

Amnesty International Limited

(a company limited by guarantee)

Report and financial statements for the year ended 31 December 2021

Company No: 1606776

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Legal and Administrative details

Directors:	Anjhula Mya Singh-Bais - chair Peter Petelo Fa'afiu – vice chair Aniket Shah - treasurer Fabiola Gutierrez Arce Mandeep Singh (appointed 1 October 2021) Maria de Lourdes Barrera-Campos Nina Boel (appointed 1 October 2021) Nolasco Ritz Lee III Santos Vincent Adzahlie-Mensah (resigned 1 October 2021) Sarah Jane Beamish (resigned 1 October 2021) Greg Marsh (resigned 1 October 2021) Renee Ngamau (appointed 6 October 2021)
Co-opted members:	Christopher Schlaeffer Michael Bergmeijer
Secretary General:	Agnès Callamard (appointed 29 March 2021)
Acting Secretary General:	Julie Verhaar (resigned 26 March 2021)
Company Secretary:	Gayle Gedala (resigned 31 December 2021) Rebecca Jefferies (appointed 16 May 2022)
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 2021

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 2021. 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. 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.

Amnesty International's vision of a world in which every person enjoys all of their human rights¹.

In September 2021, the Global Assembly approved the new Global Strategic Framework. The two main priorities for Amnesty from 2022 to 2030 are: Priority 1) freedom of expression and civic space, and priority 2) Equality and Non-discrimination. Under the first priority, we will focus on two main outcomes, strengthening freedom of expression and association, and securing the right to peaceful assembly for all. Under the second priority, we will focus on: promoting gender, racial, and intersectional justice; strengthening enjoyment of rights to health, housing and social security; securing climate justice; and protecting the rights of refugees and migrants and rights of people on the frontlines of crises.

The framework also recognises flexible areas of work to react to relevant or emerging human rights issues. Issues included here are death penalty, access to justice and redress, and human rights abuse within the criminal justice system.

In 2021, we continued to work under the previous strategy, **Taking Injustice Personally: Strategic Goals 2016 – 2019**, which was extended to 2022 due to the Covid-19 pandemic. The Goals focused 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

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

- 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

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

The strategic goals were supplemented by a Covid-response-strategy addressing health, livelihoods, equality, and non-discrimination; state overreach and abuse of power; international cooperation and assistance; and moving towards a just recovery.

The financial data used in this review draws from unaudited figures gathered by 29 March 2022. The figures for Amnesty Malaysia, Amnesty Guinea, Amnesty Germany, Amnesty Israel, are based on budget figures and not actuals. Amnesty Hong Kong's actuals are not included but this does not change the actual data materially.

The goal-by-goal human rights expenditure breakdown refers to activity and staff costs and some core costs which can be accurately attributed to strategic goals. The total human rights expenditure includes expenditure on grants.

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

2. Achievements and Performance

Amnesty entities and global teams report annually on the most significant outcomes² that they have achieved through their work from the previous year. These outcomes are analysed to provide an overview of the kind of impact that Amnesty has contributed towards, surfacing key trends and providing insights for planning and adaptation. Civicus MONITOR's country ratings (which are available at <https://monitor.civicus.org/>) are used to place the analysis in context and look at the impact Amnesty reported in countries which had been rated as having a closed, repressed, obstructed, narrowed or open civic space. Amnesty released its flagship **2021 annual report** in March 2022. The 2021 edition covered the human rights situation in 154 countries and was translated into 44 languages, and included specific advocacy calls on a range of human rights issues.

In February 2022, we published a landmark report on Israel's Apartheid Against Palestinians which was the culmination of four years of research and analysis. Following the Russian invasion of Ukraine, Amnesty International has been campaigning on international justice and presented recommendations for accountability for war crimes and the crime of aggression.

2021 marks the final year of reporting our impact against the five Strategic Goals that have framed our work for the last six years. This section provides a summary of the analysis of the impact that the movement reported in 2021 across Goal 1-4 and the Covid-19 Response Strategy, demonstrating how Amnesty

² We define outcomes as any observable change in behaviour, attitude or belief of a specific actor as a result of an intervention by Amnesty.

continued 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.

Some highlights from this annual report were also discussed below.

Reclaiming Freedoms (Goal 1)

As with previous years, Amnesty reported most of its impact under **Goal One: Reclaiming Freedom**. We achieved positive change in the lives of individuals and communities experiencing human rights violations, no matter how difficult the human rights context. For example, close collaboration between the Europe Institutions Office, the Egypt country team, the International Advocacy Programme, and entities contributed to the release of three members of staff of the Egyptian Initiative for Personal Rights, an Egyptian independent human rights organisation.

We **exposed human rights violations**, often alerting civil society of the risks they may face. For example, Amnesty analysed tweets Kenyan labour rights activist Malcolm Bidali received prior to his detention and determined them to be a phishing attack. After advocacy and pressure from Amnesty and numerous other civil society organisations, Bidali was released. As a testament to Amnesty's contributing to raising awareness of, and bringing attention to, human rights violations, Amnesty won a prestigious [Webby Award](#) for its microsite on the abuse of tear gas by police forces around the world. The site was originally launched in mid-2020, and is [frequently updated with new content and evidence of abuses](#). The material is also still being cited in ongoing advocacy, including in recent US Congressional debates around regulating or banning police use of tear gas.

Changes to laws, policies, and practice were more difficult to achieve, as Amnesty often had to fight against attempts to undermine civic space. Some steps forward were, however, reported, as in Togo where the law on the freedoms of demonstration and peaceful assembly was amended to incorporate some of the recommendations that Amnesty had put forward. Other great examples included Amnesty Denmark and partners successfully preventing the Danish government from passing a law, which would have granted police the power to issue a "security-creating assembly ban" if a group of people exhibited "insecurity-inciting behaviour", putting undue restrictions on the right to protest. Amnesty Denmark and partners won the **Civic Pride Award 2021** for their campaigning. Another award winner was Amnesty Hungary, which campaigned against the abusive and stigmatising LexNGO law, as part of the Civilisacion coalition. Over 3 years, the coalition fought LexNGO, taking the case to the European Court of Justice, which eventually led to the repeal of the law.

We supported other organisations to achieve change. For example, we worked with Nigerian NGO, the Socio-Economic Rights and Accountability Project (SERAP), to bring a case against the Nigerian authorities over their threat to prosecute anyone using Twitter after they implemented a blanket ban on the social platform in June. The Court of Justice of the Economic Community of West African States (ECOWAS) granted an order to prohibit Nigerian authorities from prosecuting anyone using Twitter in the country.

Working with partners and civil society organisations, Amnesty was also able to **contribute to wider, structural change**. One example is the *Pegasus Project*, a ground-breaking collaboration by more than 80 journalists from 17 media organisations in 10 countries coordinated by Forbidden Stories, a Paris-based media non-profit, with technical support from Amnesty Tech's Security Lab. The project's revelations sent political shockwaves globally, placing the issue of unlawful targeted surveillance on the agenda of major world powers for the first time. As a result of this work, spyware company NSO Group was blacklisted by the USA, multiple countries started their own investigations and many have been calling for the surveillance industry to be properly regulated. The European Parliament's Daphne Caruana Prize for Journalism was awarded to the **Pegasus Project**. Another example is the *Decode Surveillance NYC* where it saw more than 7,000 Amnesty International supporters from 144 countries map 15,000 surveillance cameras across New York City which can be used by the NYPD (New York Police Department) to track people using facial recognition software. The results of the innovative project helped campaigners push local legislators for a ban on the use of the discriminatory technology.

Ensuring Equal Rights for All (Goal 2)

In *Goal Two: Securing Equal Rights for All*, Amnesty continued to **expose human rights abuses and violations**, particularly affecting women and girls. A notable example was the #Interrupt GBV campaign led by Amnesty South Africa, which reached over 600,000 people through human rights education programmes and media engagement and contributed to 26,751 people committing to changing their behaviour to stop perpetuating gender-based violence. Another example was an extensive report that Amnesty published in June 2021 detailing how the draconian repression faced by Muslims in China's Xinjiang Uyghur Autonomous Region amounts to **crimes against humanity**. The report garnered significant global media coverage, and was followed up with a campaign calling for the closure of the internment camps. To date, the '**Free Xinjiang Detainees' petition** has been signed by more than 323,000 people around the world and Amnesty International's national teams in 10 countries have held petition handover events.

Amnesty continued to contribute to **positive changes in law, policy, and practice**, particularly **on gender and discrimination**. For example, in Europe and Central Asia Amnesty entities were able to push for the development and adoption of laws, policies and practices that promote gender justice. The *Yes Means Yes* project is a notable example of this, with governments in Slovenia, Slovakia and Finland passing legislation to make the definition of rape consent based.

Amnesty was able to achieve positive results also on **economic, social and cultural rights** (ESCRs), particularly on the housing and health rights (including access to vaccines) of individuals on low income or indigenous people in Africa and Europe and Central Asia. For example, in December 2021, in Peru, Amnesty reported having achieved one of its long-term goals when the President approved a national plan to treat those communities affected by toxic metals and other toxic substances. This resulted from several years' work by a broad coalition of NGOs with the support of a strong alliance of community-based organisations with different areas of expertise (e.g., litigation, communication, advocacy).

In September 2021, following years of advocacy, pressure and engagement from Amnesty International, the Human Rights Council recognized the Right to a Safe Clean Healthy and Sustainable Environment and created a Special Rapporteur on Human Rights and Climate Change – an emphatic statement leading up to COP26 about the link between human rights and the environmental crisis.

Responding to Crises (Goal 3)

In *Goal Three: Responding to Crises* we reported important results, as the expansion of community sponsorships in Australia, Ireland, Iceland, and the USA.

As in 2020, Amnesty contributed to **positive changes in the lives of people on the move and refugees**. This was, for example, the case when 3,000 members of the Nubian minority community of Kibos were forcefully evicted from their homes. Amnesty Kenya reacted quickly and collaborated with other civil society and humanitarian organisations to raise the issue in the National Parliament. Their local advocacy efforts and widespread media attention resulted in securing temporary land from the Kisumu County Government, shelter from Red Cross of Kenya, support from national Muslim Association SUPKEM and a court judgement to resettle the community back onto their land.

Overall, most results were reported in **Obstructed** and **Repressed** countries. For example, following the collapse of the Afghanistan government after the Taliban seized power in mid-August 2021, Amnesty International researchers continued to investigate atrocities committed by the group and were able to verify two massacres of Hazara people in the provinces of **Ghazni** and **Daykundi** by Taliban fighters. These reports were among the first evidence that the Taliban continued to persecute marginalized communities in Afghanistan as they took control of the country. Amnesty International also published **powerful testimony from girls** who were excluded from school, amidst ongoing Taliban threats and violence.

In addition, Amnesty was able to raise **awareness of human rights issues** and influence duty bearers to **acknowledge** human rights abuses and violations, as those committed by the armed forces of Mali, Burkina Faso and Niger under the guise of anti-terror operations.

Ensuring Accountability (Goal 4)

In **Goal Four: Ensuring Accountability**, most impact was driven by global and regional bodies and mechanisms through the initiation or progression of court **proceedings and investigations**. Clear examples were the Office of the Prosecutor of International Criminal Court (ICC) opening an investigation into alleged crimes against humanity in Venezuela, the first ICC investigation into a country in the Americas; and the ICC pre-trial chamber announcing that it had authorised the opening of an investigation into crimes against humanity in the context of the deadly “war on drugs” under the administration of President Duterte in the Philippines.

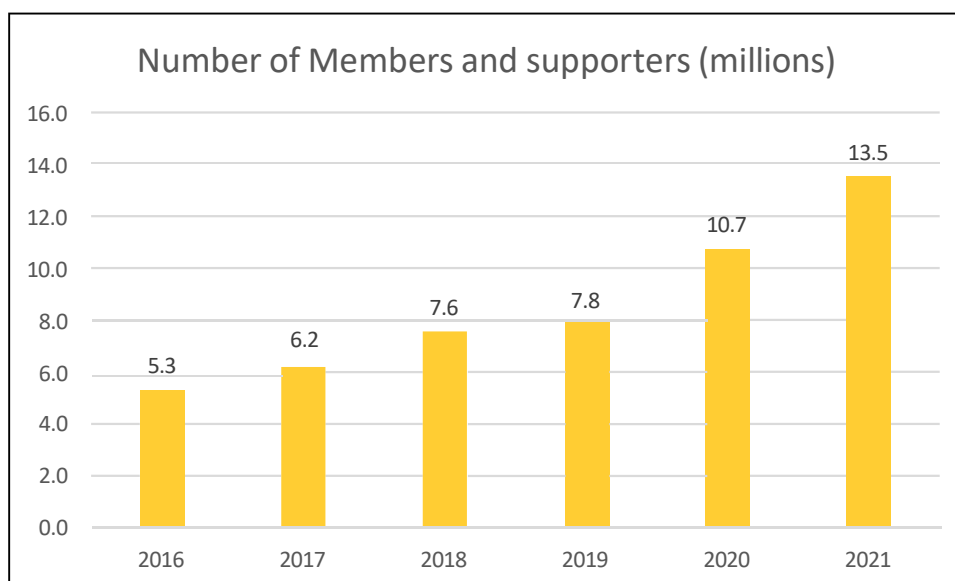
Amnesty contributed to build national and international pressure leading key target actors to **commit to take action** to address human rights violations. This was, for example, the case of South Sudan’s Council of Ministers which approved a plan by the Ministry of Justice and Constitutional Affairs that included the establishment of the Hybrid Court for South Sudan, offering some hope that one day they will effectively create the court. .

Some progress was made on our work to abolish the death penalty. After years of sustained campaigning from Amnesty International and others, the parliament voted to **abolish the death penalty in Sierra Leone** for all crimes. The Act, approved by parliament in July, was being finalised before President Julius Maada Bio can sign it into law. The process of commuting all outstanding death sentences has already begun. As of 30 June 2021, 21 countries in Sub-Saharan Africa had abolished the death penalty for all crimes.

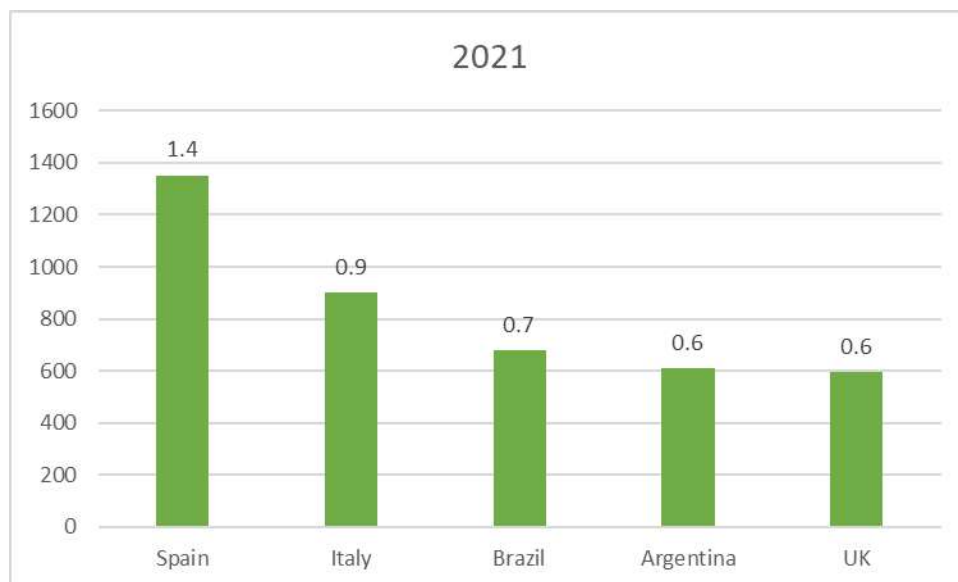
Amnesty’s work on **corporate accountability** also yielded significant results. A great example was Pan-Pacific, a South Korean manufacturer and exporter of clothing, Kirin Holdings, a Japanese beverage company, and POSCO, a South Korean steelmaker, announcing their decision to disengage with MEHL, the military conglomerate financing the Myanmar’s military, including units guilty of crimes under international law and other human rights violations.

Movement growth (Goal 5)

At the end of 2021, Amnesty reported a supporter base of 13.5 million, which includes supporters and International Members (2020: 10.7 million, 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.



Amnesty has 3.2 million International Members (2020: 2.7 million), who account for 23% 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 countries where Amnesty's International Members are predominantly located are Nigeria, Pakistan, Egypt, Bangladesh and Colombia. We contact our members mostly in English, and share content in Arabic, Spanish and French, together with language pilots in Russian and Chinese. The five sections with the largest supporter bases were Spain, Italy, Brazil, Argentina and UK.



Beyond the International Members, growth has continued worldwide. 27 sections now have more than 100,000 supporters (2020: 24). 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 four years of implementation the total supporter base stands at 13.5 million.

Amnesty International movement had 2.6 million donors in 2021 (2020: 2.2 million). The number of single donors increased to 0.9 million from 0.5 million, while regular donors were consistent at 1.7 million.

Covid-19 Response Strategy

In 2021, the **Covid-19 pandemic** continued to expose and exacerbate socio-economic inequalities and deep-seated discriminations.

Amnesty International's [ground-breaking report](#) on how health workers around the world had been exposed, silenced and attacked during the Covid-19 pandemic resulted in Ibrahim Badawi, a doctor, and Ahmad al-Daydomy, a dentist, being released from detention in Egypt in January and March 2021. Amnesty launched another report, "[Struggling to breathe": The second wave of Covid-19 in Nepal](#)", which was followed by sustained campaigning and advocacy initiatives, the Japanese government donated 1.6 million vaccines to Nepal, Bhutan donated 230,000 and the UK donated 130,000 doses.

Following the outbreak of Covid-19 in Sri Lanka, a number of people from the Muslim community were forcibly cremated on the instructions of the authorities and against the wishes of the deceased's families. Amnesty International called for Sri Lanka's authorities to respect the right of religious minorities to carry out the final rites of their relatives in accordance with their own traditions unless restrictions were needed to prevent the spread of COVID-19. As a result, [Sri Lankan authorities decided to end the practice of forced cremations for victims of Covid-19 in February](#). After months of refusing to acknowledge Covid-19, the

Malagasy government finally dropped its policy of refusing to order Covid-19 vaccines [following pressure from Amnesty](#) and others – giving more people a chance to access life-saving vaccines.

As the world learned to adapt and change to the new realities imposed by the pandemic, so too did Amnesty. More than any other Goal, our work on COVID-19 helped us to **improve our own internal capabilities**. This was mostly through developing new partnerships and alliances. In Slovenia, the pandemic led Amnesty to establish the Legal Network for Protection of Democracy. Partnering with other NGOs and legal experts, the network provides legal support to people who are unjustly prosecuted and persecuted by the state, especially dealing with right to public gatherings, freedom of expression, and legality of government’s measures in the context of COVID-19.

COVID-19 affected our work in many ways, but some of the restrictions imposed by the pandemic have led to opportunities for increased participation and inclusion and **improved access to high level mechanisms** for civil society organisations. *The Strengthening Amnesty’s Advocacy Approach* project found that the move to digital spaces had created opportunities to make discussions more inclusive and has the potential to strengthen civil society’s access to UN forums including through live participation and pre-recorded statements. As a result, Amnesty was able to bring more rightsholder voices into the UN, among them our colleague Laith Abu Zeyad, who addressed the Human Rights Council through a powerful statement about the punitive travel ban, and to demonstrate Amnesty’s diversity and local presence through video recordings of oral statements for UPR adoptions.

5. Plans for 2022

As we developed the Global Strategic Framework (2022-2030), we also started laying the foundations for implementing it effectively. The movement has embarked for the first time on a journey to operationalise the Strategic Framework at the national, regional, global levels. The process was broken down globally into six steps which aimed at ensuring that National Entities and IS teams were joined up in their planning, utilised synergies and identified gaps to deliver on the priorities set out in the Strategic Framework. This included developing 4-year plans across regional and global teams as well as concrete 1-2 year action plans and projects.

In the Global Strategic Framework, a phased approach was used to distinguish areas where there is adequate capacity available internally and where we still need to build expertise, policy, and skills. Freedom of expression and civic space was prioritised as it is a long-standing core issue that Amnesty has been working on. Other areas included where it is seen that there is adequate capacity includes the rights to health and housing, non-discrimination and gender justice, and individuals and communities at risk including refugees and crisis.

The areas where we plan on developing capacity further includes climate justice, corporate and technology work, social security, migration, anti-racism, intersectionality and gender mainstreaming, feminist leadership, and activist and staff well-being. Plans around these areas are focused more in developing this capacity.

Our work around **Priority 1 – Freedom of expression and Civic Space** is a strong priority within the movement followed by promoting gender, racial and intersectional justice. Securing climate justice as well as corporate accountability are areas where we clearly see capacity will need to be further developed.

In 2022, we will start implementing plans around the Global Strategic Framework, which includes portfolio analysis, target setting, measuring progress and learning.

6. 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 International Board meeting. Risk management is embedded at all levels. The risks facing the organisation are identified and documented in 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 risk areas are assessed as follows:

i) Covid-19 pandemic

Human rights: Many measures to contain the spread of Covid-19 have been 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. The focus of Amnesty International's campaigning work shifted in the short term to respond to the human rights impact of the crisis.

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 in 2020 which continued into 2021. The full impact for future years remains uncertain.

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 in 2020 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. Race, equality, diversity and inclusion staff have been appointed and all colleagues were required to undertake mandatory training. Similar exercises also took place in several national entities.

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. An Employee Experience Plan was implemented for a healthier and kinder future. A hybrid-working group was established to help transition the organisation into a post-Covid world while taking into account the different environments in our operations around the world.

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 fluctuations, inflation and unexpected expenditure that could impact liquidity and financial viability. Mitigations include regular forecasting, robust financial modelling, strategic investment in fundraising, effective cash management, reviewing our assessment mechanism to mitigate the impacts of structural uncertainty on income, contingency planning and funding, cost control programmes. This was achieved in

2020, with reserves rising to over £32 million and to £66 million in 2021. 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. In 2022, risks around [the global economy, supply chain and inflation have heightened. Risks have also been exacerbated by the Russian invasion of Ukraine.](#)

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, technological strengthening of systems, review of websites across the movement and follow-up actions.

vii) Safeguarding

Training on safeguarding was rolled out. Head of Safeguarding, a new post, was appointed to in 2021 and has started to implement a more comprehensive approach to safeguarding. The safeguarding policy was updated in early 2022.

7. Fundraising

Global movement income has grown from €288 million in 2016 to €357 million in 2021. We are grateful to donors around the world for their incredible support which enables us to do the valuable human rights work.

The majority of AIL's income is contributions ("assessment"³) 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. In 2021, assessment income was £83.5 million (2020: £79.0 million), with an additional £0.2million (2020: £3.0million) from Additional Voluntary Contributions (AVCs⁴) from entities. AIL also carries out direct fundraising with individual major donors, legacies, trusts and foundations, and institutions; in 2021, direct fundraising generated £9.9 million (2020: 8.0 million).

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, a global platform that supports Civil Society Organisations to be transparent and responsive to stakeholders and focused on delivering impact. AIL received no complaints in 2021 about our fundraising activity (2020: no complaints).

³ Fundraising entities are required to pay assessment as part of the Amnesty Movement statutes

⁴ AVCs are where an individual entity wishes to increase its contribution to the work of the Movement over and above its assessment

8. Finance Review

In 2021, Amnesty International’s financial situation remained strong ending the year with healthy reserves and cash balances.

The total income decreased slightly to £90.8 million (2020: £91.2 million) despite the adverse foreign exchange situation. Net assessment income showing a decrease from £82.0 million in 2020 to £80.7 million in 2021 as it’s offsetting 2021 realised foreign exchange losses of £3.5m. Total income held up due to a combination of legacies, a strong and resilient donor and supporter base enabling us to successfully transition from face-to-face fundraising to digital and telemarketing . Net income after fundraising expenditure was exceptionally high in 2020 due to a temporary decrease in fundraising spend in sections due to the pandemic. There was also a strong performance in Trusts & Foundations and some Additional Voluntary Contributions (AVCs) were made by sections.

Results for AIL show net incoming funds of £20.5 million (2020: £19.3 million). Free reserves at 31 December 2021 were £44.9 million (2020: £32.9 million), £21.9 million higher than the upper end of the target range of £23.0 million.

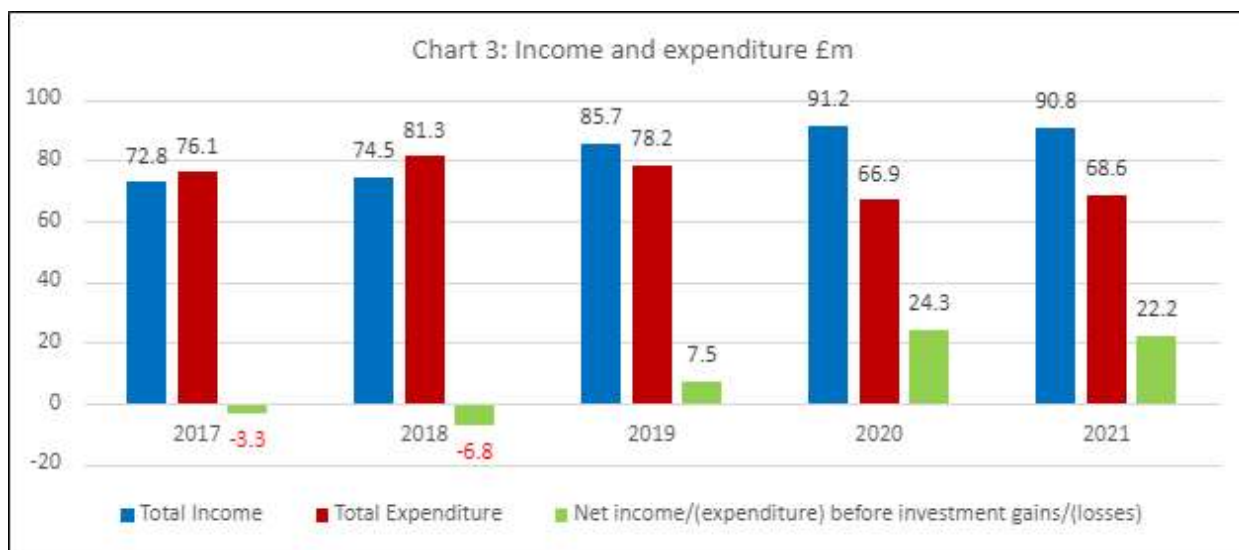
Total expenditure was £68.6 million (2020: £66.9 million). Financial support for sections’ fundraising increased to £1.9 million (2020: £1.8 million)

AIL had net current assets of £ 52.5 million as at 31 December 2021 (31 December 2020: £36.1 million). AIL had unrestricted funds totalling £ 57.6 million at the balance sheet date (2020: £41.8 million). Net cash inflow from operating activities for the year was £ 17.6 million (2020: £ 16.6 million). AIL had cash at bank and in hand and short term investments totalling £ 44.1 million as at 31 December 2021 (2020: £28.7 million).

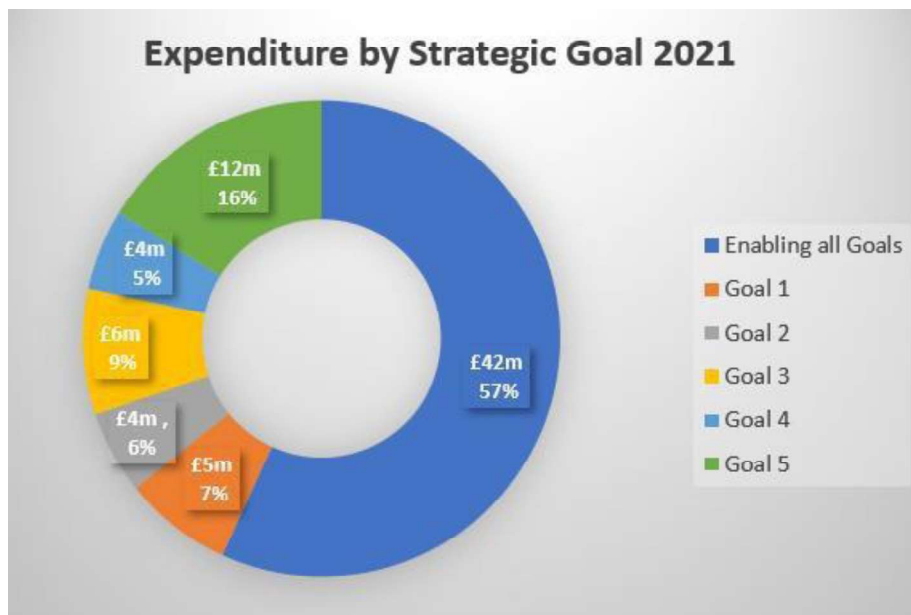
AIL’s London office at 1 Easton Street was valued at £29.5 million at its most recent valuation in December 2020. The net book value in the financial statements is £7.7 million.

In 2021 AIL made a donation of £ 0.77 million to Amnesty International Charity under the Gift Aid scheme (2020: 1.0 million).

Financial performance in 2021, together with historical 5-year trend data is set out below.



In 2021, AIL’s expenditure was split across the strategic goals as per the chart below.



8.3 Investment and Hedging Policy

AIL has a Treasury Management Policy intended to achieve a reasonable return within a low risk framework with due regard to the ethical standings of banks. To improve returns on cash holdings, the IS uses a range of current, call and deposit accounts. This generated interest income of £5,400 in the year (2020: £30,000).

The Treasury Management Policy aims to minimise the risk arising from exposure to exchange rate fluctuations and the resultant impact on cash flows arising from assets and liabilities held in foreign currencies. In 2021, AIL continued to implement hedging through forward contracts to minimise the uncertainty 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 2021.

8.4 Pension Fund

In November 2021, AIL defined benefit pension scheme purchased an insurance policy that is guaranteed to meet the liabilities of the scheme (i.e. a buy-in). Within two years, it is planned to transfer all the administration and management of the scheme to the insurance provider (i.e. a buy-out).

The accounting valuation or FRS 102 valuation of the AIL defined benefit pension scheme as at 31 December 2021 supplied by AIL's actuaries showed a deficit figure of £0.9 million (2020: £4.2 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. In Nov 2021, we executed a buy-in and transferred the risks of the pension assets to L&G for a payment of £5.7m.

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'.

8.5 Reserves

At 31 December 2021 AIL Group (which includes all Company branches and its subsidiaries) had total assets of £66.2 million (2020: £45.7m) of which £57.6 million were unrestricted and £8.6 million restricted (2020: £41.8million unrestricted and £3.9 million restricted). Free reserves were £44.7 million (2020: £32.9 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 2021 AIL Company (which includes branches but not subsidiaries) had total reserves of £63.8 million (2020: £42.5 million) of which £54.8 million were unrestricted and £9.0 million restricted (2019: £38.6 million unrestricted and £3.9 million restricted). Free reserves were £42.1 million (2020: £30.0 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.

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 taken into account when setting the reserves target included:

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

In consideration of these factors, the Finance and Audit Committee and Board reviewed the free reserves target range and set the range between £13.8 million and £23.0 million. At 31 December 2021, the Group's free reserves were £44.7 million, which is above the upper end of the target range. The International Board and Management Team are investing in our human rights work to achieve our strategic goals in line with our next strategy.

8.6 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 2023, 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 2027, 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.

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

The Board considered several factors when forming their conclusion for the appropriateness of the use of the going concern basis when preparing these financial statements. These include:

- The level of free reserves.
- The targeted cost savings strategies that can be implemented under differing scenarios.
- The close monitoring of sections’ financial performance and forecasts.
- The cash management controls in place to ensure sufficient working capital at all times.

The Directors have concluded that the organisation has adequate resources to continue to operate for the foreseeable future and have prepared the financial statements on the going concern basis.

9. Structure, Governance and Management

9.3 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 strategic direction of the movement including AIL is decided through voting at the annual Global Assembly.

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. AIL is a private limited company and a not-for-profit organisation. AIL 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 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.

9.4 Global Offices

AIL's operations are distributed across 21 offices world wide 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, Kyiv, 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 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.

9.5 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. There are a further two co-opted members of the the International Board with no voting rights. The global governance arrangements for the Amnesty movement are set out in the Statute of Amnesty International and the Global Governance Regulations. Board members are disclosed on page 2.

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. AIL maintains Directors' and Officers' liability insurance cover.

AIL aims to follow charity sector best practice so it 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 is being implemented following elections in September 2021.

9.6 Management

The activities of AIL are managed by the Secretary General, supported by a Coalition Leadership Team:

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)
Chief Financial Officer	Rohan Hewavisenti
Senior Director Research, Advocacy and Policy (RAP)	Rajat Khosla (resigned 3 August 2022)
Joint interim Senior Director RAP	Anne Fitzgerald, (appointed 4 Aug 2022)
Joint Interim Senior Director RAP	Joanne Mariner (appointed 4 August 2022)
Director, Amnesty International Argentina	Mariela Bielski
Senior Director Public Engagement and Growth	Thomas Schultz-Jagow (resigned 9 Dec 2021)
Newly created roles which are vacant:	
Senior Director, Regional Human Rights Impact	
Senior Director, Movement, Engagement and Partnerships	
Senior Director, Campaigns and Action	

In 2022, the Leadership Team was expanded to meet the needs of the new strategy.

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/>.

9.7 Volunteers and Interns

AIL's volunteers have agreed to donate their time and work unpaid for the main purpose of benefitting Amnesty International. This is an informal arrangement and no legal contract binds them to deliver or attend as an employee would. Volunteers typically commit to two or three days a week for a maximum of six months. Volunteers, with ongoing supervision, undertake assigned and supported tasks or collaborate with team members on specific tasks. Staff 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 and receive a salary. They undertake a structured programme of work and development over six to twelve months, and develop transferable skills and expertise.

Due to Covid-19 restrictions the appointment of volunteers and interns has been minimal. During 2021, eighteen volunteers were appointed and no interns. (2020: six volunteers, one intern)

9.8 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.

9.9 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.

10. 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 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.

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 2020/21 report is available on the amnesty.org website. 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/>.

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 and implemented recruitment, selection, flexible working and personal development processes and practices to reflect its commitment to equal opportunities, and is continually seeking to improve in all these areas.

A Results Framework has been developed to support the implementation of the Anti-Racism Action and Accountability Plan with 3 dimensions: 1. People (behaviour change and attitudes); 2. Culture and Systems (policies, practices, structures) and 3. Human Rights work (anti-racism and intersectionality as lens in our work).

The anti-racism, diversity and inclusion awareness training continues to register progressive uptake – over the last 10 months, training has been administered to a total of 417 colleagues (over 63% of current IS staff) have completed the workshop training. Work is underway to develop the next stage of training.

People and Organisation Development have also progressed its interventions on several critical human resources-related areas, including recruitment, and hiring processes where new guidelines for integrating diversity and inclusion elements have been introduced for managers within the recruitment tool kit. . We are excited that our new recruitment system supports fairness, diversity and inclusion in recruitment and our Careers portal - <https://www.amnesty.org/en/careers/> - has also been relaunched to reflect our commitment to racial equality, diversity and inclusion to potential candidates.

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

In accordance with AIL's standard payment terms, supplier payment is due within 30 days after AIL receives the supplier invoice. AIL seeks to resolve any supplier dispute 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.

Energy and carbon action

In the period covered by the report Amnesty International was unable to undertake any emissions and energy reduction initiatives. This was due to uncertainty regarding the Company’s future use of the premises a need to define our real estate strategy in light of hybrid working and reduced occupancy and to align investment in carbon reduction measures with the lifecycle and replacement of critical building services and equipment.

2021 Environmental Performance

Our carbon footprint for the 2021 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 186 tCO2e, which is an average impact of 0.6 tCO2e per employee, and on a market basis our emissions are 182 tCO2e. We have calculated emission intensity metrics on an employee basis, which we will monitor to track performance in our subsequent environmental disclosures.

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 2021 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 2021 to December 2021.

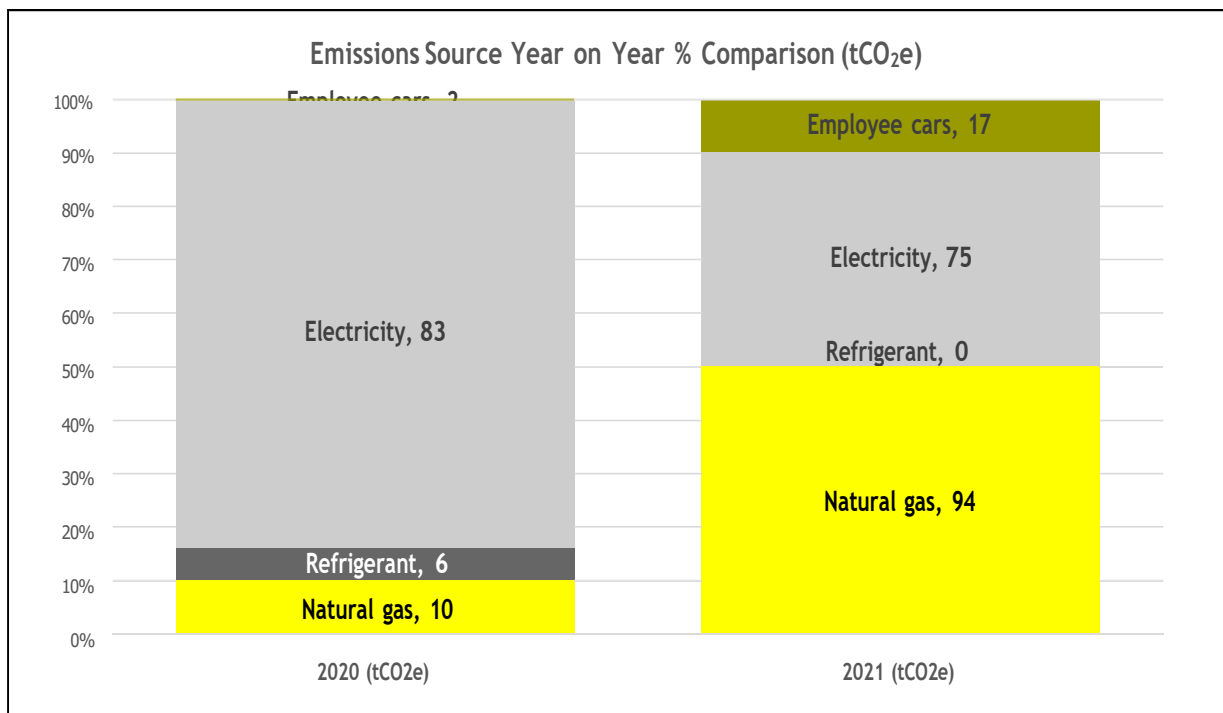
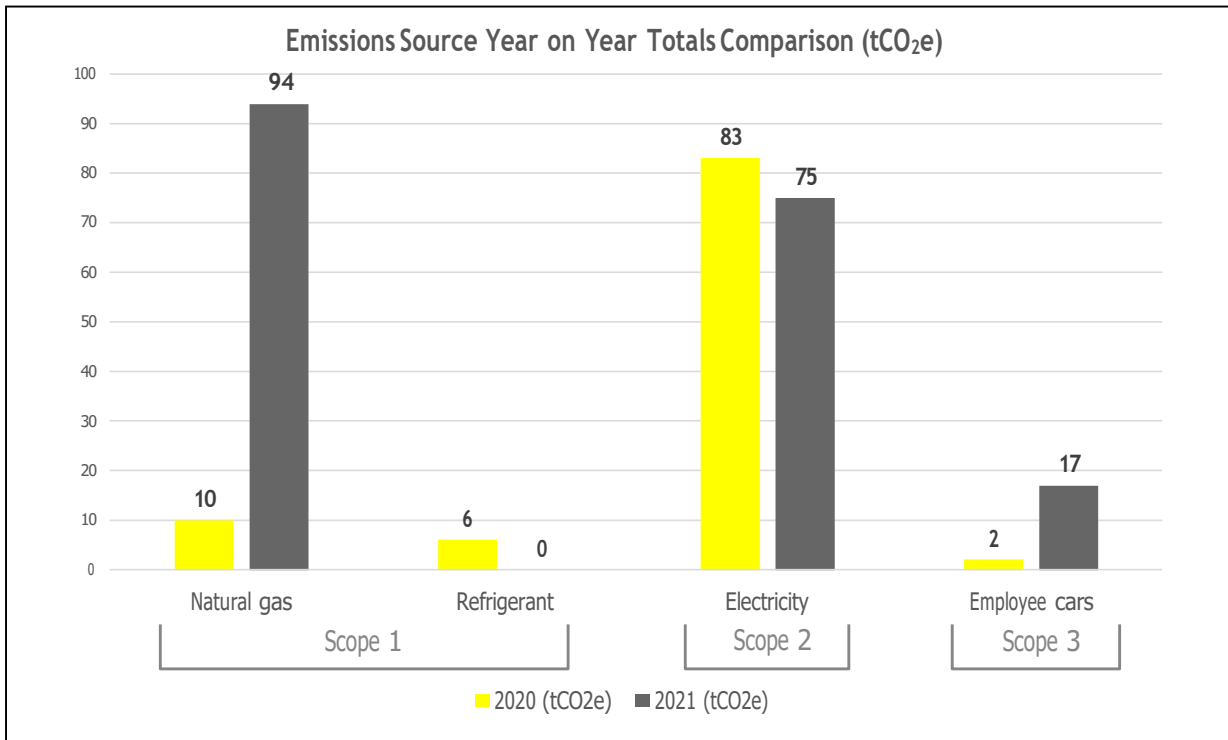
Emissions and energy usage for reporting year

	Emissions Source	2020 (tCO2e)	2021 (tCO2e)	Variance
Scope 1	Natural gas	10	94	837%
	Refrigerant	6	0	-100%
Total Scope 1		16	94	488%
Scope 2	Electricity	83	75	-10%
Total Scope 2		83	75	-10%
Scope 3	Employee cars	2	17	750%
Total Scope 3		2	17	750%
Total (Market Based)		17	182	973%

Amnesty International Limited (a company limited by guarantee)

	Emissions Source	2020 (tCO2e)	2021 (tCO2e)	Variance
Total (Location Based)		101	186	94%
Total Energy Usage (kWh) ⁵		1,418,552	933,998	-34%
Normaliser	tCO2e per FTE	0.3	0.6	110%

⁵ Energy reporting includes kWh from scope 1, scope 2 and scope 3 employee cars only (as required by the SECR regulation)



Our carbon footprint for the 2021 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 186 tCO₂e, which is an average impact of 0.6 tCO₂e per employee, and on a market basis our emissions are 182 tCO₂e.

Natural gas was the most material activity this year with 94 tCO₂e as well as the highest year-on-year variance of an 837% increase. This change is related to the fact that, during the 2020 COVID-19 pandemic, natural gas usage was drastically reduced due to low office occupancy.

Electricity had the lowest year-on-year variation with a 10% decrease in related emissions resulting in a total of 75 tCO₂e. Employee cars is the second most material change with a 750% increase in related emissions with a total of 17 tCO₂e. This material year-on-year change is attributed to a return to normality postpandemic with an increase in in-person office attendance. There were no refrigerant top ups in 2021 thus the 100% decrease in related emissions.

Plans to replace the aging and obsolete heating and cooling plant with a low carbon technology were not advanced in 2021 due to uncertainty regarding the Company's long term future in the property.

The Company is reviewing its approach to environmental sustainability with a revised strategy. The new strategy will address the environmental, social and governance (ESG) elements of Amnesty's operational impacts. The policies under the strategy shall also be revised. A key element of the strategy is the embedding of sustainability in business decision-making. This will be approved by the Board in 2022. 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 is in the process of compiling a detailed, annual transparency statement for the year ended 31 December 2021. This will be uploaded to Amnesty.org after it has been approved by the Board. 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.

11. 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 2021) 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:

DocuSigned by:

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BY ORDER OF THE BOARD

Anjhula Mya Singh-Bais
Director

24th September 2022

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 2021 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 2015 (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

Date: 27th September 2022

**Consolidated Statement of Financial Activities
(Incorporating the Income and Expenditure Account)
For the year ended 31 December 2021**

		Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	Notes	2021 £'000	2021 £'000	2021 £'000	2020 £'000
Income from					
Donations and legacies	5,6	68,513	14,157	82,670	83,311
Charitable activities	7	1,921	5,804	7,725	6,786
Other trading activities	8	276	-	276	1,051
Investment income	9	118	-	118	70
Total income		70,828	19,961	90,789	91,218
Expenditure on					
Raising funds	11	1,832	-	1,832	1,647
Charitable activities	11	51,226	15,565	66,791	65,215
Total expenditure		53,058	15,565	68,623	66,862
Net income before investment gains/(losses)		17,770	4,396	22,166	24,356
Net gains/(losses) on investments		697	-	697	(325)
Net income		18,467	4,396	22,863	24,031
Transfer between funds		(119)	119	-	-
Other recognised (losses)/gains					
Actuarial (losses)/gains	15	(2,325)	-	(2,325)	(4,737)
Net movement in funds		16,023	4,515	20,538	19,294
Reconciliation of funds					
Total funds brought forward		41,612	4,048	45,660	26,366
Total funds carried forward		57,635	8,563	66,198	45,660

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


Consolidated and Company Balance Sheets as at 31 December 2021

Company no: 1606776

	Notes	Group		Company	
		2021 £'000	2020 £'000	2021 £'000	2020 £'000
Fixed assets					
Intangible assets	19	3,251	1,225	3,251	1,225
Tangible assets	20	11,243	12,461	10,855	11,974
Investments	20,21,22	1,394	1,444	21	42
Total fixed assets		15,888	15,130	14,127	13,241
Current assets					
Debtors: amounts falling due within one year	23	15,744	16,882	16,099	16,604
Debtors: amounts falling due after one year	23	151	175	151	175
Short term investments	24	15	1,315	-	-
Cash at bank and in hand	25	44,124	27,369	41,102	25,452
Total current assets		60,034	45,741	57,352	42,231
Creditors: amounts falling due within one year	26	(7,515)	(9,609)	(5,840)	(7,818)
Net current assets		52,519	36,132	51,512	34,413
Total assets less current liabilities		68,407	51,262	65,639	47,654
Creditors: amounts falling due after one year	27	(6)	(231)	-	(225)
Provisions for liabilities and charges					
Provisions	29	(1,293)	(1,133)	(905)	(688)
Defined benefit pension scheme liability	15	(910)	(4,238)	(910)	(4,238)
Net assets		66,198	45,660	63,824	42,503
Funds					
Unrestricted funds excluding pension reserve	30	44,051	32,164	41,608	29,494
Designated funds - intangible and tangible fixed assets		14,494	13,686	14,107	13,199
Pension reserve	15	(910)	(4,238)	(910)	(4,238)
Total unrestricted funds		57,635	41,612	54,804	38,455
Restricted funds		8,563	4,048	9,020	4,048
Total funds		66,198	45,660	63,824	42,503

The parent Company's net incoming resources for the year ended 31 December 2021 totalled £21,321,000 (2020: net incoming resources of £19,765,000). There are £457,000 restricted funds carrying over to 2022 from AIC in the company accounts.

The financial statements were approved and authorised by the Board of Directors on 24 September 2022 and signed on their behalf by

DocuSigned by:

 CC12258D149242A...

Anjhula Mya Singh-Bais, Chair

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

Consolidated Cash Flow Statement
For the year ended 31 December 2021

	Note	2021 £'000	2020 £'000
Cash inflows from operating activities	36	17,598	16,552
Cash (outflows)/inflows from investing activities			
Purchase of intangible fixed assets		(2,026)	(1,225)
Purchase of tangible fixed assets		(232)	(190)
Interest received		119	70
		(2,140)	(1,345)
Cash outflows from financing activities			
Interest paid		(3)	(26)
		(3)	(26)
Increase in cash & cash equivalents		15,454	15,181
Cash & cash equivalents at beginning of the year		28,684	13,503
Increase in cash & cash equivalents		15,454	15,181
Total cash & cash equivalents as at end of the year		44,139	28,684

Notes to the Financial Statements

For the year ended 31 December 2021

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 2023, 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 2027, 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. Financial modelling continues to be carried out, incorporating risk averse assumptions, based on the latest updates received from Amnesty sections. The Board considered several factors when forming their conclusion for the appropriateness of the use of the going concern basis when preparing these financial statements. These include:

The level of free reserves.

2 Basis of accounting (continued)

The targeted cost savings strategies that can be implemented under differing scenarios.

The close monitoring of sections' financial performance and forecasts.

The cash management controls in place to ensure sufficient working capital at all times.

The Directors have concluded that the organisation has adequate resources to continue to operate for the foreseeable future and have prepared the financial statements on the going concern basis. 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.

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 5 year period. 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 2020

	Unrestricted Funds	Restricted Funds	Total Funds
	2020	2020	2020
	£'000	£'000	£'000
Income from			
Donations and legacies	71,644	11,667	83,311
Charitable activities	2,000	4,786	6,786
Other trading activities	1,051	-	1,051
Investment income	55	15	70
Total income	74,750	16,468	91,218
Expenditure on			
Raising funds	1,647	-	1,647
Charitable activities	50,329	14,886	65,215
Restructuring costs	-	-	-
Total expenditure	51,976	14,886	66,862
Net income before investment (losses)/gains	22,774	1,582	24,356
Net (losses)/gains on investments	(325)	-	(325)
Net income	22,449	1,582	24,031
Transfer between funds	(158)	158	-
Other recognised (losses)/gains			
Actuarial (losses)/gains	(4,737)	-	(4,737)
Net movement in funds	17,554	1,740	19,294
Reconciliation of funds			
Total funds brought forward	24,058	2,308	26,366
Total funds carried forward	41,612	4,048	45,660

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	2021				2020			Total
	Europe £'000	Americas £'000	Rest of world £'000	Rest of world £'000	Europe £'000	Americas £'000	Rest of world £'000	
Donations and legacies	63,352	14,635	4,683	82,670	63,769	15,483	4,059	83,311

6 Donations and legacies

	Unrestricted Funds 2021 £'000	Restricted Funds 2021 £'000	Total Funds 2021 £'000	Total Funds 2020 £'000
Contributions from sections	67,216	13,212	80,428	79,029
Additional voluntary contributions from sections	265	-	265	3,001
Donations and legacies	1,032	945	1,977	1,281
Total donations and legacies	68,513	14,157	82,670	83,311

Contributions from sections are stated net of amounts written off or provided against during the year. In 2021, there was £588,000 new provisions provided against AI Ireland and additional £130,000 against AI Greece. None of provisions from prior periods were released. In 2020, none of contributions were written off and £291,000 of provisions from prior periods were released.

As at 31 December 2021 the Group had a legacy pipeline of £1,930,000 (31 December 2020: £1,063,000).

7 Charitable activities

	Unrestricted Funds 2021 £'000	Restricted Funds 2021 £'000	Total Funds 2021 £'000	Total Funds 2020 £'000
Grants	1,917	5,804	7,721	6,782
Other income	4	-	4	4
Total charitable activities	1,921	5,804	7,725	6,786

8 Other trading activities

	Unrestricted Funds 2021 £'000	Restricted Funds 2021 £'000	Total Funds 2021 £'000	Total Funds 2020 £'000
Royalty income	48	-	48	710
Rental income	95	-	95	94
Other trading income	133	-	133	247
Total other trading activities	276	-	276	1,051

9 Investment income

	Unrestricted Funds 2021 £'000	Restricted Funds 2021 £'000	Total Funds 2021 £'000	Total Funds 2020 £'000
Interest income	118	-	118	70
Total investment income	118	-	118	70

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 2021 this totalled £10,000 (2020: £26,000) and related to pro bono services for legal work, consultancies, training and software products.

11 Expenditure

	Grants payable Note 12 2021 £'000	Direct costs 2021 £'000	Support costs Note 13 2021 £'000	Total Funds 2021 £'000	Total Funds 2020 £'000
Expenditure on raising funds					
Grant fundraising	-	1,301	531	1,832	1,647
Total expenditure on raising funds	-	1,301	531	1,832	1,647
Expenditure on charitable activities					
Research and publications	276	27,588	11,248	39,112	36,983
Campaigning	10,829	10,016	4,084	24,928	25,778
Movement support and growth	1,896	607	248	2,751	2,454
Total expenditure on charitable activities	13,001	38,211	15,579	66,791	65,215
Total expenditure	13,001	39,512	16,110	68,623	66,862

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 £9,707,000 (2020: £10,558,000).

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 £1,895,000 (2020: £1,751,000).

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 2021 is £591,000 (2020: £532,000).

At 31 December 2021 the Group had awarded and communicated but not yet fully paid grants to the value of £68,000 (2020: £589,000).

13 Support costs

	Grant fundraising	Research and publications	Campaigning	Movement support and growth	Total	Total
	2021	2021	2021	2021	2021	2020
	£'000	£'000	£'000	£'000	£'000	£'000
Salaries and employment benefits	196	4,148	1,506	91	5,941	5,881
Professional fees	79	1,678	609	37	2,403	2,204
Information technology costs	53	1,132	411	25	1,621	1,748
Insurance	45	954	346	21	1,366	1,389
Occupancy costs	43	907	329	20	1,299	1,371
Depreciation	41	863	314	19	1,237	1,168
Other costs	17	356	129	8	510	866
Governance costs	13	280	102	6	401	339
Administration costs	1	26	10	1	38	60
Interest (income)/expense on defined benefit pension scheme	3	34	10	2	49	(1)
Foreign exchange (gains)/losses	35	744	272	14	1,064	(71)
Tax (income)/expense	6	126	46	3	181	(107)
	531	11,249	4,083	247	16,110	14,847

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:

	2021	2020
	£'000	£'000
Salaries	30,317	29,492
Social security costs	3,466	3,434
Employer pension contributions	2,906	2,871
Staff health, training and recruitment	1,759	1,972
Redundancy costs	346	132
Pension scheme interest (income)/cost	49	-
	<u>38,843</u>	<u>37,900</u>

The average number of persons employed by the Group during the year was 545 (2020: 544).

	2021	2020
Fundraising	17	22
Research and regions	118	158
Campaigning and communications	305	224
Movement support and growth	18	21
Support	87	119
	<u>545</u>	<u>544</u>

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

	2021	2020
UK	289	288
Overseas	256	256
	<u>545</u>	<u>544</u>

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 or ex-gratia 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
	2021	2021	2021	2020	2020	2020
60,000 – 69,999	39	53	92	28	50 (1)	78 (1)
70,000 – 79,999	14	18	32	9	25	34
80,000 – 89,999	7 (1)	12 (2)	19 (3)	6	19	25
90,000 – 99,999	0	12	12	-	4	4
100,000 – 109,999	1	4 (1)	5 (1)	2	9	11
110,000 – 119,999	1	5	6	-	1	1
120,000 – 129,999	1	0	1	-	2	2
130,000 – 139,999	2	1 (1)	3 (1)	1	-	1
140,000 – 149,999	-	-	-	-	-	-
160,000 – 169,999	-	-	-	-	1	1
170,000 – 179,999	1	-	1	-	-	-
190,000 – 199,999	-	-	-	-	1	1
	<u>66 (1)</u>	<u>105 (4)</u>	<u>171 (5)</u>	<u>46</u>	<u>112 (1)</u>	<u>158 (1)</u>

14 Employees and Directors (continued)

The above numbers include a number of long-serving staff who received redundancy payments in 2021. Total redundancy payments across all employees were £284,475 in 2021 (2020: £810,698). Payments made in 2020 were as a result of the financial recovery plan initiated in 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 2021 the value of redundancy accruals was £142,273 (31 December 2020: £129,000). In addition, there were redundancy provisions for employees on fixed term contracts which are over 2 years totalling £97,230. Included in the payments and accruals stated above is a total sum of £361,833 relating to the employees based in the Hong Kong office which was recently closed. There were no redundancy payments over £100,000 paid during 2021 (2020: no payment over £100,000).

Ex gratia payments totalling £28,823 was paid to one employee in 2021 (2020: £62,909) 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	2021	2020
	£	£
Total remuneration paid	775,533	747,979
Value of donated time	-	36,017
	2021	2020
Average number of key management personnel during the year	4.9	6.2
of which AIL remunerated	4.9	5.2
of which AIL did not remunerate (donated time)	-	1.0
Average full time equivalent number of key management personnel during the year	4.7	4.5
of which AIL remunerated	4.7	4.3
of which AIL did not remunerate (donated time)	-	0.2

Remuneration paid includes salaries, employer pension contributions, employer social security contributions and other employee benefits. In 2021, 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	2021	2020
	£	£
Total remuneration paid	225,487	223,791
Total salary paid	187,188	190,125

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 2021 relates to the previous Secretary General from 1 January 2021 to 31 March 2021 and to the current Secretary General from 1 April 2021 to 31 December 2021. The amount paid in 2020 relates to the previous acting Secretary General for the full year.

Salary metrics	2021	2020
	£	£
Total of the five highest salaries	697,074	729,550
(of which are redundancy payments)	153,209	-

	2021	2020
Ratio of the highest to lowest salary (where lowest salary is the lowest full time employee paid in the UK)	5.3	5.9
Ratio of the highest to lowest salary (where lowest salary is the salary of a paid intern position in the UK)	8.6	9.5
Ratio of the highest to midpoint salary (where midpoint salary is based on the grade structure in the UK)	3.2	3.6

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 2021 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 £10,874 were incurred in 2021 in relation to twelve Directors (2020: £7,864 in relation to eleven Directors). In 2021 most Board work took place online and planned Board development and evaluation work was delayed, partly due to Covid-19 pandemic restrictions. The costs 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. 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	2021	2020
	£	£
Sarah Beamish	0	3,237
Vincent Adzahlie-Mensah	1,170	880
Greg Marsh	0	21
Fabiola Arce	2,455	
Maria De Lourdes Vianney Barrera Cam	356	48
Peter Petelo Fa'afiu	1,754	63
Nolasco Ritz Lee III Santos	799	1,825
Aniket Shah	356	3
Anjhula Mya Singh Bais	2,202	1,201
Christopher Schlaeffer	356	203
Michael Bergmeijer	356	382
Nina Boel	356	-
Renee Ngamau	356	-
Mandeep Singh	356	-
	10,872	7,864

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 £1,517,000 (2020: £1,409,000). The Group's contributions in the year to the ISP scheme were £684,000 (2020: £653,000).

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 pensions 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:

	2021	2020
Pensions increasing in payment at CPI (max 3.0% pa)	2.30%	2.00%
Discount rate	1.80%	1.30%
Life expectancy	S2 tables projected by year of birth using CMI 2020 improvements and a 1.25% long term improvement rate	S2 tables projected by year of birth using CMI 2019 improvements and a 1.25% long term

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:

	2021		2020	
	£'000	%	£'000	%
Equities	-	-	12,058	34
Property	-	-	4,317	12
Bonds	-	-	8,463	24
Cash	-	-	1,907	5
Diversified Growth Fund	-	-	9,038	25
Total	-	-	35,783	100

We made purchase buy-out on the pension scheme in 2021. The risk of holding the assets have transferred to the 3rd party.

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.

	2021	2020
	£'000	£'000
Fair value of assets	36,579	35,783
Present value of funded defined benefit obligations	(37,489)	(40,021)
Funded status	<u>(910)</u>	<u>(4,238)</u>
Present value of unfunded defined benefit obligations	<u>(910)</u>	<u>(4,238)</u>

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 2021 was as follows:

15 Pension arrangements (continued)

	2021	2020
	£'000	£'000
Financing cost: interest income/(cost) on net defined benefit liability	(49)	1
Losses due to benefit changes	-	-
Pension expense recognised in the income statement	(49)	1
Asset (losses)/gains arising during the year	(4,512)	(140)
Effect of experience adjustment	(227)	
Liability gains/losses arising during the year	2,414	(4,597)
Total amount recognised in other gains and losses	(2,325)	(4,737)
Total amount charged to the Statement of Financial Activities	(2,374)	(4,736)

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

	2021	2020
	£'000	£'000
Opening defined benefit obligation	(40,021)	(35,558)
Interest expense on defined benefit pension scheme	(515)	(703)
Actuarial gains/losses	2,187	(4,597)
Net benefits paid out	860	837
Losses due to benefit changes	-	-
Closing defined benefit obligation	(37,489)	(40,021)

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

	2021	2020
	£'000	£'000
Opening fair value of scheme assets	35,783	35,207
Interest income	466	704
(Losses)/gains on scheme assets	(4,512)	(140)
Contributions by the employer	5,702	849
Net benefits paid out	(860)	(837)
Fair value of scheme assets at the year end	36,579	35,783

Actual return on the scheme assets during the year

	2021	2020
	£'000	£'000
Interest income on scheme assets	466	704
(Losses)/gains on scheme assets	(4,512)	(140)
Actual return on scheme assets	(4,046)	564

16 Interest payable and similar charges

Group interest payable and similar charges:

	2021	2020
	£'000	£'000
On loans from sections	3	26
On pension finance costs	49	(1)
	52	25

17 Taxation

Analysis of tax charge for the year

	2021	2020
	£'000	£'000
Current tax		
UK corporation tax at 19% (2020: 19%)	-	-
Deferred tax		
Origination and reversal of timing differences	-	-
Tax on profit on ordinary activities	<u>-</u>	<u>-</u>

Provision for deferred tax

	2021	2020
	£'000	£'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	(754)	(622)

Reconciliation of tax charge

	2021	2020
	£'000	£'000
Profit on ordinary activities before tax	21,322	19,765
Tax on profit on ordinary activities at standard UK corporation tax rate of 19% (2019: 19%)	4,051	3,755
Effects of:		
Expenses not deductible for tax purposes	13,396	13,367
Income not taxable for tax purposes	(17,462)	(17,202)
Adjustment to brought forward values	-	-
Adjust closing deferred tax to average rate of 19%	-	-
Adjust opening deferred tax to average rate of 19%	-	-
Remeasurement of deferred tax for changes in tax rates	(117)	(57)
Deferred tax not recognised	132	137
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 2021 (2020: £nil).

18 Net income and expenditure

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

	2021	2020
	£'000	£'000
Depreciation of tangible fixed assets	1,263	1,253
Net gains/(losses) on investments	(697)	325

Auditor's remuneration

	2021	2020
	£'000	£'000
Fees payable to the Group's auditors for the audit of the Group's statutory accounts for the period	62	60
Fees payable to the Group's auditors for the audit of AIC for the period	5	5
Total audit fees payable to the Group's auditor	67	65
Tax related services from the Group's auditor	10	10

19 Intangible fixed assets

Movements on the intangible fixed assets during the year were:

Group and company	Software Asset Under Constructi on	Total
	£'000	£'000
Cost		
At beginning of year	1,225	1,225
Additions	2,026	2,026
At 31 December 2021	3,251	3,251
Net book value		
At beginning of year	1,225	1,225
At 31 December 2021	3,251	3,251

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 2021 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	£'000
Cost				
At beginning of year	13,369	11,224	6,437	31,030
Currency revaluation	-	68	-	68
Additions	-	97	135	232
Disposals	-	(4,797)	(5,194)	(9,991)
At 31 December 2021	13,369	6,592	1,378	21,339
Depreciation				
At beginning of year	(5,180)	(7,235)	(6,154)	(18,569)
Currency revaluation	-	(70)	-	(70)
Charge for the year	(242)	(781)	(240)	(1,263)
Disposals	-	4,669	5,137	9,806
At 31 December 2021	(5,422)	(3,417)	(1,257)	(10,096)
Net book value				
At beginning of year	8,189	3,989	283	12,461
At 31 December 2021	7,947	3,175	121	11,243

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	11,141	6,131	30,273
Additions	-	97	135	232
Disposals	-	(4,793)	(5,142)	(9,935)
At 31 December 2021	13,001	6,445	1,124	20,570
Depreciation				
At beginning of year	(5,044)	(7,325)	(5,930)	(18,299)
Charge for the year	(242)	(729)	(223)	(1,194)
Disposals	-	4,666	5,112	9,778
Transfers to subsidiaries	-	-	-	-
At 31 December 2021	(5,286)	(3,388)	(1,041)	(9,715)
Net book value				
At beginning of year	7,957	3,816	201	11,974
At 31 December 2021	7,715	3,057	83	10,855

The Company's freehold and leasehold land and buildings had a net book value of £7,721,000 at 31 December 2021. 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	1,380	54	10	1,444
Share of profit in associates	-	(54)	-	(54)
Loss on foreign exchange	6	-	(2)	4
At 31 December 2021	1,386	-	8	1,394
Net book value				
At beginning of year	1,380	54	10	1,444
At 31 December 2021	1,386	-	8	1,394

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 on the market for sale. The building was sold on a sale and leaseback basis until the sale agreement was cancelled in 2021. 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.

21 Investments in subsidiaries and associates

The Company's investments in subsidiaries and associates are:

Name of entity	Classification	Percentage ownership	2021 £'000	2020 £'000
Centro de Lenguas de Amnistia Internacional (CLAI)	Subsidiary	100%	20	20
Amnesty International Asia-Pacific Regional Office Limited (AIAPROL)	Subsidiary	100%	1	1
Amnesty International – European Association (EIO)	Subsidiary	100%	-	-
Centre for the Protection of Human Rights and Social Justice of Amnesty International Nigeria (AI Nigeria)	Associate	0% (2021) 20% (2020)	-	21
			21	42

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.) The office is permanently closed on 28th Feb 2022.

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 Chargée 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 Cortenberg/ Kortenberglaan 71 1000 Brussels, Belgium.) The closure of the entity didn't happen until 1st Jan 2022.

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 Americas. 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. AIL Company lost the 20% control when the senior IS staff on the board stepped down in March 2021. AIL Company recorded the disposal of remaining 20% share of its investment in 2021 accordingly. (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)
	2021	2021	2021	2021
	£'000	£'000	£'000	£'000
CLAI	696	(825)	(19)	(148)
AIAPROL	2,824	(2,488)	(174)	162
EFAI	1,362	(1,270)	20	112
Mexico	2,802	(2,599)	(8)	195
EIO	1,722	(1,765)	(2)	(45)
AIC	1,811	(2,772)	-	(961)
Colombo	1,231	(1,276)	(1)	(46)
Tunis	929	(940)	(8)	(19)
Lima	-	(396)	(3)	(399)
	13,377	(14,330)	(195)	(1,149)

	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)

	Total assets	Total liabilities	Total Funds
	2021	2021	2021
	£'000	£'000	£'000
CLAI	362	(176)	186
AIAPROL	1,892	(1,154)	738
EFAI	338	(559)	(221)
Mexico	623	(133)	490
EIO	395	(411)	(16)
AIC	935	(153)	782
Colombo	320	(108)	212
Tunis	202	(101)	101
Lima	116	(14)	102
	5,183	(2,809)	2,374

21 Investments in subsidiaries and associates (continued)

	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

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

	Income	Expenditure	Net
	from AIL	to AIL	intercompany
	2021	2021	2021
	£'000	£'000	£'000
CLAI	697	-	697
AIAPROL	2,732	-	2,732
EFAI	1,361	-	1,361
Mexico	2,802	-	2,802
EIO	1,297	-	1,297
AIC	864	(2,742)	(1,878)
Colombo	1,221	-	1,221
Tunis	929	-	929
Lima	-	-	-
	11,903	(2,742)	9,162

	Income	Expenditure	Net
	from AIL	to AIL	intercompany
	2020	2020	2020
	£'000	£'000	£'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

AIC held an intercompany asset of £68,000 due to AIL as at 31 December 2021 (2020: £1,000). Intercompany assets and liabilities were £nil for all other subsidiaries (2020: £nil for all other subsidiaries).

22 Other investments

A participating interest of £1,000 (2020: £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 AIL, 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	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Loans to sections	151	175	151	175
	151	175	151	175

Amounts shown as debtors falling due within one year comprise:

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Loans to sections	122	135	122	135
Amounts due from sections	13,036	13,382	12,960	13,294
Amounts owed by group undertakings		-	184	1
Trade debtors	52	370	51	370
Other debtors	711	507	568	361
Prepayments and accrued income	1,823	2,427	2,214	2,382
Forward contract asset	-	61	-	61
	15,744	16,882	16,099	16,604

Amounts due from sections are stated net of provisions for bad debt of £353,000 at 31 December 2021 (31 December 2020: £238,000).

Loans to sections are stated net of provisions for bad debt of £1,783,700 at 31 December 2021 (31 December 2020: £2,804,000). 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	2021 Rate £'000	Repayment year
AI Canada (French Speaking)	57 LIBOR 12m + 1% or 2.5% (whichever is higher)	2024
AI Ireland	1,346 EURIBOR + 1.25%	2027
AI Israel	239 LIBOR 12m + 1.25%	2023
AI Mexico	27 LIBOR 12m + 1% or 2.5% (whichever is higher)	2025
AI Poland	188 LIBOR 12m + 1.25%	2023
	1,857	

24 Short term investments

The Group held short term investments, which relate to short term money market deposits, of £15,000 at 31 December 2021 (31 December 2020: £1,315,000).

25 Cash at bank and in hand

The Group's cash at bank and in hand was £44,124,000 (31 December 2020: £27,369,000).

26 Creditors: amounts falling due within one year

Amounts shown as creditors falling due within one year comprise:

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Loans from sections	210	2,053	210	2,053
Amounts due to sections	1,440	1,496	1,507	1,496
Trade creditors	931	972	918	846
Deferred income	488	644	488	551
Taxation and social security	546	712	254	383
Other creditors	1,725	1,782	542	602
Accruals	1,968	1,361	1,714	1,298
Grant accruals	198	589	198	589
Forward contract liability	9	-	9	-
	7,515	9,609	5,840	7,818

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 £'000	Added in year £'000	Released to income £'000	Closing balance £'000
Deferred income	644	443	(599)	488

Deferred income of £488,000 relates to restricted grants for which the income recognition criteria have not been met as at 31 December 2021.

Grant accruals comprise grants in respect of 2021 planned activity, which were communicated to recipients in 2021 but paid in 2022.

27 Creditors: amounts falling due after more than one year

Amounts shown as creditors falling due after one year comprise:

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Loans from sections	-	225	-	225
Other creditors	6	6	-	-
	6	231	-	225

28 Loans from sections

The loans from sections are unsecured and interest bearing. Loans from sections are listed below. The IS made early repayments of three outstanding loans from AI Netherlands, AI Portugal and AI Switzerland in 2021. The only outstanding loan from sections is from AI Belgium (French Speaking) and is planned to be repaid in 2022.

Counterparty	2021 £'000	Rate	Repayment year
AI Belgium (French Speaking)	210	EURIBOR + 1.25%	2022
	210		

29 Provisions

Group	Charged/(released) to the Statement of Financial Activities		At 31 December 2021	
	At 1 January 2021		Utilised	
Holiday pay	885	298	(224)	959
Tax liability	248	86	0	334
	1,133	384	(224)	1,293

Company	Charged/(released) to the Statement of Financial Activities		At 31 December 2021	
	At 1 January 2021		Utilised	
Holiday pay	688	178	(110)	756
Tax liability	-	149		149
	688	327	(110)	905

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.

30 Share capital and funds

Group	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 December 2021 are represented by:			
Fixed assets	15,888	-	15,888
Current and non current assets	50,893	9,141	60,034
Current and long term liabilities and provisions	(8,236)	(578)	(8,814)
Pension liability	(910)	-	(910)
Total net assets at 31 December 2021	57,635	8,563	66,198

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 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 2020 £'000	Income 2020 £'000	Expen- -diture 2020 £'000	Transfers 2020	31 December 2020 £'000	Income 2021 £'000	Expen- -diture 2021 £'000	Transfers 2021 £'000	31 December 2021 £'000
11th Hour / Greenpeace	44	77	(54)		67		(67)		-
11th Hour					-	54	(32)		22
Amnesty International Denmark	9	-	(9)		-	20	(20)		-
Netherlands Government Human Rig	-	336	(251)		85	288	(288)		85
ClimateWorks	-	-	-		-	54	(48)		6
Amnesty International UK	-	8,372	(7,849)		523	10,348	(7,593)		3,278
DFID	-	74	(74)		-	19	(13)		6
Duke University	16	-	(16)		-	-	-		-
Dutch Postcode Lottery	37	594	(553)		78	926	(777)		227
EU / IPPF					-	261	(81)		180
Fondation Botnar					-	40	(21)		19
Ford Foundation - Albinism	48	61	(41)		68	80	(69)		79
Ford Foundation - Amnesty Tech	4	231	(82)		153	144	(202)		95
Ford Foundation - Covid Future Narr	-	75	-		75	(2)	(66)		7
Ford Foundation - Civic Space					-	216			216
Freedom Fund	36	-	(33)		3	22	(21)		4
Hewlett Foundation					-	18	(4)		14
Humanity United	96	1	(80)		17	244	(136)		125
ING Foundation	-	101	(101)		-	90	(90)		-
Luminate Foundation - Amnesty Tec	-	75	(11)		64	77	(47)		94
Macarthur Foundation - Covid Response (Americas)	-	97	(93)		4		(4)		-
Swedish Postcode Lottery	-	-	-		-	684	(214)		470
Swiss Donors (Be There)	30	989	(994)		25	864	(885)		3
UK & Ireland Donors (Be There)	132	562	(549)		145	250	(288)		107
US Donors (Be There)	-	50	(50)		-	39			39
Various Donors (People's Summit)	143	13	(44)		112		(112)		-
Anonymous (Be There)	124	279	(194)		209	1,104	(310)		1,003
AI Canada	97	2,274	(2,233)		138	2,863	(2,318)		683
Anonymous (Other projects)	1,492	2,207	(1,575)	158	2,282	1,136	(1,850)	119	1,687
Anonymous (Afghanistan)						122	(9)		113
Total	2,308	16,468	(14,886)	158	4,048	19,961	(15,566)	119	8,563

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.

11th Hour

The 11th Hour grant is restricted to a business and human rights project , which is a continuation of the former project conducted in partnership with Greenpeace USA.

Amnesty International Denmark

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

Netherlands Government Human Rights Fund

This grant is restricted to a human rights education pproject on the rights of LGBTI+ youth in the Americas.

ClimateWorks

The ClimateWorks grant is restricted to a business and human rights project focused on EU Battery Regulation.

Amnesty International UK

In 2021 the Amnesty International UK section contributed funds towards 34 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). On review of the agreement with AI UK it has been concluded funds received in relation to assessment income is restricted. The prior year has been updated accordingly.1

Amnesty International Canada

In 2021 the Amnesty International UK section contributed funds towards 17 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). On review of the agreement with AI UK it has been concluded funds received in relation to assessment income is restricted. The prior year has been updated accordingly.1

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.

EU

This grant is restricted to the West Africa RO for a project on human rights education in Mali relating to accountability of authorities.

Fondation Botnar

The Fondation Botnar grant is restricted to the Children and Young Peoples Digital Rights programme.

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.

Ford Foundation - Civic Space

This grant is restricted to the East Africa Regional Office for a project focused on defending Civic Space in Uganda and Tanania.

30 Share capital and funds (continued)

Foundation for a Just Society International

This grant is restricted to the the West Africa Regional Office for work related to combating FGM and child marriage

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.

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 Venezuelan women and LGBTIQ+ refugees on protection from sexual and gender-based violence

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

Unrestricted funds

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

	1		Other gains and			31
Unrestricted funds	January 2021	Income	Expenditure	(losses)	Transfers	December 2021
	£'000	£'000	£'000	£'000	£'000	£'000
Designated funds - intangible and tangible fixed assets	13,686	-	(1,449)	(2)	2,259	14,494
Pension fund	(4,238)	-	(49)	2,325	5,702	(910)
Unrestricted fund	32,302	70,828	(49,374)	(1,626)	(8,079)	44,051
	41,750	70,828	(55,383)	697	(119)	57,635

The transfer of £119,000 from unrestricted to restricted funds in 2021 relates to the reclassification of income received

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

	1		Other gains and			31
Unrestricted funds	January 2020	Income	Expenditure	(losses)	Transfers	December 2020
	£'000	£'000	£'000	£'000	£'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

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 2021 the Group's future minimum lease payments under non-cancellable operating leases were as follows:

	2021	2020
Group	£'000	£'000
Less than one year	284	386
Within one to five years	120	215
	404	601

Total payments on rental leases recognised as expenditure in the year were £945,000 (2020: £1,001,000). Total payments on plant and machinery leases recognised as expenditure were £4,000 (2020: £3,000).

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

	2021	2020
	£'000	£'000
Financial assets measured at amortised cost	59,434	44,680
Financial liabilities measured at amortised cost	(6,479)	(8,484)
Financial assets measured at fair value through the Statement of Financial Activities	1,394	1,505
Financial liabilities measured at fair value through the Statement of Financial Activities	(9)	-
Carrying amount of financial assets/liabilities	54,340	37,701

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

	2021	2020
	£'000	£'000
Net (gains)/losses on forward contracts financial assets/liabilities	(894)	421
	(894)	421

32 Financial instruments (continued)

Interest income for financial assets/liabilities measured at amortised cost

	2021	2020
	£'000	£'000
Interest income for financial assets	10	29
Interest income for financial liabilities	12	11
	22	40

Forward contracts

Included within debtors in the current year, these contracts have a net liability value of £9,000 (2020: net asset value of £61,000).

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 gain of £894,000 in the Statement of Financial Activities (2020: recognised loss £421,000).

At 31 December 2021, AIL is committed to selling the following currencies under forward rate contracts held with bankers and other financial institutions:

2021 Contracts (GBP)			
Currency	Contract value	Contract type	Maturity
NOK	22,700,000	Open Forward	31-Dec-22
CAD	2,100,000	Open Forward	31-Dec-22
AUD	2,900,000	Open Forward	31-Dec-22
CHF	2,200,000	Open Forward	31-Dec-22
SEK	21,800,000	Open Forward	31-Dec-22

2021 Contracts (USD)			
Currency	Contract value	Contract type	Maturity

At 31 December 2021, Amnesty International was not committed to buying any currencies under forward rate contracts held with bankers and other financial institutions.

At 31 December 2020, Amnesty International was 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

32 Financial instruments (continued)

	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.

33 Contingent liabilities

The International Secretariat has a contingent liability of around £2m. The liability and the quantum of any liability is being challenged by Amnesty. These relate to several contested and politically motivated legal cases around the world.

34 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 (2020: none other than those detailed in note 21).

35 Events after the Balance Sheet date

There are no material post balance sheet events to report.

36 Cash flow information

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

	2021	2020
	£'000	£'000
Net income for the reporting period	20,538	19,294
Adjustments for:		
Depreciation of fixed assets	1,263	1,253
Loss on disposal of fixed assets	185	-
Currency translation difference in fixed assets	2	7
Share of loss in associate		-
Interest received	(118)	(70)
Interest paid	3	26
Decrease in investments	50	22
(Increase)/decrease in debtors	1,162	(5,093)
Decrease in creditors	(2,319)	(694)
Defined benefit pension contributions	(5,702)	(849)
Amounts related to the defined benefit pension scheme included within the Statement of Financial Activities	2,374	4,736
Increase in provisions	160	(2,080)
Net cash used in operating activities	17,598	16,552

Reconciliation of net cash flow to movement in net funds

	2021	2020
	£'000	£'000
Increase in cash and cash equivalents in the year	16,755	15,458
(Decrease)/increase in liquid resources	(1,300)	(277)
Movement in net funds	15,455	15,181
Net funds at beginning of year	28,684	13,503
Net funds at 31 December 2021	44,139	28,684

Analysis of net funds

	2020	Cash flow	2021
	£'000	£'000	£'000
Cash at bank and in hand	27,369	16,755	44,124
Short term deposits	1,315	(1,300)	15
Net funds	28,684	15,455	44,139