEED Platinum for its office. This is highly commendable; however there are no reported totals from this office since 2009 so it is not possible to say what impact this has made.

Next Steps

In the future, we will seek to follow best practices based on the following standards. It is not envisioned that we will implement these currently but will attempt to be guided in spirit by:
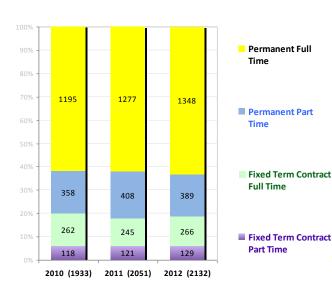- ISO 26000 CSR

- ENISO 14040:2006 Environmental Management, Life Cycle Assessment of products and systems
- Sustainability Balanced Scorecard (SBSC)

We will also work towards making sustainability an integral part of strategic and operational business decisions and seek to link sustainability with our Human Rights work by embedding sustainability at the senior strategic level. The fact that the core standards (see 4.8) require that an environmental impact plan is developed, implemented and monitored as a minimum by Amnesty International entities will ensure a systematic approach. Work is also being undertaken to promote and reinforce these systems and processes at all levels of the International Secretariat and eventually throughout the movement. Other work that is ongoing or being considered in this area includes the following:

- Drafted energy, waste, travel policy documents will be put forward to be discussed by senior management over the next year
- We are considering the possibility of issuing a standardised reporting form and guidelines to better ensure that we get accurate and comparable data from each entity
- Forming a discussion group of Facilities Management staff (or those whose responsibilities include building and/or energy management) from all entities to share their experiences, best practices and successes
- Learning more from other INGOs - a member of the Facilities Management staff at the International Secretariat took part in a webinar on environmental performance led by World Vision and Action Aid, and has since met up with the Action Aid representative to discuss ideas
- Issue quick wins advices and checklist to all entities, especially the smaller ones with fewer resources/capacity to dedicate to this work.
- We will seek to get more information on square feet/metre figures for the Net Internal Area of each building (new and existing premises) so we can compare tCO_2e/m^2 and get a further measure and comparator of entities' performance.
- We will try to get more background data of kWh for different Scope 2 energy sources

Indicator 13: (LA1) Total workforce, including volunteers, by type, contract, and region.
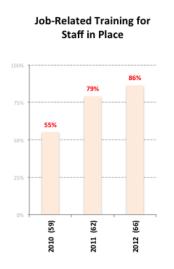
Staff Employment Type

In 2012 we had a global workforce of 2155 staff with the following compositions:

- 76% of the workforce were full-time (35 hours or more per week), 24% part-time (less than 35 hours per week)
- 81% of the workforce were permanent, 19% were on a fixed term contract
- In terms of regional distribution: Africa (Sub-Saharan and Southern) 5%, Americas 12%, Asia-Pacific and South Asia 11%, Europe and Central Asia 70% and Middle East and North Africa 2%

- 6811 volunteers and interns donated time for research, campaigns, translation, office and events (e.g., concerts, marches or public demonstrations, exhibitions and workshops) support during the reporting period.
  - 49% of these volunteers and interns did so on part-time basis for more than six months. 39% were also part-time, but for less than six months.
  - 7% donated their time on full-time basis with 2% for more than 6 months and 5% for less than 6 months.

Indicator 14: (LA10) Average hours of training per year per employee, by employee category.

Job-Related Training for Staff in Place

94% of entities reported having staff development initiatives in place including job-related training (86%). On average, each staff member received 9 hours of training in 2012.
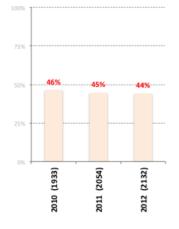
The International Secretariat, our largest operation, offers a variety of training and learning events for its staff. Learning events are scheduled around core competencies, such as research methodologies, campaigning, human rights thematic issues, travel safety, project management, management training and languages. A calendar of events is in place at the International Secretariat with trainings lasting from a few hours to several days.

Relevant and necessary individual learning is also encouraged with needs identified through annual appraisals or on an ad hoc basis.

A team is dedicated to advise and assist learning at all levels of the organization.
We do not track training broken down by employee categories.

Indicator 15: (LA12) Percentage of employees receiving regular performance and career development reviews.

Staff Received Performance Review

44% of staff received performance reviews in 2012. Amnesty International recognises much more can be done to improve quality and coverage.

At the International Secretariat a review of the appraisal process was conducted and as a result of this a revised process will be launched in 2013. This process will be supported by more comprehensive guidelines for staff and managers, a revised appraisal form, and dedicated training sessions for both staff and managers.

The manager's role in the process is clearly outlined and speaks of clarifying expectations and ensuring that learning support and tools are available to the team member.

The team member's role in the process is also clearly outlined and describes how they can add value by being actively engaged in researching and accessing learning and support, and considering their personal development plan.

The revised appraisal form contains a Personal Growth and Career Development section to foster thinking around growth, development, capability and opportunities for staff and their managers. This also assists in identifying any skills gaps that can then be supported with training.

Moreover, core standards now require that an annual performance review tool must be developed and consistently applied with an emphasis on joint review, supporting success, and a focus on individual job- related outcomes and improvements.

Indicator 16: (LA13) Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.
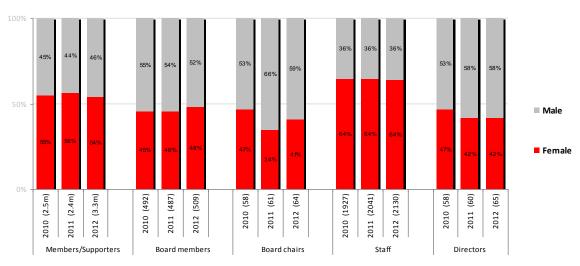
Our highest decision making body, the International Council, is made up of representatives from sections and structures and members of the International Board. About 250 representatives of the movement's sections and structures typically attend the biennial International Council Meeting.

To ensure a strong representation of the Global South each section/structure can have a maximum of 6 representatives with 3 representatives guaranteed even for those with a small number of members.

Below are the gender, age and ethnic diversity breakdowns of our members, supporters, boards and staff as at the end of 2012 (please see 2.5 for our definitions of the Global South and Global North).

We have seen a slight increase in female board members (2011-46% v 2012-48%) and board chairs (2011-34% v 2012-41%) in 2012 against 2011. The age of our board members falls largely in the 25 - 44 age bracket with 55% of board members falling into this category in 2012. 5% of our board members are over the age of 65.

Gender

Legend:
- Male (grey)
- Female (red)

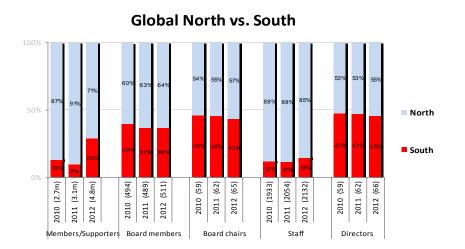| Category	Year (n)	Female	Male
Members/Supporters	2010 (2.5m)	55%	45%
Members/Supporters	2011 (2.4m)	56%	44%
Members/Supporters	2012 (3.3m)	54%	46%
Board members	2010 (492)	45%	55%
Board members	2011 (487)	46%	54%
Board members	2012 (509)	48%	52%
Board chairs	2010 (58)	47%	53%
Board chairs	2011 (61)	34%	66%
Board chairs	2012 (64)	41%	59%
Staff	2010 (1927)	64%	36%
Staff	2011 (2041)	64%	36%
Staff	2012 (2130)	64%	36%
Directors	2010 (58)	47%	53%
Directors	2011 (60)	42%	58%
Directors	2012 (65)	42%	58%

Age

Legend:
- 65+ (light purple)
- 45-64 (blue)
- 25-44 (orange)
- <25 (yellow)

Category	Year (n)	<25	25-44	45-64	65+
Members/Supporters	2010 (1.7m)	15%	38%	33%	14%
Members/Supporters	2011 (1.9m)	14%	36%	33%	16%
Members/Supporters	2012 (2.4m)	13%	35%	35%	18%
Board members	2010 (466)	6%	57%	33%	5%
Board members	2011 (487)	5%	58%	33%	4%
Board members	2012 (500)	6%	55%	35%	5%
Staff	2010 (1930)	3%	71%	26%	1%
Staff	2011 (2003)	4%	69%	26%	1%
Staff	2012 (2129)	3%	71%	25%	1%

Ethnicity

Legend:
- Otherwise (light grey)
- Ethnic minorities in country/territory (Global South citizens for the International Board) (green)

Category	Year (n)	Ethnic minorities	Otherwise
Board members	2010 (494)	10%	90%
Board members	2011 (489)	9%	91%
Board members	2012 (518)	10%	90%

Global North vs. South

	North	South
Members/Supporters 2010 (2.7m)	87%	13%
2011 (3.1m)	91%	9%
2012 (4.8m)	71%	29%
Board members 2010 (494)	60%	40%
2011 (489)	63%	37%
2012 (511)	64%	36%
Board chairs 2010 (59)	54%	46%
2011 (62)	55%	45%
2012 (65)	57%	43%
Staff 2010 (1933)	88%	12%
2011 (2054)	88%	12%
2012 (2132)	85%	15%
Directors 2010 (59)	53%	47%
2011 (62)	53%	47%
2012 (66)	55%	45%

Indicator 17: (SO1) Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.

As a campaigning organization, our ways of working do not include engaging with communities as service deliverers in the way that is traditionally understood by "entering, operating in and exiting" communities. We do, however, consider the scope, nature and effectiveness of our operations and assess our impact on communities.

We understand impact as being about the consequences of our work on the external world. These can be cumulative and aggregated, planned and unplanned, positive or negative, intended or not. This informs the impact monitoring framework we have in place, as well as an Impact Assessment Toolkit used across the movement, and a number of guidelines, policies and procedures. These are premised on a participatory approach. Our Dimensions of Change impact monitoring framework is holistic and includes measures to capture public and civil society organization engagement, with many projects having specific indicators relating to the extent and quality of community involvement. The monitoring and evaluation system is explained more fully in NGO3.

From the analysis stage, through to planning, implementation, reflection, review, evaluation and exit, we aim where possible to involve stakeholders. The degree to which this can occur however, varies across areas of work taking into consideration issues around safety and confidentiality of our stakeholders. Processes around framing and defining our new global campaigns speak to this involvement, detailed in NGO1, and include how depth consultation has enabled tight time-bound campaigns to articulate clear entry and exit points.

Specifically, our work on slums and forced evictions in particular has seen active involvement of individuals and communities affected. Our human rights education work is also important in this space. However more could be done on clarifying and setting minimum standards in community engagement practices. Looking ahead to 2013, we are working to standardize some practices within Amnesty International's project management approach, including outlining more clearly, social accountabilities of all International Secretariat project managers.

One of the consistent lessons we have learned from our stakeholders is that we need to increase our presence in the Global South to enable us to work more closely with rights-holders and local partners in our response to human rights violations. This has informed a large organizational change process that is underway. This has commenced in 2012 with pilots of regional offices in Johannesburg and Hong Kong. A Roadmap for this transition has been developed and is being rolled out 2013 – 2015.

Indicator 18: (SO3) Percentage of employees trained in organization's anti-corruption policies and procedures.

In compliance with the UK Bribery Act 2010 and the INGO Accountability Charter, in 2011 the International Secretariat began its efforts to develop anti-corruption policies and procedures. We first conducted a comprehensive bribery and corruption risk assessment.

Staff members of the International Secretariat (both London and overseas locations) were consulted. An anti-bribery and corruption policy was formally approved and implemented in May 2012 and concrete measures since then at the International Secretariat have included:

- The incorporation of standard anti-bribery provisions into our policies and standard contracts, such as our partner funding and grant agreements, procurement process and standard supplier terms and conditions;
- The introduction of training to affected staff both at the International Secretariat and at 17 of our entities with whom we work most closely (including those located in Africa and the Americas); and monitoring reporting in compliance with the policy.

Recognising that the percentage of staff trained is low (3% in 2012), we will continue monitoring the policy and expand the programme of staff training in this area.

Indicator 19: (SO4) Actions taken in response to incidents of corruption

Allegations of corruption are always taken very seriously. Depending on the entity involved the issue may be dealt with through different channels, including:
- Section or structure Board
- The International Secretariat Senior Management Team
- The International Board

Allegations affecting a section or structure that are not resolved through section and structure local channels may be escalated to the International Secretariat for response. The International Secretariat has a dedicated Conflict and Crisis Management Unit (CMU) that works on conflict in the movement. If the issue remains unresolved allegations will be referred to the International Board with the CMU taking on the investigation, a forensic audit or other review, usually in cooperation with International Finance, the Organizational Legal Department, along with other teams.

The subsequent results are presented to the Secretary General and the International Board for action. If the allegations of corruption are substantiated and depending on the nature of the issue, there are different possibilities for addressing this:

- Under the Amnesty International Statute, the International Board can impose sanctions including international administration, suspension, or termination of membership
- Funding to an entity can be restricted or stopped
- International representation on the local Board
- Dismissal/termination of staff, removal of elected officers

The following policies and standard are mandatory and apply across the movement:

- Conflicts of Interest and Conflicts of Duty Policy
- Managing to Protect Amnesty International's Interests
- Protecting Impartiality
- Core standards (finalized in 2013) regulating organizational matters, including financial integrity

Additionally, Amnesty International has good practice standards, such as:

- IS Anti-bribery and corruption policy
- Standards relating to human resources including recruitment, hiring and termination of staff.

In 2012, there were three incidents of corruption. The relevant national entity boards resolved two of these, and one was escalated to the International Secretariat. The Secretary General commissioned a financial audit and a review of which included interviewing the Director. The allegation of corruption was substantiated and the Director was dismissed.

Indicator 20: (PR6) Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.

Our global fundraising strategy commenced in 2012 and commits all Amnesty International entities to strive for the highest standards of accountability and transparency in our funding arrangements. We have four global policies covering our fundraising activities:
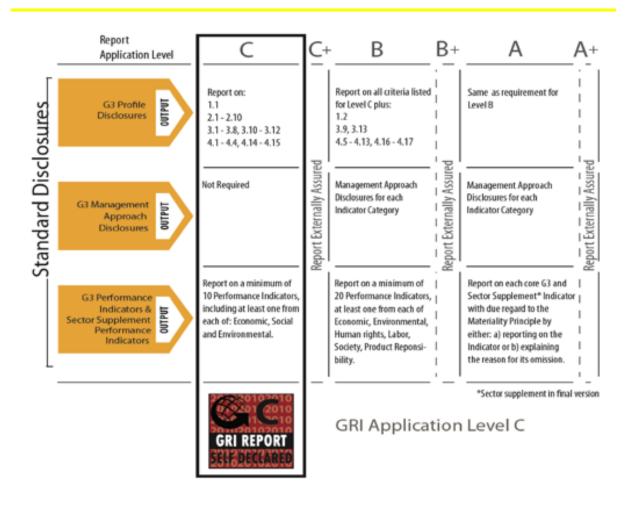
- Guidelines for the Acceptance of Funds and Fundraising by Amnesty International
- Earmarked Fundraising Guidelines
- Procedures for Approval for Human Rights Education Fundraising from Government Bodies
- Policy Governing Corporate Relationships that Benefit Amnesty International

These policies commit us not to accept funding for which we are not prepared to be fully and publicly accountable to our members, donors, supporters and those on whose behalf we work.

These policies also include a commitment to reviewing our adherence to various laws, standards and voluntary fundraising codes in countries where we are actively fundraising. Entities are strongly encouraged to join local professional fundraising regulatory bodies and adhere to their standards. In 2013, we will conduct a review of implementation, with a fuller evaluation scheduled in 2015.

We do not undertake fundraising and marketing activities that we cannot fully and clearly justify in terms of outputs and outcomes. We do not sell or distribute merchandise that is banned in any markets.

We are not aware of any complaints for breaches of standards in relation to rights of affected stakeholders.

GRI Self-Assessment Application Level

GRI Application Level C

I hereby declare that to the best of my understanding this report fulfils the requirements for a GRI G3 Application Level C.

Name: Clare Doube

Position: Director, Strategy and Evaluation

Date: 25 September 2013

Copyright and Trademark Notice