

Amnesty International Limited

(a company limited by guarantee)

Report and financial statements for the year ended 31 December 2020

Company No: 1606776

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Legal and Administrative details

Directors:	Vincent Adzahlie-Mensah Maria de Lourdes Barrera-Campos Sarah Jane Beamish Peter Petelo Fa'afiu Fabiola Gutierrez Arce Greg Marsh Nolasco Ritz Lee III Santos Aniket Shah Anjhula Mya Singh-Bais
Co-opted members:	Christoffer Schlaeffer Michael Bergmeijer
Secretary General:	Agnès Callamard (appointed 29 March 2021)
Acting Secretary General:	Julie Verhaar (resigned 26 March 2021)
Company Secretary:	Gayle Gedala (appointed 6 November 2020) Nigel John Armitt (resigned 6 November 2020)
Address and Registered Office:	1 Easton Street London WC1X 0DW
Company Registration Number:	1606776
Date of incorporation:	6 January 1982
Constitution:	Company limited by guarantee, with memorandum and articles of association
Solicitors:	DLA Piper 3 Noble Street London EC2V 7EE
Bankers:	Lloyds Bank plc 10 Gresham Street London EC2V 7AE
Auditor:	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW

Directors' Report for the year ended 31 December 2020

The Directors present their report on the affairs of Amnesty International Limited ("AIL"), which includes the Strategic Report, together with the financial statements and auditor's report for the year ended 31 December 2020. The information required in a Directors' Report is included in the Strategic Report. The report covers the activities of AIL and its subsidiaries, details of which are provided in Note 21 to the financial statements. Operationally, AIL is referred to as the International Secretariat of Amnesty International ("the IS").

1. Structure, Governance and Management

1.1 Organisation Structure

Amnesty International ("Amnesty") is an unincorporated global movement which has as its objective "the enjoyment by everyone of all the human rights enshrined in the Universal Declaration of Human Rights and other human rights instruments throughout the world".

The Amnesty movement consists of 69 national entities (64 membership and 5 non-membership entities) and the IS. The work of the IS is undertaken by AIL and Amnesty International Charity (previously called Amnesty International Charity Limited until 15 July 2020), both companies limited by guarantee registered in England and Wales. Amnesty International Charity provides grant funding to AIL for the purposes of its charitable activities, which are furthered, operationally, by the IS and Amnesty's membership entities. Amnesty International Charity is a wholly owned subsidiary of AIL and is a registered charity. Due to the legal restrictions associated with activities deemed political under the charity law of England and Wales, AIL is not registered as a charity. However, its Board of Directors took a decision in 2011 (reaffirmed in 2021) to operate as a charity in all applicable respects, including complying with the Charities Act 2011 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), in preparation of AIL's report and financial statements.

The IS supports, enables and implements the work and functioning of the Amnesty movement by:

- representing the movement externally through the Secretary General
- co-ordinating and conducting the movement's global human rights work in research, campaigning, communications, advocacy, policy, legal, fundraising, education and other functions as necessary
- developing global strategy, policies and standards and ensuring their co-ordination, implementation, monitoring, evaluation and reporting; and
- supporting movement governance, growth and development and its financial health.

The IS is governed by the Directors of Amnesty International Limited, with day-to-day management powers delegated to the Secretary General, and is accountable to the Amnesty International movement through the Global Assembly. The IS is funded principally by Amnesty's national membership organisations for the purpose of furthering the work of Amnesty on a worldwide basis.

1.2 Global Offices

AIL's operations are distributed across 21 offices globally with its largest office in London. Its other offices are structured as legal branches or subsidiaries. The branch offices are located in: Bangkok, Beirut, Dakar, East Jerusalem, Johannesburg, Kiev, Moscow, Nairobi, New York, and Washington DC.

The subsidiary entities are located in Brussels (Amnesty International – European Association), Hong Kong (Amnesty International Asia-Pacific Regional Office Limited), Mexico City (Oficina Regional de

Directors' Report (continued)

Amnistía Internacional), Colombo (Amnesty International South Asia), Tunis (Amnesty International Afrique du Nord) and Lima (Amnesty International Limited Sucursal Peru).

AIL also operates two language resource centres which are subsidiaries, in Paris (Centre de Ressources Linguistiques d'Amnesty International – Unité Chargée de la Langue Française) and in Madrid (Centro de Lenguas de Amnistia Internacional).

The Centre for the Protection of Human Rights and Social Justice of Amnesty International Nigeria – (AI Nigeria), an 'incorporated trustees' entity based in Nigeria, has been treated as an associate of AIL due to the IS having partial management control. Further details are given in Note 21 of the financial statements.

AIL also has control of two dormant entities, Amnesty International South Asia Foundation and Amnesty International, Secretariat International, Bureau Français. Further details are given in Note 2 of the financial statements.

1.3 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 April 2018.

AIL's members (guarantors) and Directors are the elected members of the International Board of Amnesty International, nine individuals who are elected by representatives of the national membership entities of Amnesty International global movement at its annual Global Assembly. The members of the International Board are elected for a three-year term, with a maximum of two terms. The global governance arrangements for the Amnesty movement are set out in the Statute of Amnesty International and the Global Governance Regulations.

The International Board in its capacity as the AIL Board of Directors ("the Board") is responsible for agreeing AIL policy and approving operational plans and budgets and ensuring these are implemented. New Board members receive an induction at the IS shortly after their appointment, covering a general overview of the organisation and administrative details, fiduciary responsibilities, and legal/statutory responsibilities. The Governance Programme at the IS is responsible for identifying the general training needs for the entire Board as well as actioning specific requests for training from individual Board members. AIL has maintained Directors' and Officers' liability insurance cover throughout the year.

Board members are disclosed on page 2.

AIL is a private limited company and a not-for-profit organisation which aims to follow charity sector best practice. As a result, AIL voluntarily follows the Charity Governance Code ("the Code") as updated in December 2020. AIL carried out a review of its governance and standards against the previous version of the Code in 2019. The results of this review continue to inform a Board improvement and work plan to further enhance AIL's compliance with the Code. For example, a revised induction, appraisal and development programme for AIL has been designed and will be implemented following elections in September 2021. AIL will carry out a benchmarking exercise against the updated Code in 2021.

1.4 Management

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

The activities of AIL are managed by the Secretary General, supported by a Coalition Leadership Team which is comprised of the Deputy Secretary General, the Chief Financial Officer, the Senior Director of Research, Advocacy and Policy and the Senior Director of Public Engagement and Growth together with two section

Directors' Report (continued)

Directors from the Amnesty Movement who are appointed by the Secretary General. During 2020, the Acting Secretary General covered the role of Deputy Secretary General which remained vacant. The strategic direction of AIL is decided through voting at the annual Global Assembly.

Secretary General	Agnès Callamard (appointed 29 March 2021)
Acting Secretary General	Julie Verhaar (resigned 26 March 2021)
Deputy Secretary General	Kyle Ward (appointed 4 May 2021, previously vacant)
Senior Director Public Engagement and Growth	Thomas Schultz-Jagow
Chief Financial Officer	Rohan Hewavisenti (appointed 13 July 2020)
Interim Chief Financial Officer	Nigel Armitt (resigned 6 November 2020)
Interim Senior Director Research, Advocacy and Policy	Clare Algar (resigned 5 June 2020)
Senior Director Research, Advocacy and Policy	Rajat Khosla (appointed 1 September 2020)
Acting Senior Director Research, Advocacy & Policy	Ashfaq Khalfan (1 June 2020 to 1 September 2020)

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 Coalition Leadership Team and makes recommendations to the 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 Organisations. This is detailed in full on our website at <https://www.amnesty.org/en/about-us/how-were-run/finances-and-pay/>.

2. Public Benefit

AIL is a not-for-profit organisation whose activities are 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 Charities Act 2011 (section 3(1) (h)), which 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, AIL'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 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; and
- supporting human rights education and human rights activism.

Directors' Report (continued)

3. Aims

Amnesty International's mission is to undertake research and action, focused on preventing and ending grave abuses of political, civil, economic, social and cultural rights. Our 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, the universality and indivisibility of human rights, impartiality and independence, and mutual respect.

These are challenging times for justice and human rights. Inequality is rising. Armed conflicts, mass movements of people and competition for scarce resources are leaving people vulnerable. And while more people are striving to get their voices heard, states are responding by cracking down on human rights – often in the name of protecting public order or ending terrorism.

In this context, Amnesty International's vision of a world in which every person enjoys all of their human rights¹, is more relevant than ever.

To realise our vision and mission, Amnesty International articulates its organisational aims in periodic strategic plans. In 2015, we adopted **Taking Injustice Personally: Strategic Goals 2016 - 2019** to focus our work and to help allocate our resources more strategically and effectively. In 2018 the strategy was extended to also cover 2020. The Goals focus around five key thematic areas:

- **GOAL 1 – Reclaiming freedoms:**
 - People defending human rights are safe and supported
 - People know their rights and are empowered to claim them
 - People can claim their rights to speak out, organise and challenge injustice
- **GOAL 2 – Securing equal rights for all:**
 - Discrimination, including violent discrimination is reduced
 - Progress is made towards equality based on gender, gender identity and sexuality
 - More people can enjoy their economic, social and cultural rights
- **GOAL 3 – Responding to crises:**
 - Civilians are better protected through effective action by national, regional and international institutions and mechanisms
 - People affected by conflict, crises, torture, have access to adequate protection and assistance
 - Those responsible for human rights abuses are held accountable and victims have access to justice, truth and reparation
- **GOAL 4 – Ensuring accountability:**
 - Regional and global human rights mechanisms are reinforced where national rights protection is failing Human rights governance and accountability are strengthened at national level
- **GOAL 5 – Maximising our resources and engagement:**
 - Amnesty International is a larger, stronger and more diverse movement with a greater capacity to achieve human rights impact
 - Amnesty International is strengthened through active and diverse participation at all levels

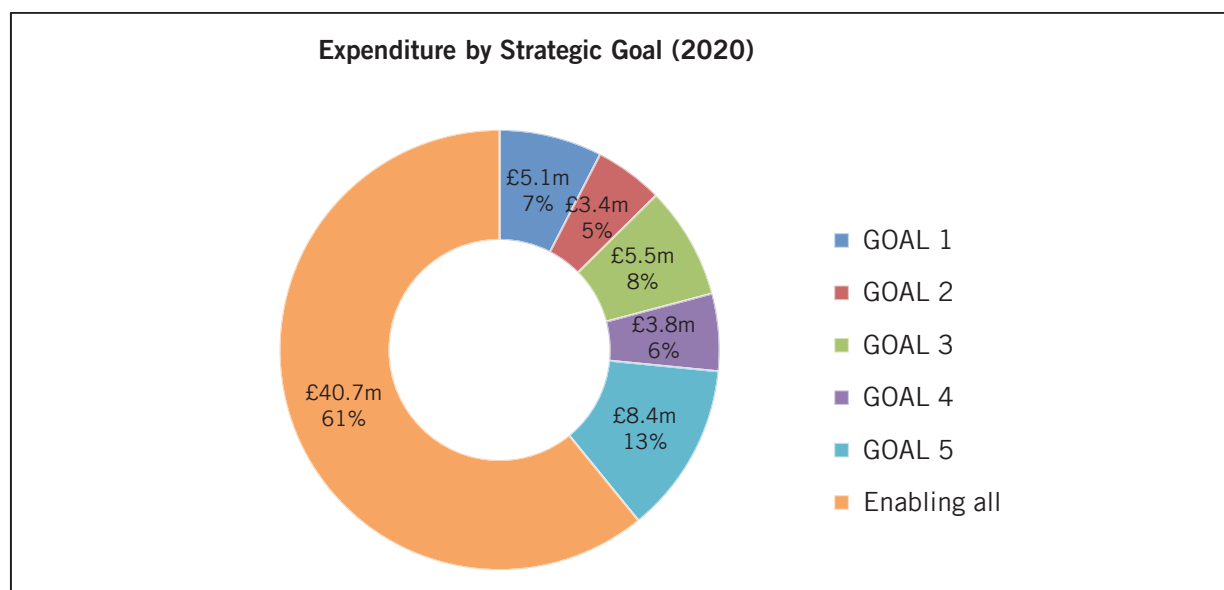
¹ As enshrined in the Universal Declaration of Human Rights and other international human rights standards

Directors' Report (continued)

The goals are delivered through an international projects' portfolio as well as national operational plans of Amnesty International entities in over 70 countries.

In 2020, in response to the Covid-19 pandemic, AIL developed an interim Covid-19 strategy addressing: health, livelihoods, equality and non-discrimination; state overreach and abuse of power; international cooperation and assistance; and moving towards a just recovery.

In 2020, AIL's expenditure was split across the strategic goals as per the chart below.



Expenditure on enabling all goals refers to work that contributes to all or multiple goals. This includes reactive work across all goals, ongoing support to enable all goals and grants to Amnesty national entities to support their operations.

The responsibility for achieving the goals is shared by the entire Amnesty International movement.

Strategic Report

4. Achievements and Performance

When analysing and assessing Amnesty's achievements, performance and human rights impact, progress is tracked in the form of outcomes. These are defined as an observable change in behaviour, attitude or belief of a specific actor as a result of an intervention by Amnesty.

All Amnesty entities and teams report yearly on the outcomes that their projects have achieved in the previous year. This information is then categorised and analysed by a team of monitoring and evaluation experts who aggregate those outcomes to track progress against the global targets set in Amnesty's Strategic Goals. In 2020, 94% of all Amnesty entities and 80% of all IS projects provided impact information, which is a further improvement compared to previous years.

As well as analysing the type of impact achieved, attention is paid to the way in which Amnesty achieved impact, providing useful insights for strategic planning, adaptation and innovation going forward. For example, working with and through external partners (10% of all outcomes reported identified partnerships with external stakeholders as a key element in their success) was one of the key factors that allowed Amnesty to achieve change across Goals One to Four.

Strategic Report (continued)

In line with last year's approach, Civicus Monitor's country ratings (available at <https://monitor.civicus.org/>) were used to assess the impact that Amnesty was able to achieve in countries which had been rated as having a closed, repressed, obstructed, narrowed or open civic space. Confirming last year's trend, obstructed countries such as Hungary, Sierra Leone or the USA were the ones where Amnesty achieved the largest proportion of Goals One to Four outcomes (21%). However, a closer exploration of the data suggests that most of the impact reported in Goal Two, Securing Equal Rights for All, was achieved in open countries (25% of all outcomes under the Goal), while most of the impact achieved in Goal One, Reclaiming Freedom, and Goal Four, Ensuring Accountability was in closed and repressed countries.

2020 was a year like no other for human rights. The Covid-19 pandemic starkly exposed and exacerbated socio-economic inequalities and deep-seated discriminations. It provided leaders with a pretext to entrench and expand their own power at the expense of people's rights. It allowed nationalism to thrive. Still, the pandemic and its deadly consequences showed how human rights are for everyone and need protecting.

For the Amnesty movement, as for the whole NGO sector, this unprecedented challenge meant adjusting plans, priorities, and ways of working, reallocating resources, and navigating the hurdles that the pandemic imposed on physical and mental wellbeing.

Despite the many challenges, Amnesty managed to contribute to significant human rights change, enabling and protecting civic space, advancing the fight for gender equality and anti-discrimination, and protecting people affected by conflict, just to name some of the areas where Amnesty made a difference.

Under **Goal One, Reclaiming Freedoms** we exposed human rights violations and raised awareness, strengthened the capabilities of our members, supporters and activists as well as of members of the public to act as powerful agents of change and galvanised support for human rights.

In **Goal Two, Securing Equal Rights for All**, we mostly contributed to achieving changes in law, policy, and practice and improvements to Amnesty's own capabilities. National entities and the IS also reported having raised awareness as a result of the work they undertook under the Goal, however to a much lower extent than in Goal One.

Goal Three, Responding to Crises, and **Goal Four, Ensuring Accountability**, present a similar picture in terms of impact. In both Goals, Amnesty was able to achieve changes in law, policy, and practice and changes in people's lives. This is noteworthy, particularly in the case of Goal Three as it confirms a shift that we started to see in 2019 when we recorded an increase in the number of outcomes concerning changes in law, policy, and practice with governmental actors.

Finally, Amnesty's work on the **Covid-19 pandemic** also achieved important results, particularly in the area of health, livelihoods, equality and non-discrimination, and state overreach and abuse of power.

Reclaiming Freedoms (Goal 1)

Amnesty continued to **expose and raise awareness of human rights violations**. For example, in April 2020 Amnesty released a statement denouncing the risks posed by governments' increasing use of digital surveillance technologies as part of their response to the Covid-19 pandemic. More than 100 civil society organisations from around the world signed the statement, including Human Rights Watch, Privacy International, and Access Now.

We also **strengthened the capabilities of individuals, particularly young people, to know and claim their rights** by scaling up the Human Rights Academy in Middle East and North Africa (MENA), Europe and Central Asia and launching in South Asia with courses in Urdu and Bangla, with many young people learning how to design and lead campaigning and advocacy initiatives.

Strategic Report (continued)

With the rising occurrences of protests across the globe in 2020, Amnesty worked with civil society groups and individual Human Rights Defenders (HRDs), supporting them to stay safe online through training and support. The learnings resulting from this work led to the publication of a series of concrete tips that activists and individuals planning to join a protest could easily follow.

We also managed to secure a **growing support for human rights**, with members of the public and Amnesty supporters taking action in support of human rights across the globe. A great example was the campaign asking USA authorities to drop charges against Julian Assange, which was Amnesty Austria's best performing online campaign ever in terms of number of signatures collected and gathering of new supporters.

2020 was also a year in which Amnesty improved its ability to **establish or strengthen partnerships**, while tangibly **changing people's lives**. There were many human rights defenders who were released or had their sentences reduced, as in Russia where, as a result of continuous campaigning, the Supreme Court reduced prison sentences of two prisoners of conscience, Yan Sidorov and Vlad Mordasov.

We also supported **changes in law, policy and practice** in Goal One. In the Americas, for example, an additional 6 countries ratified the Escazú Agreement bringing the total number of ratifications to 11, the number needed for this historic treaty to enter into force. Also, another landmark achievement in the region came about in December 2020 when, after years of campaigning and advocacy by Amnesty, Argentina's Congress passed a law to fully decriminalize abortion.

Ensuring Equal Rights for All (Goal 2)

We contributed to changes in **laws, policies, and practice**, particularly by pushing for the development or adoption of new pieces of legislation and policies which will advance gender justice and the fight against discrimination. A clear example is represented by the government of Sierra Leone which introduced an inclusive policy allowing pregnant girls to attend school – a win that came after years of campaigning by Amnesty and civil society organisations and a positive ruling by the Economic Community of West African States (ECOWAS).

We also **strengthened our internal capabilities**, especially by building or strengthening partnerships and alliances. In Algeria, for instance, Amnesty led on the first joint action and collaboration with three women's rights' associations (Wassila Network, CIDDEF, Algerian Feminist Journal) leading to the production of an awareness-raising video on violence against women which featured singer Amel Zen. In Mongolia, Amnesty was instrumental in uniting local residents' representative organizations into a coalition which is now a stronger and more effective ally in the fight for housing rights.

We worked with others to ensure duty bearers and, in some instances, corporate actors **recognised the existence of certain human rights issues** and committed to take action. A great example is represented by Amnesty Hungary which, in March 2020, launched the "One Step Closer" campaign, aimed at highlighting the existing gender pay gap in both public and private sector in the country and at helping companies tackle this gap. As a result of this campaign, 30 companies committed to publish their gender pay gap figures by March 2021.

We continued to **raise awareness of human rights issues** as we have seen in the case of the "Digital Disruptors" project, as part of which Amnesty Sweden launched the "Collective Grief" campaign raising awareness about street violence through art, poetry, and personal stories. The campaign, which was the result of co-creation efforts with individuals from marginalized areas of the country, got wide coverage on both social and traditional media, and was also highlighted in a national broadcast channel.

We have also contributed to making tangible **changes to people's lives**, as in the case of some of the Mercury MENA (Middle East and North Africa) workers who started (or were in the process of) receiving their compensation in 2020, after having worked for months without pay on some of Qatar's most prestigious

Strategic Report (continued)

infrastructure projects. This important step forward was the result of work that Amnesty pursued since 2017, including an investigation that culminated in a report released in 2018.

Responding to Crises (Goal 3)

We contributed to changes to people's lives. This was, for example, the case in the USA where nine individuals were released from Immigration and Customs Enforcement's detention centres, also thanks to Amnesty's congressional advocacy and coalition-building with legal service providers and other NGOs. Similarly, in Spain all the people who were detained in Foreign Internment Centres were released (around 220 transfers were made from the Temporary Stay Centre for Immigrants from Melilla to the peninsula and to another space in Melilla, and around 60 transfers were made to the peninsula from the Plaza de Toros, as requested).

We also contributed to **changed laws, policies and practice**, particularly through the adoption of laws and policies that will positively impact the rights of refugees. In Finland, for example, the annual "refugee quota" (that is the number of places for refugee resettlement) was increased by 200 bringing the total number to 1,050 for 2021 – a win that resulted from the continued and sustained advocacy efforts of Amnesty Finland.

We **exposed violations and increased the visibility** of human rights issues, while galvanising support for human rights (17% of all outcomes reported). A great example is represented by Amnesty Indonesia which created an anonymous whistleblowing platform that health workers could use to expose violations of their rights to health and right to work in the context of the Covid-19 pandemic. Together with national doctors, nurses and pharmacists' associations, Amnesty Indonesia launched a petition asking the government to protect under-equipped medical workers. As a result the government committed to distributing 105,000 Personal Protective Equipment (PPE) to medical personnel and to setting aside more than US\$100,000 for medical supplies as an initial measure.

Amnesty's Crisis Evidence Lab collaborated with Regional Offices to respond to emerging crises in Ethiopia and Nagorno Karabakh – verifying open-source videos of possible war crimes to complement field research conducted by country researchers. This allowed us to issue fast and timely press releases that generated media coverage and was responded to by the UN High Commissioner for Human Rights. Swiftly responding to the crisis helped to push the issue of Ethiopia into centre stage when the world was focussed on the US elections and the pandemic.

We also won litigations and contributed to initiation or progressions of court proceedings and investigations. An example was that the European Court of Human Rights (ECHR) ruled that Belgium violated international law and the principle of non-refoulement when deporting a man to Sudan in 2017 – an important win which was also made possible by Amnesty's public statement denouncing the government's policy of forcibly returning people who were denied asylum. This statement had a significant influence on the decision on the ECHR.

On 11 December 2020, the International Criminal Court's (ICC) prosecutor announced the conclusion of her office's decade-long preliminary examination into the situation in Nigeria, concluding that both Boko Haram and the Nigerian military have committed war crimes and crimes against humanity. The announcement paves the way for a full-blown investigation to finally begin. Among the Amnesty International reports supporting the prosecutor's findings are the 2018 report on the ICC preliminary examination and Nigeria's failure to address impunity for international crimes, and two 2020 reports on atrocities suffered by children and older people. Both reports directly called on the ICC to conclude its preliminary examination and open a full investigation.

Ensuring Accountability (Goal 4)

Despite many challenges, Amnesty contributed to **changes in law, policy, and practice**. Most of these successes were achieved with intergovernmental organisations through research, consistent engagement with key actors and advocacy at the international and national levels, as in the case of the United Nations

Strategic Report (continued)

High Commissioner for Refugees (UNHCR) which, in October 2020, adopted a resolution extending capacity building and technical assistance to the government of the Philippines. While this fell short of requiring an international independent investigation into the human rights situation in the Philippines, it ensured that the issue will remain on the UN agenda for the next two years.

We contributed to achieving **tangible changes in people's lives**. For instance, the UN Committee on the Elimination of Discrimination against Women (CEDAW) issued a decision against Bosnia and Herzegovina in a case of a victim of wartime rape, stating that Bosnia and Herzegovina had failed to properly investigate the crime and provide reparation to the victim. The Committee urged Bosnia and Herzegovina to provide immediate and comprehensive support to victims of wartime rape and sexual violence and said that statute of limitations should not apply to compensation claims made by survivors of wartime rape. The case was brought by the NGO TRIAL International in 2017, with Amnesty International's support.

Amnesty **investigated potential human rights abuses** as a result of environmental degradation and pollution caused by four Chinese-owned gold mines operating in Bozoum prefecture in the Central African Republic. Two weeks after Amnesty's report was released – with good local and regional media coverage – the mining companies abandoned the mining sites. This is a significant accomplishment in that the halt to mining operations effectively prevents further harm to the people and environment of Bozoum.

By working in partnership with others, we put pressure on governments to acknowledge the existence of key human rights issues and commit to address them. For example, Canada's federal government agreed to carry out a federal environmental impact assessment on a controversial coal mine expansion in southeast British Columbia. JBS, a Brazilian company, the largest meat packing company in the world, publicly committed to monitor its indirect supply chain by 2025. This followed the launch of a report exposing cattle illegally grazed entering JBS' supply chain, a petition signed by 66,000 of Amnesty supporters and the Federal Prosecutor's Office stating they would initiate an investigation into JBS.

In its report for the Human Rights Committee at the March 2020 UN Human Rights Council (HRC), the new government of Tunisia acknowledged the persistence of human rights violations in the country, including in the context of counterterrorism, and committed to reforms to address impunity. In February 2020, Amnesty had sent an open letter to the Tunisian prime minister calling him to focus on ending impunity.

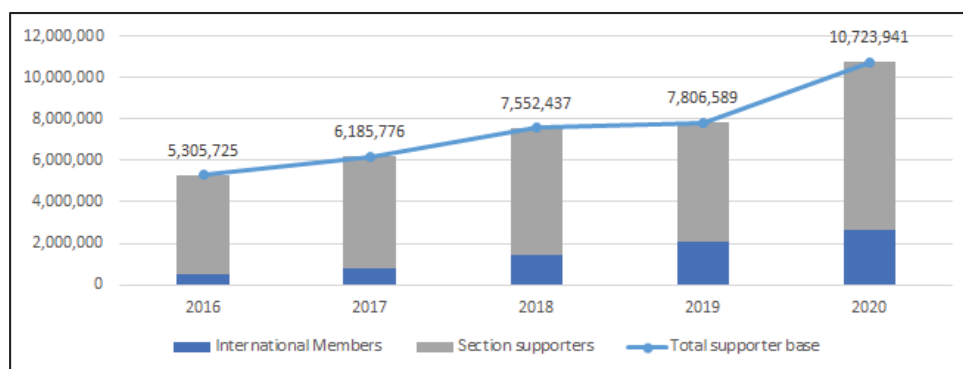
The UN Fact Finding Mission (FFM) on Venezuela released a report in 2020 documenting the perpetration of crimes against humanity in the country and attributing individual criminal responsibility for these crimes to senior figures both in the government and in security agencies. This followed a campaign that Amnesty had launched in 2018 calling for international scrutiny of human rights violations in Venezuela and for the establishment of a Human Rights Council body tasked with pursuing accountability for such crimes. As part of the FFM's investigations, Amnesty also played an important role in providing the FFM with its own documentation about human rights violations in Venezuela.

We **continued to raise awareness** about human rights – often through joint civil society initiatives, as in the case of a statement on the racially discriminatory impacts of emerging technologies that Amnesty released in collaboration with E. Tendayi Achiume (UN Special Rapporteur on contemporary forms of racism, racial discrimination, xenophobia and related intolerance), Access Now, AI Now Institute, Association for Progressive Communications, Digital Freedom Fund, and Internet Sans Frontières. The call was made in advance of the UN General Assembly and has since been circulated globally for signature with premier human and digital rights organisations, as well as racial justice advocacy and activist groups.

Movement growth (Goal 5)

At the end of 2020 Amnesty reported a supporter base of 10.7 million, which includes supporters and International Members (2019: 7.8 million, 2018: 7.6 million, 2017: 6.2 million and 2016: 5.3 million). A supporter is defined as a person who has done at least one action, provided Amnesty their contact details and has given their consent for Amnesty to contact them.

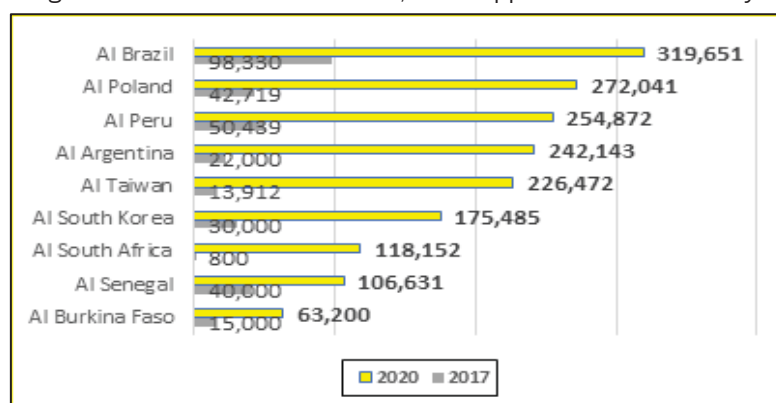
Strategic Report (continued)



Amnesty has 2.7 million International Members, who account for 25% of the total supporter base. An International Member is a person in a country that has no physical Amnesty presence and has joined the international movement as a free member by providing their name, email and location. The rate of growth for International Members is notable: since the end of 2019 there has been an increase of over half a million. During 2020 there were 30+ campaigns with a collective reach of 74 million people in International Member markets. The countries where Amnesty's International Members are predominantly located are Nigeria (22%), Pakistan, Egypt, Bangladesh and Colombia. We contact our members mostly in English, and also share content in Arabic, Spanish and French. We have also been running language pilots in Russian and Chinese.

Reactive campaigning saw an increase of supporter acquisition, one such campaign, justice for George Floyd, mobilized people globally from Nigeria to Bangladesh to Colombia. Although the campaign originated in the US it reached over 7 million people across the world, resulting in over 1 million emails being sent from our supporters directly to campaign targets.

Beyond the International Members, growth has continued worldwide. 24 sections now have more than 100,000 supporters, an increase of seven sections from 2019 year-end. A third of the sections that have achieved this growth milestone are part of the Accelerator project, the project currently services 9 sections, known as Accelerators and aims to develop replicable practices that can be shared with all the movement. The Accelerator project strengthens organisational capabilities so that entities can develop solid platforms able to generate and maintain growth for the long-term. When the Accelerator Project began at the end of 2017, participating sections had a base of 312,400 supporters. After three years of implementation the



total supporter base stands at 1,778,600, showing that Accelerators had, on average, almost a six-time multiplying effect. The Accelerators are growing faster and more sustainably than sections who do not receive this targeted support, and faster than many established sections in the Global North.

Amnesty International movement had 2.6 million donors in 2020 (2019: 2.2million). The number of single donors increased to 0.9 million from 0.5 million, while regular donors were consistent at 1.7 million.

Strategic Report (continued)

Impact of Covid-19 Response Strategy

The Covid-19 pandemic has had drastic effects around the world and pushed governmental, non-governmental organisations, civil society, and individuals to adapt and shift their ways of working. It also created new opportunities to re-imagine the world we live in, while also presenting new and deeper challenges to human rights.

In June 2020, Amnesty developed a Covid-19 Pandemic Response Strategy that sets out desired outcomes across the following key workstreams:

<p>Health, livelihoods, equality, non-discrimination</p> <p>Govts/companies provide equitable access to health and social protection</p> <p>Govts/companies protect the health, economic and social welfare of frontline workers</p> <p>Govts mitigate against the adverse impact of the pandemic and its response on the most marginalised</p>	<p>State overreach and abuse of power</p> <p>Governments address COVID-19 through human rights compliant measures</p> <p>Governments take action to support human rights defenders and ensure that new restrictive measures do not become the “new normal”</p>	<p>International cooperation and assistance</p> <p>States take positive action to increase provision of international cooperation and assistance to ensure that all states can respond effectively to the pandemic</p>	<p>Towards a just recovery</p> <p>COVID-19 recovery measures, including economic stimulus packages to advance human rights</p> <p>Key stakeholders engage with Amnesty-led human rights vision for the world beyond the pandemic</p>
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HEALTH, LIVELIHOODS, EQUALITY AND NON-DISCRIMINATION WORKSTREAM

Our analysis suggests that Amnesty did manage to contribute to concrete, positive **changes in people’s lives**. Examples include prisons’ overcrowding, as reported by Amnesty Ghana, Amnesty Nigeria, and Amnesty Togo; and union activists being released or discharged after being arrested for peacefully protesting, as in Malaysia where five activists were granted a discharge not amounting to acquittal by the Ipoh Magistrate after taking part in a peaceful picket calling out the alleged unfair treatment of union members and insufficient personal protective equipment for cleaners.

Amnesty **exposed human rights violations through** the use of research and targeted media work. A clear example is represented by the level of visibility and engagement that was generated by outputs such as an interactive map showing health workers’ deaths due to Covid-19 across more than 70 countries and the report “Exposed, Silenced, Attacked: failures to protect health and essential workers during the Covid-19 pandemic”. The map had over 10,000 views in the first week. The Mexican government publicly contested Amnesty’s analysis – a disappointing outcome, however a sign that the issue was placed on the agenda.

Amnesty contributed to **changes in law, policy, and practice**. For example, in August 2020 the Ecuadorian government published a national protocol to respond to Covid-19 among indigenous peoples. The step forward that came after Amnesty campaigned on this issue in the Ecuadorian Amazon through urgent actions and coalitions with local organisations. The Swedish government commissioned the National Board on Health and Welfare to analyse and submit proposals for measures to prevent and counteract homelessness in the long-term, which Amnesty Sweden had intensified their work on due to the pandemic.

It is important to recognise some of the increased engagement with corporate actors linked to this workstream, such as the company Amazon stating that it respects workers’ rights to join and form trade unions in response to Amnesty letters.

Strategic Report (continued)

STATE OVERREACH AND ABUSE OF POWER WORKSTREAM

Amnesty contributed to achieving many changes in law, policy, and practice, particularly by blocking initiatives that would have a negative impact on human rights. For example, in Czech Republic, Amnesty denounced the government's plan to exclude people in quarantine and self-isolation from voting in the upcoming regional and senate elections, resulting in the authorities setting up alternative ways of voting for these people. Amnesty contributed towards blocking Bahrain's candidacy to the Human Rights Council (HRC) on the basis of the country's deteriorating human rights record and refusal to cooperate with the HRC and other UN procedures. This was achieved through collaboration with other civil society organisations and significant advocacy efforts.

Amnesty continued to raise awareness of human rights issues such as in Hungary. International media campaigns on the Hungarian government's rights-restricting laws during Covid-19 resulted in 500 media appearances per week on the topic in April 2020.

INTERNATIONAL COOPERATION AND ASSISTANCE WORKSTREAM

A smaller set of outcome data was available on this workstream. Most of the results that Amnesty achieved were with intergovernmental organisations and concerned changes in law, policy, and practice, particularly through the adoption and/or development of initiatives that are expected to positively impact human rights. Two examples are the Human Rights Council adopting a strong consensus statement (PRST 43/1) on the human rights implications of Covid-19 on 29 May 2020, with inputs from Amnesty, and some of the World Trade Organization (WTO) member states developing negotiations for the adoption of a temporary waiver of the Trade Related Aspects of Intellectual Property Rights (TRIPS) Agreement to help boost global access to Covid-19 vaccines – a measure that Amnesty called on WTO member states to support, in coordination with civil society partners.

TOWARDS A JUST RECOVERY WORKSTREAM

Key focuses of the workstream are climate-centred recovery measures that advance equality, agency, and solidarity and of creating a strong Amnesty-led human rights vision for the world beyond the pandemic. Most outcomes concerned growing support for human rights issues and increased visibility of human rights issues. Examples included members of the public or Amnesty's supporters taking action in support of human rights, as we have seen in New Zealand as part of their Big Kindness Count, a campaign seeking to promote solidarity, humanity and a compassionate society where everyone's rights are respected. Amnesty New Zealand received over 16,000 examples of kindness on their website as well as Facebook page.

5. Fundraising

The majority of AIL's income is contributions ("assessment") from local entities of Amnesty International ("sections") across the globe. The contributions made by Amnesty International entities to AIL's budget are calculated based on the Distribution Model, the assessment framework for the movement. The Distribution Model was implemented from 2016 and continued to apply in 2020. A review of this model was carried out in 2020. The aims being to make sure that this system still supports the long-term growth of the organisation globally. Proposals for adjusting the model will be presented to the Global Assembly in 2021.

AIL supports sections worldwide to increase their own income through fundraising capacity building and the provision to some entities of grants for fundraising investment fund ("FIF grants"). Furthermore, it does some direct fundraising for the IS with individual major donors, legacies, trusts and foundations, and institutions. In 2020, FIF grants of £1.8 million were granted to 11 sections (2019: £2.7 million to 12 sections). These investments supported achievement of the organisation's goal to grow global movement income. Income grew from around €275 million in 2015 to €334 million in 2020. Investments are being made in priority markets presenting large growth potential for the organisation in terms of human rights

Strategic Report (continued)

impact, activism and income. AIL benefits from the investments through entities' reduced reliance on operational grants from AIL and potential increased assessment contributions in the future.

External fundraising activities for AIL are focussed on high value income streams by securing grants from trusts and foundations and major donations.

No commercial organisations fundraise on behalf of AIL. The Group receives some small ad hoc donations which are generally made as online donations through the amnesty.org website or sent to the AIL offices.

As AIL does not undertake public fundraising, it has not subscribed to any UK fundraising standards or scheme for fundraising regulation. All our fundraising activities are governed by Amnesty International's Global Fundraising Policy, Guidelines and Donor Charter. AIL is a founding member of Accountable Now (formerly the INGO Accountability Charter), a global platform that supports Civil Society Organisations to be transparent and responsive to stakeholders and focused on delivering impact. A safeguarding of vulnerable adults and children policy was approved in April 2020 to mitigate the risks around safeguarding.

AIL received no complaints in 2020 about our fundraising activity (2019: no complaints).

6. Plans for Future Periods

During 2019 and 2020, AIL engaged in a consultation process reaching out to its staff, volunteers, partners as well as the general public to source ideas for its next global strategic framework. The draft strategic framework suggests two key areas of focus for Amnesty in the period to 2030: freedom of expression and civic space, and inequality and discrimination. Targets and objectives will be identified as part of the planning process at the national and regional levels. The draft strategic framework retains capacity for the organization to work reactively on a broader set of human rights issues. The draft strategic framework will be discussed at the Global Assembly in September 2021.

The strategic priorities for 2021 are:

1. Putting human rights at the centre of post-Covid-19 societies: extending and amplifying work based on priorities articulated in the Covid-19 strategy; making a compelling case globally for human rights-centred recovery from the pandemic.

2. Strengthening prioritisation and strategic decision-making in the IS: putting human rights impact at the centre of decision-making; aligning resource allocation to strategy and impact; ensuring better alignment of strategic priorities with global campaigns; strengthening long-term bodies of work.

3. Preparing to deliver the next global strategy: providing intellectual input and leadership into the strategy; leading work on operationalisation; working towards a sustainable global Amnesty model optimised to deliver the next strategic framework and achieve human rights impact. As part of this, Amnesty International is embarking on a movement-wide planning process that will see National Entities (NEs) and the International Secretariat (IS) coming together to identify a small set of targets and design the key initiatives they will deliver to achieve them. This will help ensure that entities and the IS do not plan in isolation and that operational plans are developed bottom-up, with information from entities feeding into regional plans. This process will help address one of the main challenges that Amnesty faces: ensuring entities and IS offices/programmes plan and deliver their work in a truly coordinated way to achieve greater impact than if they were acting independently.

4. Strengthening effective leadership and a culture of unity: building united leadership and management teams with strong lateral working relationships, to enable global, regional, national elements of the operating model to work effectively together; strengthening trust, respect, engagement, and wellbeing; leading a racial equality and diversity agenda.

Strategic Report (continued)

5. Designing a post-Covid-19 working environment: taking up the challenge to think radically about the future of work and its implications for the operating model of Amnesty.

7. Grant Making Policy

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

8. Volunteers and Interns

AIL's volunteers have agreed to give their time and work unpaid for the main purpose of benefitting Amnesty International as a charitable organisation. This is an informal arrangement and no legal contract binds them to deliver or attend as an employee would. Volunteers typically commit to volunteer between two and three days a week for a maximum of six months. Volunteers, with ongoing supervision, support the work of the team by undertaking assigned and supported tasks or collaborate with team members on specific tasks. The volunteers' backgrounds are varied and enable our staff to benefit from the skills of a diverse range of volunteers composed largely of undergraduate and postgraduate students, as well as active and retired professionals.

Interns join the organisation as fixed-term employees who are paid a salary. They undertake a programme of work and development that supports Amnesty International's objectives while we help the intern develop transferable skills and expertise. An internship is a structured one-off programme of work, training (formal and informal) and development over a 6, 9 or 12-month term and supported throughout. Interns are given accountability for delivering to a defined work-plan.

Due to Covid-19 restrictions the appointment of volunteers and interns has been minimal. During 2020, six volunteers were appointed and one intern.

9. Promotion of the success of the organisation to benefit its members

The Directors confirm that in accordance with Section 172 (1) of the Companies Act they act in a way they consider would be most likely to achieve the purposes of the Company. In making this assessment the Directors have considered the following:

a. The likely consequences of any decision in the long term

The long-term sustainability of the operating model is considered by the Directors as set out in the going concern section of the Directors' Report. Specifically, the Directors consider both short- and longer-term financial projections and the key risks that could negatively impact the sustainability of AIL. The Directors review management information, budgets, forecasts, cashflow projections and progress against the financial recovery plan on a regular basis.

Risk management is embedded at all levels across the Company. The most significant risks are discussed at Board meetings. See section 12 for further details.

The responsibilities of Directors in relation to capital expenditure and investment decisions are set out in the Capital Expenditure and Treasury Management Policies. These policies are reviewed and approved by the Finance and Audit Committee ("FAC") (delegated Board responsibility) on a biennial basis.

b. The interests of the company's employees

In relation to employee engagement, the Directors receive regular reports from management on the mood of staff which is measured through staff engagement surveys. With regards to Board Diversity, the Directors are elected by the Amnesty Movement and represent Europe (1), Americas (4), Asia (3) and Africa (1). There

Strategic Report (continued)

are four women and five men. The diversity of the elected Board ensures that there is diversity of thought relating to decisions, this indirectly benefits the company's employees.

The Company's Employee Experience Programme has been running since late 2019. Its vision is to develop a healthier, kinder and more trusting Amnesty International; a compassionate and inclusive workplace where diversity, equality and fairness thrive.

The work is being carried out under four themes: wellbeing, people management, leadership and culture. Progress against workstreams is reported to the Board on a regular basis. The Board has a nominated contact for this work who provides a more detailed level of oversight. The structure and approach to the programme is under constant review through a working group that comprises designated union and People and Organisational Development team members.

To monitor progress, a comprehensive engagement survey was carried out in April 2020, followed up with a first quarterly pulse survey in December 2020. The surveys showed some improvements since April. In some cases, results fell short of benchmark organisations. Building on these results and the open-ended feedback that staff provided, an action plan for 2021 has now been approved and communicated to staff. Programme and Regional Office level results were analysed. Managers are now partnering with People and Organisational Development colleagues to address team-level employee experience matters.

In light of the Covid-19 pandemic and engagement survey results, some specific wellbeing measures were put in place in 2020. These included:

- The number of counselling sessions available to each staff member was increased from five to ten through Amnesty's Employee Assistance Programme
- A reduction of workload by 30% was encouraged during lockdown periods and the option to reduce working hours was offered
- Stress and resilience and other wellbeing-related workshops were held regularly
- A programme of duty of care training was designed and rolled out for managers

The Company has complied with the UK's Equality Act 2010 Regulations 2017 that require the publication of information on the gender pay gap for UK employees annually. The 2018 report is available on the amnesty.org website. The 2019 and 2020 reports have not yet been published as the UK government has delayed this obligation for organisations due to the Covid-19 pandemic crisis. Since 2019, Amnesty has been reporting to Fairshare on the number of women in the Coalition Leadership Team and Board: <https://fairsharewl.org/international-monitor-2021/>.

Following the increased prominence of the Black Lives Matter movement in 2020, a report was commissioned by the Board to explore any experiences of racism within Amnesty's International Secretariat and recommend ways to tackle this. A Racial Equality, Diversity and Inclusion Group was established to advise the Coalition Leadership Team on ways to address racism and other diversity matters. By the end of 2020, an action plan had been developed along two tracks, the first addressing operations such as training, recruitment and data collection and the second to look at structural and systemic issues. This approach was reviewed by the Board who discussed the issue with sections in early 2021 to determine how to address this across the whole movement. In 2021 a Head of Racial Equality, Diversity and Inclusion will be recruited to drive forward the action plan.

Amnesty International is committed to creating and sustaining a working environment in which everyone has an equal opportunity to fulfil their potential irrespective of sex, gender, gender identity, pregnancy or maternity, sexual orientation, religion or beliefs, marital status, civil partnership status, race, ethnic origin, colour, nationality, national or ethnic origins, disability, age or part-time status. The company has developed

Strategic Report (continued)

and implemented recruitment, selection, flexible working and personal development processes and practices to reflect its commitment to equal opportunities.

Throughout 2020 a working group worked on analysing and mitigating any gaps in our approach to safeguarding. In December 2020, the Board approved a new Safeguarding Policy. In 2021 a new Head of Safeguarding will be recruited to implement a more comprehensive approach to this key matter for the organisation.

c. The need to foster the company's business relationships with suppliers, customers and others

In relation to key stakeholder engagement, the Directors consulted with sections through various channels in 2020, including correspondence, webinars, board meeting newsletters and the annual meeting.

In accordance with AIL's standard payment terms, supplier payment is due within 30 days after AIL receives the invoice from the supplier. AIL would seek to resolve any supplier disputes on a case-by-case basis. In accordance with the Company's standard terms:

- AIL reserves the right to withhold any payments or parts of payments invoiced by the supplier which Amnesty disputes in good faith.
- If AIL fails to pay any amount properly due and payable by it to a supplier, the supplier has the right to charge interest on the overdue amount at the rate of four percent per annum above the base rate for the time being of Barclays Bank PLC.

All procurement must conclude with a written agreement with the chosen supplier in the form of a contract signed by both parties. In particular, the contract must include a detailed specification of the goods/services to be supplied and a set of clear payment terms. The company has developed a set of standard terms and conditions which should be used in all contractual arrangements. These terms and conditions include a Supplier Code of Conduct. Amnesty International is committed to ensuring that its mission and values are reflected in its approach to buying goods and services. In addition to complying with all applicable statutory and legal requirements, AIL's suppliers must comply with the human rights, labour and environmental standards set out in the Code as an absolute minimum and take reasonable steps to ensure that those with whom they have a business relationship do likewise.

AIL works with a range of donors in support of furthering its aims and objectives. AIL's fundraising is bound by a code of conduct, ethical guidelines and a movement-wide fundraising policy. AIL is transparent with information and prides itself on building mutually beneficial relationships.

d. The impact of the company's operations on the community and the environment

The company recognises that its global operations have an environmental impact and is committed to monitoring and reducing its emissions year-on-year. The Company has completed the Energy Savings Opportunity Scheme (ESOS) reporting requirements and has prepared reporting under the Streamlined Energy and Carbon Reporting (SECR) for the London office.

2020 Performance

Our carbon footprint for the 2020 reporting year has been calculated based on our environmental impact across scope 1, 2 and 3 (selected categories) emission sources for the UK only. Our emissions are presented on both a location and market basis. On a location basis our emissions are 101 tCO₂e, which is an average impact of 0.3 tCO₂e per employee, and on a market basis our emissions are 17 tCO₂e. We have calculated emission intensity metrics on an employee basis, which we will monitor to track performance in our subsequent environmental disclosures.

Energy and carbon action

In the period covered by the report Amnesty International has not undertaken any emissions and energy reduction initiatives.

Strategic Report (continued)

2020 Results

The methodology used to calculate the Greenhouse Gas emissions is in accordance with the requirements of the following standards:

- World Resources Institute (WRI) Greenhouse Gas (GHG) Protocol (revised version)
- Defra's Environmental Reporting Guidelines: Including Streamlined Energy and Carbon Reporting requirements (March 2019).
- UK office emissions have been calculated using the DEFRA 2020 issue of the conversion factor repository.

Following an operational control approach to defining our organisational boundary, our calculated GHG emissions from business activities fall within the reporting period of January 2020 to December 2020.

Emissions and energy usage for reporting year

	Emissions Source	
Scope 1	Natural gas	10
	Refrigerant	6
Total Scope 1		16
Scope 2	Electricity	83
Total Scope 2		83
Scope 3	Employee cars	2
Total Scope 3		2
Total (Market Based)		17
Total (Location Based)		101
Total Energy Usage (kWh) ²		2418552
Normaliser	tCO2e per FTE	0.3

The Company has a draft environmental strategy and policies covering energy, waste, travel and staff engagement and embedding environmental sustainability in business decision-making. This will be approved by the Board in 2021. This framework will be used as guidance for the whole Amnesty movement, as part of the project to reach net zero carbon by 2035.

e. The desirability of the company maintaining a reputation for high standards of business conduct

The Company's Procurement Policy that has been approved by the Finance and Audit Committee (FAC), as delegated by the Board, outlines the responsibility of company employees to undertake procurement processes that demonstrate fairness and integrity, comply with relevant laws and regulations, keep information confidential and secure and ensure procurement best practice is followed. Amnesty International intends to fully comply with the obligations under the Modern Slavery Act 2015 and has published a detailed, annual transparency statement for the year ended 31 December 2020 that has been approved by the Board. The organisation conducted a risk-based audit of relevant supplier categories engaged in 2020 specifically for modern slavery due diligence and published key findings in the annual transparency

² Energy reporting includes kWh from scope 1, scope 2 and scope 3 employee cars only (as required by the SECR regulation)

Strategic Report (continued)

statement that can be found at [Amnesty International Modern Slavery Act 2015 statement for the financial year 1 January to 31 December 2020 | Amnesty International](#). The Company's Anti-Fraud, Bribery and Corruption Policy sets out the responsibilities of staff to report any incidents or suspicion of fraud, bribery or corruption arising in the course of their work and to cooperate fully with related investigations; and comply with applicable IS Finance policies and procedures. Amnesty International takes a zero-tolerance approach towards fraud, bribery and corruption. It is committed to complying with all applicable laws and regulations relating to fraud, bribery and corruption wherever it operates (including the UK Fraud Act 2006 and Bribery Act 2010 which applies to Amnesty International IS operations both in the UK and globally).

The organisation has a policy on Anti-Terrorism Vetting and Compliance which sets out the requirements for performing an appropriate level of due diligence on organisations and individuals to which it provides funds or support, related decision-making procedures, and procedures for reporting and disclosure of specific situations of concern by IS Staff. The organisation also uses an Anti-Money Laundering Screening Solution to periodically review all open supplier accounts.

f. The need to act fairly as between members of the company.

The Directors have a conflicts of interest policy contained in their working rules.

10. Financial Review

In 2020, Amnesty International's financial situation was transformed due to much higher than anticipated income and continued tight controls on expenditure. As a result, AIL ended the year with healthy reserves and cash balances.

In 2020, total income increased to £91.2 million (2019: £85.7 million) due to increased assessment income which was driven by a combination of one-off legacies received by sections, a strong and resilient donor and support base combined with successful efforts to move from face-to-face fundraising to digital and telemarketing. Net income also increased due to a decrease in fundraising spend in sections due to the pandemic. While there is a short-term increase in 2020 as a result of this reduction in fundraising activity, a continued decrease in fundraising spend would likely cause a decrease in long-term income. There was also a strong performance in Trusts & Foundations and some Additional Voluntary Contributions (AVCs) were made by sections. AVCs are in addition to the Assessment Income that the fundraising entities are required to make as part of the Amnesty Movement statutes and are where an individual entity wishes to increase its contribution to the work of the Movement.

Results for AIL show net incoming funds of £19.3 million (2019: £9.9 million). Free reserves at 31 December 2020 were £32.9 million (2019: £11.4 million), £9.9 million higher than the upper end of the target range of £23.0 million.

Total expenditure was £66.9 million (2019: £78.2 million) including restructuring costs incurred in the year of £nil (2019: £2.2 million). Restructuring costs in 2019 related to the programme of reducing the number of permanent employees, put in place to reduce staff costs from 2020 onwards as part of the financial recovery plan. AIL spend on grant fundraising fell to £1.6 million in 2020 (2019: £3.9 million) due to the impact of the restructuring in 2019 and continued cost reduction measures in 2020. Financial support for sections' fundraising also fell to £1.8 million (2019: £2.7 million)

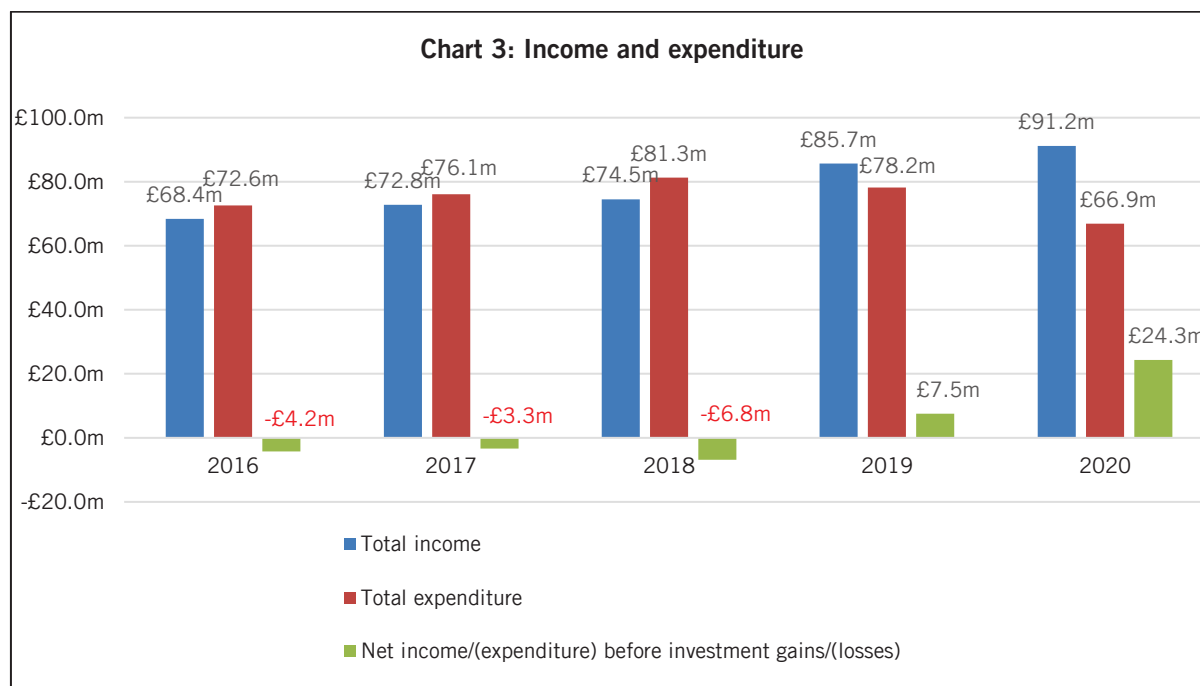
AIL has net current assets of £36.1 million as at 31 December 2020 (31 December 2019: £16.5 million). AIL has unrestricted funds totalling £41.8 million at the balance sheet date (2019: £24.2 million). Net cash inflow from operating activities for the year was £16.6 million (2019: £2.0 million). AIL has cash at bank and in hand and short term investments totalling £28.7 million as at 31 December 2020 (2019: £13.5 million).

Strategic Report (continued)

In December 2020, AIL's London office at 1 Easton Street was formally valued at £29.5 million (net book value in the financial statements of £8.0 million).

In 2020 AIL made a donation of £1.0 million to Amnesty International Charity under the Gift Aid scheme (2019: nil).

Performance during the financial period, together with historical trend data is set out in the chart below.



11. Investment and Hedging Policy

AIL has developed a Treasury Management Policy which is intended to achieve the maximum possible return through fund management, whilst operating strictly within a minimum risk framework and in consideration of the ethical standings of banking institutions, with no use of speculative products. To maximise returns on temporary cash surplus the IS uses a range of current, call and deposit accounts. This generated interest income of £30,000 in the year.

The Treasury Management Policy also 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 2020, AIL 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 32 for a summary of hedging contracts at 31 December 2020.

12. Principal Risks and Uncertainties

The management of activities and the execution of AIL's strategy are subject to risks.

AIL's risk register is reviewed and discussed by the Coalition Leadership Team and the Finance and Audit Committee on a quarterly basis, and the most significant risks are discussed at each Board meeting. Risk management is embedded at all levels. The risks facing the organisation are identified and documented in

Strategic Report (continued)

the risk register through a quarterly internal process. Mitigating actions are identified and delivery is monitored against milestones and corrective action taken accordingly. For each risk, the directors:

- Develop approaches to manage that risk, with appropriate mitigation procedures
- Assign responsibilities for implementation and review
- Monitor the status on a regular and timely basis

The top six risk areas in 2020 were assessed as the following:

i) Covid-19 pandemic

Human rights: Many measures to contain the spread of Covid-19 appear to have been proposed and implemented without full consideration of potential consequences for the enjoyment of all human rights by all, whether infected, at risk, or part of the wider population. As such the focus of Amnesty International's campaigning work shifted in the short term to respond to the human rights impact of the crisis. Further, the ability of staff to travel to deliver planned work was substantially curtailed.

Financial: Quarantines, social distancing and shielding policies in place in many countries severely impacted on Amnesty International sections' ability to secure new donors. The Covid-19 crisis led to a reallocation of resources to support Amnesty's response to the pandemic. The full impact for future years is uncertain. A monthly update meeting was set up in 2020 with the largest 13 fundraising sections to share information on performance and future years' income. The meetings have continued in 2021 every two months.

Staff wellbeing: The Covid-19 outbreak caused and continues to cause significant stress to colleagues and their loved ones. In line with guidance from governments, mandatory home working was implemented. Where allowed by authorities and when considered safe, offices were opened recognising the potential impact on productivity and mental health of the isolation for many staff.

ii) Racism

Following the death of George Floyd and the Black Lives Matter movement, the International Board commissioned a review of racism in the organisation. The review highlighted challenges that needed to be addressed. Due to the seriousness of the issues, the Chair and now the Secretary General have led on moving the IS to become a fully anti-racist organisation.

iii) Staff wellbeing

Organisational culture factors are at risk of exacerbating work-related pressure on staff, with the potential impact of reducing wellbeing and the ability to achieve our goals and resulting in reputational issues. The Board has endorsed the Employee Experience Plan (see Section 9 above) that serves as a blueprint for action and the adoption of a new mind-set for a healthier and kinder future. This plan encompasses the implementation of the recommendations of the external reviews carried out in 2018 related to wellbeing, including the surveys focused on #MeToo. This work, its prioritisation, and progress monitoring is being overseen by a Governance Group chaired by the Secretary General and including staff/union, Board and Amnesty section representation.

iv) Performance on core human rights work

Inaccurate or untimely research outputs pose a significant risk to Amnesty's reputation, effectiveness and credibility. Amnesty will update the quality assurance framework, and review our research outputs to highlight best practice and identify issues to be addressed.

v) Financial risks

AIL is dependent upon voluntary income from other Amnesty International member entities and from third party donors to fund core human rights work. It is exposed to risks around income volatility, foreign exchange

Strategic Report (continued)

fluctuations, and unexpected expenditure which could impact on liquidity and financial viability. Mitigations include regular reforecasting and robust financial modelling, effective cash management, reviewing our assessment mechanism to seek to mitigate the impacts of structural income uncertainty, creating additional contingency within our budget and continuous cost reduction programmes. The long-term plan had been to ensure a balanced budget and to increase reserves to an acceptable financially sustainable level. This was achieved in 2020, with reserves rising to over £32 million. Fraud is an ever-present risk. Controls are in place through financial reporting and analysis, segregation of duties, management reviews, and through policies and procedures.

vi) Security including cybersecurity

Low preparedness and resilience to threats could lead to injury, death, reduced ability to operate and reputational damage. Mitigations include embedding the global security framework through continuous training, communications and reinforcement of policy. Steps were taken to tighten cybersecurity including staff awareness and training, and technological strengthening of systems.

13. Pension Fund

The accounting valuation or FRS 102 valuation of the AIL defined benefit pension scheme as at 31 December 2020 supplied by AIL's actuaries showed a deficit figure of £4.2 million (2019: £0.4 million deficit).

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 every three years. The most recent was carried out as at 30 September 2020 which revealed a funding shortfall of £3.0 million (2017: £4.0 million).

On a buy-out basis, the deficit was provisionally valued at c£8.6 million as at May 2021.

The three different valuations noted above (accounting valuation, actuarial valuation and buy-out) use different assumptions which lead to different valuations of the pension scheme deficit.

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 2020 AIL Group (which includes all Company branches and its subsidiaries) had total assets of £45.7 million (2019: £26.4m) of which £41.8 million were unrestricted and £3.9 million restricted (2019: £24.2 million unrestricted and £2.2 million restricted). Free reserves were £32.9 million (2019: £11.4 million), calculated by excluding the defined benefit pension scheme liability, tangible fixed assets, certain loans to sections and the holiday pay provision from AIL Group's unrestricted funds. In line with Charity Commission guidance, free reserves are calculated as the Group's unrestricted funds that are freely available to spend, without negatively impacting the Group's operations.

At 31 December 2020 AIL Company (which includes branches but not subsidiaries) had total reserves of £42.5 million (2019: £22.7 million) of which £38.6 million were unrestricted and £3.9 million restricted (2019: £20.5 million unrestricted and £2.2 million restricted). Free reserves were £30.0 million (2019: £8.2 million), calculated by excluding the defined benefit pension scheme liability, tangible fixed assets, certain loans to sections and the holiday pay provision from AIL Company's unrestricted funds.

Strategic Report (continued)

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

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

1. The Group's risk management framework;
2. Income budgets/forecasts and analyses of the reliance on the stability of future sources of income;
3. Monthly expenditure budgets, forecasts, including staff costs, Resource Allocation Mechanism / Fundraising Investment Fund (RAM/FIF) 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 and the Covid-19 crisis, the Finance and Audit Committee and Board reviewed the free reserves minimum target as it is recognised that the previous target minimum of £7.6 million should be increased to a range, from a minimum target of £13.5 million to £23.0 million, effective September 2019. At 31 December 2020, the Group's free reserves were £9.9 million above the upper end of the target range, due to the impact of Covid-19 on the Assessment Income, which was higher than budget. Sections often commit to spending their budgeted fundraising expenditure up until the final months of the year, so the IS is informed of most underspends after the year-end. This was especially the case in 2020 when sections were hopeful of face-to-face fundraising activities resuming later in 2020 but the continued impact of Covid-19 and lockdowns across the globe prevented this. The International Board and Management Team at the IS is looking at ways to invest in our human rights work to achieve our strategic goals in line with our next strategy and are running a deficit budget in 2021 which will move the reserves closer to the target range.

15. Going Concern

AIL is dependent on income from the global Amnesty sections to fund its activities. The Directors prepare annual budgets and forecasts, including cashflow projections to December 2022, to ensure that they have enough funds in place to manage working capital on an annual basis. The Directors have also prepared longer-term high-level budgets, to the end of 2025, in order to plan the future strategy, development and sustainability of the organisation.

The key risks and uncertainties that impact upon the immediate liquidity and longer-term solvency of the organisation are:

- Underachievement on assessment income from sections. The amount of assessment income received is based on the assessment system, known as the Distribution Model. The "real time" basis of this model means that changes in performance or strategy of sections can have immediate detrimental impacts to AIL's assessment income. Any variation from the assessment income payment schedule would present additional risk.
- AIL has a large and inflexible cost base which cannot be reduced easily.
- Foreign currency exchange rate risk, as the majority of AIL's income is received in foreign currencies.

The diversified nature of income and operations led to the organisation envisaging that it would be less affected by the Covid-19 pandemic than many other organisations in the short term. The organisation responded effectively to the waves of the pandemic. It remains confident it can continue its operations. Longer term impacts to the organisation's financial performance are considered probable. Most significantly,

Strategic Report (continued)

an impact on fundraising activities and the broader possible economic impacts on charitable giving, may see Amnesty sections' income decrease resulting in ALL's assessment income reducing.

Financial modelling continues to be carried out, incorporating risk averse assumptions, based on the latest updates received from Amnesty sections.

Recognising the ongoing uncertainty surrounding the financial impacts of Covid-19, the Board has considered several factors when forming their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements.

These include:

- The targeted cost savings strategies identified that can be implemented under differing scenarios.
- The successful implementation of cost saving strategies in previous years as part of the ongoing financial recovery plan.
- The close monitoring of sections' financial performance and forecasts and consideration of a collective response with sections.
- The cash management controls in place to ensure sufficient working capital at all times. This includes the rescheduling of grant payments and income invoicing.
- The level of free reserves.

After considering these factors, the Directors have concluded that the organisation has adequate resources to continue in operational existence for the foreseeable future and have continued to prepare the financial statements on the going concern basis.

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 they should have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information. Crowe U.K. LLP has indicated its willingness to be reappointed as statutory 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 AIL and of the profit or loss of AIL 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

Vincent Adzahlie-Mensah
Director
4 September 2021

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

Opinion

We have audited the financial statements of Amnesty International Limited ('the parent company') and its subsidiaries (the "group") for the year ended 31 December 2020 which comprise Statement of Financial Activities (incorporating the Income and Expenditure Account), Consolidated and Company Balance Sheets, Consolidated Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and company's affairs as at 31 December 2020 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The directors are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information

is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- the information given in the directors' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the directors' report.

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

- adequate and proper accounting records have not been kept; or
- the 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.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 26, the directors (who are also the directors of the parent company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the parent company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the group and company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the group and company for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Taxation legislation and Employment legislation. We also considered compliance with local legislation for the group's overseas operating segments.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Directors and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of section income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, legal counsel and the Finance and Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, and reading minutes of meetings of those charged with governance.

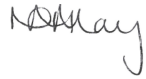
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the parent 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

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

parent 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 parent company and the parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Nicola May
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London
17th September 2021

**Consolidated Statement of Financial Activities
(Incorporating the Income and Expenditure Account)
For the year ended 31 December 2020**

		Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
		2020	2020	2020	2019
	Notes	£'000	£'000	£'000	£'000
Income from					
Donations and legacies	5,6	73,918	9,393	83,311	76,782
Charitable activities	7	2,000	4,786	6,786	8,651
Other trading activities	8	1,051	-	1,051	168
Investment income	9	55	15	70	131
Total income		77,024	14,194	91,218	85,732
Expenditure on					
Raising funds	11	1,647	-	1,647	3,858
Charitable activities	11	52,562	12,653	65,215	72,148
Restructuring costs	11	-	-	-	2,208
Total expenditure		54,209	12,653	66,862	78,214
Net income before investment (losses)/gains		22,815	1,541	24,356	7,518
Net (losses)/gains on investments		(325)	-	(325)	2,149
Net income		22,490	1,541	24,031	9,667
Transfer between funds		(158)	158	-	-
Other recognised (losses)/gains					
Actuarial (losses)/gains	15	(4,737)	-	(4,737)	188
Net movement in funds		17,595	1,699	19,294	9,855
Reconciliation of funds					
Total funds brought forward		24,155	2,211	26,366	16,511
Total funds carried forward		41,750	3,910	45,660	26,366

The notes on pages 34 to 68 form part of these financial statements.

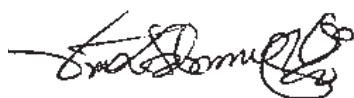
Consolidated and Company Balance Sheets as at 31 December 2020

Company no: 1606776

	Notes	Group		Company	
		2020 £'000	2019 £'000	2020 £'000	2019 £'000
Fixed assets					
Intangible assets	19	1,225	-	1,225	-
Tangible assets	20	12,461	13,531	11,974	12,974
Investments	20,21,22	1,444	1,466	42	447
Total fixed assets		15,130	14,997	13,241	13,421
Current assets					
Debtors: amounts falling due within one year	23	16,882	11,844	16,604	11,702
Debtors: amounts falling due after one year	23	175	120	175	120
Short term investments	24	1,315	1,592	-	-
Cash at bank and in hand	25	27,369	11,911	25,452	9,305
Total current assets		45,741	25,467	42,231	21,127
Creditors: amounts falling due within one year	26	(9,609)	(8,954)	(7,818)	(6,875)
Net current assets		36,132	16,513	34,413	14,252
Total assets less current liabilities		51,262	31,510	47,654	27,673
Creditors: amounts falling due after more than one year	27	(231)	(1,580)	(225)	(1,574)
Provisions for liabilities and charges					
Provisions	29	(1,133)	(3,213)	(688)	(3,010)
Defined benefit pension scheme liability	15	(4,238)	(351)	(4,238)	(351)
Net assets		45,660	26,366	42,503	22,738
Funds					
Unrestricted funds excluding pension reserve	30	32,302	10,975	29,632	7,904
Designated funds - intangible and tangible fixed assets		13,686	13,531	13,199	12,974
Pension reserve	15	(4,238)	(351)	(4,238)	(351)
Total unrestricted funds		41,750	24,155	38,593	20,527
Restricted funds		3,910	2,211	3,910	2,211
Total funds		45,660	26,366	42,503	22,738

The parent Company's net incoming resources for the year ended 31 December 2020 totalled £19,765,000 (2019: net incoming resources of £8,729,000).

The financial statements were approved and authorised by the Board of Directors on 04 September 2021 and signed on their behalf by



Vincent Adzahlie-Mensah, Chair.

The notes on pages 34 to 68 form part of these financial statements.

Consolidated Cash Flow Statement For the year ended 31 December 2020

	Note	2020 £'000	2019 £'000
Cash inflows from operating activities	35	16,552	1,983
Cash (outflows)/inflows from investing activities			
Purchase of intangible fixed assets		(1,225)	-
Purchase of tangible fixed assets		(190)	(299)
Proceeds on disposal of fixed assets		-	16
Disposal of subsidiary cash		-	(113)
Interest received		70	131
		(1,345)	(265)
Cash outflows from financing activities			
Interest paid		(26)	(47)
		(26)	(47)
Increase in cash & cash equivalents		15,181	1,671
Cash & cash equivalents as beginning of the year		13,503	11,832
Increase in cash & cash equivalents		15,181	1,671
Total cash & cash equivalents as at end of the year		28,684	13,503

Notes to the Financial Statements

For the year ended 31 December 2020

1 Company information

Amnesty International Limited ("AIL") is a company limited by guarantee in England and Wales under number 1606776 and its registered office is 1 Easton Street, London, WC1X 0DW. AIL is a not for profit organisation whose activities meet the definition of a Public Benefit Entity under FRS102.

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 (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard in the UK and Republic of Ireland (FRS 102) effective 1 January 2015. 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. AIL has taken advantage of the exemptions in FRS 102 from the requirements to present a charity only Cash Flow Statement and certain disclosures about AIL's financial instruments. In accordance with the provisions of s408 of the Companies Act 2006, AIL is exempt from the requirement to present its own Income and Expenditure Account and Statement of Financial Activities.

Going concern

AIL is dependent on income from the global Amnesty sections to fund its activities. The Directors prepare annual budgets and forecasts, including cashflow projections to December 2022, to ensure that they have enough funds in place to manage working capital on an annual basis. The Directors have also prepared longer-term high-level budgets, to the end of 2025, in order to plan the future strategy, development and sustainability of the organisation.

The key risks and uncertainties that impact upon the immediate liquidity and longer-term solvency of the organisation are:

- Underachievement on assessment income from sections. The amount of assessment income received is based on the assessment system, known as the Distribution Model. The "real time" basis of this model means that changes in performance or strategy of sections can have immediate detrimental impacts to AIL's assessment income. Any variation from the assessment income payment schedule would present additional risk.
- AIL has a large and inflexible cost base which cannot be reduced easily.
- Foreign currency exchange rate risk, as the majority of AIL's income is received in foreign currencies.

The diversified nature of income and operations led to the organisation envisaging that it would be less affected by the Covid-19 pandemic than many other organisations in the short term. The organisation responded effectively to the waves of the pandemic. It remains confident it can continue its operations. Longer term impacts to the organisation's financial performance are considered probable. Most significantly, an impact on fundraising activities and the broader possible economic impacts on charitable giving, may see Amnesty sections' income decrease resulting in AIL's assessment income reducing.

2 Basis of accounting (continued)

Financial modelling continues to be carried out, incorporating risk averse assumptions, based on the latest updates received from Amnesty sections.

Recognising the ongoing uncertainty surrounding the financial impacts of Covid-19, the Board has considered several factors when forming their conclusion as to whether the use of the going concern basis is appropriate when preparing these financial statements.

These include:

- The targeted cost savings strategies identified that can be implemented under differing scenarios.
- The successful implementation of cost saving strategies in previous years as part of the ongoing financial recovery plan.
- The close monitoring of sections' financial performance and forecasts and consideration of a collective response with sections.
- The cash management controls in place to ensure sufficient working capital at all times. This includes the rescheduling of grant payments and income invoicing.
- The level of free reserves.

After considering these factors, the Directors have concluded that the organisation has adequate resources to continue in operational existence for the foreseeable future and have continued to prepare the financial statements on the going concern basis.

Basis of consolidation

All companies over which AIL 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 Centro de Lenguas de Amnistia Internacional (CLAI), 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), Amnesty International - European Association, a Belgian international not for profit association (EIO), Amnesty International Afrique du Nord (Tunis), Amnesty International South Asia (Colombo) and Amnesty International Limited Sucursal Peru (Lima) have been consolidated into these group financial statements. It is considered that AIL exercises control over Amnesty International Charity (a registered charity) as AIL is the sole member of Amnesty International Charity ("AIC") and AIL as the Sole Member has the final decision and complete discretion in respect of the appointment of new Trustees of AIC.

The Centre for the Protection of Human Rights and Social Justice of Amnesty Intl Nigeria (AI Nigeria) is treated as an associate of the AIL Group because AIL has partial management control of the entity on the basis that the AI Nigeria Board of Trustees includes a senior IS staff member as well as local Trustees. The associate has been accounted for using the equity accounting method.

The accounting reference date of the Company and its subsidiaries and associate is 31 December.

The Company carries out some operations overseas through a number of overseas offices that it controls as branches. These are located in New York, Dakar, East Jerusalem, Kiev, Johannesburg, Nairobi, Beirut, Washington DC, Bangkok and Moscow. The Company-only financial statements include the results, assets and liabilities of these offices.

2 Basis of accounting (continued)

AIL also has control of two dormant entities: Amnesty International South Asia Foundation and Amnesty International, Secretariat International, Bureau Français. These entities are not consolidated into these group financial statements on the grounds of immateriality.

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 the Group 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

In the application of the Company's accounting policies, Directors are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects the current and future periods.

In the view of the Directors, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the Balance Sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

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

- Defined benefit pension scheme actuarial assumptions
- Provisions
- Depreciation
- Valuation of donated goods, facilities and services

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

3 Accounting policies (continued)

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.

Income

Assessment income

The assessment contributions are calculated based on a section's results for the current year and applying a scale of contribution rates.

Assessment contributions are invoiced throughout the year, on a quarterly or monthly basis 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 arrears.

Any differences in the pound sterling value of income recognised and the pound sterling value at receipt date is recognised as assessment income as opposed to foreign exchange gains and losses.

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 IS. The movement in provision during the period is offset against the assessment income. Contributions from sections are payable quarterly or monthly.

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.

Donated goods, facilities and services

Donated goods, facilities and services are included as income (with an equivalent amount in expenditure) at the estimated value to the Group where this is reasonably quantifiable, measurable and material. Donated goods, facilities and services relate predominantly to the considerable support received from legal firms on a pro bono basis. The value to the Group has been estimated based on hours donated multiplied by the hourly rate of in-house counsel. The Group has also benefitted from the contribution of unpaid volunteers. These contributions are not recognised in the accounts because of the absence of a reliable measurement basis.

3 Accounting policies (continued)

Legacy income

Legacies are recognised when the Company has entitlement, receipt is probable and the amount can be measured with reasonable accuracy.

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, probability and measurement 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.

External grants are classified as income from charitable activities.

Royalty income

Royalty income is generated from the sale by third parties of products that use the Amnesty International name and logo. Royalty income is recognised on an accruals basis in accordance with the substance of the underlying agreements.

Rental income

Rental income from the subleasing of office space is recognised on a straight-line basis over the term of the lease.

Sales income

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

Interest income

Interest income on loans to sections is accrued on a time basis, by reference to the principle outstanding and at the effective interest rate applicable. Interest income on cash at bank is recognised on an accruals basis.

Expenditure

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 publication activities, and movement support and growth. Where expenditure cannot be directly attributed to particular headings (such as support costs) it is allocated based upon the proportion of direct costs incurred in each area.

3 Accounting policies (continued)

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.

Activities in pursuance of the Group's objectives comprise:

1. Charitable activities, including those undertaken on behalf of AIC 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

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.

Restructuring costs

Restructuring 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 income/expenditure before investment gains/losses. In 2019 redundancy costs related to the programme of headcount reductions implemented in the year as part of a financial recovery plan put in place to balance expenditure against income and restore free reserves. There were no significant restructuring costs incurred in 2020.

Grants

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

Grants to sections made to support sections' operations are considered to be part of the costs of activities in furtherance of the Group's objectives as grants are used by recipients to undertake campaigning, research and publication activities. They are classified as campaigning or research and publication activity costs. Grants to sections made to support sections' fundraising activities are considered to be part of the costs of activities in the furtherance of the Group's objectives as they support the growth of the Amnesty movement. These grants are classified as movement support and growth costs.

3 Accounting policies (continued)

Intangible fixed assets

Intangible fixed assets are stated at historical cost less accumulated amortisation and impairment losses. Software development costs are capitalised as intangible assets and amortised on a straight-line basis over the expected useful life. Individually acquired software assets costing less than £1,000 are written off in the period of acquisition. Impairment reviews are conducted when events and changes in circumstances indicate that an impairment may have occurred. Any impairment value is recognised immediately in the Statement of Financial Activities.

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		

Leased assets

Operating lease rentals are charged to expense on a straight line basis over the term of the lease.

Investments in subsidiaries, associates and other companies

Investments in subsidiaries and other companies are shown in the Company Balance Sheet at historical cost.

Investment properties

Investments in properties are shown in the Group Balance Sheet at fair value which is deemed to be the agreed sales price, discounted to present value using the market rate of interest.

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 investments.

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 income in the Statement of Financial Activities.

3 Accounting policies (continued)

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/losses on investment.

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 FRS 102, with a valuation undertaken by an independent actuary. FRS 102 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 Group 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 Group 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 28 for further information.

Financial instruments

The Group 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 the Statement of Financial Activities. Investments in subsidiary undertakings are held at cost less impairment.

4 Comparative Consolidated Statement of Financial Activities (Incorporating the Income and Expenditure Account) For the year ended 31 December 2019

	Unrestricted Funds	Restricted Funds	Total Funds
	2019	2019	2019
	£'000	£'000	£'000
Income from			
Donations and legacies	76,442	340	76,782
Charitable activities	2,397	6,254	8,651
Other trading activities	168	-	168
Investment income	131	-	131
Total income	79,138	6,594	85,732
Expenditure on			
Raising funds	3,858	-	3,858
Charitable activities	67,765	4,383	72,148
Restructuring costs	2,208	-	2,208
Total expenditure	73,831	4,383	78,214
Net expenditure before investment losses	5,307	2,211	7,518
Net gains on investments	2,149	-	2,149
Net expenditure	7,456	2,211	9,667
Other recognised gains and losses			
Actuarial gains	188	-	188
Net movement in funds	7,644	2,211	9,855
Reconciliation of funds			
Total funds brought forward	16,511	-	16,511
Total funds carried forward	24,155	2,211	26,366

5 Segmental analysis

The Directors are of the opinion that the Group has 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	2020				2019			
	Europe £'000	Americas £'000	Rest of world £'000	Total £'000	Europe £'000	Americas £'000	Rest of world £'000	Total £'000
Donations and legacies	63,769	15,483	4,059	83,311	62,307	12,308	2,167	76,782

6 Donations and legacies

	Unrestricted Funds 2020 £'000	Restricted Funds 2020 £'000	Total Funds 2020 £'000	Total Funds 2019 £'000
Contributions from sections	70,324	8,705	79,029	66,933
Additional voluntary contributions from sections	3,001	-	3,001	6,411
Donations and legacies	593	688	1,281	3,438
Total donations and legacies	73,918	9,393	83,311	76,782

Contributions from sections are stated net of amounts written off or provided against during the year. In 2020, there were no amounts written off or provided against and £291,000 of provisions from prior periods were released. In 2019, £128,000 of contributions were written off and £442,000 of provisions from prior periods were released.

As at 31 December 2020 the Group had a legacy pipeline of £1,063,000 (31 December 2019: £318,000).

7 Charitable activities

	Unrestricted Funds 2020 £'000	Restricted Funds 2020 £'000	Total Funds 2020 £'000	Total Funds 2019 £'000
Grants	1,996	4,786	6,782	8,643
Other income	4	-	4	8
Total charitable activities	2,000	4,786	6,786	8,651

8 Other trading activities

	Unrestricted Funds 2020 £'000	Restricted Funds 2020 £'000	Total Funds 2020 £'000	Total Funds 2019 £'000
Royalty income	710	-	710	-
Rental income	94	-	94	100
Other trading income	247	-	247	68
Total other trading activities	1,051	-	1,051	168

9 Investment income

	Unrestricted Funds 2020 £'000	Restricted Funds 2020 £'000	Total Funds 2020 £'000	Total Funds 2019 £'000
Interest income	55	15	70	131
Total investment income	55	15	70	131

10 Donated services

Donated services are included as income (with an equivalent amount in expenditure) at the estimated value to the Group where this is reasonably quantifiable, measurable and material. In 2020 this totalled £26,000 (2019: £47,000) and related to pro bono services for legal work, consultancies, training and software products.

11 Expenditure

	Grants payable <i>Note 12</i> 2020 £'000	Direct costs 2020 £'000	Support costs <i>Note 13</i> 2020 £'000	Total Funds 2020 £'000	Total Funds 2019 £'000
Expenditure on raising funds					
Grant fundraising	-	1,192	455	1,647	3,858
Total expenditure on raising funds	-	1,192	455	1,647	3,858
Expenditure on charitable activities					
Research and publications	174	26,652	10,157	36,983	41,085
Campaigning	11,132	10,605	4,041	25,778	27,180
Movement support and growth	1,751	509	194	2,454	3,883
Total expenditure on charitable activities	13,057	37,766	14,392	65,215	72,148
Restructuring costs	-	-	-	-	2,208
Total expenditure	13,057	38,958	14,847	66,862	78,214

Restructuring costs incurred in the prior year of £2,208,000 related to the cost saving measures implemented as part of AIL's financial recovery plan. There were no significant restructuring costs incurred in the current year.

12 Grants

The Group makes grants to certain Amnesty International sections (primarily in the global South) to support the sections' operations. These grants 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 campaigning, research and publication activities. During the year the Group made grants to support sections' operations totalling £10,558,000 (2019: £10,409,000).

The Group also makes grants to certain sections to support the sections' fundraising activities. These grants are considered to be part of the costs of activities in the furtherance of the Group's objectives as they support the growth of the Amnesty movement. During the year the Group made grants to support sections' fundraising activities totalling £1,751,000 (2019: £2,727,000).

The values of grants made to each section are individually immaterial in the context of the Group's total charitable expenditure. Details of individual grants are available from the Group's registered office.

The value of support costs allocated to grant making activities in 2020 is £532,000 (2019: £625,000).

At 31 December 2020 the Group had awarded and communicated but not yet fully paid grants to the value of £589,000 (2019: £141,000).

13 Support costs

	Grant fundraising	Research and publications	Campaigning	Movement support and growth	Total	Total
	2020	2020	2020	2020	2020	2019
	£'000	£'000	£'000	£'000	£'000	£'000
Salaries and employment benefits	180	4,024	1,600	77	5,881	5,879
Professional fees	68	1,507	600	29	2,204	2,038
Information technology costs	53	1,196	476	23	1,748	1,812
Insurance	43	950	378	18	1,389	1,416
Occupancy costs	42	938	373	18	1,371	1,401
Depreciation	36	799	318	15	1,168	1,288
Other costs	26	593	236	11	866	551
Governance costs	11	232	92	4	339	578
Administration costs	2	41	16	1	60	124
Interest (income)/expense on defined benefit pension scheme	-	(1)	-	-	(1)	36
Foreign exchange (gains)/losses	(3)	(48)	(19)	(1)	(71)	369
Tax (income)/expense	(3)	(74)	(29)	(1)	(107)	197
	455	10,157	4,041	194	14,847	15,689

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 direct costs incurred by each area. 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 and the Global Assembly.

14 Employees and Directors

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

	2020	2019
	£'000	£'000
Salaries	29,492	34,168
Social security costs	3,434	3,847
Employer pension contributions	2,871	3,312
Staff health, training and recruitment	1,972	1,926
Redundancy costs	132	2,123
Pension scheme interest (income)/cost	(1)	36
	37,900	45,412

The average number of persons employed by the Group during the year was 544 (2019: 648).

	2020	2019
Fundraising	22	33
Research and regions	158	188
Campaigning and communications	224	270
Movement support and growth	21	28
Support	119	129
	544	648

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

	2020	2019
UK	288	350
Overseas	256	298
	544	648

The number of employees whose emoluments paid during the year were over £60,000, when including taxable benefits in kind and redundancy payments but excluding employer pension contributions and National Insurance contributions, is shown below. Numbers in brackets indicate how many of those employees received a redundancy payment. The cost of non-UK salaries when converted to pound sterling is affected by foreign currency exchange movements.

	UK	Non UK	Total	UK	Non UK	Total
	2020	2020	2020	2019	2019	2019
60,000 – 69,999	28	50 (1)	78 (1)	38 (7)	55 (2)	93 (9)
70,000 – 79,999	9	25	34	22 (8)	22 (1)	44 (9)
80,000 – 89,999	6	19	25	6 (1)	16 (2)	22 (3)
90,000 – 99,999	-	4	4	1 (1)	8	9 (1)
100,000 – 109,999	2	9	11	1 (1)	14 (3)	15 (4)
110,000 – 119,999	-	1	1	5 (4)	3 (1)	8 (5)
120,000 – 129,999	-	2	2	-	2 (2)	2 (2)
130,000 – 139,999	1	-	1	-	1	1
140,000 – 149,999	-	-	-	1	1 (1)	2 (1)
160,000 – 169,999	-	1	1	-	-	-
170,000 – 179,999	-	-	-	-	1	1
190,000 – 199,999	-	1	1	-	-	-
	46	112 (1)	158 (1)	74 (22)	123 (12)	197 (34)

14 Employees and Directors (continued)

The above numbers include a number of long-serving staff who received redundancy payments in 2020 and 2019, as a result of the financial recovery plan initiated in 2019. Total redundancy payments across all employees were £810,698 in 2020 (2019: £1,497,941). The amount of redundancy payments paid in 2020 is more than the amount recognised in the Statement of Financial Activities (page 46) because most redundancy payments paid in 2020 were accrued for at 31 December 2019. Accruals for redundancy payments are recognised when there is certainty on the exact redundancy amounts to be paid to individual staff in the future. At 31 December 2020 the value of redundancy payments accrued was £129,000 (31 December 2019: £837,298). There were no redundancy payments over £100,000 paid during 2020 (2019: one payment over £100,000).

Ex gratia payments totalling £62,909 were paid to employees in 2020 (2019: £nil) for the purpose of settling disputes.

The disclosures above include the salaries of the IS key management personnel. Further details on key management personnel are set out below.

Key management personnel remuneration	2020	2019
	£	£
Total remuneration paid	747,979	968,768
Value of donated time	36,017	40,017
	2020	2019
Average number of key management personnel during the year	6.2	9.3
of which AIL remunerated	5.2	8.0
of which AIL did not remunerate (donated time)	1.0	1.3
Average full time equivalent number of key management personnel during the year	4.5	6.6
of which AIL remunerated	4.3	6.3
of which AIL did not remunerate (donated time)	0.2	0.3

Remuneration paid includes salaries, employer pension contributions, employer social security contributions and other employee benefits. In 2020, key management personnel consisted of the acting Secretary General supported by the Coalition Leadership Team.

Key management personnel who were remunerated by AIL were either employees, consultants or representatives of Amnesty International national entities whose remuneration was mostly incurred by the national entities. Key management personnel who were not remunerated by AIL were either representatives of Amnesty International national entities whose remuneration was fully incurred by the national entities, or were volunteers.

In calculating the total remuneration of key management personnel for the year, the remuneration of members of the leadership teams has been pro-rated for the period of time the members were in post in the leadership team. For members who were working only partially on leadership team duties, remuneration has been allocated based on estimated time worked on leadership team duties.

14 Employees and Directors (continued)

Secretary General remuneration	2020	2019
	£	£
Total remuneration paid	223,791	190,718
Total salary paid	190,125	154,218

Total remuneration paid includes salaries, employer pension contributions, employer social security and other employee benefits. Total salary paid includes salaries and allowances. The amount paid in 2020 relates to the acting Secretary General for the full year. The amounts paid in 2019 relate to the acting Secretary General from 6 December 2019 to the end of 2019 and the remuneration paid to the principal Secretary General for the full year.

Salary metrics	2020	2019
	£	£
Total of the five highest salaries	729,550	730,363
(of which are redundancy payments)	-	109,767

	2020	2019
Ratio of the highest to lowest salary (where lowest salary is the lowest full time employee paid in the UK)	5.9	5.6
Ratio of the highest to lowest salary (where lowest salary is the salary of a paid intern position in the UK)	9.5	8.9
Ratio of the highest to midpoint salary (where midpoint salary is based on the grade structure in the UK)	3.6	3.3

Volunteers

Volunteers typically commit to volunteer between two and three days a week for a minimum of three months. They help members of staff with a variety of aspects of their work and are involved in activities across the IS. These tasks include monitoring the international press, translating, undertaking research, designing web pages, raising funds and supporting legal, human resources and accounting activities. During 2020 AIL also had volunteer interns undertaking specific projects, generally volunteering their time for three to five days per week for a number of months. In line with the requirements of SORP FRS102, no value is brought into the financial statement for this volunteer time.

Transactions with Directors

Board members costs of £7,864 were incurred in 2020 in relation to eleven Directors (2019: £87,629 in relation to nine Directors). The cost relate to travel-related costs, training and development expenses as well as, in 2020 only, payments totalling £3,721 given to two Directors to compensate for loss of earnings. In 2020 most Board work took place online and there were limited Board development opportunities due to Covid-19 pandemic restrictions, hence the overall lower Board costs as compared to 2019. 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.

14 Employees and Directors (continued)

Board member	2020	2019
	£	£
Vincent Adzahlie-Mensah	880	10,536
Rune Arctander	-	4,320
Maria de Lourdes Barrera-Campos	48	4,937
Sarah Jane Beamish	3,237	9,244
Michael Bergmeijer	382	-
Nicole Bieske	-	1,659
Peter Petelo Fa'afiu	63	6,126
Fabiola Gutierrez Arce	-	16,815
Shahram Hashemi	-	8,005
Greg Marsh	21	3,269
Mwikali Nzioka Muthiani	-	2,655
Nolasco Ritz Lee III Santos	1,826	5,838
Christopher Schlaeffer	203	-
Aniket Shah	3	4,591
Anjhula Mya Singh-Bais	1,201	3,780
Jacobus Smit	-	5,854
	7,864	87,629

15 Pension arrangements

The Group operates a pension scheme, the Amnesty International Superannuation Scheme (AISS, the Scheme). The Scheme comprises a defined contribution section and a defined benefit section. The Group also operates an International Savings Plan (ISP). This is a defined contribution saving scheme available for employees based in some overseas offices.

Defined contribution - AISS and ISP

The Company contributes to the AISS defined contribution scheme at the standard rate of 8.0% (7.5% prior to April 2019) of pensionable salaries. The Company contributes to the ISP defined contribution schemes at the standard rate of 7.5% of pensionable salaries.

For both defined contribution schemes, 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 schemes are held separately from those of the Group. The Group's contributions in the year to the AISS scheme were £1,409,000 (2019: £1,660,000). The Group's contributions in the year to the ISP scheme were £653,000 (2019: £820,000).

Defined benefit - AISS

Description of the plan, valuation and funding arrangements

AIL (the "Employer") sponsors the funded AISS Scheme. The disclosures below are in respect of the Defined Benefit Section of the Scheme. The pension provided under this section of the Scheme are in respect of benefits earned before 6 April 1997.

The latest funding valuation of the Scheme was carried out by a qualified actuary as at 30 September 2020. There are no contributions expected to be paid by the Employer to the Scheme during the year ending 31 December 2021 but a schedule of contributions will commence from 2022 to address the scheme deficit.

The results of the previous funding valuation, as at 30 September 2017, have been adjusted to the Balance Sheet date taking account of experience over the period since 30 September 2017, 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.

15 Pension arrangements (continued)

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

	2020	2019
Pensions increasing in payment at CPI (max 3.0% pa)	2.00%	1.80%
Discount rate	1.30%	2.00%
Life expectancy	S2 tables projected by year of birth using CMI 2019 improvements and a 1.25% long term improvement rate	S2 tables projected by year of birth using CMI 2018 improvements and a 1% long term improvement rate

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:

	2020		2019	
	£'000	%	£'000	%
Equities	12,058	34	12,067	34
Property	4,317	12	4,388	13
Bonds	8,463	24	7,770	22
Cash	1,907	5	2,234	6
Diversified Growth Fund	9,038	25	8,748	25
Total	35,783	100	35,207	100

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.

	2020	2019
	£'000	£'000
Fair value of assets	35,783	35,207
Present value of funded defined benefit obligations	(40,021)	(35,558)
Funded status	(4,238)	(351)
Present value of unfunded defined benefit obligations	(4,238)	(351)

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 2020 was as follows:

15 Pension arrangements (continued)

	2020	2019
	£'000	£'000
Financing cost: interest income/(cost) on net defined benefit liability	1	(36)
Losses due to benefit changes	-	-
Pension expense recognised in the income statement	1	(36)
Asset (losses)/gains arising during the year	(140)	3,473
Liability losses arising during the year	(4,597)	(3,285)
Total amount recognised in other gains and losses	(4,737)	188
Total amount charged to the Statement of Financial Activities	(4,736)	152

	2020	2019
	£'000	£'000
Opening defined benefit obligation	(35,558)	(32,293)
Interest expense on defined benefit pension scheme	(703)	(876)
Actuarial losses	(4,597)	(3,285)
Net benefits paid out	837	896
Losses due to benefit changes	-	-
Closing defined benefit obligation	(40,021)	(35,558)

	2020	2019
	£'000	£'000
Opening fair value of scheme assets	35,207	30,174
Interest income	704	840
(Losses)/gains on scheme assets	(140)	3,473
Contributions by the employer	849	1,616
Net benefits paid out	(837)	(896)
Fair value of scheme assets at the year end	35,783	35,207

	2020	2019
	£'000	£'000
Interest income on scheme assets	704	840
(Losses)/gains on scheme assets	(140)	3,473
Actual return on scheme assets	564	4,313

16 Interest payable and similar charges

	2020	2019
	£'000	£'000
Group interest payable and similar charges:		
On loans from sections	26	47
On pension finance costs	(1)	36
	25	83

17 Taxation

Analysis of tax charge for the year

	2020 £'000	2019 £'000
Current tax		
UK corporation tax at 19% (2019: 19%)	-	-
Deferred tax		
Origination and reversal of timing differences	-	-
Tax on profit on ordinary activities	<u>-</u>	<u>-</u>

Provision for deferred tax

	2020 £'000	2019 £'000
Movement in provision		
Provision at start of period	-	-
Deferred tax charged in the profit and loss account for the period	-	-
Provision at end of period	<u>-</u>	<u>-</u>
Deferred tax asset not recognised	(622)	(485)

Reconciliation of tax charge

	2020 £'000	2019 £'000
Profit on ordinary activities before tax	19,765	8,729
Tax on profit on ordinary activities at standard UK corporation tax rate of 19% (2019: 19%)	3,755	1,658
Effects of:		
Expenses not deductible for tax purposes	13,367	14,430
Income not taxable for tax purposes	(17,202)	(16,006)
Adjustment to brought forward values	-	(80)
Adjust closing deferred tax to average rate of 19%	-	58
Adjust opening deferred tax to average rate of 19%	-	(58)
Remeasurement of deferred tax for changes in tax rates	(57)	-
Deferred tax not recognised	137	(2)
Tax charge for the period	<u>-</u>	<u>-</u>

AIL is subject to UK corporation tax on investment income and income from certain trading activities. However AIL's policy is to donate taxable profits to AIC, the charitable subsidiary of the Company, by way of Gift Aid meaning no UK corporation tax liabilities arose in 2020 (2019: £nil).

18 Net income and expenditure

The Group's net income and expenditure is arrived at after charging:

	2020	2019
	£'000	£'000
Depreciation of tangible fixed assets	1,253	1,391
Net losses/(gains) on investments	325	(2,149)

Auditor's remuneration

	2020	2019
	£'000	£'000
Fees payable to the Group's auditors for the audit of the Group's statutory accounts for the period	60	53
Fees payable to the Group's auditors for the audit of AIC for the period	5	3
Total audit fees payable to the Group's auditor	65	56
Tax related services from the Group's auditor	10	5

19 Intangible fixed assets

Movements on the intangible fixed assets during the year were:

Group and company	Software Asset Under Construction	Total
	£'000	£'000
Cost		
At beginning of year	-	-
Additions	1,225	1,225
At 31 December 2020	1,225	1,225
Net book value		
At beginning of year	-	-
At 31 December 2020	1,225	1,225

Intangible fixed asset additions in the year relate to development costs associated with the build of new software for internal use. As at 31 December 2020 the software was still under construction and had not been brought into use. Therefore no amortization was charged in the year.

20 Tangible fixed assets

Movements on the tangible fixed assets during the year were:

Group	Freehold and leasehold land and buildings	Office furniture and equipment	Computer equipment	Total
		£'000	£'000	£'000
Cost				
At beginning of year	13,369	11,115	6,408	30,892
Currency revaluation	-	(12)	-	(12)
Additions	-	161	29	190
Disposals	-	(40)	-	(40)
At 31 December 2020	13,369	11,224	6,437	31,030
Depreciation				
At beginning of year	(4,945)	(6,620)	(5,796)	(17,361)
Currency revaluation	-	5	-	5
Charge for the year	(235)	(660)	(358)	(1,253)
Disposals	-	40	-	40
At 31 December 2020	(5,180)	(7,235)	(6,154)	(18,569)
Net book value				
At beginning of year	8,424	4,495	612	13,531
At 31 December 2020	8,189	3,989	283	12,461

Company	Freehold and leasehold land and buildings	Office furniture and equipment	Computer equipment	Total
	£'000	£'000	£'000	£'000
Cost				
At beginning of year	13,001	10,975	6,130	30,106
Additions	-	166	1	167
Disposals	-	-	-	-
Transfers to subsidiaries	-	-	-	-
At 31 December 2020	13,001	11,141	6,131	30,273
Depreciation				
At beginning of year	(4,809)	(6,708)	(5,615)	(17,132)
Charge for the year	(235)	(617)	(315)	(1,167)
Disposals	-	-	-	-
Transfers to subsidiaries	-	-	-	-
At 31 December 2020	(5,044)	(7,325)	(5,930)	(18,299)
Net book value				
At beginning of year	8,192	4,267	515	12,974
At 31 December 2020	7,957	3,816	201	11,974

The Company's freehold and leasehold land and buildings had a net book value of £7,957,000 at 31 December 2020. This solely comprises of the freehold land and building owned by AIL at 1 Easton Street, London. The freehold land and building were valued by an independent valuer in March 2021 and given an estimated market value of £29,500,000 as at 31 December 2020.

20 Tangible fixed assets (continued)

Fixed asset investments

Group	Investment property £'000	Associates £'000	Other investments £'000	Total £'000
Cost				
At beginning of year	1,422	32	12	1,466
Share of profit in associates	-	22	-	22
Loss on foreign exchange	(42)	-	(2)	(44)
At 31 December 2020	1,380	54	10	1,444
Net book value				
At beginning of year	1,422	32	12	1,466
At 31 December 2020	1,380	54	10	1,444

In 2015 the Group 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 Amnesty International Hong Kong in 2028. The building was sold on a sale and leaseback basis. As in the prior year, a valuation by an independent valuer has not been obtained as the fair value of the investment property is still considered to be the agreed sales price discounted to present value at the market rate of interest. At 31 December 2020 the investment property was held at a value of £1,380,000 (31 December 2019: £1,422,000).

21 Investments in subsidiaries and associates

The Company's investments in subsidiaries and associates are:

Name of entity	Classification	Percentage ownership	2020 £'000	2019 £'000
Centro de Lenguas de Amnistia Internacional (CLAI)	Subsidiary	100%	20	19
Amnesty International Asia-Pacific Regional Office Limited (AIAPROL)	Subsidiary	100%	1	1
Amnesty International – European Association (EIO)	Subsidiary	100%	-	386
Centre for the Protection of Human Rights and Social Justice of Amnesty International Nigeria (AI Nigeria)	Associate	20% (2020) 40% (2019)	21	41
			42	447

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

Centro de Lenguas de Amnistia Internacional (CLAI), 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. (Registered office: Editorial Amnistía Internacional, S. L. EDAI Valderribas, 13. 28007 Madrid. España.) Previously called Editorial Amnistía Internacional, S.L. sociedad unipersonal (EDAI).

Amnesty International Afrique du Nord (Tunis) was registered in February 2016 as a Tunisian association (Company number 2016401419APSF1) for the purpose of co-ordinating AIL's operations in North Africa. Its members and board are controlled by AIL and hence whilst there is no investment it is treated as a subsidiary. (Registered office: Epi Center, Tour C, 1st floor, Rue de Syrie 1000 Tunis.)

21 Investments in subsidiaries and associates (continued)

Amnesty International Charity (AIC) is a registered charity (previously called Amnesty International Charity Limited until it changed its name on 15 July 2020). It was incorporated in 1986 (Company number 2007475, Charity number 294230) to undertake certain aspects of the work of AIL 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. (Registered office: 1 Easton Street, London WC1X 0DW.)

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. (Registered office: 16th Floor, Siu On Centre, 188 Lockhart Road, Wanchai, Hong Kong.)

Oficina Regional de Amnistía Internacional, (Mexico) was registered in May 2014 as a Mexican association (Company number 122949) for the purpose of co-ordinating AIL's operations in Latin America. Its members and board are controlled by AIL and hence whilst there is no investment it is treated as a subsidiary. (Registered office: Calle Luz Saviñon 519 Colonia del Valle, Benito Juarez 03100 Ciudad de Mexico.)

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 AIL and is treated as a subsidiary (Company number 379617020. Registered office: 47 Rue de Paradis, 75010 Paris, France.)

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 and one of AIL's key management personnel becoming the sole two members. The association is effectively controlled by AIL and is treated as a subsidiary. AIL Company's investment in the entity was impaired to £nil in 2020 on the basis that the AIL Board have approved the closure of the entity and the transfer of its asset and liabilities, employees and some contracts to an establishment unit to be established as part of AIL in 2021. (Company number 1447121696. Registered office: Avenue de Cortenbergh/ Kortenberglaan 71 1000 Brussels, Belgium.)

Amnesty International South Asia (Colombo) was registered in May 2017 with the Sri Lankan Companies Registrar as a Sri Lankan company (Company number 3333) for the purpose of co-ordinating AIL's operations in South Asia. Its members and board are controlled by AIL and hence whilst there is no investment it is treated as a subsidiary. (Registered office: De Saram (law firm), No.47, C.W. Kannangara Mawatha, Colombo 7, Sri Lanka.)

Amnesty International Limited Sucursal Peru (Lima) was registered in November 2015 as a Social Corporation (RUC number 20600776917) for the purpose of co-ordinating AIL's operations in South America. Its members and board are controlled by AIL and hence whilst there is no investment it is treated as a subsidiary. (Registered office: Calle Manuel A Fuentes 894 San Isidro, Lima – Perú.)

Centre for the Protection of Human Rights and Social Justice of Amnesty International Nigeria – (AI Nigeria) is an 'incorporated trustees' entity based in Nigeria. AI Nigeria is treated as an associate of the AIL Group because AIL has partial management control of the entity on the basis that the AI Nigeria Board of Trustees includes senior IS staff members as well as local Trustees. In 2020, one of five board members was a senior IS staff and therefore AI Nigeria was treated as a 20% associate. In 2019, two of the five board members were senior IS staff and therefore AI Nigeria was treated as a 40% associate. Due to the change in board membership, AIL Company recorded a 20% disposal of its investment in AI Nigeria during 2020. (Company number CAC/IT/No 73222. Registered office: 34 Colorado Close, Off Alvan Ikoku Way, Minister's Hill, Maitama District, Abuja, FCT, Nigeria.)

21 Investments in subsidiaries and associates (continued)

A summary of each subsidiary's incoming and outgoing resources and assets and liabilities is presented below:

	Income	Expenditure	Other recognised gains/(losses)	Net income/(expenditure)
	2020	2020	2020	2020
	£'000	£'000	£'000	£'000
CLAI	758	(874)	23	(93)
AIAPROL	2,738	(2,781)	(17)	(60)
EFAI	1,325	(1,658)	(3)	(336)
Mexico	2,324	(2,130)	(4)	190
EIO	1,005	(1,633)	29	(599)
AIC	1,582	(1,592)	-	(10)
Colombo	1,259	(1,277)	(15)	(33)
Tunis	849	(838)	1	12
Lima	-	(644)	45	(599)
	11,840	(13,427)	59	(1,528)

	Income	Expenditure	Other recognised gains/(losses)	Net income/(expenditure)
	2019	2019	2019	2019
	£'000	£'000	£'000	£'000
CLAI	869	(876)	(22)	(29)
AIAPROL	3,136	(3,159)	(19)	(42)
EFAI	1,251	(1,268)	(1)	(18)
Mexico	2,997	(2,755)	(3)	239
EIO	1,789	(2,000)	(41)	(252)
AIC	2,945	(1,373)	-	1,572
Colombo	1,689	(1,643)	(7)	39
Tunis	984	(1,007)	2	(21)
Lima	-	(853)	18	(835)
	15,660	(14,934)	(73)	653

	Total assets	Total liabilities	Total Funds
	2020	2020	2020
	£'000	£'000	£'000
CLAI	412	(77)	335
AIAPROL	1,759	(1,182)	577
EFAI	189	(522)	(333)
Mexico	418	(123)	295
EIO	214	(187)	27
AIC	1,750	(7)	1,743
Colombo	315	(56)	259
Tunis	182	(62)	120
Lima	129	(28)	101
	5,368	(2,244)	3,124

21 Investments in subsidiaries and associates (continued)

	Total assets 2019 £'000	Total liabilities 2019 £'000	Total Funds 2019 £'000
CLAI	504	(76)	428
AIAPROL	1,962	(1,325)	637
EFAI	215	(211)	4
Mexico	240	(134)	106
EIO	867	(241)	626
AIC	1,859	(106)	1,753
Colombo	413	(121)	292
Tunis	250	(142)	108
Lima	103	(35)	68
	6,413	(2,391)	4,022

Each subsidiary's intercompany income and expenditure is presented below:

	Income from AIL 2020 £'000	Expenditure to AIL 2020 £'000	Net intercompany 2020 £'000
CLAI	752	-	752
AIAPROL	2,738	-	2,738
EFAI	1,325	-	1,325
Mexico	2,323	-	2,323
EIO	143	-	143
AIC	1,098	(1,484)	(386)
Colombo	1,236	-	1,236
Tunis	849	-	849
Lima	-	-	-
	10,464	(1,484)	8,980

	Income from AIL 2019 £'000	Expenditure to AIL 2019 £'000	Net intercompany 2019 £'000
CLAI	859	-	859
AIAPROL	3,136	-	3,136
EFAI	1,251	-	1,251
Mexico	2,997	-	2,997
EIO	591	-	591
AIC	96	(1,195)	(1,099)
Colombo	1,689	-	1,689
Tunis	984	-	984
Lima	-	-	-
	11,603	(1,195)	10,408

AIC held an intercompany liability of £1,000 due to AIL as at 31 December 2020 (2019: £103,000). Intercompany assets and liabilities were £nil for all other subsidiaries (2019: £nil for all other subsidiaries).

22 Other investments

A participating interest of £1,000 (2019: £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 ALL, the Company having no involvement in the strategic operating and financial policies of the organisation with all transactions being on a commercial basis.

23 Debtors

Amounts shown as debtors falling due after one year comprise:

	Group		Company	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Loans to sections	175	120	175	120
	175	120	175	120

Amounts shown as debtors falling due within one year comprise:

	Group		Company	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Loans to sections	135	249	135	249
Amounts due from sections	13,382	7,020	13,294	6,994
Amounts owed by group undertakings	-	-	1	103
Trade debtors	370	-	370	-
Other debtors	507	1,428	361	1,258
Prepayments and accrued income	2,427	1,611	2,382	1,562
Forward contract asset	61	1,536	61	1,536
	16,882	11,844	16,604	11,702

Amounts due from sections are stated net of provisions for bad debt of £238,000 at 31 December 2020 (31 December 2019: £501,000).

Loans to sections are stated net of provisions for bad debt of £2,804,000 at 31 December 2020 (31 December 2019: £3,362,000). Loans to sections were mainly granted 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 or EURIBOR, and all have individual repayment schedules starting from within the next financial year to 2027.

The table below has further details of the interest bearing loans. Amounts stated do not include accrued interest:

Counterparty	2020 Rate £'000	Repayment year
AI Canada (French Speaking)	85 LIBOR 12m + 1% or 2.5% (whichever is higher)	2024
AI Greece	347 0%	2021
AI Ireland	1,440 EURIBOR + 1.25%	2027
AI Israel	228 LIBOR 12m + 1.25%	2023
AI Mexico	184 LIBOR 12m + 1% or 2.5% (whichever is higher)	2021
AI Poland	213 LIBOR 12m + 1.25%	2023
AI Taiwan	337 LIBOR 12m + 1% or 2.5% (whichever is higher)	2023
AI Turkey	18 2%	2023
	2,852	

24 Short term investments

The Group held short term investments, which relate to short term money market deposits, of £1,315,000 at 31 December 2020 (31 December 2019: £1,592,000).

25 Cash at bank and in hand

The Group's cash at bank and in hand was £27,369,000 (31 December 2019: £11,911,000).

26 Creditors: amounts falling due within one year

Amounts shown as creditors falling due within one year comprise:

	Group		Company	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Bank loans	-	56	-	-
Loans from sections	2,053	1,970	2,053	1,970
Amounts due to sections	1,496	1,291	1,496	1,291
Trade creditors	972	682	846	620
Deferred income	644	45	551	45
Taxation and social security	712	579	383	293
Other creditors	1,782	1,933	602	479
Accruals	1,361	2,257	1,298	2,036
Grant accruals	589	141	589	141
	9,609	8,954	7,818	6,875

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 28 for further information.

Movement in deferred income

	Opening balance	Added in year	Released to	Closing balance
	£'000	£'000	income £'000	£'000
Deferred income	45	599	-	644

Deferred income of £644,000 relates to restricted grants for which the income recognition criteria have not been met as at 31 December 2020, in addition to non-refundable proceeds received in advance for the sale of the building owned by the Hong Kong subsidiary.

Grant accruals comprise grants in respect of 2020 planned activity, which were communicated to recipients in 2020 but paid in 2021.

27 Creditors: amounts falling due after more than one year

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

	Group		Company	
	2020 £'000	2019 £'000	2020 £'000	2019 £'000
Loans from sections	225	1,574	225	1,574
Other creditors	6	6	-	-
	231	1,580	225	1,574

28 Loans from sections

The loans from sections are unsecured and interest bearing. Loans from sections are listed below. AIL made repayments in full against three loans in 2020 from AI Sweden, AI Belgium (French Speaking) and AI Switzerland. The IS made early repayments of three outstanding loans from AI Netherlands, AI Portugal and AI Switzerland in Quarter 1 of 2021. A further agreement has been made for early repayment of the outstanding loan from AI Belgium (French Speaking) across 2021 and 2022.

Counterparty	2020 £'000	Rate	Repayment year
AI Belgium (French Speaking)	449	EURIBOR + 1.25%	2022
AI Netherlands	1,528	0%	2021
AI Portugal	135	EURIBOR + 1.25%	2021
AI Switzerland	166	0%	2021
	2,278		

29 Provisions

Group	At 1 January 2020	Charged/(released) to the Statement of Financial Activities	Utilised	At 31 December 2020
Holiday pay	822	164	(101)	885
Tax liability	1,571	191	(1,514)	248
Restructuring	31	(31)	-	-
Legal claims	789	-	(789)	-
	3,213	324	(2,404)	1,133

Company	At 1 January 2020	Charged/(released) to the Statement of Financial Activities	Utilised	At 31 December 2020
Holiday pay	619	153	(84)	688
Tax liability	1,571	(56)	(1,515)	-
Restructuring	31	(31)	-	-
Legal claims	789	-	(789)	-
	3,010	66	(2,388)	688

The holiday pay provision relates to employees' untaken annual leave that is payable when employees end their employment with AIL. The tax liability provision relates to underpaid tax from prior periods. It is expected that the majority of this expenditure will be paid in the next twelve months. The provision for legal claims held at 1 January 2020 related to litigation claims and was paid out in full during the year. The restructuring provision held at 1 January 2020 related to employee severance costs which were released to the Statement of Financial Activity during 2020.

30 Share capital and funds

Group	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 December 2020 are represented by:			
Fixed assets	15,130	-	15,130
Current assets	41,342	4,399	45,741
Current and long term liabilities and provisions	(10,484)	(489)	(10,973)
Pension liability	(4,238)	-	(4,238)
Total net assets at 31 December 2020	41,750	3,910	45,660

Group	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 December 2019 are represented by:			
Fixed assets	14,997	-	14,997
Current assets	23,256	2,211	25,467
Current and long term liabilities and provisions	(13,747)	-	(13,747)
Pension liability	(351)	-	(351)
Total net assets at 31 December 2019	24,155	2,211	26,366

Group restricted funds

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

	1 January 2019 £'000	Income 2019 £'000	Expen- -diture 2019 £'000	31 December 2019 £'000	Income 2020 £'000	Expen- -diture 2020 £'000	Transfers 2020 £'000	31 December 2020 £'000
11th Hour / Greenpeace	-	56	(12)	44	77	(54)	-	67
Amnesty International Denmark	-	27	(18)	9	-	(9)	-	-
Amnesty International Netherlands	-	-	-	-	336	(251)	-	85
Amnesty International sections (FIF)	-	262	(262)	-	-	-	-	-
Amnesty International UK	-	-	-	-	8,372	(7,849)	-	523
DFID	-	33	(33)	-	74	(74)	-	-
Duke University	-	43	(27)	16	-	(16)	-	-
Dutch Postcode Lottery	-	892	(855)	37	594	(553)	-	78
Ford Foundation - Albinism	-	59	(11)	48	61	(41)	-	68
Ford Foundation - Amnesty Tech	-	108	(104)	4	231	(82)	-	153
Ford Foundation - Covid Future Narratives	-	-	-	-	75	-	-	75
Freedom Fund	-	46	(10)	36	-	(33)	-	3
Humanity United	-	156	(60)	96	1	(80)	-	17
ING Foundation	-	-	-	-	101	(101)	-	-
Luminate Foundation - Amnesty Tech	-	-	-	-	75	(11)	-	64
Macarthur Foundation - Covid Response (Americas)	-	-	-	-	97	(93)	-	4
Swedish Postcode Lottery	-	233	(233)	-	-	-	-	-
Swiss Donors (Be There)	-	838	(808)	30	989	(994)	-	25
UK & Ireland Donors (Be There)	-	254	(122)	132	562	(549)	-	145
US Donors (Be There)	-	47	(47)	-	50	(50)	-	-
Various Donors (People's Summit)	-	358	(215)	143	13	(44)	-	112
Anonymous (Be There)	-	163	(39)	124	279	(194)	-	209
Anonymous (Other projects)	-	3,019	(1,527)	1,492	2,207	(1,575)	158	2,282
Total	-	6,594	(4,383)	2,211	14,194	(12,653)	158	3,910

30 Share capital and funds (continued)

11th Hour / Greenpeace

The 11th Hour grant is restricted to a business and human rights project in partnership with Greenpeace USA.

Amnesty International Denmark

This donation was restricted to research and capacity building connected to Venezuela.

Amnesty International Netherlands

This grant is restricted to defending the rights of LGBTI+ youth in the Americas.

Amnesty International sections (FIF)

Some additional voluntary contributions received from Amnesty International sections were restricted to be spent on Fundraising and Investment Fund ("FIF") grants.

Amnesty International UK

In 2020 the Amnesty International UK section contributed funds towards 43 projects and programmes spanning multiple geographical regions and working towards AIL's strategic goals of Reclaiming Freedoms (Goal 1), Ensuring Equal Rights for All (Goal 2), Responding to Crises (Goal 3) and Ensuring Accountability (Goal 4).

DFID

The DFID grant is restricted to human rights education work coordinated by Amnesty International's West and Central Africa regional office on ending female genital mutilation and early and forced marriage.

Duke University

The Duke University funding is restricted to research work in the European Regional Office.

Dutch Postcode Lottery

The Dutch Postcode Lottery funding is restricted to crisis response activities and to work to prevent and expose cyber-attacks against human rights defenders.

Ford Foundation - Albinism

The Ford Foundation grant is restricted to Amnesty International's Southern Africa Regional Office's program to end violence against persons with Albinism in Southern Africa.

Ford Foundation - Amnesty Tech

This grant supports and trains human rights defenders in the Global South to defend themselves against illegal surveillance.

Ford Foundation - Covid Future Narratives

This grant is restricted to producing a video showing possibilities for the future of human rights after Covid-19.

Freedom Fund

The Freedom Fund grant is restricted to work on corporate crimes.

Humanity United

The Humanity United grant is restricted to achieving labour rights reform and investigating labour abuses in Qatar.

ING Foundation

This grant is restricted to a human rights project on femicides in Mexico.

30 Share capital and funds (continued)

Luminate Foundation - Amnesty Tech

This grant relates to researching and exposing the human rights violations caused by the business model of Big Tech companies.

Macarthur Foundation - Covid Response (Americas)

This grant helps Amnesty to support local civil society organisations to carry out rapid response to protect vulnerable populations during the Covid-19 pandemic in Mexico.

Swedish Postcode Lottery

This grant is restricted to funding work with young territory, land, and environmental defenders in Brazil, Guatemala and Honduras.

Swiss, UK & Ireland, US and Anonymous Donors (Be There)

These donations were restricted to Amnesty International's Be There programme (Crisis Response and Refugee & Migrant Rights work).

Various Donors (People's Summit)

To support a civil society summit on human rights and climate change.

Anonymous (Other Projects)

These donations are from donors who wished to remain anonymous. The donations related to work on a number of human rights issues, including ending impunity for human rights violations in Africa, on the criminalisation of sexuality and reproduction, investigating corporate crimes and the rights of refugees and migrant workers. The transfer from unrestricted to restricted funds relates to the reclassification of income received in 2019.

Unrestricted funds

The movements on unrestricted funds during the year were as follows:

	1			Other		31
	January	Income	Expen	gains	Transfers	December
Unrestricted funds	2020		-diture	and		2020
	£'000	£'000	£'000	(losses)	£'000	£'000
Designated funds - intangible and tangible fixed assets	13,531	-	(1,253)	(7)	1,415	13,686
Pension fund	(351)	-	1	(4,737)	849	(4,238)
Unrestricted fund	10,975	77,024	(52,957)	(318)	(2,422)	32,302
	24,155	77,024	(54,209)	(5,062)	(158)	41,750

The transfer of £158,000 from unrestricted to restricted funds in 2020 relates to the reclassification of income received in 2019.

The movements on unrestricted funds during the prior year were as follows:

	1			Other		31
	January	Income	Expen	gains	Transfers	December
Unrestricted funds	2019		-diture	and		2019
	£'000	£'000	£'000	(losses)	£'000	£'000
Designated funds - intangible and tangible fixed assets	14,714	-	(1,465)	(17)	299	13,531
Pension fund	(2,119)	-	(36)	188	1,616	(351)
Unrestricted fund	3,916	79,138	(72,330)	2,166	(1,915)	10,975
	16,511	79,138	(73,831)	2,337	-	24,155

30 Share capital and funds (continued)

Designated funds - intangible and tangible fixed assets

The value of the intangible and tangible fixed assets includes the value of the offices and equipment and as such have been designated as the sale of these would negatively impact the Group's operations.

31 Operating leases

At 31 December 2020 the Group's future minimum lease payments under non-cancellable operating leases were as follows:

Group	2020 £'000	2019 £'000
Less than one year	386	469
Within one to five years	215	241
	601	710

Total payments on rental leases recognised as expenditure in the year were £1,001,000 (2019: £1,113,000). Total payments on plant and machinery leases recognised as expenditure were £3,000 (2019: £12,000).

32 Financial instruments

AIL 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.

The table below summarises the carrying amount of all financial assets and liabilities at the year end.

Financial assets and liabilities

	2020 £'000	2019 £'000
Financial assets measured at amortised cost	44,680	22,876
Financial liabilities measured at amortised cost	(8,484)	(9,909)
Financial assets measured at fair value through the Statement of Financial Activities	1,505	3,001
Financial liabilities measured at fair value through the Statement of Financial Activities	-	-
Carrying amount of financial assets/liabilities	37,701	15,968

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

	2020 £'000	2019 £'000
Net (gains)/losses on forward contracts financial assets/liabilities	421	(2,234)
	421	(2,234)

32 Financial instruments (continued)

Interest income for financial assets/liabilities measured at amortised cost

	2020 £'000	2019 £'000
Interest income for financial assets	29	65
Interest income for financial liabilities	11	18
	40	83

Forward contracts

Included within debtors in the current year, these contracts have a net asset value of £61,000 (2019: net asset value of £1,536,000).

The fair value of the net asset is reached by applying quoted forward contract rates at the relevant Balance Sheet dates resulting in a recognised loss of £421,000 in the Statement of Financial Activities (2019: recognised gain £2,234,000).

At 31 December 2020, AIL is committed to selling the following currencies under forward rate contracts held with bankers and other financial institutions:

2020 Contracts (GBP)			
Currency	Contract value	Contract type	Maturity
EUR	3,800,000	Open Forward	28-May-21
EUR	3,800,000	Open Forward	31-Aug-21
CHF	2,300,000	Open Forward	31-Dec-21
DKK	7,600,000	Open Forward	31-Dec-21
AUD	1,700,000	Open Forward	31-Dec-21
SEK	14,000,000	Open Forward	31-Dec-21
AUD	1,720,000	Open Forward	31-Dec-21
CHF	2,450,000	Open Forward	31-Dec-21
DKK	6,745,000	Open Forward	31-Dec-21
SEK	16,685,000	Open Forward	31-Dec-21

2020 Contracts (USD)			
Currency	Contract value	Contract type	Maturity
EUR	4,000,000	Open Forward	31-Dec-21
CAD	2,900,000	Open Forward	31-Dec-21

At 31 December 2020, Amnesty International was not committed to buying any currencies under forward rate contracts held with bankers and other financial institutions.

At 31 December 2019, Amnesty International was committed to selling the following currencies under forward rate contracts held with bankers and other financial institutions:

2019 Contracts (GBP)			
Currency	Contract value	Contract type	Maturity
EUR	7,700,000	Open Forward	28-Aug-20
EUR	3,500,000	Open Forward	30-Nov-20
EUR	5,200,000	Open Forward	31-Dec-20
CHF	2,200,000	Open Forward	31-Dec-20
DKK	9,200,000	Open Forward	31-Dec-20
CAD	2,200,000	Open Forward	31-Dec-20
NOK	11,800,000	Open Forward	31-Dec-20
SEK	21,700,000	Open Forward	31-Dec-20

32 Financial instruments (continued)

2019 Contracts (USD)			
Currency	Contract value	Contract type	Maturity
EUR	2,000,000	Open Forward	30-May-20
EUR	2,000,000	Open Forward	30-Aug-20

At 31 December 2019, Amnesty International was committed to buying the following currencies under forward rate contracts held with bankers and other financial institutions:

2019 Contracts (GBP)			
Currency	Contract value	Contract type	Maturity
ZAR	1,233,000	Fixed Forward	25-Feb-20
ZAR	2,466,000	Fixed Forward	25-Mar-20
ZAR	2,466,000	Fixed Forward	25-Jun-20
ZAR	2,466,000	Fixed Forward	24-Sep-20
MXN	1,583,000	Fixed Forward	25-Feb-20
MXN	3,167,000	Fixed Forward	24-Apr-20
MXN	3,167,000	Fixed Forward	24-Aug-20
THB	2,946,000	Fixed Forward	25-Feb-20
THB	5,891,000	Fixed Forward	24-Apr-20
THB	5,891,000	Fixed Forward	24-Aug-20
GHS	315,000	Fixed Forward	25-Feb-20
GHS	630,000	Fixed Forward	24-Apr-20
GHS	630,000	Fixed Forward	24-Aug-20
ILS	407,000	Fixed Forward	25-Feb-20
ILS	815,000	Fixed Forward	24-Apr-20
ILS	815,000	Fixed Forward	24-Aug-20
MAD	599,000	Fixed Forward	25-Feb-20
MAD	1,197,000	Fixed Forward	24-Apr-20
MAD	1,197,000	Fixed Forward	24-Aug-20

33 Related party transactions

Other than transactions with subsidiaries that are detailed in note 21 there have been no other related party transactions during the year (2019: none other than those detailed in note 21).

34 Events after the Balance Sheet date

There are no material post balance sheet events to report.

35 Cash flow information

Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2020	2019
	£'000	£'000
Net income for the reporting period	19,294	9,855
Adjustments for:		
Depreciation of fixed assets	1,253	1,391
Loss on disposal of fixed assets	-	57
Currency translation difference in fixed assets	7	17
Share of loss in associate	-	113
Interest received	(70)	(131)
Interest paid	26	47
Decrease in investments	22	11
(Increase)/decrease in debtors	(5,093)	230
Decrease in creditors	(694)	(7,451)
Defined benefit pension contributions	(849)	(1,616)
Amounts related to the defined benefit pension scheme included within the Statement of Financial Activities	4,736	(152)
Decrease in provisions	(2,080)	(388)
Net cash used in operating activities	16,552	1,983

Reconciliation of net cash flow to movement in net funds

	2020	2019
	£'000	£'000
Increase in cash and cash equivalents in the year	15,458	170
(Decrease)/increase in liquid resources	(277)	1,501
Movement in net funds	15,181	1,671
Net funds at beginning of year	13,503	11,832
Net funds at 31 December 2020	28,684	13,503

Analysis of net funds

	2019	Cash flow	2020
	£'000	£'000	£'000
Cash at bank and in hand	11,911	15,458	27,369
Short term deposits	1,592	(277)	1,315
Net funds	13,503	15,181	28,684