

# **Amnesty International Limited**

*(a company limited by guarantee)*

## **Report and financial statements for the year ended 31 December 2015**

*Company No: 1606776*

## **Contents**

<b>Section</b>	<b>Page</b>
Legal and Administrative details .....	2
Report of the Directors .....	3
Independent Auditor's Report to the Members of Amnesty International Limited.....	14
Consolidated Statement of Financial Activities.....	16
Balance sheets.....	17
Consolidated Cash Flow Statement .....	18
Notes to the financial statements .....	19

## **Legal and Administrative details**

<b>Directors:</b>	Vincent Adzahlie-Mensah Rune Arctander Sarah Beamish Nicole Bieske Paul Divakar Namala Guadalupe Rivas Sandra Lutchman <i>(resigned May 2015)</i> Shahram Hashemi <i>(elected August 2015)</i> Mwikali Nzioka Muthiani <i>(elected August 2015)</i> Jacobus Smit <i>(elected August 2015)</i> Bernard Sintobin <i>(end of term August 2015)</i> Julio Torres <i>(end of term August 2015)</i>
<b>Company Secretary:</b>	Nick Williams
<b>Secretary General</b>	Salil Shetty
<b>Address and Registered Office:</b>	1 Easton Street London WC1X 0DW
<b>Company Registration Number:</b>	1606776
<b>Date of incorporation:</b>	6 January 1982
<b>Constitution:</b>	Company limited by guarantee, with memorandum and articles of association
<b>Solicitors:</b>	Blake Laphorn LLP Seacourt Tower West Way Oxford OX2 0FB
<b>Bankers:</b>	HSBC Bank plc 74 Goswell Road London EC1V 7DA
<b>Auditors:</b>	Crowe Clark Whitehill LLP St Bride's House 10 Salisbury Square London EC4Y 8EH

## **Report of the Directors for the year ended 31 December 2015**

The directors present their report on the affairs of the Group, which includes the Strategic Report, together with the financial statements and auditor's report for the year ended 31 December 2015. The information required in a directors' report is included in the Strategic report. The Group consists of Amnesty International Limited and its subsidiaries ("Amnesty International"), details of which are provided in note 18 to the financial statements. Operationally, the Group is referred to as Amnesty International International Secretariat ("the IS").

### **Strategic Report**

#### **1. Structure, Governance and management**

##### **1.1 Organization structure**

The IS is responsible to the Board through the Secretary General. It is funded principally by Amnesty International's sections for the purpose of furthering the work of Amnesty International on a worldwide basis. During the year the work of the IS was undertaken principally through two United Kingdom registered companies: Amnesty International Limited ("AIL") and Amnesty International Charity Limited ("AICL"). AICL is a wholly owned subsidiary of AIL.

During the year ended 31 December 2015, in view of AIL's experience and resources to carry out human rights work, AICL provided grant funding to AIL for AIL to carry out charitable activities on its behalf under the terms of a memorandum of understanding which took effect on 1 January 2013. The memorandum of understanding regulates the grant relationship between the two entities and includes appropriate controls and restrictions on the use of AICL funds by AIL for the furtherance of AICL's charitable objects.

##### **Overseas offices**

AIL carries out operations from its London office, as well as through a number of overseas offices that it controls as branches. These are located in: Beirut, Dakar, Geneva, Johannesburg, Kiev, Moscow, Nairobi, New York, and Paris.

AIL carries out operations in Hong Kong through Amnesty International Asia-Pacific Regional Office Limited, a company incorporated in Hong Kong, (registered in 1990) and a wholly owned subsidiary of AIL.

AIL carries out operations in Mexico through Oficina Regional de Amnistía Internacional - a local association, affiliated to the IS by way of AIL's corporate membership of the association.

AIL also makes payments to two international language resource entities, one in France and one in Spain. Centre de Ressources Linguistiques d'Amnesty International – Unité Chargée de la Langue Française (AILRC-Fr) is an association registered in France in 1986 which is controlled by AIL. Centro de Lenguas de Amnistia Internacional, a company incorporated in Spain, was formed in 1986 and is a wholly owned subsidiary of AIL. Both entities translate and distribute Amnesty International publications in the relevant language and form part of the wider Amnesty International Language Resource Centre.

In September 2015, the IS assumed legal control of Amnesty International – European Association, a Belgian international not for profit association. AIL is a member of the association.

During 2015, the IS obtained legal registration (as branches of AIL) in Peru, Israel/OPT, Thailand and Washington USA. Operations did not commence in these locations during 2015, but is planned for 2016.

## **1.2 Governance**

AIL is limited by guarantee and does not have share capital. The governing documents of AIL are its Memorandum and Articles of Association, last updated in February 2010.

The members (guarantors) are the elected members of the International Board ("the Board") of Amnesty International, individuals who are elected by representatives of the country sections of Amnesty International at the biennial International Council Meeting, in accordance with the Statute of Amnesty International. The members are elected for a four year term.

The Board is responsible for agreeing policy and approving operational plans and budgets and ensuring these are implemented.

New Board directors receive an induction at the IS shortly after their appointment, covering a general overview of the organization and administrative details, fiduciary responsibilities, and legal/statutory responsibilities.

The Governance Programme at the International Secretariat is responsible for identifying the general training needs for the entire Board as well as actioning specific requests for training from individual Board members.

## **1.3 Management**

The Board appoints the Secretary General of Amnesty International who is responsible for the day to day operations of the Group.

The activities of the Group are managed by the Secretary General, supported by a Senior Leadership Team (SLT) and approximately 540 staff.

The strategic direction of the group is decided through voting at the biennial International Council meeting, a consultation of all Amnesty International Sections.

The Board is responsible, through its Remuneration Committee, for ensuring an objective approach to the management of pay and benefits that is free from any bias or potential for actual or perceived conflict of interest. The Remuneration Committee decides upon the salaries of the Senior Leadership Team and makes recommendations to the International Board as to the Secretary General's salary. The Committee comprises the Board Chair, two Board members and one independent expert and works to ensure its approach to pay is in keeping with the 2014 report on executive pay by the National Council for Voluntary Organizations. This is detailed in full on our website at <https://www.amnesty.org/en/about-us/pay-at-amnesty-international/>.

## **2. Public benefit**

Amnesty International Limited is a not for profit organisation whose activities are intended to be for the public benefit.

Amnesty International campaigns to end grave abuses of human rights. Its vision broadly aligns with the following charitable purpose set out in the UK Charity Act 2011 (section 3(1) (h)), which therefore gives a statutory basis under the law of England and Wales for treating the promotion of human rights as charitable:

- the advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity

In addition, Amnesty International's vision and activities are broadly aligned to the UK Charity Commission Guidance on the promotion of human rights (RR12). This Guidance specifically refers to the 'obvious public benefit' in promoting human rights, both from the point of view of an individual

## **Amnesty International Limited** *(a company limited by guarantee)*

whose rights are secured, as well as the significant benefit to the wider community that arises from a perception that the fundamental rights of all members are being protected.

Amnesty International promotes the protection and advancement of human rights through a range of activities, including:

- undertaking, commissioning and publishing research on human rights issues around the world;
- awareness-raising of human rights issues through media, campaigns and membership communications;
- providing relief to victims of human rights abuses and violations;
- supporting human rights education and human rights activism.

### **3. Aims**

**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.

Its **mission** is to secure throughout the world the observance of the provisions of the Universal Declaration of Human Rights by undertaking research and action focused on preventing and ending grave abuses of these rights.

Its **core values** are of an organisation that forms a global community of human rights defenders based on the principles of international solidarity, effective action for the individual victim, global coverage, the universality and indivisibility of human rights, impartiality and independence, and democracy and mutual respect.

Its **methods** are to address governments, intergovernmental organizations, armed political groups, companies and other non-state actors. Amnesty International seeks to expose human rights abuses accurately, quickly and persistently.

Amnesty International 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 its work on specific abuses of human rights, Amnesty International urges all governments and all relevant powers to observe the rule of law, and to ratify and implement human rights standards; it carries out a wide range of human rights educational activities; and it encourages intergovernmental organizations, individuals, and all organs of society to support and respect human rights.

### **4. Grant making policy**

The Group provides support to other Amnesty International entities (primarily in the global South and East) through the provision of grants for research, publications, education and campaigning activities. Grants payable to other Amnesty International entities are made in line with the Group's strategic objectives. The Group monitors all grants in accordance with the relevant grant agreement.

### **5. Volunteers**

Volunteers make a highly significant contribution towards Amnesty International's global objectives. Volunteers typically commit to volunteer between two and three days a week for a minimum of three months, help our members of staff with a variety of aspects of their work and are involved in activities across the International Secretariat. These tasks include monitoring the international press, translating, undertaking research, designing web pages, raising funds and supporting legal, human resources and accounting activities. During 2015 we also had volunteer interns undertaking specific projects, generally volunteering their time for three to five days per week for a minimum of 4 months.

Our volunteers' backgrounds are varied and enable our staff to benefit from the skills of a diverse range of volunteers composed largely of under and post graduate students, as well as active and retired professionals.

For the year ended 31 December 2015, there were on average 100 volunteers supporting the activities of the IS; by year end we had ceased all volunteer internships as we will be seeking in 2016 to establish a remunerated development scheme for interns.

## **6. Employment of disabled persons**

The Group has established an equal opportunities policy which covers people with disabilities; efforts continue to be made to provide adequate facilities for these individuals. The Group also makes every effort to continue to employ people if they become disabled during their employment by making reasonable adjustments which include providing appropriate additional facilities or by adapting the requirements of the work to the individual's changed abilities.

Throughout the year we have been working in partnership with the National Equality Standard (NES) in order to improve our policies and practices relating to Equality, Diversity and Inclusion (EDI). Included in this is a focus on how we attract, recruit and retain disabled persons. Seven multi-functional internal working groups were set up across the IS, each targeted to focus on one of seven standards. Within these seven standards we have been assessed by the NES against 70 competencies and are now working towards full accreditation following the feedback from the NES.

## **7. Employee involvement**

The Internal Communications function leads on and delivers the Internal Communications Strategy across the IS. The priority for this strategy focuses on people engagement to ensure that people feel supported, informed and involved in decisions about their work and their roles – and that their experience of working in the IS is positive. Priorities are set and measured using the biennial IS engagement survey which for 2015 included improvements to how our people work together and collaborate, keeping connected with colleagues across the IS in all our locations and a modern, efficient and creative workplace. To enable improvements identified by the survey, the team works closely with Organisational Development and Human Resources, the Senior Leadership and management teams to deliver frequent, timely and informative communications.

Internal Communications also complements the work undertaken with the Union to enhance people engagement. Weekly all staff email communications have been replaced with a new IS intranet launched in 2016 to strengthen communication, culture and collaboration, generating features on the latest news and developments. This is complemented by a range of internal meetings and events, including monthly updates on financial performance to ensure there is a common understanding about how our funds are being used and to ensure greater financial awareness.

## **8. Achievements and Performance**

In a short report of this nature it is not possible to detail the full range of achievements in a complex variety of initiatives implemented around the world during the year. This report therefore provides a brief overview. More detailed information on the work of Amnesty International during the year is available on the website: [www.amnesty.org](http://www.amnesty.org).

The ability of the Group to achieve its objectives is dependent upon many factors, including Amnesty International being granted access to relevant countries and territories while ensuring the security of Amnesty International staff, consultants, volunteers and local partners undertaking its charitable aims. This at times limits our ability to take forward planned pieces of work. Achievements are also often dependent on action being taken by other players, particularly governments, which are beyond our control.

2015 was the second year of a two-year operational plan – the last operational plan under our Integrated Strategic Plan for 2010 - 2015. Strategic objectives therefore remained similar to 2014, with the following twelve areas of focus:

1. Making Corporate Actors Accountable
2. Ending the Use of the Death Penalty
3. Campaign for International Justice
4. People on the Move
5. Discrimination

6. Sexual, Reproductive and Maternal Health Rights
7. Addressing Human Rights Violations in Slums
8. Stop Torture
9. Promoting Freedom of Expression, Assembly and Association
10. Ending Abuses in Areas of Armed Conflict and Crisis
11. Ending abuses in the Criminal Justice System
12. Regulation of the Trade in Arms.

There are multiple projects under each of these thematic areas, implemented at country, regional or global level. During 2015 we continued to focus collective efforts on two global campaigns: Stop Torture and My Body My Rights. Each project contains both research and campaigning activities.

Some examples of achievements during 2015 are shared below, highlighting the respective thematic area. Please note, however, that this is an indicative rather than exhaustive list, with examples ranging in scope from the global and far-reaching, to regional, national and local achievements, alongside those that directly affect an individual rights holder. It should also be noted that we work in close partnership with individuals, communities and other organizations, so achievements are often due to a culmination of factors and the contribution of many actors. Projects are reviewed bi-annually via a projects database, which measures the impact of each project against the unique project criteria determined in the project planning process.

- Following significant work in the area of **Making Corporate Actors Accountable**, Shell's Nigerian subsidiary announced a £55m settlement to 15,600 farmers and fishermen in Bodo, Nigeria, whose lives were devastated by two large Shell oil spills in 2008 and 2009.
- Mongolia, Madagascar, Fiji and the South American State of Suriname removed the **death penalty** from their legal books in 2015.
- Amnesty International launched its first Human Rights Massive Open Online Course (MOOC) on the Edx global online platform, and saw a massive 29,000+ sign ups from more than 70 countries, far surpassing the 20,000 target. (**All objectives**)
- Proposals made by South Africa and Kenya which threatened the political independence of judicial functions at the ICC were rejected at the 14th session of the Assembly of States Parties of the International Criminal Court (ASP14), following a number of the recommendations Amnesty International delegates advocated for (**Campaign for International Justice**).
- Amnesty International India contributed to the Government's decision to drop amendments to land acquisition law that would have undermined rights of communities (**Discrimination**).
- In India, we mobilised over 500,000 people to support the campaign seeking justice for the 1984 Sikh massacre and calling for repeal of a special security law in Jammu and Kashmir. This was supported by the leader of the opposition party, based on Amnesty International's report on human rights violations. (**Ending abuses in the Criminal Justice System**).
- Ireland became the first country in the world to introduce full civil marriage equality, by way of universal ballot. Amnesty International Ireland was actively involved in campaigning for the Yes vote in the referendum (**Discrimination**).
- Amnesty International's revelations about allegations of rape and killings by peacekeepers in the Central African Republic contributed to immediate impact with the dismissal of the head of the peacekeeping mission by UN Secretary General Ban Ki-moon (**Ending Abuses in Areas of Armed Conflict and Crisis**).
- At least 18 prisoners of conscience in Myanmar, on whose cases Amnesty International campaigned, were released as part of a presidential amnesty on 22 January 2015 (**Ending abuses in the Criminal Justice System**).
- The UN created a new role of special rapporteur on the right to privacy, a role which Amnesty International and others had been pressing for. (**Promoting Freedom of Expression, Assembly and Association**)
- An Italian court ruled in May that moving Romani families to an ethnically segregated camp outside Rome was illegal - a landmark verdict following years of Amnesty International campaigning alongside others to stop **discrimination** of Romani people.
- One success of our Write for Rights campaign saw Albert Woodfox, Louisiana prisoner in solitary confinement for 44 years, become free in February 2016, acknowledging Amnesty International's long-term support (**Ending abuses in the Criminal Justice System**).



## **Amnesty International Limited** *(a company limited by guarantee)*

- As a response to Amnesty International's '**Stop Torture**' global campaign, the Moroccan government organised a press conference seeking to rebut our claims on torture resulting in even greater media interest on Amnesty International's calls.
- As part of Amnesty International's 'My Body My Rights' global campaign (**Sexual, Reproductive and Maternal Health Rights**), more than 300,000 signatures were delivered to President Sánchez Cerén by Amnesty International's Americas Regional Office Director to call on El Salvador to scrap its abortion ban which has left women and girls dying unnecessarily as well as many imprisonments for obstetric complications.
- In Brazil, Amnesty International's 'Young Black Alive' campaign (**Addressing Human Rights Violations in Slums**), launched in 2014, is making a gradual impact on the country's youth homicide rate. This includes the decision by the Rio de Janeiro State Public Prosecutor's Office to prosecute after the killing of a 10-year-old boy in a favela. Amnesty International contributed to the change in narrative on homicides committed by the police in Brazil, becoming a legitimate source to talk about police violence, and raising awareness about these issues beyond the American continent.

In addition to our research, campaigning and advocacy work outlined above, there have been significant organizational achievements in 2015 as outlined below.

In August, after consultation within the Amnesty International movement and beyond, we adopted our new strategy for 2016 – 2019, 'Taking Injustice Personally: Strategic Goals 2016-2019'. The strategy was agreed in a truly participatory process with over 140 submissions from the IS and national entities from around the world. Throughout this process, we reached out to external experts, as well as to the general public via a digital survey which received 26,000 responses from 197 countries.

We continued to roll out the Global Transition Programme, the objective of which is to develop a new global, distributed and integrated way of working with a much stronger presence in the global South. The project aims to improve the speed and effectiveness of our responses to human rights violations, enhance local relevance and build support in emerging economies.

### **Fundraising**

The majority of IS income comes from grants made by local entities of Amnesty International ("sections") across the globe, which is supplemented by external fundraising activities and donations. The Fundraising and Engagement Directorate at the IS supports Amnesty International sections worldwide to increase their own income through fundraising capacity building. The IS sets an annual fundraising target annually which was met during 2015.

A new assessment framework, the Distribution Model, will be implemented from 2016. The assessment framework is the system by which we calculate the contribution from Amnesty International national entities to AIL's budget. It is expected that this new system will support the long term growth of the organisation globally.

Proceeds from the sale of one of the IS's London office buildings in 2015 will be invested in certain Amnesty International entities' fundraising growth plans through our FIF (Fundraising Investment Fund) grant mechanism. These investments will help achieve the organisation's goal to grow global movement income from around €275m in 2015 to €400m by 2020. Investments will be made in a range of priority markets presenting large growth potential for the organisation in terms of human rights impact and income. These investments will be monitored using a range of tools and Key Performance Indicators, and the IS will benefit from those investments through entities' increased contributions ("assessment") to its budget in future years.

## 9. Financial review

The results for the Group show net incoming resources after other recognised gains and losses of £11,780,000 (2014: net incoming resources of £4,168,000).

The Group is principally funded by contributions from country sections as assessed by the International Council. Incoming resources for the year were £69,921,000 (2014 - £60,979,000), consisting primarily of assessment income. The increase in incoming resources is mainly due to an increase of contributions from Amnesty International Sections.

The financial impact of significant events in 2015 is summarised below:

Property disposals: In June 2015 the IS disposed of 25-28 Easton Street (land and buildings) which is part of the group of properties forming the IS London office for £16,537,000. Profit on disposal totalled £10,103,000 (depreciated historical cost of these assets was £6,434,000). During the year the IS also transferred the Ware-o-Ware building held by the Hong Kong Subsidiary to investments. This property has been agreed to be sold to the AI Hong Kong section for proceeds of £1,155,000 with the sale completing in 2019. These disposals have contributed to the significant increase in cash held by the IS, as well as the increase in designated reserves.

Total resources expended were £58,406,000 (2014 - £55,942,000) including exceptional restructuring costs incurred in the year of £1,936,000 (2014 - £2,749,000) as part of the change in organisational structure and development of regional offices under the Global Transition Programme. The restructure has been planned and undertaken in line with the Operational Plan for the two years ended 31 December 2016, as approved by the International Executive Committee (now the Board).

The Group has net current assets of £30,330,000 as at 31 December 2015 (31 December 2014: £16,809,000). The Group has unrestricted funds totalling £34,093,000 at the balance sheet date (31 December 2014: £21,447,000).

Net cash outflow from operating activities for the year was £2,586,000 (2014: inflow of £9,489,000). The Group has net funds of £35,536,000 as at 31 December 2015 (31 December 2014: £23,007,000).

During the year ALL donated £4,457,748 (2014: £79,000) to the Charity under the Gift Aid scheme. The large increase was due to the proceeds of the sale of 25 and 28 Easton Street building.

Performance during the financial period, together with historical trend data is set out in the table below. 2014 figures have been restated to comply with FRS102.

	January December 2015	January December 2014 restated	January December 2013	January December 2012
Total Donations and legacies	£57,574,000	£60,679,000	£58,437,000	£54,507,000
Net current assets	£30,330,000	£16,809,000	£6,164,000	£5,038,000

## 10. Investment and hedging policy

In accordance with the Treasury Management Policy a target rate of return on investment of funds is set annually. The IS uses 3 month, 6 month and 12 month deposits to maximise investment returns and competitive review of deposit rates prior to placing, to meet or exceed this target rate of return. The Treasury Management Policy is intended to achieve the maximum possible return through fund management, whilst operating strictly within a minimum risk framework and ethical investment policy with no use of speculative products.

## **Amnesty International Limited** *(a company limited by guarantee)*

The Group invests surplus funds in deposit accounts. In 2015, proceeds from the sale of one of the IS' London properties were invested in a deposit account (with terms ranging from 6 to 18 months) to maximise interest income on these funds.

The Treasury Management Policy aims to minimise the risk arising from exposure to exchange rate fluctuations and the resultant impact on cash flows arising from assets and liabilities held in foreign currencies.

In 2015, the IS continued to refine its hedging strategy, in order to minimise risk of exchange rate movements adversely impacting on the value of foreign currency receipts and payments. See note 31 for a summary of hedging contracts at 31 December 2015.

### **11. Principal risks and uncertainties**

The management of activities and the execution of the Group's strategy are subject to a number of risks.

The Group risk register is reviewed by the Senior Leadership Team and the Finance and Audit Committee on a quarterly basis and annually by the Board. Risks are captured following an internal process to identify the highest risks facing the organisation. The directors ensure that for each risk

- mitigation procedures are developed
- responsibilities for implementation and review are assigned
- the status is monitored on a regular and timely basis.

Key risk areas in 2015 included the following:

#### **Quality assurance**

Errors in the Group's research or advocacy outputs would impact reputation and future effectiveness in exploiting advocacy opportunities. Mitigations include staff training, increasing research support and actively managing the review process.

#### **Fundraising**

Inability to implement fundraising plans across the Amnesty International movement would result in lower growth than expected across the movement, resulting in a detrimental impact on longer term Group income growth and the ability to achieve Amnesty International's strategic objectives. Mitigations include embedding an improved fundraising team structure, closer collaboration between fundraising and other IS teams, and regular review and evaluations of section fundraising progress using standardised review tools.

#### **Resourcing risk arising from the Global Transition Programme**

The ongoing changes to the organisational structure of the Group, involving the opening of regional offices, constitute a significant change to the Group's current operating model. During the establishment of the regional offices, there is a risk that the Group fails to attract, develop and retain suitably qualified and motivated staff, potentially resulting in loss of impact, reduced reactive work and a negative impact on long term strategic planning. Mitigations include using specialist regional recruiters, good handover of information to the regional offices, and close monitoring of staff stress, morale and workload.

#### **Financial risks**

The Group is dependent upon voluntary income from other Amnesty International member entities and from third party donors to adequately fund core human rights work. The Group is exposed to liquidity risk arising from the potential failure to achieve budgeted income. This risk is derived both from the potential non-payment of assessment income from Amnesty International sections and from the potential non-achievement of fundraising grants. Maintaining strong relationships with the AI sections, regular monitoring of section fundraising performance and investment in the fundraising strategy mitigate this risk.

## **12. Plans for future periods**

The strategy for 2016 – 2019 will guide the work and resourcing of the Amnesty International Secretariat and all national entities, and the responsibility for achieving these goals is shared by the entire Amnesty International movement. We are deepening our commitment to an intelligent and holistic approach to human rights change, analysing how human rights abuses happen, using the most appropriate mechanisms to achieve the greatest impact and strengthening our commitment to innovation. Promoting women's human rights and gender equality will also be a central driving force in the implementation of our work.

We will focus on five Strategic Goals:

- GOAL 1 – Reclaiming freedoms (protection of human rights defenders, privacy and surveillance, human rights education)
- GOAL 2 – Securing equal rights for all (fight discrimination and identity based violence, protect economic, social and cultural rights)
- GOAL 3 – Responding to crises (ensuring access to justice, truth and reparation, protection of people fleeing conflict, torture or persecution)
- GOAL 4 – Ensuring accountability (demanding national level accountability, with a particular focus on supporting delivery of Goals 1–3, as well as the regional and global human rights mechanisms)
- GOAL 5: Maximising our resources and engagement (growth in people and income and active participation).

The planned project portfolio for 2016 and beyond will contribute to the achievement of these five strategic goals.

Each goal has a number of planned outcomes that further distil Amnesty International's intended impact. In order to achieve these goals we have developed 12 'Theories of Change', which are high level strategies presenting how to best deliver the Strategic Goals outcomes. Each of these strategies outlines the specific problem we need to address, as well as associated priority projects.

The Theories of Change provide a framework for the movement-wide operational plan for 2016-2017. Each project within that plan has its own objectives, project-level strategy and a set of tailor made indicators agreed at the start of the planning cycle which will be the basis for assessing the progress at the project level. These indicators show what changes we would expect or want to see mapped out against key stakeholders (such as international institutions, governments, other civil society organisations, rights holders and the public).

The strategies and approaches taken at the project level are regularly reviewed and adapted. We will be monitoring our project work annually.

## **13. Pension fund**

The FRS 102 valuation of the AIL defined benefit pension scheme as at 31 December 2015 supplied by AIL's actuaries showed a deficit figure of £2,660,000 (31 December 2014 £4,759,000).

The FRS 102 results can change significantly from year to year depending on market conditions. The liabilities are linked to yields on AA-rated corporate bonds, whereas some of the assets of the Scheme are invested in growth assets, such as equities and property. Changing market values in conjunction with discount rate variability can lead to volatility in the funded status of the Scheme and thus to volatility in the net pension liability.

A full actuarial valuation is carried out approximately every three years. The most recent was carried out as at 30 September 2014 which revealed a funding shortfall of £7,996,000 (September 2011:

## **Amnesty International Limited** *(a company limited by guarantee)*

£12,055,000). The Group is currently making annual contributions of £1,329,000, increasing by 5% per year, as agreed with the Trustees of the pension scheme, to eliminate this shortfall. The next full actuarial valuation will be carried out in 2017.

In April 2013 the scheme rules were amended and a stand-alone trust created to hold life insurance policies, removing these from the main scheme trust. This was to comply with pensions law requirements requiring pension schemes to be restricted to 'retirement benefit activities'.

### **14. Reserves**

At 31 December 2015 the Group's free reserves were £7,261,000 (31 December 2014: £8,965,000) and the Company's free reserves were £831,000 (31 December 2014: £8,216,000). In line with Charity Commission guidance, free reserves are calculated as the Company's unrestricted net assets that are freely available to spend, without negatively impacting the Company's operations. Excluded from the free reserves are funds relating to fixed assets of £11,175,000 (2014: £15,810,000) for the Group and £10,908,000 (2014: 15,484,000) for the Company, as disposal of these assets would adversely affect the Group's operations.

In addition to the free reserves, the directors have agreed to designate funds of £17,283,000. £2,023,000 are to be used to fund Global Transition Programme expenditure, and are expected to be utilised during 2016 and 2017. £15,260,000 from the building sale is to be used to fund Fundraising Investment Fund grants, as part of Amnesty International's fundraising growth strategy to 2020, as well as refurbishing the London office.

The directors have set a target range of free reserves based upon an analysis of the potential financial impacts of significant risks identified through the Company's risk management framework, weighted for likelihood and impact.

The principal sources of information which were taken into account when setting the reserves target range included:

1. The Company's risk management framework;
2. Income budgets/forecasts and analyses of the stability of sources of income;
3. Expenditure budgets, forecasts, including staff costs, grants to sections/structures, and capital expenditure;
4. Cash flow forecasts including the required contributions in respect of the defined benefit pension scheme;
5. Levels of reserves held by IS branches and subsidiaries, including any practical restrictions on access to those reserves and the appropriate levels which are required for liquidity and the mitigation of financial risk at the level of the branch or subsidiary.

In consideration of these factors the target range for the Company has been set at between £5.4m and £9.6m.

The company reserves are currently under the lower target bound. The directors intend to close the gap between this target level of free reserves and the existing free reserves of £831,000 by transferring funds within the group during 2016. The directors have approved a programme of monitoring and reporting on the level of free reserves throughout the year in conjunction with the budgeting and forecasting process in order to achieve the desired target by the end of 2016.

### **15. Going concern**

We have set out above a review of financial performance and the Group's reserves position. Our risk assessment and planning processes, including financial projections, have taken into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. The directors have a reasonable expectation that adequate resources are available to enable the Group to continue in operational existence for the foreseeable future. The directors believe that there are no material uncertainties that call into doubt the Group's ability to continue. The accounts have therefore been prepared on the basis that the Group is a going concern.

## **16. Auditors**

Insofar as each of the directors of the company at the date of approval of this report is aware, there is no relevant audit information (information needed by the company's auditor in connection with preparing the audit report) of which the company's auditor is unaware. Each director has taken all of the steps that he/she should have taken as a director in order to make himself/herself aware of any relevant audit information and to establish that the company's auditor is aware of that information. Crowe Clark Whitehill LLP has expressed its willingness to continue as auditor for the next financial year.

## **Statement of directors' responsibilities**

The directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with FRS 102, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland, and applicable law.

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the group and of the profit or loss of the group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2015). They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors' Report was approved by the board of trustees including the strategic report contained therein, and is signed as authorised on its behalf:

BY ORDER OF THE BOARD



Nicole Bieske  
Director  
17 July 2016

## **Independent Auditor's Report to the Members of Amnesty International Limited**

We have audited the financial statements of Amnesty International Limited for the year ended 31 December 2015 which comprise the Consolidated Statement of Financial Activities, incorporating the Income and Expenditure Account, the Group and Parent Company Balance Sheet, the Group Cash Flow Statement and the related notes numbered 1 to 29.

The financial reporting framework that has been applied in their preparation is applicable law and FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland.

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of directors and auditors**

As explained more fully in the Statement of Directors' Responsibilities, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Strategic Report, the Directors' Report and any other surround information to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report

### **Opinion on financial statements**

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the parent company's affairs as at 31 December 2015 and of the group's profit for the year then ended;
- have been properly prepared in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Amnesty International Limited** *(a company limited by guarantee)*

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.



Pesh Framjee  
Senior Statutory Auditor  
For and on behalf of  
**Crowe Clark Whitehill LLP**  
Statutory Auditor  
**London**

10 August 2011



## Consolidated Statement of Financial Activities (Incorporating the Income and Expenditure Account) For the year ended 31 December 2015

	Notes	Unrestricted Funds 2015 £'000	Restricted Funds 2015 £'000	Total Funds 2015 £'000	Total Funds 2014- restated £'000
<b>Income</b>					
Donations and legacies	5,6	50,551	7,023	57,574	60,679
Charitable activities	7	1,081	-	1,081	227
Other trading activities		70	-	70	-
Investments	8	1,093	-	1,093	73
Profit on Disposal		10,103	-	10,103	-
<b>Total incoming resources</b>		<b>62,898</b>	<b>7,023</b>	<b>69,921</b>	<b>60,979</b>
<b>Expenditure</b>					
Raising funds	9	1,463	-	1,463	1,929
Charitable activities	9	47,118	7,889	55,007	51,264
Exceptional restructuring costs	9	1,936	-	1,936	2,749
<b>Total outgoing resources on operating activities</b>		<b>50,517</b>	<b>7,889</b>	<b>58,406</b>	<b>55,942</b>
<b>Net incoming / (outgoing) resources before and other recognised gains and losses</b>		<b>12,381</b>	<b>(866)</b>	<b>11,515</b>	<b>5,037</b>
Net gains/(losses) on foreign exchange		(647)	-	(647)	836
<b>Net income / (expenditure)</b>		<b>11,734</b>	<b>(866)</b>	<b>10,868</b>	<b>5,873</b>
<b>Other recognised gains and losses</b>					
Actuarial gain / (losses)	14	912	-	912	(1,705)
<b>Net movement in funds</b>		<b>12,646</b>	<b>(866)</b>	<b>11,780</b>	<b>4,168</b>
<b>Reconciliation of Funds</b>					
Total funds brought forward		<b>21,447</b>	<b>952</b>	<b>22,399</b>	<b>18,231</b>
<b>Total funds carried forward</b>		<b>34,093</b>	<b>86</b>	<b>34,179</b>	<b>22,399</b>

All activities are continuing.

There is no difference between the results for the period stated above and their historical cost equivalents. The Group has no recognised gains and losses other than the gains and losses above, and therefore no separate statement of total recognised gains and losses has been presented.

The Company's net incoming resources for the year ended 31 December 2015 totalled £6,502,000 (2014: outgoing resources as restated of £4,140,000).

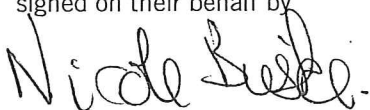
The notes on pages 19 to 51 form part of these financial statements.

## Consolidated Balance Sheet as at 31 December 2015

Company no: 1606776

	Notes	Group		Company	
		Dec-15 £'000	Dec 14 - Restated £'000	Dec-15 £'000	Dec 14 - Restated £'000
<b>Fixed assets</b>					
Tangible assets	17	11,175	15,810	10,908	15,484
Intangible assets		-	9	-	-
Investments	17,19	1,170	14	407	21
<b>Total fixed assets</b>		<b>12,345</b>	<b>15,833</b>	<b>11,315</b>	<b>15,505</b>
<b>Current assets</b>					
Assets held for sale	17	-	2,122	-	1,958
Stocks	20	9	3	-	-
Debtors: amounts falling due within one year	21	2,507	3,497	2,809	3,552
Debtors: amounts falling due after one year	21	3,796	1,929	3,787	1,901
Short term investments		13,742	5,455	13,742	5,271
Cash at bank and in hand	22	21,794	17,552	14,627	16,581
<b>Total Current Assets</b>		<b>41,848</b>	<b>30,558</b>	<b>34,965</b>	<b>29,263</b>
Creditors: amounts falling within one year	23	(11,518)	(13,749)	(10,929)	(13,358)
<b>Net current assets</b>		<b>30,330</b>	<b>16,809</b>	<b>24,036</b>	<b>15,905</b>
<b>Total assets less current liabilities</b>		<b>42,675</b>	<b>32,642</b>	<b>35,351</b>	<b>31,410</b>
Creditors: amounts falling due after more than one year	24	(3,945)	(3,824)	(3,165)	(3,858)
<b>Provisions for liabilities and charges</b>					
Provisions	26	(1,891)	(1,660)	(1,872)	(1,642)
Defined benefit pension scheme liability	14	(2,660)	(4,759)	(2,660)	(4,759)
<b>Net assets</b>		<b>34,179</b>	<b>22,399</b>	<b>27,654</b>	<b>21,151</b>
<b>Funds:</b>					
Unrestricted funds excluding pension reserve	27	8,295	9,195	1,863	8,446
Designated funds - fixed assets		11,175	15,810	10,908	15,484
Designated Fund - London Office and Fundraising		15,260	-	15,260	-
Designated funds - Global Transition Project		2,023	1,201	2,023	1,201
Pension reserve	12	(2,660)	(4,759)	(2,660)	(4,759)
<b>Total unrestricted funds</b>		<b>34,093</b>	<b>21,447</b>	<b>27,394</b>	<b>20,372</b>
<b>Restricted funds</b>		<b>86</b>	<b>952</b>	<b>260</b>	<b>779</b>
<b>Total funds</b>		<b>34,179</b>	<b>22,399</b>	<b>27,654</b>	<b>21,151</b>

The financial statements were approved and authorised by the Board of Directors on 17 July 2016 and signed on their behalf by



Nicole Bieske, Director.

The notes on pages 19 to 51 form part of these financial statements.

## Consolidated Cash Flow Statement

For the year ended 31 December 2015

	Note	2015 £'000	2014 - Restated £'000
<b>Cash used in operating activities</b>	<b>34</b>	<b>(2,586)</b>	<b>9,489</b>
<b>Cash inflows/outflow from Investing activities</b>			
Purchase of tangible fixed assets		(762)	(594)
Cash received on acquisition of subsidiary		878	-
Interest received		(1,093)	(73)
Proceeds on Disposal of Fixed Assets		16,537	-
Decrease in intangible asset		9	-
<b>Cash used in investing activities</b>		<b>15,569</b>	<b>(667)</b>
<b>Cash inflow/outflows from financing activities</b>			
Raising of loans		(2)	49
Capital element of finance lease rental payments		(4)	(41)
Interest paid		67	40
Defined benefit pension payments		(1,187)	(1,112)
<b>Cash used in financing activities</b>		<b>(1,126)</b>	<b>(1,064)</b>
<b>Increase in cash &amp; cash equivalents</b>		<b>11,857</b>	<b>7,758</b>
Cash & cash equivalents due to exchange rate movements			
Currency translation difference in fixed assets		25	2
Gain on revaluation of loans from Sections		647	1,376
Cash & cash equivalents as at 31 December 2014		23,007	13,871
<b>Total cash &amp; cash equivalents as at 31 December 2015</b>		<b>35,536</b>	<b>23,007</b>

The notes on pages 19 to 51 form part of these financial statements.

## Notes to the financial statements

### For the year ended 31 December 2015

#### 1 Company Information

Amnesty International Limited is a limited liability company in England and Wales under number 1606776 and its registered office is 1 Easton Street, London, WC1X 0DW. Amnesty International Limited is a not for profit organisation whose activities are intended to be for the public benefit.

#### 2 Basis of accounting

##### Basis of preparation

The financial statements have been prepared under the historical cost convention in accordance with the Financial Reporting Standards, applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and, voluntarily, the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard in the UK and Republic of Ireland (FRS102) – effective 1 January 2015. The date of transition to FRS 102 was 1 January 2014 and in preparing the financial statements, the Directors have considered whether the accounting policies require the restatement of comparative information. The directors have voluntarily adopted the substantive requirements of this SORP as if the Company were a charity as they consider that this is the most appropriate format to give a true and fair view of the Company's and Group's activities. The IS has taken advantage of the exemptions in FRS 102 from the requirements to present a charity only Cash Flow Statement and certain disclosures about the IS's financial instruments.

The accounts (financial statements) have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Statements applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

##### Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the directors have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102, the restatement of comparative items was required. In accordance with the requirements of FRS 102 a reconciliation of opening balances is provided below.

##### Financial Instruments

At the date of transition, in applying the requirements to measure all financial instruments at fair value and recognise changes in fair value in profit or loss:

1. An asset of £845k was recognised representing the fair value of forward contracts held as at 1 January 2014.
2. A financial liability of £65k was recognised on revaluing the forward contract at year end.

For the year ended 31 December 2014, a net gain of £818k on forward contracts was recognised representing the loss arising on settlement of forward contracts held at the transition date and the gain arising on the measurement at fair value as at 31 December 2014 of forward contracts maturing in 2015. As at 31 December 2014:

1. The net forward contract asset totalled £832k, representing the fair value of forward contracts held
2. £55k was recognised as income arising from revaluations during 2014.

### Defined benefit pension scheme

In applying the requirements to calculate the expected return on assets using the discount rate (so that no credit is taken for the expected outperformance on the plan assets), net interest on the defined benefit pension scheme decreased by £480k for the year ended 31 December 2015 with a corresponding increase in the net defined benefit pension scheme liability.

### Reconciliation to Prior Year Surplus

	2014
	£'000
2014 surplus as previously stated	4,113
Gain/loss in SOFA from forward contract revaluation	55
Restatement of pension net finance costs	(480)
Restatement of actuarial gain	480
2014 Surplus as restated	<u>4,168</u>

### Reconciliation to Prior Year Funds

	31 Dec 13	31 Dec 14
	£'000	£'000
Funds as previously stated	17,453	21,566
Forward contract asset	778	833
Funds as restated	<u>18,231</u>	<u>22,399</u>

### Going Concern

After making enquires, the directors are not aware of material uncertainties that cast doubt on going concern and have a reasonable expectation that the company has adequate resources to continue its activities for the foreseeable future as reflected in the Report of the Directors. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

### Basis of consolidation

All companies over which the Company is able to exercise control are consolidated as subsidiary undertakings. Control is defined as the right to give directions as to operational and financial policies. Therefore Amnesty International Charity Limited (AICL), Editorial Amnistía Internacional, S.L. sociedad unipersonal (EDAI), Centre de Ressources Linguistiques d'Amnesty International – Unité Chargé de la Langue Française (AILRC-Fr), Amnesty International Asia-Pacific Regional Office Limited (AIAPROL), Oficina Regional de Amnistía Internacional (Mexico) and Amnesty International - European Association, a Belgian international not for profit association (EIO) have been consolidated into these Group financial statements. The accounting reference date of the Company and its subsidiaries is 31 December.

AIL assumed legal control of the Belgian office (Amnesty International - European Association) in September 2015 and the post acquisition results consolidated into the 2015 group financial statements, using the acquisition method of accounting.

The Company carries out some operations overseas through a number of overseas offices that it controls as branches. These are located in New York, Geneva, Paris, Dakar, Kampala, Kiev,

## **Amnesty International Limited** *(a company limited by guarantee)*

Johannesburg, Nairobi, Beirut and Moscow. The financial statements include the results, assets and liabilities of these offices.

The financial statements do not include the activities of the Sections of the Amnesty International movement, as these are separate legal entities that are neither owned nor controlled by the Company.

### **3 Accounting policies**

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the presentation of the financial statements are as follows:

#### **Presentation Currency**

The functional currency of Amnesty International and its subsidiaries is considered to be pounds sterling because that is the currency of the primary economic environment in which the group operates. The consolidated financial statements are also presented in pounds sterling.

#### **Foreign Exchange Risk**

Amnesty International enters into forward rate currency contracts to manage its exposure to fluctuations in exchange rates throughout the year. These contracts are recognised at fair value with gains or losses recognised in the Statement of Financial Activities.

#### **Significant Sources of Estimation**

Key sources of estimation uncertainty that have a significant effect on the accounts are:

- Defined Benefit Pension Scheme Actuarial Assumptions
- Provisions
- Depreciation

Please refer to the relevant accounting policy notes below for more information.

#### **Fund accounting**

The Group maintains two types of fund:

Restricted	where income is received from donors for use on specific projects, including relief.
Unrestricted	for use by the directors to further the general objects of the Group. The directors, at their discretion, may set aside funds to cover specific future costs. Such funds are shown as designated funds within unrestricted funds. Where the directors decide such funds are no longer required for the purposes intended, they may be released by transfer to general unrestricted funds.

#### **Incoming resources**

##### *Assessment income*

Assessment contributions from Sections are calculated based on a Section's income two years prior to the year the contribution is made and applying a scale of contribution rates (in Euros) set at the 2011 International Council Meeting (ICM) of Amnesty International.

Assessment contributions are invoiced on 1 January in the financial year to which they relate. Payment plans are agreed on a Section-by-Section basis, with the majority of payments being made quarterly in advance.

Contributions are treated as deferred income and recorded on the balance sheet, until released to income over the period to which they relate.

Provisions are made against assessment contributions that are deemed unlikely to be met, either due to agreed assessment relief arrangements or by the opinion of the International Secretariat. The movement in provision during the period is offset against the assessment income. Contributions from Sections are payable quarterly or monthly.

## **Amnesty International Limited** *(a company limited by guarantee)*

From 2016, a new assessment framework agreed at the 2015 ICM, the Distribution Model, will be implemented. The assessment contributions will be calculated based on a Section's results for the current year and applying a scale of contribution rates.

### *Additional Voluntary Contributions*

Where there are no Section imposed conditions relating to the time period in which Additional Voluntary Contributions ("AVCs") may be spent, AVCs will be recognised as income on receipt.

Where Sections impose conditions relating to the time period(s) in which the expenditure of AVCs can take place, incoming resources are matched with expenditure such that AVCs relating to expenditure in future periods will be recorded as deferred revenue on receipt.

### *Donation income*

Donations are recognised when legal entitlement to them first arises and when the amount can be quantified with reasonable clarity. Where there is no notification from the donor prior to cash being received, income is recognised on a cash receipt basis.

### *Sales income*

Sales income is derived from the sale of broadcast and video rights, publications and audio visual products, net of applicable VAT, to various organisations through the world and is accounted for on an accruals basis.

### *External grants*

Where no performance conditions relating to the receipt of incoming resources are set then restricted grant revenue is recognised when receivable (when the conditions of entitlement, certainty and measurability have been met).

Where the receipt of incoming resources relating to a restricted grant is dependent on certain contractual performance conditions, revenue is only recognised when these conditions have been met. Where grants are subject to donor imposed conditions which specify the time period in which expenditure can take place and there exist detailed expenditure budgets with explicit timescales (that have been agreed by the grantor and grantee), then incoming resources are matched with expenditure such that revenue relating to expenditure in future periods is recorded as deferred revenue when received.

Where there is uncertainty over the period to which the revenue grant relates or where the period is not yet known, revenue grants are recognised when received.

### **Resources expended**

Resources expended are accounted for on an accruals basis and are recognised in the period in which they relate, and include attributable VAT which cannot be recovered. Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the Group to the expenditure.

Resources expended are classified into Raising Funds, Campaigning, Research and Publications, Support and Governance. Where expenditure cannot be directly attributed to particular headings (i.e. support costs) it is allocated based upon the proportion to the number of staff engaged in each area.

### **Raising Funds**

Cost of raising funds comprises costs incurred by the Group relating to the submission of funding proposals (including letters of interest, concept notes and full proposals) to grant giving bodies and support provided to Sections for their own fundraising applications.

### **Exceptional costs**

Exceptional costs are included in the Consolidated Statement of Financial Activities with the item to which they relate, except where they relate to a fundamental restructuring, in which case they are identified separately from net incoming/outgoing resources before other gains and losses. In 2012, 2013, 2014 and 2015 redundancy costs are associated with the reorganisation of the departments relating to the global transition programme. These costs were considered to represent a fundamental restructure, along with subsequent costs of relocation to new Regional Offices and the related project management costs.

## Amnesty International Limited *(a company limited by guarantee)*

Activities in pursuance of the group's objectives comprise:

1. **Charitable activities**, including those undertaken on behalf of Amnesty International Charity Limited which include:
  - Monitoring abuses of human rights
  - Obtaining redress for the victims of human rights abuse
  - Relieving need among the victims of human rights abuse
  - Research into human rights issues
  - Providing technical advice to government and others on human rights matters
  - Contributing to the sound administration of human rights law
  - Commenting on proposed human rights legislation
  - Raising awareness of human rights issues
  - Promoting public support for human rights
  - Promoting respect for human rights among individuals and corporations
  - International advocacy of human rights
  - Eliminating infringements of human rights
2. Activities in pursuance of securing the observance of the Universal Declaration of Human Rights throughout the world which would not be considered to be charitable under United Kingdom law. Such activities principally comprise **campaigns undertaken with a view to influencing actions taken by sovereign governments.**

**Governance costs** represent costs that relate to the general running of the Group as opposed to the direct management functions inherent in the activities of the Group. The Group also bears Governance costs that relate to the entire Amnesty International movement, such as the cost of the International Council Meeting (ICM). They provide the governance infrastructure which allows the Group to operate and to generate the information required for public accountability, which includes the strategic planning processes that contribute to the future development of the Group.

### Grants

Amounts payable to Sections and partners to support research, publications and campaigning activities are charged to the Statement of Financial Activities when an obligation exists.

### Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Assets costing less than £1,000 are written off in the period of acquisition.

Depreciation is provided so as to write off the cost of fixed assets less their estimated residual value on a straight line basis over the expected useful lives of the assets concerned. Freehold land is not depreciated.

The estimated useful lives used for this purpose, which are consistent with those of the prior year, are:

Freehold buildings	- 50 years	Computer equipment	- 3 years
Leasehold land and buildings	- Over length of lease	Leasehold improvements	- Over length of lease
Office furniture and equipment	- 10 years	Motor vehicles	- 5 years

### Leased assets

Operating lease rentals are charged to expense on a straight line basis over the term of the lease. Tangible fixed assets acquired under finance leases are included in the balance sheet at their equivalent capital value and are depreciated over the shorter of the lease term and their useful life. The corresponding liabilities are recorded as a creditor and the interest element of the finance lease rentals is charged to the income statement over the period of the lease to produce a constant rate of charge on the balance of capital repayments outstanding.



## **Amnesty International Limited** *(a company limited by guarantee)*

### **Investments in subsidiaries and other companies**

Investments in subsidiaries and other companies are shown in the Company balance sheet at historical cost.

### **Investments Properties**

Investments in properties are shown in the Company balance sheet at the agreed sale price. Sale price is deemed to be the fair value.

### **Cash and cash equivalents**

Cash and cash equivalents include deposits repayable on demand without penalty. Short term money market deposits, and fixed term cash deposits which do not meet this criterion are held under current assets as short term deposits.

### **Provisions**

A provision is recognised in the balance sheet when there is a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are measured at the directors' best estimate of the expenditure required to settle the obligation at the balance sheet date. With the exception of the defined benefit pension scheme deficit, provisions are not discounted to the present value as they are expected to be settled within 12 months of the balance sheet date.

### **Foreign currency**

Assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated at the rate of exchange ruling at the date of the transaction.

Foreign exchange gains and losses arise mainly on the conversion and translation of income. As such the net gain or loss is included within incoming resources in the Statement of Financial Activities.

The results of overseas subsidiaries are translated at the average rates of exchange during the period and their balance sheets at the rates ruling at the balance sheet date. Exchange differences arising on translation of the opening net assets and results of overseas subsidiaries are reported in the Statement of Financial Activities as gains and losses before net incoming/ (outgoing) resources.

### **Pension costs**

The Group operates defined benefit and defined contribution pension schemes.

Under the defined benefit scheme, the pension liabilities and assets are recorded in line with FRS102, with a valuation undertaken by an independent actuary. FRS102 measures the value of pension assets and liabilities at the Balance Sheet date, determines the benefits accrued in the period and the interest on assets and liabilities. The expected return on scheme assets and interest cost on scheme liabilities are allocated across the appropriate incoming/outgoing resource categories in the Statement of Financial Activities. The change in value of assets and liabilities arising from asset valuation, changes in benefits, actuarial assumptions, or change in the level of deficit attributable to members is recognised within actuarial gains/losses in the Statement of Financial Activities. The resulting pension liability is shown on the Balance Sheet.

Under the defined contribution scheme, pension contributions are charged to the Statement of Financial Activities as incurred.

### **Debtors**

Prepayments and other debtors are recognised at the settlement amount due to the IS at the end of the period less provision for any doubtful debts. Most debtor balances are amounts due from sections, arising from loans to sections or assessment income due but unpaid at the end of the period.

### **Creditors**

Creditors are recognised when the IS has a present obligation arising from a past event that will result in the transfer of funds to a third party and the amount due can be estimated reliably.

The loans from Sections are unsecured and interest bearing – see note 23 for further information.

### **Financial Instruments**

Amnesty International Limited has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short and long term creditors excluding deferred income and taxation payable. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Investments, including bonds and cash held as part of the investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure. Investments in subsidiary undertakings are held at cost less impairment.

## 4 Consolidated Statement of Financial Activities showing Prior Year Funds (Incorporating the Income and Expenditure Account) For the year ended 31 December 2015

	Unrestricted Funds 2015 £'000	Restricted Funds 2015 £'000	Unrestricted Funds 2014 £'000	Restricted Funds 2014 £'000
<b>Income</b>				
Donations and legacies	50,551	7,023	54,835	5,844
Charitable activities	1,081	-	227	-
Other trading activities	70	-	-	-
Investments	1,093	-	73	-
Profit on Disposal	10,103	-	-	-
<b>Total incoming resources</b>	<b>62,898</b>	<b>7,023</b>	<b>55,135</b>	<b>5,844</b>
<b>Expenditure</b>				
Raising funds	1,463	-	1,929	-
Charitable activities	47,118	7,889	46,067	5,197
Exceptional restructuring costs	1,936	-	2,749	-
<b>Total resources on operating activities</b>	<b>50,517</b>	<b>7,889</b>	<b>50,745</b>	<b>5,197</b>
<b>Net incoming / (outgoing) resources before other recognised gains and losses</b>	<b>12,381</b>	<b>(866)</b>	<b>4,390</b>	<b>647</b>
Net gains/(losses) on investments	(647)	-	836	-
<b>Net incoming / (outgoing) resources before other recognised gains and losses</b>	<b>11,734</b>	<b>(866)</b>	<b>5,226</b>	<b>647</b>
Actuarial gain / (losses)	912	-	(1,706)	-
<b>Net incoming / (outgoing) resources</b>	<b>12,646</b>	<b>(866)</b>	<b>3,520</b>	<b>647</b>
Fund balances brought forward	21,447	952	17,927	305
<b>Fund balances carried forward</b>	<b>34,093</b>	<b>86</b>	<b>21,447</b>	<b>952</b>

## 5 Segmental Analysis

The directors are of the opinion that the Group and the Company have only one class of business namely securing throughout the world the observance of the provisions of the Universal Declaration of Human Rights by undertaking research and action focused on preventing and ending grave abuses of these rights.

### Geographical segments

	Europe	Americas	Rest of World	Total
	£'000	£'000	£'000	£'000
Donations and Legacies	(47,320)	(7,181)	(3,073)	(57,574)

## 6 Donations and Legacies

	Unrestricted Funds 2015 £'000	Restricted Funds 2015 £'000	Total Funds 2015 £'000	Total Funds 2014 £'000
Contributions from sections (net of provisions)	42,595	6,397	48,992	52,174
Additional voluntary contributions from sections	1,477	626	2,103	3,251
Donations	6,479	-	6,479	5,254
<b>Total Donations and Legacies</b>	<b>50,551</b>	<b>7,023</b>	<b>57,574</b>	<b>60,679</b>

Contributions from Sections are stated net of provisions against income of £3,594,000 (2014: £3,378,000). Charitable Activities include the gain on acquisition of Amnesty International – European Association (EIO) acquired in September 2015.

## 7 Charitable Activities

	Unrestricted Funds 2015 £'000	Restricted Funds 2015 £'000	Total Funds 2015 £'000	Total Funds 2014 £'000
Sales of Campaign Materials	90	-	90	84
Gain on Acquisition of EIO	885	-	885	-
Translation	106	-	106	143
<b>Total Charitable Activities</b>	<b>1,081</b>	<b>-</b>	<b>1,081</b>	<b>227</b>

## 8 Investment Income

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2015	2015	2015	2014
	£'000	£'000	£'000	£'000
Gain on revaluation of Hong Kong building to Investment Property	998	-	998	-
Interest Income	95	-	95	73
<b>Total Charitable Activities</b>	<b>1,093</b>	<b>-</b>	<b>1,093</b>	<b>73</b>

## 9 Resources expended

	Notes	Grants payable	Direct costs	Total Funds	Total Funds - restated
		Note 10	2015	2015	2014
		2015	£'000	£'000	£'000
<b>Expenditure on raising funds</b>					
Grant fundraising and translation		-	1,463	1,463	1,929
<b>Total expenditure on raising funds</b>		-	<b>1,463</b>	<b>1,463</b>	<b>1,929</b>
<b>Expenditure on Activities</b>					
Research and publications		255	19,738	19,993	22,022
Campaigning		9,051	11,196	20,247	16,361
Support	11	-	12,579	12,579	11,781
Governance	12	-	2,188	2,188	1,100
<b>Total activities</b>		<b>9,306</b>	<b>45,701</b>	<b>55,007</b>	<b>51,264</b>
Exceptional restructuring costs			1,936	1,936	2,749
<b>Total expenditure</b>		<b>9,306</b>	<b>49,100</b>	<b>58,406</b>	<b>55,942</b>

Amnesty International Limited is liable for corporation tax on investment income received during the year. The Company pays all of this income to Amnesty International Charity Limited, a charitable subsidiary of the Company, in the form of a donation under Gift Aid. In 2015 this donation included the taxable gain liable to capital gains tax on the disposal of a London office building.

Exceptional restructuring costs were incurred in the year of £1,936,000 in relation to the reorganisation of the IT, Strategy Evaluation, Europe and Central Asia, Asia, Africa, Campaigns and communications and Global Thematic Issues programmes of work as part of the Global Transition Programme.

Most of these reorganisation plans form part of the Global Transition Programme described in the Strategic Report. Costs relate to redundancy, relocation, project management and one off costs associated with the set-up of the new regional offices. The restructure has been planned and undertaken in line with the Operational Plan for the two years ended 31 December 2015, as approved by the Board.

## 10 Grants

The Group makes grants to certain Sections. Grants payable to Sections are considered to be part of the costs of activities in furtherance of the Group's objectives. As such grants are used by recipients to undertake research, publications and campaigning activities. In the current and preceding financial years, the Group made grants to certain Sections, to be used by recipients to undertake research, publications and campaigning activities. During the year the Group made grants totalling £9,306,000 (2014: £9,204,000). At the balance sheet date, the Group had awarded and communicated but not yet paid grants to the value of £2,377,000 (2014: £1,943,000): these grants were awarded to fund 2016 activity but have been included in 2015 expenditure because fulfilment of the grant conditions was considered highly likely and outside of the direct control of the Group at year end. The conditional grant commitments at the year-end are detailed in note 30. Details of individual grants are available from the Company's registered office.

## 11 Support Costs

	<b>Campaigning</b>	<b>Research and Publications</b>	<b>Fundraising</b>	<b>Total</b>	<b>Total</b>
	<b>2015</b>	<b>2015</b>	<b>2015</b>	<b>2015</b>	<b>2014</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Salaries and employment benefits	2,414	2,278	204	4,896	5,044
Occupancy costs	702	603	54	1,359	1,425
Professional fees	1,223	1,051	94	2,368	2,341
Information technology costs	566	486	43	1,095	824
Administration costs	132	114	10	256	548
Depreciation	514	442	40	996	1,389
Insurance	391	335	30	756	338
Other costs	441	379	33	853	(128)
	<b>6,383</b>	<b>5,688</b>	<b>508</b>	<b>12,579</b>	<b>11,781</b>

Support costs include premises, communication, information technology and other general running and management costs of the Group. The support costs are spread over the other categories in proportion to the number of staff engaged in each area. Other costs include the interest paid/(received) on the defined benefit pension scheme.

## 12 Governance Costs

	<b>Direct Costs</b>	<b>Total</b>	<b>Total</b>
	<b>2015</b>	<b>2015</b>	<b>2014</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Salaries and employment benefits	1,076	1,076	347
Occupancy costs	4	4	78
Professional fees	186	186	236
Publication costs	-	-	77
Information technology costs	1	1	59
Administration costs	6	6	196
Depreciation	608	608	-
Insurance	1	1	18
Other costs	306	306	89
	<b>2,188</b>	<b>2,188</b>	<b>1,100</b>

## 12 Governance Costs - continued

Governance costs consist of the costs of the operation of the Board along with its support staff and international committees, the Finance and Audit Committee, the International Council Meeting and a share of the support costs.

## 13 Employees and Directors

Group employee costs (including directors' emoluments) accounted for during the year amounted to:

	2015	2014
	£'000	£'000
Salaries	24,420	24,253
Redundancy costs	715	1,631
Social security costs	2,658	2,898
Employer pension contributions	2,298	2,211
Staff recruitment, training and welfare	1,660	1,610
	<b>31,751</b>	<b>32,603</b>

The average number of persons employed by the Group during the period was 540 (2014: 498).

	2015	2014
Fundraising	16	14
Research and Regions	189	189
Campaigning and Communications	196	166
Governance	23	21
Support	116	108
	<b>540</b>	<b>498</b>

The split of staff based in the UK and overseas is as follows:

	2015	2014
UK	380	394
Overseas	160	104
	<b>540</b>	<b>498</b>

The number of employees whose emoluments paid during the year, including taxable benefits in kind and redundancy payments but not employer pension contributions, were over £60,000 was:

	Staff paid including redundancy payment	Staff paid excluding redundancy payment	Total for 12 months ended Dec 15	12 months ended Dec 14
£ 60,000 - 70,000	1	37	38	35
£ 70,000 - 80,000	2	17	19	23
£ 80,000 - 90,000	1	6	7	5
£ 90,000 - 100,000	-	2	2	3
£100,000 - 110,000	1	7	8	6
£110,000 - 120,000	1	1	2	2
£120,000 - 130,000	1	-	1	-
£150,000 - 160,000	-	-	-	1
£170,000 - 180,000	-	1	1	-
£200,000 - 210,000	-	-	-	1

## **Amnesty International Limited** *(a company limited by guarantee)*

The above numbers include a number of long-serving staff who received redundancy payments in 2014 and 2015, as a result of the Global Transition Programme.

The aggregate value of contributions paid to the pension scheme in respect of the staff disclosed in the above table amounted to £629,053 (2014: £501,096). This number also includes redundancy pay paid as pension during the year.

The disclosures above include the total of the annual salaries of the eight IS key management personnel, the Senior Leadership team, which as of 31 December 2015 was £786,649. This excludes £171,000 remuneration paid to the Secretary General who also received £17,000 paid to the pension scheme. The pension contribution is calculated at a standard 10.5% of annual salary. During the year one non-executive director of the company (Sarah Beamish) received compensation for loss of earnings of £541. No other remuneration was paid (2014: £nil). The payment was authorised under Decision 22- Governing Directors Remuneration, passed by the Board in 2011. No contributions were paid to the pension scheme in respect of directors' qualifying services (2014: £nil), and no director is accruing benefits under the defined contribution scheme (2014: none). No directors are accruing benefits in relation to the previous defined benefit scheme (2014: none).

Volunteers typically commit to volunteer between two and three days a week for a minimum of three months, help our members of staff with a variety of aspects of their work and are involved in activities across the International Secretariat. These tasks include monitoring the international press, translating, undertaking research, designing web pages, raising funds and supporting legal, human resources and accounting activities. During 2015 we also had volunteer interns undertaking specific projects, generally volunteering their time for three to five days per week for a minimum of 4 months.

### **Transactions with Directors**

Expenses for travel related expenditure of £52,087 were paid to 13 Directors (2014: £21,904 to 12 Directors). Other than the above expenditure, there were no transactions with directors in the year and no director has any loan amounts outstanding to the group.

<b>Board Member</b>	<b>2015</b>
Bernard Sintobin	4,921
Guadalupe Rivas	4,708
Julio Torales	4,514
Mwikali Nzioka Muthiani i	3,207
Nicole Bieske	7,107
Paul Divakar Namala	4,426
Rune Arctander	4,440
Sandra Lutchman	193
Sarah Beamish	5,793
Vincent Adzahlie-Mensah	6,854
Carolyn Hardy	2,782
Jacco Smit	1,823
Shahram Hashemi	1,319



## 14 Pension arrangements

The Company operates a pension scheme, the Amnesty International Superannuation Scheme (AISS, the Scheme). The Scheme comprises a defined contribution section and a defined benefit section.

### *Defined contribution*

The Company contributes to the defined contribution scheme at the standard rate of 7.5% of pensionable salaries, plus an additional 0.8% for death in service premiums and 0.8% for scheme expenses.

Employees may make contributions up to a maximum of 15% of their pensionable earnings at their own discretion, these additional contributions being matched by the Company to a maximum of an additional 3%.

The assets of the Scheme are held separately from those of the Company. The Company's contributions in the year were £2,298,753 (2014 £2,067,000).

### *Defined benefit*

#### **Description of the plan, valuation and funding arrangements**

Amnesty International Limited (the "Employer") sponsors a funded pension scheme, the Amnesty International Superannuation Scheme (the "Scheme"). The disclosures below are in respect of the Defined Benefit Section of the Scheme. The pensions provided under this section of the Scheme are in respect of benefits earned before 6 April 1997.

The last funding valuation of the Scheme was carried out by a qualified actuary as at 30 September 2014 and contributions of £1.4 million are expected to be paid by the Employer to the Scheme during the year ending on 31 December 2016.

The results of the latest funding valuation at 30 September 2014 have been adjusted to the balance sheet date taking account of experience over the period since 30 September 2014, changes in market conditions and differences in the financial and demographic assumptions. The present value of the defined benefit obligation was measured using the Projected Unit Credit Method.

The major assumptions used by the actuary for the purposes of the valuation were:

	At 31 Dec 15	At 31 Dec 14
	%	%
Pensions increasing in payment at CPI (max 3.0% pa)	1.8	1.8
Discount rate	3.7	3.5
Life expectancy	S2 tables projected by year of birth using CMI 2014 improvements and a and a 1% long term improvement rate	S1 tables projected by year of birth using CMI 2014 improvements and a and a 1% long term improvement rate

#### **Adoption of FRS 102**

As stated in Note 1, in applying the requirements under FRS 102 to calculate the expected return on assets using the discount rate (so that no credit is taken for the expected outperformance on the plan assets), net interest on the defined benefit pension scheme for the year ended 31 December 2014 has been restated to a £155k charge (as originally reported: £325k gain). There has also been a corresponding restatement of the actuarial gain on scheme assets to £904k (as previously reported: £424k). As such there is no impact on adoption of FRS 102 on the present value of unfunded defined benefit obligation as reported in the balance sheet as at 31 December 2014.

## 14 Pension arrangements – continued

### Scheme asset allocation

For each major class of plan assets, the amount and percentage that each major class constitutes of the fair value of the total plan assets is presented below:

	31 December 2015		31 December 2014	
	£'000	%	£'000	%
Equities	14,226	56.7	13,364	58.1
Property	3,778	15.1	3,356	14.6
Bonds	5,879	23.4	5,905	25.7
Cash	1,208	4.8	357	1.6
<b>Total</b>	<b>25,091</b>	<b>100</b>	<b>22,982</b>	<b>100</b>

None of the scheme assets are invested in financial instruments or in property related to the Employer.

### Reconciliation of funded status to balance sheet

The difference between the market (fair) value of the assets of the scheme and the present value of accrued pension liabilities is shown as an asset or liability on the balance sheet.

	31 Dec 15 £'000	31 Dec 14 £'000
Fair value of assets	25,091	22,982
Present value of funded defined benefit obligations	(27,751)	(27,741)
Funded status	(2,660)	(4,759)
Unrecognised asset	-	-
Liability recognised on the balance sheet	(2,660)	(4,759)
Present value of unfunded defined benefit obligations	(2,660)	(4,759)

### Amounts recognised in the SOFA

The following elements are charged to the SOFA:

- the service cost of pension provision relating to the year, together with the cost of any benefits relating to past service (allocated to staff costs);
- the financing cost which is a gain/(charge) equal to the interest income on scheme assets less the interest payable on scheme liabilities;
- the actuarial gain or loss on the scheme's assets and liabilities (allocated to other recognised gains and losses).

The effect on the Consolidated Statement of Financial Activities for the year to 31 December 2015 was as follows:

	31 Dec 15 £'000	31 Dec 14 £'000 As restated
Financing cost: interest on net defined benefit liability	143	155
<b>Pension expense recognised in the income statement</b>	<b>143</b>	<b>155</b>
Asset gains arising during the year	432	904
Liability gains/(losses) arising during the year	480	(2,610)
<b>Total amount recognised in other gains and losses</b>	<b>912</b>	<b>(1,706)</b>
<b>Total amount charged to the Statement of Financial Activities</b>	<b>1,055</b>	<b>(1,551)</b>

## 14 Pension arrangements – continued

### Changes to the present value of the defined benefit obligation during the year

	Year ended 31 Dec 15 £'000	Year ended 31 Dec 14 £'000
Opening defined benefit obligation	(27,741)	(24,770)
Interest expense on defined benefit pension scheme	(963)	(1,074)
Actuarial (gain)/loss	480	(2,610)
Net benefits paid out	473	713
Closing defined benefit obligation	<u>(27,751)</u>	<u>(27,741)</u>

### Changes in the fair value of the scheme assets during the year

	Year ended 31 Dec 15 £'000	Year ended 31 Dec 14 £'000 As restated
Opening fair value of scheme assets	22,982	20,606
Interest income	820	919
Gain on scheme assets	432	904
Contributions by the employer	1,330	1,266
Net benefits paid out	(473)	(713)
Fair value of scheme assets at the year end	<u>25,091</u>	<u>22,982</u>

The employer is currently expected to contribute £1,398,000 for the coming year.

### Actual return on the scheme assets during the year

	Year ended 31 Dec 15 £'000	Year ended 31 Dec 14 £'000 As restated
Interest income on scheme assets	820	919
Gain on scheme assets	432	904
Actual return on scheme assets	<u>1,252</u>	<u>1,832</u>

As detailed above, the Group administers a closed defined benefit scheme and operates a defined contribution pension scheme. The total pension costs for both during the year including administration and other fees totalled £2,298,000 (2014: £2,252,000). Employer contributions outstanding at the year-end totalled £176,000 (2014: £149,000).

## 15 Interest payable and similar charges

	2015 £'000	2014 Restated £'000
Group interest payable and similar charges:		
on bank loans and overdrafts	-	-
on loans from Sections	67	40
on pension finance costs	143	155
on finance leases	-	1
	<b>210</b>	<b>196</b>

## 16 Net outgoing resources

The Group's net outgoing resources are arrived at after charging:

	2015 £'000	2014 £'000
Depreciation of tangible fixed assets	1,083	1,359
Foreign exchange (gains) / losses	647	(836)

### Auditor's Remuneration

	2015 £'000	2014 £'000
Fees payable to the group's auditors for the audit of the group's statutory accounts for the period	57	55
Fees payable to the group's auditors for the audit of Amnesty International Charity Limited for the period	3	3
<b>Total audit fees payable to the group's auditor</b>	<b>60</b>	<b>58</b>
<b>Tax related services from the group's auditor</b>	<b>2</b>	<b>5</b>

## 17 Tangible fixed assets

In the 2014 accounts Assets held for sale comprised of land and buildings at 25-28 Easton Street, part of the group of properties forming the Company's head office in London, valued at its depreciated historical cost. During 2015 the buildings were sold on a sale and leaseback basis. These assets have been included as disposals below.

During 2015 the group also transferred a building owned by the Hong Kong Subsidiary to Investments. The building is currently owned by the Hong Kong Subsidiary and will be sold to AI Hong Kong in 2019.

Movements on the fixed assets during the year were:

Group	Freehold and Leasehold land and buildings	Office furniture and equipment	Computer equipment	Total
	£'000	£'000	£'000	£'000
<b>Cost At 1 January 2015</b>	<b>18,448</b>	<b>5,654</b>	<b>4,366</b>	<b>28,468</b>
Currency revaluation	-	(25)	-	(25)
Additions	-	403	358	761
Disposals/Insurance bond receipt	(5,079)	(119)	(42)	(5,240)
<b>At 31 December 2015</b>	<b>13,369</b>	<b>5,913</b>	<b>4,682</b>	<b>23,964</b>
<b>Depreciation</b>				
At 1 January 2014	(4,605)	(4,432)	(3,621)	(12,658)
Charge for the year	(293)	(319)	(471)	(1,083)
Disposals	889	21	42	952
<b>At 31 December 2015</b>	<b>(4,009)</b>	<b>(4,730)</b>	<b>(4,050)</b>	<b>(12,789)</b>
<b>Net book value</b>				
At 1 January 2014	13,843	1,222	745	15,810
<b>At 31 December 2015</b>	<b>9,360</b>	<b>1,183</b>	<b>632</b>	<b>11,175</b>

## 17 Tangible fixed assets continued

Company	Freehold land and buildings	Office furniture and equipment	Computer equipment	Total
	£'000	£'000	£'000	£'000
<b>Cost</b>				
At beginning of period	18,051	5,461	4,247	27,759
Additions	-	359	358	718
Disposals/Insurance proceeds	(5,050)	(117)	(42)	(5,209)
<b>At 31st December 2015</b>	<b>13,001</b>	<b>5,703</b>	<b>4,563</b>	<b>23,267</b>
<b>Depreciation</b>				
At beginning of period	(4,472)	(4,286)	(3,517)	(12,275)
Charge for the year	(289)	(273)	(471)	(1,033)
Disposals	886	21	42	949
<b>At 31st December 2015</b>	<b>(3,875)</b>	<b>(4,538)</b>	<b>(3,946)</b>	<b>(12,359)</b>
<b>Net Book Value</b>				
At beginning of period	13,579	1,175	730	15,484
<b>At 31st December 2015</b>	<b>9,126</b>	<b>1,165</b>	<b>617</b>	<b>10,908</b>

## Fixed Asset Investment

Group	Freehold land and buildings	Other Investments	Total
	£'000		£'000
<b>Cost</b>			
At beginning of period	-	14	14
Transfer to Investment Property	1,156	-	1,156
<b>At 31st December 2015</b>	<b>1,156</b>	<b>14</b>	<b>1,170</b>
<b>Net Book Value</b>			
At beginning of period	-	14	14
<b>At 31st December 2015</b>	<b>1,156</b>	<b>14</b>	<b>1,170</b>

## 18 Investments in Subsidiaries

Investments include:	Percentage ownership	Cost at 31 Dec 15	Cost at 31 Dec 14
		£'000	£'000
Editorial Amnistía Internacional, S.L. sociedad unipersonal (EDAI)	100%	19	19
Amnesty International Asia-Pacific Regional Office Limited (AIAPROL)	100%	1	1
Amnesty International – European Association (EIO)		386	-
		<b>406</b>	<b>20</b>

## **Amnesty International Limited** *(a company limited by guarantee)*

Investments comprise the purchase cost (less any impairment in value) of the share capital of each subsidiary company.

**Editorial Amnistía Internacional, S.L. sociedad unipersonal** (EDAI), a company incorporated in Spain (Company number B-78346178), was formed in 1986 for the purpose of translating Amnesty International publications into Spanish and printing, publishing and distributing translated works and other publications within Spanish speaking countries.

**Amnesty International Charity Limited** ("AICL") is a registered charity. It was incorporated in 1986 (Company number 2007475, Charity number 294230) to undertake certain of those aspects of the work of Amnesty International Limited which are charitable under the law of England and Wales. While there is no investment in the Charity, the Charity is a wholly owned subsidiary and consolidated in these statements.

**Amnesty International Asia-Pacific Regional Office Limited** (AIAPROL), a company incorporated in Hong Kong (Company number 269160), was formed in 1990 for the purpose of organising the local copying and distribution of Amnesty International publications. It also serves as a base for research and development activities.

**Oficina Regional de Amnistía Internacional**, (MEX) was registered in May 2014 as a Mexican association association (Company number 122949) for the purpose of co-ordinating Amnesty International Limited's operations in Latin America. Its members and board are controlled by Amnesty International Limited and hence whilst there is no investment it is treated as a subsidiary.

**Centre de Ressources Linguistiques d'Amnesty International** – Unité Chargé de la Langue Française (AILRC-FR) or EFAI, an association registered in France, was formed for the purpose of translating Amnesty International publications into French and printing, publishing and distributing translated works and other publications within French speaking countries. While there is no investment in AILRC-FR, the association is effectively controlled by Amnesty International Limited and is treated as a subsidiary (Company number 379617020)

**Amnesty International – European Association** (EIO), a Belgian international not for profit association coordinates and promotes lobbying, advocacy and campaigning directed at decision-makers in the European Union (EU) and Council of Europe (CoE). In September 2015, the IS assumed legal control by virtue of both AIL Ltd and one of AIL's key management personnel becoming the sole two members. EIO has been consolidated into the 2015 IS accounts using the acquisition method of accounting. Whilst there is no investment in the European Association, the association is effectively controlled by Amnesty International Limited and is treated as a subsidiary (Company number 1447121696).

### **EIO Balance sheet at Acquisition date**

	<b>2015</b>
	<b>£'000</b>
Fixed assets	26
Current assets	24
Cash at bank and in hand	878
Current liabilities	(43)
<b>Total assets</b>	<b>885</b>
Reserves	885
<b>Total liabilities and reserves</b>	<b>885</b>
2015 Impairment	(499)
Value as at 31 Dec 2015	<b>386</b>

**Amnesty International Limited** *(a company limited by guarantee)*

A summary of incoming resources, resources expended, assets, liabilities and funds for the subsidiaries is presented below:

	<b>Incoming Resources</b>	<b>Resources Expended</b>	<b>Other recognised gains / (losses)</b>	<b>Net incoming / (outgoing) resources</b>
	<b>2015</b>	<b>2015</b>	<b>2015</b>	<b>2015</b>
EDAI	684	(701)	(34)	(51)
AIAPROL	2,667	(2,044)	87	710
AILEC-Fr	732	(730)	(8)	(6)
MEXICO	971	(1,030)	(5)	(64)
EIO since aquisition	21	(520)	-	(499)
AICL	4,897	(277)	-	4,620

	<b>Total assets</b>	<b>Total liabilities</b>	<b>Total Funds</b>
	<b>2015</b>	<b>2015</b>	<b>2015</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
EDAI	403	(64)	339
AIAPROL	1,881	(792)	1,089
EFAI	172	(170)	2
MEXICO	124	(113)	11
EIO	716	(330)	386
AICL	5,489	(476)	5,013

Intercompany income and expenditure during the year:

	<b>Income</b>	<b>Expenditure</b>	<b>Net intercompany</b>
	<b>2015</b>	<b>2015</b>	<b>2015</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
EDAI	596	-	596
AIAPROL	1,670	-	1,670
AILEC-Fr	713	-	713
MEXICO	971	-	971
EIO	36	-	36
AICL	4,630	173	4,457



## Amnesty International Limited *(a company limited by guarantee)*

### Intercompany assets and liabilities as at 31 December 2015:

	Total assets 2015 £'000	Total liabilities 2015 £'000	Total Funds 2015 £'000
EDAI	9	-	9
AIAPROL	-	-	-
EFAI	-	-	-
MEXICO		70	70
EIO	3	-	3
AICL	-	476	476

## 19 Other investments

A participating interest of £1,000 is held in the International Civil Society Centre (previously the Berlin Civil Society Centre), an organisation set up to provide advisory and support services from Germany for International Civil Society Organisations. It is not an associate of Amnesty International Limited, the Company having no involvement in the strategic operating and financial policies of the organisation with all transactions being on a commercial basis.

## 20 Stock

	Group		Company	
	31 Dec 15 £'000	31 Dec 14 £'000	31 Dec 15 £'000	31 Dec 14 £'000
Finished goods	9	3	-	-

## 21 Debtors

Amounts shown as debtors falling due after one year comprise:

	Group		Company	
	31 Dec 15 £'000	31 Dec 14 £'000	31 Dec 15 £'000	31 Dec 14 £'000
Amounts due from Sections	3,709	1,706	3,709	1,707
Prepayments	-	-	-	-
Other Debtors	87	223	78	194
	<b>3,796</b>	<b>1,929</b>	<b>3,787</b>	<b>1,901</b>

Amounts shown as debtors falling due within one year comprise:

	Group		Company	
	31 Dec 15 £'000	31 Dec 14 £'000	31 Dec 15 £'000	31 Dec 14 £'000
Amounts due from Sections	576	1,220	559	1,253
Other debtors	806	873	1,132	895
Prepayments and accrued income	1,105	571	1,098	571
Forward Contract Asset	20	833	20	833
	<b>2,507</b>	<b>3,497</b>	<b>2,809</b>	<b>3,552</b>

## 21 Debtors continued

The amounts due from Sections include loans to Sections, mainly for investment in fundraising and the loans are considered concessionary loans. Some loans are interest bearing, with rates either being fixed or based on UK LIBOR, and all have individual repayment schedules ending from within the next financial year to 2019. The table below has further details of the interest bearing loans:

	31-Dec-15	Rate	Repayment year
	£'000		
AI New Zealand	121	LIBOR 12m + 1.25%	2017
AI Ireland	1,224	EURIBOR + 1.25%	2017
AI Poland	399	LIBOR 12m + 1.25%	2017
AI Turkey	134	2%	2016
AI Israel	174	LIBOR 12m + 1.25%	2018
AI Mexico FIF Borrower Loan	200	LIBOR 12m + 1% or 2.5% (whichever is higher)	2018
AI Taiwan FIF Borrower Loan	87	LIBOR 12m + 1% or 2.5% (whichever is higher)	2017
AI New Zealand	460	LIBOR 12m + 1% or 1.25% (whichever is higher)	2016
AI Hungary	38	LIBOR 12m + 1.25%	Tbc.
AI Brazil	860	LIBOR 12m + 1% or 2.5% (whichever is higher)	2020

## 22 Cash at bank and in hand

Cash at bank and in hand was £21,794,000 (31 December 2014: £17,552,000).

## 23 Creditors: amounts falling due within one year

Amounts shown as creditors falling due within one year comprise:

	Group		Company	
	31 Dec 15	31 Dec 14	31 Dec 15	31 Dec 14
	£'000	£'000	£'000	£'000
Bank Loans	47	49	-	-
Loans from Sections	369	6	369	6
Amounts due to sections	1,456	-	1,456	-
Trade creditors	828	622	724	490
Obligations under finance leases	-	4	-	4
Deferred income	2,980	6,096	2,980	6,096
Taxation and social security	227	162	134	127
Other creditors	829	864	491	695
Accruals	1,723	4,003	1,716	3,997
Grant Accruals	2,377	1,943	2,377	1,943
Forward Contract Liability	682	-	682	-
	<b>11,518</b>	<b>13,749</b>	<b>10,929</b>	<b>13,358</b>

Loans from sections and amounts due to sections are classed as concessionary loans. Other than those stated as falling due in more than one year, no interest is due on concessionary loans. See note 25 for further information.

**Movement in Deferred Income**

	Opening balance	Added in year	Released to Income	Closing balance
Deferred Income	6,096	8,885	(12,001)	2,980

Deferred income comprises £632,000 in contributions received from Sections carrying a requirement that related expenditure takes place in future years; and £2,348,000 in grants from external donors where conditions for recognition have not yet been met.

Grant accruals comprise grants in respect of 2016 planned activity, which were communicated to recipients in 2015 but paid in 2016.

**24 Creditors: amounts falling due after more than one year**

Amounts shown as creditors falling due after more than one year comprise:

	Group		Company	
	31 Dec 15 £'000	31 Dec 14 £'000	31 Dec 15 £'000	31 Dec 14 £'000
Loans from Sections	3,148	3,143	3,148	3,178
Property Deferred Consideration	775			
Other creditors	22	681	17	680
	<b>3,945</b>	<b>3,824</b>	<b>3,165</b>	<b>3,858</b>

Creditors falling due after more than one year include £775,000 for the deferred consideration receivable on the sale of an office building in Hong Kong to the Hong Kong section. The sale will complete in 2019.

**25 Creditors: amounts falling due after more than one year – Loans from sections**

The loans from Sections are unsecured and interest bearing. Loans from Sections comprise:

Counterparty	31 Dec 15 £'000	Rate	Repayment year
AI Austria 1	369	EURIBOR + 1.5%	2017
AI Austria 2	147	EURIBOR + 1.25%	2018
AI Switzerland 1	1,361	2%	2020
AI Switzerland 2	136	0%	2019
AI Sweden	177	Higher of LIBOR + 1% and 2.5%	2019
AI Belgium	737	EURIBOR + 1.25%	2020
AI Finland	221	Higher of LIBOR + 1% and 2.5%	2019

## 26 Provisions

Group	Restructuring £'000	Other £'000	Total £'000
At 1 January 2015	1,058	602	1,660
Provision utilised in period	(547)	(586)	(1,133)
Charged to the statement of financial activities	733	631	1,364
At 31 December 2015	<b>1,244</b>	<b>647</b>	<b>1,891</b>

Company	Restructuring £'000	Other £'000	Total £'000
At 1 January 2015	1,040	602	1,642
Provision utilised in period	(529)	(586)	(1,115)
Charged to the statement of financial activities	733	612	1,345
At 31 December 2015	<b>1,244</b>	<b>628</b>	<b>1,872</b>

### Restructuring Provision

The restructuring provision £1,244,000 (2014: £1,058,000) relates to employee severance costs, which are recognised when the reorganisation of certain departments of Amnesty International Limited are formally announced by the Company. It is expected that the majority of this expenditure will be incurred in the next 12 months.

### Other Provisions

Other provisions include holiday pay £611,000 (2014: £586,000) and appeals by current and former staff including backdated salary reviews £16,000 (2014: £16,000).

## 27 Share capital and funds

Group	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 December 2015 are represented by:			
Fixed assets	12,345	-	12,345
Current assets	41,762	86	41,848
Current and long term liabilities and provisions	(17,354)	-	(17,354)
Pension liability	(2,660)	-	(2,660)
<b>Total net assets at 31 December 2015</b>	<b>34,093</b>	<b>86</b>	<b>34,179</b>

**Amnesty International Limited** (a company limited by guarantee)

27 Share capital and funds - continued

**Group restricted funds**

The restricted funds are funds given for specific purposes. The movements on the restricted funds during the year were as follows:

	1 January 2015	Income	Expenditure	31 December 2015
	£'000	£'000	£'000	£'000
ACLS	-	27	(27)	-
AI CANADA ( ENGLISH SPEAKING)	9	-	-	9
AI Netherlands	782	626	(1,408)	-
AI United Kingdom	80	-	(3)	77
Anker-Petersen 2014 grant	-	50	(50)	-
Benetech	-	63	(63)	-
CAF	-	50	(50)	-
Comic Relief 2013	-	197	(197)	-
AI Belgium Major Donor	-	8	(8)	-
Education Empowerment Justice (EEJ)	-	55	(55)	-
EEJ 2015	-	25	(25)	-
EuropeAid-for E4HD	3	-	(3)	-
Ford Foundation	61	630	(691)	-
Gilbert Smith Grant	1	-	(1)	-
Google Funds - Panic Button	5	-	(5)	-
HRD Internships	10	-	(10)	-
Humanity United	-	196	(196)	-
Nicke Helldorf Trust (AI Sweden family trust)	-	33	(33)	-
Norwegian Telethon 2013 - 2017	-	3,812	(3,812)	-
Oak 2015	-	500	(500)	-
Open Society Foundation GTP	2	309	(311)	-
Staehelin	-	29	(29)	-
Stanley Thomas Johnson Foundation	-	65	(65)	-
Swedish Postcode Lottery (Better Life call)	-	23	(23)	-
Swedish Postcode Lottery (Innovation call)	-	112	(112)	-
Anonymous	-	4	(4)	-
Anonymous	(1)	140	(139)	-
Anonymous	-	69	(69)	-
	952	7,023	(7,889)	86

**Restricted funds from Amnesty International Sections**

The Group held funds provided by Sections during the year, with the following restrictions:

**AI Canada (Eng)** Balance carried forward at 1 January 2015 relates to an operational planning grant, to be spent in 2016.

**AI Netherlands** Additional Voluntary Contribution towards work in Africa.

## **Amnesty International Limited** *(a company limited by guarantee)*

**AI United Kingdom** Balance carried forward at 1 January 2015 relates to International Mobilisation Trust and Common Accounting Framework grant, to be spent in 2016.

### **American Counsel of Learned Societies**

The American Counsel of Learned Societies funds an internship programme and the fund is used for salary costs.

### **Benetech**

The Benetech grant was restricted to Amnesty International's Satellite and Technology project.

### **Charities Aid Foundation (CAF)**

This grant is restricted to work on migrant workers in Asia,

### **Comic Relief**

The Comic Relief grant relates to Amnesty International's Slums and Human Rights project in Kenya. This grant continues to January 2016.

### **EuropeAid**

The EuropeAid fund is restricted to Amnesty International's Education for Human Dignity project which ran from 1 March 2010 to 28 February 2013.

### **Education, Empowerment and Justice (EEJ)**

The EEJ grant is restricted to the human rights education programme of Amnesty International's Middle East & North Africa regional office. One grant ended in 2015, and a new one was secured for August 2015 onwards supporting the same programme.

### **Ford Foundation**

The Ford Foundation grants relates to a Technology and Human Rights project, a project on policing in South African and the Global Transition Programme

### **Google**

The Google grants are restricted to digital Human Rights work.

### **Gilbert Smith**

The Gilbert Smith grant relates to security and human rights work.

### **Humanity United**

Humanity United provided two grants in 2015 – one was restricted to Amnesty International's Satellite and Technology project, and the other was restricted to work on the rights of migrant workers in Qatar.

### **Norwegian Telethon**

The Norwegian Telethon is a multi-year grant relating to freedom of expression, discrimination against women and minorities, corporate Human Rights infringements, victims of armed conflicts and fair legal systems in MENA.

### **Oak Foundation**

The Oak Foundation grant was restricted to the Global Transition Programme and continues until 2016.

### **Open Society Foundation**

The Open Society Funding is restricted to work on torture & ill treatment in central Eurasia, technology innovations for human rights, the rights of migrant workers and to the Global Transition Programme.

## Amnesty International Limited *(a company limited by guarantee)*

### Stanley Thomas Johnson Foundation

The Stanley Thomas Johnson Foundation grant was restricted to Amnesty International's SOS Europe project on refugees and was used in full in 2015.

### Swedish Postcode Lottery

There are two Swedish Postcode Lottery grants – one is restricted to Amnesty International's 'Alt Click: a New Generation of Human Rights Activists' project and the other is restricted to a project on people at risk of torture in Nigeria.

### Unrestricted Funds

	1 January 2015	Income	Expenditure	Transfer	31 December 2015
	£'000	£'000	£'000	£'000	£'000
Designated funds - fixed assets	15,810	-	(1,108)	(3,527)	11,175
Designated Fund - London Office and Fundraising	-	-	(1,290)	16,550	15,260
Designated funds -Global Transition Project	1,201	2,758	(1,936)	-	2,023
Pension Fund	(4,759)	2,109	(10)	-	(2,660)
Unrestricted Fund	9,195	58,943	(46,820)	(13,023)	8,295
	21,447	63,810	51,164	-	34,093

### London Office and Fundraising

The profit on disposal from the sale of our properties at 25 and 28 Easton Street in 2015 has been ring-fenced as a designated reserve. This is to be used for the refurbishment of the remaining London property at a cost of £4.3m, and to provide grants to Amnesty Sections aimed at increased fundraising income. This expenditure is expected to be spent during 2016 to 2018.

### Global Transition Project

These funds are earmarked to cover the Moving Closer to the Ground strategy involving a fundamental restructure, along with subsequent costs of relocation to new Regional Offices and the related project management costs. This expenditure is expected to be spent during 2016 and 2017.

### Fixed Assets

The value of the fixed assets includes the value of the offices and equipment and as such have been designated as the sale of which would negatively impact the Company's operations.

## 28 Finance leases

Finance lease commitments comprise obligations payable in respect of office furniture and equipment:

	Group		Company	
	31 Dec 15	31 Dec 14	31 Dec 15	31 Dec 14
	£'000	£'000	£'000	£'000
Within one year	-	4	-	4
Within two to five years	-	-	-	-
	-	4	-	4

## 29 Operating Leases

Operating lease expensed during 2015

	Group	
	31 Dec 15	31 Dec 14
	£'000	£'000
Plant and machinery	38	44
Rent	774	636
	812	680
	812	680

At 31<sup>st</sup> December 2015 the Group had annual commitments under non-cancellable operating leases:

Group	Rental leases	Rental Leases
	31 Dec 15	31 Dec 14
	£'000	£'000
Less than one year	476	241
Within one to five years	390	468
Over five years	-	
	866	709
	866	709

## 30 Capital and other commitments

At 31 December 2015 the Group and Company had commitments of £3,900,000 for future capital expenditure not already provided in the financial statements (31 December 2014: £35,000 for Group and Company).

A portion of the International Secretariat's annual income has been earmarked to fund £8.7m of 2016 operational costs for sections. The first tranches of payments were expensed in 2015 leaving £6m to be paid to sections in instalments during the remainder of 2016. There are no performance related conditions on these grants.

The IS has made a total commitment of £2.5m to invest in fundraising activities for sections during 2016. As at February 2016 a total of £1.0m was paid, with the remaining £1.5m to be paid to sections in instalments during the remainder of 2016. Future instalments are conditional on the fundraising performance of sections.



## 31 Financial Instruments

Amnesty International Limited has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's short and long term creditors excluding deferred income and taxation payable. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Investments, including bonds and cash held as part of the investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure. Investments in subsidiary undertakings are held at cost less impairment.

Below is a table summarising the carrying amount of all financial assets and liabilities at the year-end date.

### Financial Assets and Liabilities

	31 Dec 15	31 Dec 14
	£'000	£'000
Financial assets measured at amortised cost	40,991	27,079
Financial liabilities measured at amortised cost	(10,799)	(11,314)
Financial assets measured at fair value through the Statement of financial activities	1,190	847
Financial liabilities measured at fair value through the Statement of financial activities	(682)	-
<b>Carrying amount of financial assets/liabilities</b>	<b>30,700</b>	<b>16,612</b>

### Income, expense, net gains and losses for financial assets/liabilities measured at fair value

	31 Dec 15	31 Dec 14
	£'000	£'000
Net gains on forward contracts financial assets/liabilities	518	2,279
Gain on transfer of freehold property to investment property	998	-
	<b>1,516</b>	<b>2,279</b>

### Interest income and expense for financial assets/liabilities measured at amortised cost

	31 Dec 15	31 Dec 14
	£'000	£'000
Interest income for financial assets	95	73
Interest income for financial liabilities	(67)	(40)
	<b>28</b>	<b>33</b>

**Forward Contracts**

Included within other creditors in the current year, these contracts have a net liability value of £682k (2014: asset value of £832k) as spot rates are expected to be lower than the contracted forward rate when the contracts mature in 2016.

The fair value of the net liability is reached by applying quoted forward contract rates at the relevant balance sheet dates resulting in a recognised gain of £518k in the Statement of Financial Activities (2014: £2,279k).

At 31 December 2015, Amnesty International is committed to selling the following currencies under forward rate contracts held with bankers and other financial institutions:

<b>2015</b>			
<b>Currency</b>	<b>Contract value</b>	<b>Contract type</b>	<b>Maturity</b>
AUD	5,400,000	Open forward	30 December 2016
CAD	3,260,000	Open forward	30 December 2016
CHF	3,950,000	Open forward	30 December 2016
DKK	18,000,000	Open forward	30 December 2016
EUR	7,000,000	Open forward	30 June 2016
NOK	19,500,000	Open forward	30 December 2016
SEK	27,000,000	Open forward	30 December 2016

<b>2014</b>			
<b>Currency</b>	<b>Contract value</b>	<b>Contract type</b>	<b>Maturity</b>
AUD	-	Fixed	-
CAD	3,460,000	Open forward	In four tranches at each quarter end in 2015
CHF	7,300,000	Fixed forward	29 December 2015
DKK	23,900,000	Fixed forward	In five tranches at end of Jan, Mar, Jun, Sep and Dec 2015
EUR	14,000,000	Fixed forward	In eight tranches at end of Jan, Mar, Apr, Jun, Jul, Sep, Oct and Dec 2015
NOK	19,616,000	Fixed forward	In four tranches at each quarter end in 2015
SEK	26,480,000	Fixed forward	In four tranches at end of Feb, May, Aug and Nov 2015

## Amnesty International Limited *(a company limited by guarantee)*

At 31 December 2015, Amnesty International is committed to purchasing the following currencies under forward rate contracts held with bankers and other financial institutions:

Currency	2015			2014
	Contract value	Contract type	Maturity	Contract value
GHS	1,123,027	Open	30 December	-
		Forward	2016	-
ILS	2,000,000	Open	30 December	-
		Forward	2016	-
KES	67,151,048	Open	30 December	-
		Forward	2016	-
MAD	3,300,000	Open	30 December	-
		Forward	2016	-
MXN	10,200,000	Open	30 December	-
		Forward	2016	-
THB	10,481,170	Open	30 December	-
		Forward	2016	-
TND	337,707	Open	30 December	-
		Forward	2016	-
ZAR	9,469,450	Open	30 December	-
		Forward	2016	-

Details of the Group's grant commitments at year end are provided in note 10.

### 32 Related party transactions

Other than transactions with subsidiaries that are detailed in note 18, there have been no other related party transactions during the year.

### 33 Events after the balance sheet date

There are no material post balance sheet events to report.

### 34 Cash flow information

#### Cash Flow from Operations

	2015 £'000	2014 - Restated £'000
<b>Net cash outflows/inflows from operating activities</b>		
Profit for the year ended 31 December 2015	11,780	4,168
Adjustments for:		
Depreciation of fixed assets	1,083	1,359
Profit on disposal of fixed assets	(10,103)	-
Cash received on acquisition of subsidiary	(878)	-
Interest received	1,093	73
Interest paid	(67)	(40)
Decrease/(Increase) in investments	(1,156)	(145)
Decrease/(Increase) in stock	(6)	4
Decrease/(Increase) in trade receivables	(877)	(927)
Increase/(decrease) in trade payables	(2,774)	3,170
Actuarial Gain	(912)	1,705
(Decrease)/Increase in provisions	231	122
<b>Cash from Operations</b>	<b>(2,586)</b>	<b>9,489</b>

#### Reconciliation of net cash flow to movement in net funds

	2015 £'000	2014 £'000
Increase in cash and cash equivalents in the year	4,242	9,121
Increase in liquid resources	8,287	15
(Increase) / decrease in debt and lease financing		
<b>Movement in net funds</b>	<b>12,529</b>	<b>9,136</b>
<b>Net funds at start of period</b>	<b>23,007</b>	<b>13,871</b>
<b>Net funds at period end</b>	<b>35,536</b>	<b>23,007</b>

#### Analysis of net funds

	31-Dec-14 £'000	Cash flow £'000	31-Dec-15 £'000
Cash at bank and in hand	17,552	4,242	21,794
Short term deposits	5,455	8,287	13,742
<b>Net funds</b>	<b>23,007</b>	<b>12,529</b>	<b>35,536</b>