

Amnesty International Limited

(a company limited by guarantee)

Report and financial statements for the year ended 31 December 2022

Company No: 1606776

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Legal and Administrative details

Directors:	Anjhula Mya Singh Bais - Chair Peter Petela Fa'afiu - Vice chair Aniket Shah - Treasurer (resigned 6 August 2023) Dawna Wright - Treasurer (appointed 6 August 2023) Maria de Lourdes Barrera-Campos (resigned 31 July 2022) Fabiola Gutierrez Arce (resigned 6 August 2023) Nina Boel Nolasco Ritz Lee III Santos (resigned 31 July 2022) Cecile Coudriou (appointed 31 July 2022; resigned 28 July 2023) Christoph Alberts (appointed 31 July 2022) Mandeep Singh Renee Ngamau Luz Marcela Villalobos Andrade (appointed 6 August 2023)
Co-opted members:	Christopher Schlaeffer Michael Bergmeijer (resigned 2 August 2022)
Secretary General:	Agnes Callamard
Company Secretary:	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 2022

The Directors present their report on the affairs of Amnesty International Limited, which includes the Strategic Report, together with the financial statements and auditor's report for the year ended 31 December 2022. The report covers the activities of Amnesty International Limited and its subsidiaries, details of which are provided in Note 21 to the financial statements. Operationally, Amnesty International Limited 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 is of a world in which every person enjoys all the human rights enshrined in the Universal Declaration of Human Rights and other human rights instruments throughout the world.

The two focus areas of Amnesty International's current strategic framework are freedom of expression and civic space, and inequality and discrimination. The framework also provides the capacity to work reactively on a broader set of human rights issues.

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

2. Achievements and Performance

2022 saw new, renewed and protracted conflicts that led to appalling human rights violations. Some of them amounted to war crimes and crimes against humanity. Across the world, authorities continued their heavy-handed repression of universal freedoms. Economic crises led to rocketing price rises for food and fuel and increased pressure on health and other social services. The most marginalized were hit the hardest, and inequality rose. Women, girls and LGBTI people faced gender-based violence and discrimination. Amnesty released its flagship 2022 annual report in March 2023. The Amnesty International Report 2022/23 analyses the 2022 human rights situation in 156 countries and calls for action.

PRIORITY 1 - FREEDOM OF EXPRESSION AND CIVIC SPACE

By 2030, benefitting from expanded civic space, more people in more places under more circumstances - online and off/ine - are safely exercising their freedom of expression, under the shelter of laws and regulations that protect them from violence, harassment, and unfair treatment.

Outcome 1.1 - Strengthening freedom of expression and association

States and corporations, including tech-giant corporations, have laws, policies and/or practices in place that uphold and protect freedoms of expression and association online and offline; states' and corporations' attempts to bypass their associated human rights obligations are successfully countered, while regulations relating to spyware, artificial intelligence, data protection, surveillance and access to information are brought in line with human rights standards.

In Amnesty's work with human rights defenders, most successes came through interventions on individual cases - securing protection, release from detention, or improved conditions of detention. Relief funding benefited 1,438 people, 979 of them in the Americas.

Systemic changes proved much more difficult to achieve. Amnesty International was able to influence the text of a Council of Europe Committee of Experts on protecting people from lawsuits designed to force critics into submission (known as Strategic Lawsuits Against Public Participation - SLAPPs). Burkina Faso saw the adoption of a government action plan to protect human rights defenders. In Togo, the government agreed to follow other countries in the region by enacting a model human rights defenders protection law, in an example of positive contagion. The South African president also committed to reviewing laws protecting human rights defenders.

There was some success in preventing regressions, by influencing international bodies or processes. The IS influenced resolutions at the UN Human Rights Council and was able to curb some of the worst of the problematic Delhi Declaration on counterterrorism.

In the area of tech, Amnesty leveraged opportunities created by the growing public and political awareness of the threats. IS advocacy in the context of a European Parliament Committee of Inquiry on Pegasus and equivalent spyware led to investigations about the legality of Pegasus in EU countries, and the resulting report endorsed the idea of a spyware moratorium. Among sections, Amnesty Kenya capitalised on widespread public concern about data protection in the context of rapid digitalisation of government services to influence several important steps being taken by the Independent Office of the Data Protection Commissioner (ODPC) in response. The IS also reported some success in combating internet shutdowns, social media blocking, and the criminalisation of "fake news."

In some cases, constructive relationships between national entities and governments enabled Amnesty to bring issues to the attention of relevant officials (such as in Thailand), but in other contexts political or social hostility left sections in a difficult position, with limited influence and vulnerable to attacks - such as in Morocco or Hungary. In these situations, a change of tactics, including playing a behind-the-scenes role or focusing on regional instead of national advocacy, partially mitigated the problem. In the multilateral system, civil society organisations including Amnesty continued to experience limited access to international mechanisms and bodies. It is likely that Amnesty will need to continue finding ways to operate effectively in increasingly challenging circumstances.

Lessons learnt were that systemic impact depended on whether Amnesty could capitalise on a political window of opportunity, as for example in Kenya or in its work on Big Tech in the EU; and methodological flexibility by using a range of approaches such as strategic litigation and working in coalitions. A key question remains as to how Amnesty can maximise its influence at a domestic level in the context of growing social and political hostility.

Outcome 1.2 - Securing the right to peaceful assembly for all

States expand and protect people's right to peaceful assembly, including in the digital space, in line with human rights standards, including through the legal and policy frameworks that govern law enforcement practices and accountability, and protect individuals from arbitrary detention and unfair trials, and from torture.

The International Secretariat leveraged access to international mechanisms. Amnesty contributed to pressure which led the Human Rights Commission to establish a fact-finding mission on Iran, with IS advocacy backed up by national-level campaigning in Europe - such as in Germany (where the section mobilised the Iranian diaspora) and Spain. The UN Human Rights Commission issued recommendations on Hong Kong which reflected Amnesty's concerns. There was also progress in developing international standards around law enforcement equipment, with the Group of Government Experts' report 'Towards Torture-Free Trade' taking up Amnesty's call for a treaty.

Strategic litigation showed real promise. The New York Supreme Court ordered the New York Police Department to hand over 2,700 documents and emails related to facial recognition surveillance of Black Lives Matter (BLM) protesters in a case brought by Amnesty and the Surveillance Technology Oversight Project. The International Criminal Court (ICC) included Amnesty's findings in its investigations on crimes against humanity in Venezuela. Amnesty made a third-party intervention in the European Court of Human Rights (ECHR) case on Switzerland which held that blanket bans on peaceful assemblies are presumptively disproportionate. The outcome of a landmark Economic Community of West African States (ECOWAS) Court of Justice case about the killing of peaceful protesters by the Nigerian military, in which IS and Amnesty Nigeria made an intervention, remains to be seen.

The potential for impact at the national level was somewhat dependent on varying levels of access. Several sections reported that a lack of access to the government hampered their prospects for influence, while others were pushing at an open door. In Chile, the IS used evidence which it had collected from the social unrest beginning in October 2019 to create pressure for criminal investigations and supported the Attorney General's investigation into violations committed by commanders of the Chilean police force, while the section contributed to civil society advocacy which led the Ministry of Justice to establish a participatory process to design a reparations policy for victims. In Mexico, the section took part in a series of monthly meetings with the government of Quintana Roo to address violations committed by armed forces during protests, while the government of León, Guanajuato, accepted a reparations plan proposed by Amnesty Mexico in collaboration with victims. Amnesty Thailand reported a victory with the revocation of the Emergency Decree imposed in response to rising public protests. Amnesty Poland and Amnesty UK focused on domestic advocacy to seek accountability or prevent regressions.

PRIORITY 2 - EQUALITY AND NON-DISCRIMINATION

By 2030, states and corporations are adopting and implementing human-rights consistent laws, policies and practices that address and prevent the root causes of inequality, effectively combat all forms of discrimination and provide human rights protections to those affected by the climate emergency.

Outcome 2.1 - Promoting gender, racial, and intersectional justice

States have laws, policies and practices in place that advance substantive equality and public participation for those otherwise subjected to multiple, intersecting forms of discrimination, and dismantle systems of oppression and promote justice for those who have been historically affected non-discriminatory enjoyment of sexual and reproductive health and rights is increased; prevention of and protections from racism, gender-based violence and other hate crimes is strengthened and human rights-consistent measures are adopted to promote public participation of marginalized groups. Particular attention is given to women and girls, including women and girls from racialised communities, indigenous women and girls, women and girls with disabilities, and women and girls facing discrimination based on their sexual orientation or gender identity.

Outcome 2.1 formed a disproportionately large part of Amnesty's overall portfolio, accounting for more than a third of its impact under the second priority of the GSF, and a fifth overall. Much of the work was in the area of gender, with a small increase in the volume of work on racial justice. The IS and 28/41 national entities reported impact at least in line with expectations. The strongest evidence of impact was in Europe and the Americas.

Most of the racial justice work for the IS and European sections was concentrated in the apartheid project on Israel and the OPT. This accounted for the majority of Amnesty's work with inter-governmental organisations (IGOs), led by the IS. Amnesty was able to build on existing momentum generated by others,

with a growing number of organisations, states, and partners (including the UN Special Rapporteur on the OPT) recognising that Israel is committing the crime of apartheid against Palestinians.

Amnesty also continued its work on the rights of ethnic minorities in Xinjiang (China), on which the UN High Commissioner for Human Rights final released her report mirroring Amnesty's own findings. The IS influenced the African Commission on Human and People's Rights (ACHPR) to intervene with the governments of Tanzania and Uganda on the rights of Indigenous Peoples. Successes reported by sections included Amnesty Senegal securing a government pledge to prioritise people with albinism in its support for persons with disabilities; Amnesty Australia influencing the government to announce an increased budget to reverse the incarceration of First Nations children; and community organising and capacity-building work by Amnesty Philippines combining with pressure from a UN Special Rapporteur to secure a Certificate of Ancestral Domain Title to an Indigenous community.

The work on gender encompassed a range of issues and methodologies, including through advocacy, campaigning, litigation, human rights education, and relief funding. Most of the outcomes achieved by national entities were on women's sexual and reproductive rights, including significant steps on women's right to abortion in Argentina, Puerto Rico, and Uruguay.

The *Let's Talk About Yes* campaign in Europe continued to deliver results, with several countries taking positive steps towards a consent-based definition of rape - including Belgium, Faroe Islands, Finland, Netherlands, Slovakia, Spain, and Switzerland - and services for rape victims being enhanced in Faroe Islands and Sweden. In Africa, sections in Ghana and Sierra Leone developed awareness-raising programmes on gender-based violence. Sections in Benin and Burkina Faso were engaged in advocacy for legislative change, with the former securing a change to the country's Nationality Code.

There were important wins on LGBTQIA+ rights, including a Supreme Court verdict on gender recognition (in which Amnesty Korea intervened), and reform of the Trans Act in Finland - which the section had been advocating since 2014, but it was able to capitalise on a 2019 political commitment by the new government to secure the change.

IS work on gender justice mainly targeted government actors, with successes including protecting the rights of sex workers in Ireland, strengthening the UK's Preventing Sexual Violence in Conflict Initiative, and a new penal policy on sexual violence in Guinea. Relief funding and support for individuals was focused particularly on Yemen.

Across the movement, there was a small amount of work with corporations (5 national entities) under this outcome, with Amnesty Hungary having secured transparency from two companies on the gender pay gap as part of its campaign, and Amnesty Korea pushing Google to improve reporting for online sexual violence.

While there was notable impact on gender, the reporting on racial injustice leaves the impression that Amnesty is building effectively on previous work but still has a long way to go. This includes grappling with the challenge of internal coherence, implementing Amnesty's own Anti-Racism Framework to ensure that the movement can model the change it wants to see in the world. Efforts to mainstream work on gender, racial justice, and intersectionality have included revising Amnesty's writing guidelines and house style manual to ensure inclusive and neutral language. So far, at least 80% of national entities have at least begun to develop or implement anti-racism plans, but there continues to be an overall lack of diversity in national boards, operational leadership, and membership. Many sections reported limited capacity, expertise, and resources on anti-racism. This internal work will require further attention.

Outcome 2.2 - Strengthening rights to health, housing, and social security

States are taking concrete measures to uphold the rights of everyone - without discrimination - to health, housing, social security as key drivers of equality - maximising investment of available resources, removing discriminatory barriers protecting the rights of people from deleterious practices of corporate actors and adopting taxation measures that deliver on their human rights obligations.

Amnesty's work on outcome 2.2 was generally well-aligned with major moments and political priorities in the world. The headline was the climax of Amnesty's decade-long focus on migrant workers' rights in Qatar as the men's football World Cup took place at the end of 2022. Amnesty's impact also included the culmination of work on global vaccine inequality, some normative innovation on social protections, and consolidating a reputation as a champion of ending forced evictions. The IS and 20/25 national entities reported progress exceeding or in line with expectations. Almost a third of the work was targeting corporate actors, with around 80% of the targets taking action to address at least some of the issues raised by Amnesty.

Among the most significant impact of the Qatar project was shaping a narrative. Over more than a decade, Amnesty built a strong case against FIFA for its decision to award the 2022 World Cup to Qatar without imposing conditions on protecting labour rights. This contributed to a global narrative about the responsibility of sporting bodies to remedy human rights abuses they failed to prevent and mitigate. Together with others, Amnesty secured support from four sponsors and 12 national football associations to support a call for remedies; it also put pressure on the International Labour Organization (ILO) and other actors to ensure the newly reformed labour system would be implemented in Qatar, and on Qatar's Supreme Committee Workers Welfare Standards to help hundreds of workers to receive their unpaid wages. The challenge is now to capitalise on the momentum and bring about systemic changes.

In the area of public health, the TRIPS waiver agreed in June 2022 was an important vindication of the work Amnesty had conducted on vaccine inequality since the height of the Covid-19 pandemic. Intellectual property rules have strongly re-emerged as a global human rights issue and there has been a growing recognition from high-income countries at the World Trade Organization (WTO) that they have been a barrier to access to Covid-19 vaccines. In this area, as with migrant workers' rights in Qatar, Amnesty's impact was a kind of moral leadership, influencing public discourse. The IS also made written and oral submissions to the zero draft of a new pandemic treaty published by the World Health Organization (WHO).

There were also important national-level victories by sections on public health issues, including in Ireland, Kenya, Moldova, and South Africa. Amnesty Kenya presented the new government with a scorecard on its predecessor, and the new president committed to adopting several recommendations including reforming the National Health Insurance Fund. This built on the credibility which the section had generated working on public health in the context of Covid-19.

Several sections were able to consolidate Amnesty's reputation as a champion of ending forced evictions, including through work in the capitals of Nigeria, Portugal, Slovenia, and Spain. In Nepal, Paraguay, Senegal, and Sierra Leone, sections were able to secure access to land for dispossessed communities. Sections in Cote d'Ivoire and Sierra Leone held mining companies to account over protecting the right to water of local communities.

In response to the economic crisis in Sri Lanka, the IS developed and clarified policy on social security, including on universal social protection and private debt. This created an important foundation for future work in these areas.

Overall, Amnesty was able to learn and to consolidate its reputation on certain economic, social, and cultural rights (ESCR) issues under this outcome. It gained valuable experience in how to leverage major global

sporting events and established a strong global narrative on the right to health. While forced evictions often demanded a rapid response, many of the issues under this outcome are long-term challenges. Amnesty has begun to build good foundations to address them in a sustained way.

Outcome 2.3 - Securing climate justice

States phase out, and require corporations to phase out, polluting and other environmentally unsustainable policies and practices that negatively impact people's human rights, adopt human-rights consistent clean energy policies, and ensure a 'just climate transition' that secures racial and gender justice and the rights of all disadvantaged groups.

Climate justice was the least prioritised area of work by Amnesty, as in 2021. Work on this theme accounted for only 6% of outcomes in 2022. Although there has been some awareness-raising and education work around climate as a human rights issue, this is an area in which Amnesty needs to invest if it is going to make impact - including in staff capacity and expertise.

IS work on climate justice, substantially concentrated in one programme, focused mainly on major UN processes, where Amnesty has become an established and credible part of the ecosystem of organisations and actors working on climate justice. Amnesty played its part in securing the historic loss and damage agreement at COP27 and contributed to the landmark UN General Assembly (UNGA) resolution recognising the right to a clean, healthy, and sustainable environment. In tandem, Amnesty worked to increase the understanding of its activists, members, and supporters around the human rights dimensions of the climate crisis.

Both the IS and sections also secured successes with corporations through advocacy and litigation. For example, Amnesty Sweden successfully pressured Handelsbanken, a bank, to change its policies around fossil fuel investments, while there were similar results in Canada and France. Amnesty Nigeria and the IS continued to push Shell towards transparency and improved responses to oil spills in the Niger Delta. The IS supported a class action lawsuit against Anglo American South Africa's operations in Zambia, which had caused lead poisoning. Amnesty Norway pushed Hydro, an aluminium company, to invest in stakeholder dialogue with a local community in Brazil. Amnesty South Africa and Amnesty Indonesia both secured engagement with affected communities by mining companies.

In the Americas, the IS focused on protecting environmental HRDs, including securing the release of Indigenous Mayan environmentalist Bernardo Caal Xol in Guatemala and the Guapinol Eight in Honduras. There was also a measure of justice for the 2016 killing of environmental and Indigenous rights activist Berta Caceres, with David Castillo sentenced to prison.

Although Amnesty has made some progress in this area, it has been relatively limited. There is a clear need to strengthen capacity and expertise, and to invest in methodologies such as strategic litigation which appear to be showing promise.

Outcome 2.4 - Protecting the rights of refugees, migrants, and people on the frontline of crises

States adopt measures that protect people against extreme forms of marginalization as a result of persecution and crises, including those that flow from or are worsened by the climate emergency. As part of such protection, States protect the rights of refugees and migrants to ensure equal and non-discriminatory access to rights in countries of transit and destination and provide safe and legal routes, including resettlement and community sponsorship schemes.

In their work on refugees, the IS and sections had some success with international bodies and courts. For example, Canada EN worked with partners on a legal intervention with the Ontario Superior Court of Justice which dismissed Canada's denial of essential healthcare to a woman with irregular migration status.

Where Amnesty had success with governments (the majority of sections' work, a little under half for the IS) this was often substantial. Some of this impact involved preventing or calling out problematic or abusive national policies and plans, such as securing an end to immigration detention in three provinces of Canada, preventing deportations under Denmark's Rwanda Asylum Plan, and preventing certain problematic amendments to New Zealand's National Security Framework. Tactically, each of these was secured by taking advantage of a political moment of opportunity.

In other cases, the work under this outcome was about fulfilling rights for migrants and asylum seekers, such as in Peru where the IS and Amnesty Peru secured humanitarian migratory status for over 3,000 Venezuelan minors, access to vaccinations for refugees and asylum seekers, and extended deadlines for regularisation processes. Sections in Mali and Benin secured protections for internally displaced persons (IDPs).

Amnesty provided relief to at least 6,000 individuals and organisations in the context of crisis. Several national entities in the Americas, Europe, and the Pacific engaged successfully with governments to secure humanitarian protection or admission. For example, the German government established an admission programme for Afghans at risk, advocated by Amnesty Germany among others, and the section secured protection for at least 500 Afghan HRDs whom the IS helped to identify.

Much of the IS work under outcome 2.4 focused on securing justice and accountability in countries experiencing crisis and war crimes, including Afghanistan, Central African Republic (CAR), DRC, Ethiopia, Libya, Myanmar, Niger, South Sudan, Syria, and Ukraine. IS advocacy contributed to securing a mandate extension for the UN fact-finding mission on Libya, and a first suspect was brought before the Special Criminal Court on CAR. The IS deployed innovative approaches to research, with a report based on 30 reconstruction models in Kharkiv (Ukraine) leading the ICC Prosecutor to visit the documented locations twice and receiving a mention from the EU at the Organization for Security and Cooperation in Europe (OSCE) Permanent Council.

There was little work targeting corporations under outcome 2.4, albeit with the notable success of causing Puma Energy to divest from Myanmar (where it had been supplying aviation fuel to the military).

An external and internal controversy erupted on 4 August 2022 when Amnesty published an extended press release on Ukrainian violations of International Humanitarian Law (IHL). In the context of a media and social media backlash, Amnesty was accused by Ukrainians and others around the world of playing directly into Russian propaganda, dishonouring the Ukrainian war effort and civil society, and applying questionable research methodology. The Amnesty Ukraine director resigned, stating that the crisis was the result of Amnesty disregarding local voice and ownership, and other staff in the section followed suit. Amnesty suffered reputational, financial and membership loss, particularly in Global North countries. An internal review led by the 1B will examine processes, decision-making, and power and cultural dynamics in the production of the extended press release and how Amnesty dealt with the aftermath, while the IS has been leading an external independent legal review around our analysis of IHL and evidence supporting our findings. Results will be published in 2023.

Individuals at risk (IAR) supported by Amnesty whose situation improved as a result of Amnesty's interventions

2022 saw another decrease in the number of Urgent Actions but other IAR work saw increased pickup. There was a 14% increase in actions for Write for Rights compared to 2021. The net result was positive impact for 60 individuals and one organisation, but this was fewer than half the individuals impacted in 2021.

Amnesty spent £2.7m on relief funding via a streamlined process, supporting around 7,500 people with immediate needs - including legal expenses, medical aid, and relocation costs - which for around a third of recipients allowed them to continue their human rights work. This was a significant increase on the previous year (£1.5m), mainly due to the crises in Afghanistan and Ukraine.

What have we achieved in our flexible areas of work?

Under the GSP, Amnesty entities may work on human rights issues additional to those articulated in the two global priorities, including in response to pressing local human rights concerns. There was a strong focus on long-term work in the areas of justice and accountability as well as the abolition of the death penalty. IS advocacy contributed to the UN Security Council (UNSC) voting to renew the arms embargo on South Sudan, the UNGA adopting a ninth resolution on a moratorium on the use of the death penalty, and the establishment or renewal of human rights mandates on Afghanistan, Eritrea, Ethiopia, Myanmar, Nicaragua, South Sudan, and Venezuela. In addition to the IS, 28 national entities reported some work in this area, with 12 indicating significant progress within their expectations - including progress against the death penalty in Malaysia and a prime ministerial commitment for improved prisons in the Faroe Islands - and 11 achieving less than expected.

How have we achieved it? Strengthening Amnesty's core capabilities

Amnesty's overall theory of change is that by publicising the findings of systematic and impartial research into the facts of individual cases and broader patterns of human rights abuse, the organisation will be able to equip its members, supporters, staff, volunteers, and activists to exert public pressure on governments, corporate actors, and others to take the human rights action needed to prevent abuses and advance the enjoyment of all human rights for all. Within the period of the GSF, Amnesty intends to strengthen the capabilities on which this theory of change depends.

Enhancing human rights research

The ambition is to improve research methodologies and formats for maximum impact. Overall, the IS and 15/20 national entities (76%) enhanced research based on innovation, capacity, and expertise. Amnesty produced 219 public research documents in 2022, with 170 of them (78%) led by the IS. Most of the 28 national entities producing research were in Europe. Amnesty carried out research on several new thematic areas and adopted innovative approaches (as set out in section 5.1).

The IS conducted workshops for research staff across Amnesty entities to share experiences, challenges, and good practice. The lack of a centralised system, however, made it difficult for the IS to track and assess the quality of all research outputs. There were research gaps on countries where Amnesty lacks a presence, and only the well-resourced national entities were able to adopt technologically advanced methodologies. Among the core capabilities, research received the largest investment within the IS, accounting together with advocacy for 28% of the programmatic budget (£18.3m, an increase of 16% from 2021).

Delivering compelling advocacy

The objective is to improve access to the right advocacy targets and secure action in response to Amnesty's initiatives. Outcomes are set out in section 5.1. The IS had good access to international bodies (85% of targets), less to national governments (65%, with variable levels of coordination between IS and national entities as one determining factor). The IS did not often target local authorities, but the level of access was high (82%). Among sections, there was a distinction between those able to generate constructive with governments (36/47, or 77%) and those operating in an environment of hostility from the national government. Access to local government was similarly mixed.

In terms of increasing the range of targets, one of the ambitions is to strengthen advocacy with corporate actors. This remained challenging. The IS reported having qualified access to 76% of its corporate targets, while 24 national entities reported some engagement with corporate actors but with limited capacity and expertise to support this. The IS made efforts to strengthen capacity for corporate research and advocacy, but this was limited in scale even within the IS.

There is also a need to develop a consistent and global approach to advocacy on China. Of 775 outcomes reported by the IS and national entities, only eight mentioned China. The China Abroad project continued to provide an important resource to Amnesty entities, but there may be more work required to grapple with China's growing influence and proactive agenda within the multilateral system, and the systemic threat that it poses to human rights protection around the world.

Mobilising human rights education

The rationale is to invest in the foundations for rights-respecting societies. More than half of the 141 human rights education (HRE) projects were in Europe, with most focusing on outcomes 2.1 and 1.1. The number of followers (defined as those reached by an HRE project but have not provided contact details) declined from 4.8m in 2021 to 3.4m in 2022, while supporters, who are more engaged, grew from 595k to 775k. Among the core capabilities, HRE received the smallest financial investment.

Strengthening Amnesty's people-powered movement

The ambition is to shift emphasis towards activists and supporters, improve diversity, and increase reach and engagement. The IS provided some support and training for Amnesty entities in this regard. 40/64 national entities (63%) reported having engaged activists in training, planning, or implementation of campaigns. The most difficult aspect of this, reported by sections in several regions, was to trust activists to lead human rights actions autonomously - which suggests a need for honest internal conversations about the challenging realities of how Amnesty could realise its ambition to look more like a people-powered movement.

The IS reported increased levels of reach and engagement (up by 13.4% and 17.1% against 2021, respectively). International membership grew from 3.2m in 2021 to 4m in 2022, with improved engagement through major global campaigns. Only 23/62 national entities who provided information showed an increase improved engagement through their communications work, most of them in Africa and some in Europe. The 4 August Ukraine press release had a negative impact on membership numbers in several countries in Europe.

Enhancing Amnesty's work with partners

The ambition is to find more organic ways of working with people-powered movements, including through co-creation, collaboration, and sharing power and resources - with a particular focus on youth movements.

In 2022, most partners reported by national entities were other NGOs; grassroots and people-powered movements accounted for only 24.5%. There was an almost even split between partners in the Global North and Global South; however, there were very few examples of partnerships crossing between the two.

Influencing the content of international law

There were generally positive results influencing norm-setting processes in relevant international forums and through strategic litigation across all strategic outcome areas (summarised in section 5.1), with Amnesty often working in partnership with others. Key internal policies, including on civil disobedience, whistle-blowers, and less lethal weapons in law enforcement, were also developed in 2022, providing foundations for further normative development in these areas.

Members and supporters

In 2022, Amnesty International's International Members and Supporters were over 4 million (2021: 3.2 million), 2.2 million were active (2021: 1.5 million). They make up a significant proportion of the total supporter and membership base at Amnesty International. The International Membership is designed to ensure that any person in any country can join Amnesty International. Supporters are people who provide us with their contact information, name and country, and members can join for free by signing our membership terms and conditions. International members are eligible to become an International Member representative to the movement. This means we can engage these individuals in new campaigns and provide them with ways to get more involved. Over the past five years, well over 4 million supporters have taken a campaign action with us or joined as a member or supporter. The countries with the largest number of Amnesty's International Members and Supporters are Nigeria, Pakistan, Egypt, Bangladesh and Colombia. We engage with them in English, Arabic, Spanish and French, and are trialling and growing our offering in Russian, Chinese, Vietnamese and Cambodian.

Amnesty International movement had 2.0 million donors in 2022 (2021: 2.2 million). The number of single donors decreased to 0.5 million from 0.6 million, and regular donors fell to 1.5 million from 1.7 million.

Methodology

When analysing and assessing Amnesty's achievements, performance and human rights impact, progress is tracked in the form of outcomes. These are defined as an observable change in behaviour, attitude or belief of a specific actor as a result of an intervention by Amnesty. All Amnesty entities and teams report yearly on the outcomes that their projects have achieved in the previous year. Civicus Monitor's country ratings available at <https://monitor.civicus.org/> were used to assess the impact that Amnesty was able to achieve in countries which had been rated as having a closed, repressed, obstructed, narrowed or open civic space.

3. Plans for 2023

1. Strengthen Amnesty's integrated and effective delivery of human rights impact through / defeat anti-rights, anti-women's, anti-amnesty forces through:
 - a. Supporting and overseeing development and implementation of strategies on priority countries, themes and flashpoints
 - b. Enhancing the use of KPIs
 - c. Ensuring full understanding and programmatic effectiveness over prioritised 2023 outputs

- d. Ensuring finalization and implementation of key internal policies, including the Quality Assurance Framework and Carbon Neutrality
 - e. Supporting partnership initiatives
2. Strengthen AI effectiveness in responding to global poly-crises by:
 - a. Supporting development and implementation of new areas of work and substantive policies and strategies, including on taxation; debts; corruption; climate; authoritarianism and elections; human rights-led response to recession.
 - b. Ensuring Amnesty's internal substantive policies are fit for purpose and leading/initiating consultations when changes may be considered, eg policy on democracy and elections; policy on transitional justice;
 - c. Ensuring implementation of International Members strategy
 3. Ensure security of AI operations in a challenging environment through long-term plans for security, cybersecurity, health and safety, and business continuity.
 4. Address and manage effectively the volatile financial environment through, diversification, risk management, effective and prudent resource allocation, and further development of the growth strategy
 5. Lead and deliver well-being for all through operationalizing implementation of anti-racism plans, feminist leadership principles, and developing a staff engagement 5-year plan

4. The most significant risks to our strategy and their management

Taking well-calculated and manages risks is paramount to the delivery of our activities, achievement of strategic priorities and most importantly - our ability to prevent the curtailment of universal human rights. The Amnesty International Movement operates through an integrated federated model, with all Amnesty entities sharing exposure to financial, operational and reputational risks. AIL therefore works closely with other Amnesty entities to ensure that, in our challenging operating environments, we identify and manage shared risks.

Risk management is embedded at all levels. Whilst risks are discussed and managed by our management and senior leadership on an ongoing basis, a dashboard of All's most significant risks is formally reviewed and discussed by the Coalition Leadership Team and the Finance and Audit Committee on a quarterly basis, and the Board bi-annually. The Dashboard presents the most impactful risks facing the organisation following an internal process used to collect and analyse risk data across our entire operations. Mitigating actions are identified and implementation is monitored against milestones. 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 greatest threats to Amnesty International in 2022 and 2023 were assessed as the following:

i) Impaired ability to take decisive action due to hostile political environments

Certain governments are increasingly making it difficult for Amnesty to operate effectively, to protect staff, and take decisive action in particular locations. Changes in legislation may impact our ability to work and increase such negative consequences as legal fees and needing to relocate staff.

We have put in place mitigation strategies such as monitoring the legal environments, preparing robust contingency planning and crisis response mechanisms. Our ability to control these types of threats is limited by the nature of the risk itself.

ii) Internal stakeholder relationship damage hinders the ability to achieve the mission

The ability for Amnesty International to be impactful depends on its capacity to mobilise as a cohesive Movement. As a democratic movement operating in nearly 70 countries, there are likely to be disagreements in approach and policies. There is regular liaison within the Movement for stronger communication and working relationships. Any concerns and issues are effectively investigated with remedial action. We are developing a Movement-wide dispute resolution mechanism to improve cohesion and Movement decision-making. We are also initiating a review of Movement-wide governance.

iii) External stakeholder relationship damage impairing reputation and fundraising

In refusing to censor our work, we often experience negative press and public responses to reports, decisions, and publications. The impact on our reputation increases the likelihood that third parties refuse to work with us and risks a reduction in donations, and other support. We have well established processes and a quality assurance framework to co-ordinate and review external outputs.

iv) Unsafe working environment

There may be an insufficient awareness of developing security threats and capability to effectively respond to staff safety incidents. There is a risk that staff are harmed or further harmed because of our inability to effectively monitor the location and/or wellbeing of staff whilst they are working and/or when travelling on business. This may result in a critical incident impacting staff, offices and/or our operations. There is also a prominent risk that further harm to staff and/or those we work with due to inadequate and/or ineffective means to detect, report and respond to incidents.

v) Global economic shocks reducing funding and certainty of financial planning

AI L is dependent upon voluntary income from other Amnesty International member entities and from third party donors to fund 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. Global inflation increases the organisation's cost base and may put additional pressure on budgets.

The economic shocks may impact the ability to raise funds with donor attrition and reductions in the amount given. So far the ability to fundraise has not been impacted. Nonetheless, the situation will continue to be closely monitored.

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.

vi) Data loss and cyber-attack

There is a growing cyber threat, heightened by the increasing number of actors who may attack or disrupt Amnesty's operations for political or financial reasons. A cyber-attack could result in an inability to operate and protect our stakeholder data, including employee, supporters, and donor data; and cause potential personal and physical harm to individuals.

We continue our focus on improving our Information Security Management with steps underway to identify and address required mitigations (across people, process and technology aspects) and implementing a risk management approach aligned to the NIST (National Institute of Standards and Technology) Framework and

Cyber Essentials. We are progressing at a pace which has been below expectations to date. We have set up an Information Security Steering Committee to oversee progress and discuss plan and prioritisation.

Assurance

In 2022, an internal audit function was formally established with the recruitment of a Head of Risk and Assurance position. An internal audit plan purposed with providing assurance and process improvements for the management of risks is approved by the Finance and Audit Committee and delivered each year. Internal audits are conducted in accordance with the Secretariat's Internal Audit Charter that aligns to international auditing standards.

5. Fundraising review

Global movement income has grown from €301 million in 2017 to €384 million in 2022, this is above our "aspirational fundraising target" of €372m by 2022, which was set as part of our Fundraising Strategy. We are grateful to our donors around the world for their incredible support which enables us to do the valuable human rights work.

The majority of All's income is contributions ("assessment") from local entities of Amnesty International ("sections") across the globe. The contributions made by Amnesty International entities to All's budget are calculated based on the Distribution Model, the assessment framework for the movement. In 2022, assessment income was £79.8 million (2021: £80.4 million). AIL also carries out direct fundraising with individual major donors, legacies, trusts and foundations, and institutions. In 2022, direct fundraising generated £15.7million (2021: £9.9 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 2022 about our fundraising activity (2021: no complaints).

6. Finance Review

In 2022, Amnesty International's financial situation continued to strengthen ending the year with healthy reserves and cash balances.

In 2022, total income increased to £94.9 million (2021: £90.8 million) due to increase in donations and legacies and grant income which was driven by a combination of one-off legacies received by sections, a strong and resilient donor and support base combined with successful efforts to move from face-to-face fundraising to digital and telemarketing. Net income also increased due to a decrease in fundraising spend in sections due to a strong performance in Trusts & Foundations which was driven by the response to the Ukraine emergency and Amnesty exceeding expectations for securing grants. There was also an increase in legacies received by the IS and a growth in Additional Voluntary Contributions (AVCs) were made by sections. AVCs are in addition to the Assessment Income that fundraising entities are required to make as part of the Amnesty Movement statutes and are where an individual entity wishes to increase its contribution to the work of the Movement. In 2022, the AVCs were a way for entities to fund the new "Solidarity in Crisis Fund" which provides a contingency fund for Amnesty entities to access if they face external threats. Assessment

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

Income slightly decreased to £78.3m in 2022 (2021: £80.4m) as a result of sections investing in fundraising and new donor acquisition which had decreased in 2020 and 2021 due to the impact of the COVID-19 pandemic. COVID-19 affected sections' ability to carry out in-person fundraising. Overall Movement income increased year-on-year by 8% to €384m in 2022 (2021: €357m) driven by legacies, and a strong and resilient donor base. Net income increased by 3% due to the growth in fundraising spend in sections.

AIL had net income of £12.7 million (2021: £22.9 million). Free reserves at 31 December 2022 were £52.7 million (2021: £44.9 million), £10.9 million higher than the upper end of the target range of £41.8 million.

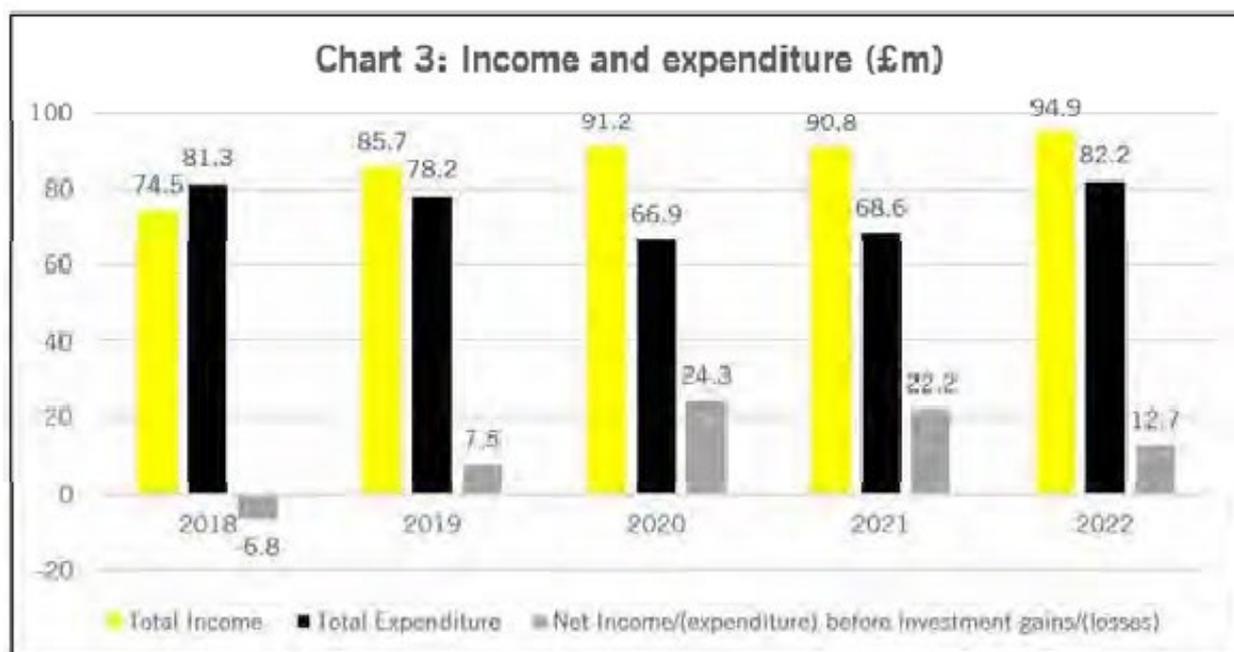
Total expenditure was £81.9 million (2021: £68.6 million). Financial support for sections' fundraising increased to £2.8 million (2021: £1.9 million)

AIL had net current assets of £65.9 million as at 31 December 2022 (31 December 2021: £52.5 million). AIL had unrestricted funds totalling £67.8 million at the balance sheet date (2021: £57.6 million). Net cash inflow from operating activities for the year was £8.5 million (2021: £ 17.6 million). AIL had cash at bank and in hand and short term investments totalling £49.7 million as at 31 December 2022 (2021: £44.1 million).

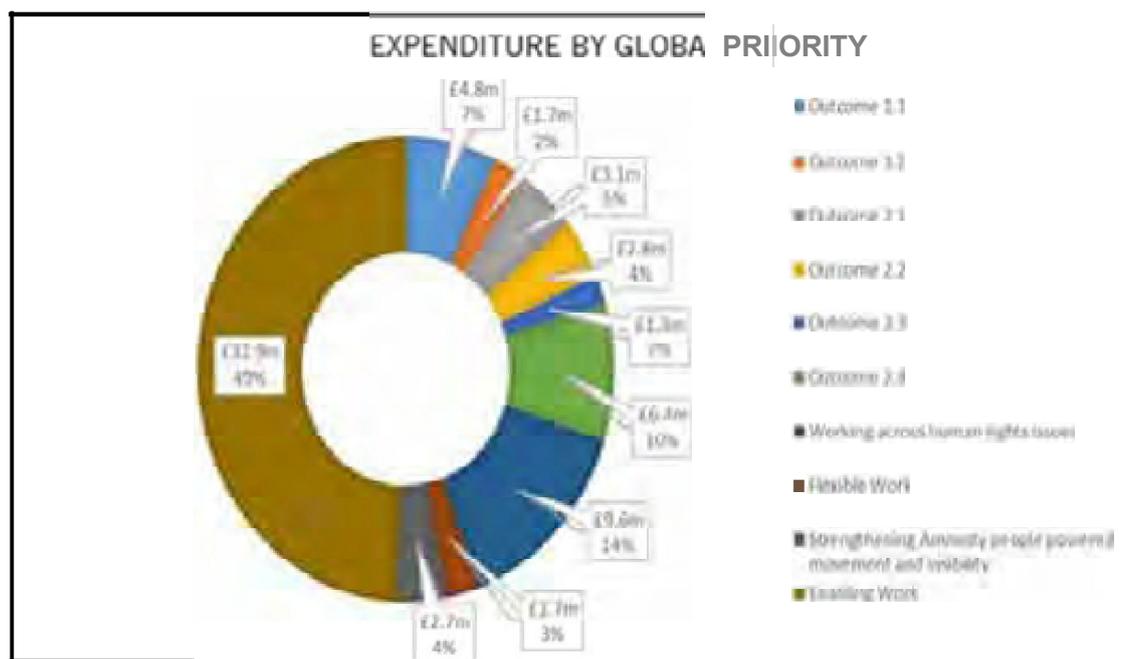
All's London office at 1 Easton Street was valued at £29.5 million at its most recent valuation in December 2020. The net book value in the financial statements is £7.4 million.

In 2022 AIL made a donation of £3.0 million to Amnesty International Charity under the Gift Aid scheme (2021: £0.77 million).

Financial performance in 2022, together with historical 5-year trend data is set out below.



In 2022, All's expenditure was split across the global priority outcomes as per the chart below:



6.3 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 £166,733 in the year (2021: £5,400).

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 2022, 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 2022.

6.4 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). By December 2023, 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 2022 supplied by All's actuaries showed a deficit figure of £0.5 million (2021: £0.9 million deficit).

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

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

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

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

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

6.5 Reserves

At 31 December 2022 AIL Group (which includes all Company branches and its subsidiaries) had total assets of £79.2 million (2021: £66.2m) of which £67.7 million were unrestricted and £11.5 million restricted (2021: £57.6 million unrestricted and £8.6 million restricted). Free reserves were £52.7 million (2021: £44.7 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 2022 AIL Company (which includes branches but not subsidiaries) had total funds of £74.0 million (2021: £63.8 million) of which £62.5 million were unrestricted and £11.5 million restricted (2021: £54.8 million unrestricted and £9.0 million restricted). Free reserves were £47.7 million (2021: £41.6 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 £27.9 million and £41.8 million. At 31 December 2022, the Group's free reserves were £9.7 million 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.

6.6 Going Concern

AI L 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 2024, to ensure that they have sufficient 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:

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- 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 could have immediate detrimental impact to All's assessment income.
- Any variation from the assessment income payment schedule would present additional risk.
- ALL has a large and inflexible cost base which cannot be reduced easily.
- Foreign currency exchange rate risk, as the majority of All's income is received in foreign currencies.
- 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.

- 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. This includes the rescheduling of grant payments and income invoicing

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.

7. Structure, Governance and Management

7.1 Organisation Structure

Amnesty International ("Amnesty") is an unincorporated global movement which has as its objective "the enjoyment by everyone of all the human rights enshrined in the Universal Declaration of Human Rights and other human rights instruments throughout the world". The Amnesty movement consists of 68 national entities (64 membership and 4 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 AI L 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 All'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.

7.2 Global Offices

AIL's operations are distributed across 21 offices globally with its largest office in London. Its other offices are structured as legal branches or subsidiaries. The branch offices are located in: Bangkok, Beirut, Dakar, East Jerusalem, Johannesburg, Kiev, Lima, Moscow, Nairobi, New York, Ramallah (West Bank) and Washington DC, Brussels (Amnesty International - European Association), Latvia and Seoul.

The subsidiary entities are located in Hong Kong (Amnesty International Asia-Pacific Regional Office Limited), Mexico City (Oficina Regional de Amnistia Internacional), Colombo (Amnesty International South Asia) and Tunis (Amnesty International Afrique du Nord)). AIL also operates two language resource centres which are subsidiaries, in Paris (Centre de Ressources Linguistiques d'Amnesty International - Unite Chargee de la Langue Franc;aise) 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 was treated as an associate of AIL up till December 2021 for consolidation purposes 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 Franc;ais. Further details are given in Note 2 of the financial statements.

7.3 Governance

AIL is limited by guarantee and does not have share capital. The governing documents of AIL are its Memorandum and Articles of Association, last updated in April 2018.

AIL's members (guarantors) and Directors are the elected members of the International Board of Amnesty International, nine individuals who are elected by representatives of the national membership entities of Amnesty International global movement at its annual Global Assembly. The members of the International Board are elected for a three-year term, with a maximum of two terms. Two members of the Board are co-opted for a two-year term which is renewable. 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. An evaluation of the Board was carried out in 2022. Implementation of its findings is being considered

7.4 Management

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

Secretary General	Agnes Callamard
Deputy Secretary General	Kyle Ward
Chief Financial Officer	Rohan Hewavisenti
Senior Director Research, Advocacy and Policy (RAP)	Rajat Khosla (resigned 2 August 2022)
Joint interim Senior Director RAP	Anne Fitzgerald (appointed 3 August 2022)
Joint Interim Senior Director RAP	Joanne Mariner (appointed 3 August 2022)
Director, Amnesty International Argentina	Mariela Bielski (resigned 31 December 2022)
Senior Director, Regional Human Rights Impact	Deprose Muchena (appointed 14 September 2022)
Senior Director, Movement, Engagement and Partnerships	Laurent Sauveur (appointed 6 February 2023)

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/>.

7.5 Volunteers and Interns

All'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 12 months, and develop transferable skills and expertise.

Due to Covid-19 restrictions the appointment of volunteers and interns was minimal: One Intern and three volunteers in 2022 (2021: 18 volunteers, no interns)

7.6 Public Benefit

AI L 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, All'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.

7.7 Grant Making Policy

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

8 Promotion of the success of the organisation

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 (4), Americas (2), Asia (2) and Africa (1). There are five women and four 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.

Specific wellbeing measures included stress, resilience and other wellbeing-related workshops, and a programme of duty of care training has continued 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 2022 report indicates women's pay was 8.5% less for median hourly pay and 7.4% less for mean hourly pay (2021 - 8.5% less for both median and mean). The underlying reason for the gender pay gap is due to men remaining with the organisation

longer than women and therefore have more men at top of their pay grade. The IS had 68% women at all levels. 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/>

A Racial Equality, Diversity and Inclusion Group continues to advise the organisation on ways to address racism and other diversity matters. The company has published its' Equal opportunities and diversity policy in the web-site, including for disabled employees.

Antiracism framework and strategy developed with 3 pillars

In contributing to our global strategy 2022 - 2030, we are working towards racial equality and inclusion - celebrating the rich diversity of the International Secretariat (IS) and the movement. Amnesty International (AI) is committed to being an anti-racist organisation. This is complex, long-term, transformational work.

AI has adopted an intersectional approach to tackling systemic racism. We believe that social identities, such as those related to sex, gender, caste, race, class, sexuality, religion, ethnicity, disability, physical appearance and others, intersect and overlap. Our response to racism considers the multiplicity of these identities, and factors that privilege and oppress.

Our change agenda and strategy focuses on three pillars:

1. **Structural changes** - changing our organisational culture, policies and systems to become a fully inclusive and anti-racist organisation;
2. **Attitudinal changes** - transforming our beliefs, biases and stereotypes that we believe in that shape how we interact, communicate and behave towards one another
3. **Symbolic changes** - implementing actions that promote inclusive representation and are visible to drive acceptance of diversity and proactive inclusion.

i. Racial Equity, Diversity, and Inclusion Training

The anti-racism, diversity and inclusion training continues and is mandatory for all new starters. In 2022, a further 112 staff completed the training, taking the overall completion rate to 63% of current IS staff.

In 2022, three new anti-racism workshops were launched for staff focusing on: Power, privilege and intersectionality; Identifying and responding to racism; and Praxis: bringing anti-racism theories into practice. The workshops were attended by a total of 216 staff and continue to be offered in 2023.

ii. Diversity and inclusion in recruitment

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 organisation 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. We have also progressed in recruitment where new guidelines for integrating diversity and inclusion elements have been introduced for managers within the recruitment tool kit. 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 for potential candidates. Recruitment guidelines specific to racial equality, diversity and inclusion have been created.

In 2022, the IS launched an Employee Engagement Programme Survey with two objectives:

- i) Determine Employee engagement and experience across six areas: culture, leadership, diversity and inclusion, management and wellbeing.

- ii) Determine Diversity data /Staff Demographics - Staff Self-identification according to their Age, Gender, Sexual Orientation, Marital Status, Ethnicity, Religion and Disability.

The 2022 survey was conducted with a gender and racial lens. About 70% of employees completed the survey. Questions related to employee engagement/experience as well as demographics relating to their Age, Gender, Sexual Orientation, Marital Status, Ethnicity, Religion and Disability. Results show that generally, there is more positivity among: Black, North African/Middle Eastern staff than among those from multiracial backgrounds. On gender, females feel more positive than males about culture, engagement, management, and wellbeing within the organisation. Diversity data is being used as a measure of effectiveness of anti-racist plans.

A Diverse Supplier Survey was launched. The Racial Equality, Equal Opportunities, Diversity and Inclusion Policy was revised and translated into French and Spanish

iii. **Anti-racism and our Human Rights Work**

Teams partnered with the Head of Race, Equality, Diversity and Inclusion to develop their anti-racist action plans. Implementation results are expected in 2023.

The plans reflect key challenges and opportunities to work towards building an anti-racist and anti-sexist organisation. Emerging and common themes include:

- i. People focus - removing bias from through anti-bias approaches, policies and practices in recruitment; via a focus on learning and understanding racism, white privilege and power; inclusivity in meetings and training
- ii. Ways of working - fostering a culture of inclusion and accountability
- iii. Decision making - shared understanding of decision making, ensuring everyone's views are represented and respected
- iv. Intersectionality approaches in Human Rights work
- v. Developing anti-racism materials and language in how we communicate
- vi. Fostering gender and racial/ethnic diversity at all levels.

Systemic racism across the Movement has been considered. We have partnered with Business Disability Forum (BDF) to attract more candidates from the disabled community. A contract has now been signed with Cambridge University Enterprise Platform to help independently inform the organisation around incidents of racism as they are experienced on a daily basis. For International Women's Day (IWD) - March 8th, 2022, staff continued to raise their voices and spoke about what this year's International Women's Day (IWD) theme '[Break the bias](#)' meant to them.

c. Business relationships with suppliers, customers and others

In accordance with All'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.

During the year, AIL often did not meet its payment terms due to personnel issues and the implementation of a new finance system. The situation has been regularised in 2023. 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, All'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. All'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.

c. 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

Energy efficiency and carbon reduction planning took place during the reporting period, in respect of a refurbishment of its office space that will commence in 2023. This will include multiple energy and carbon efficiency actions through replacement of outdated plant and equipment.

2022 Environmental Performance

Our carbon footprint for the 2022 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 206 tCO₂e (2021: 186 tCO₂e), which is an average impact of 0.6 tCO₂e per employee (2021: 0.6 tCO₂e), and on a market basis our emissions are 215 tCO₂e (2021: 183 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 2022 issue of the conversion factor repository.

Overall there was a small reduction in the Scope 1 and 2 (gas and electricity) emission sources, compared to 2021. Natural gas use in 2022 equated to 99 tCO₂e, up 5% from 2021 (94 tCO₂e); 2022 electricity use resulted in 68 tCO₂e, down 9% from 2021 (75 tCO₂e). The use of the London office increased over 2022, compared to 2021 as Amnesty formalised its hybrid working practices. The increase in gas may be down to greater hot water demand and extended heating during some of the cold snaps. The reduction in electricity use may be due to Amnesty closing one of its floors for several months in order to concentrate the staff who did use the building in a total space more suited to the utilisation levels. This also reduce cleaning and maintenance requirements. Whilst location-based electricity emissions have fallen there has been an increase in market-based emissions from electricity caused by a fluctuation in the supplier's fuel mix, which has resulted in a higher environmental impact from the tariff purchased.

The largest increase in emissions came from the Scope 3 Employee cars (up 129% compared to 2021). It's not clear whether this increase is wholly due to increased car use or partly as a result of how staff recorded claims in the expense system skewing the data.

In 2022, Amnesty made the decision to remain in the building long-term and to invest in its mechanical and electrical systems. The resulting project, planned for 2023, will see Amnesty replace its aging gas boilers and air handling units with more efficient air source heat pumps and improve the building's EPC rating to a 'B'.

Over the second half of 2022 Amnesty progressed work to developed its sustainability strategy. The final strategy and policies for the whole Amnesty Movement will be further developed and delivered during 2023.

Following an operational control approach to defining our organisational boundary, our calculated greenhouse gas emissions from business activities in the UK fall for the period 2020 to 2022 are shown below:

Emissions and energy usage for reporting year

	Emissions Source	2020	2021	2022	Percentage change from 2021
Scope 1	Natural gas	10	94	99	5%
	Refrigerant	6			N/A
Total Scope 1		16	94	99	5%
Scope 2	Electricity	83	75	68	-9%
Total Scope 2		83	75	68	-9%
Scope 3 ¹	Employee cars	2	17	39	129%
Total Scope 3		2	17	39	129%
Total (Market Based)		17	183	215	17%
Total (Location Based)		101	186	206	11%
Total Energy Usage (kWh)²		2,418,552	963,338	1,120,461	16%
Normaliser	tCO2e per FTE	0.3	0.6	0.6	0%

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

The Company's Procurement Policy that has been approved by the Finance and Audit Committee (FAC), as delegated by the Board, outlines the responsibility of company employees to undertake procurement processes that demonstrate fairness and integrity, comply with relevant laws and regulations, keep information confidential and secure and ensure procurement best practice is followed. Amnesty International intends to fully comply with the obligations under the Modern Slavery Act 2015 and has published a detailed, annual transparency statement for the year ended 31 December 2022 that has been approved by the Board. The organisation conducted a risk-based audit of relevant supplier categories engaged in 2022 specifically for modern slavery due diligence and published key findings in the annual transparency statement that can be found at [Amnesty International Modern Slavery Act 2015 statement for the financial year 1 January to 31 December 2022 | Amnesty International](#). The Company's Anti-Fraud, Bribery and Corruption Policy sets out the responsibilities of staff to report any incidents or suspicion of fraud, bribery or corruption arising in the course of their work and to cooperate fully with related investigations; and comply

¹ Emissions have been rounded to one decimal place when less than 1 tCO2e to allow for more accurate comparisons year on year.

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

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.

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

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

9 Auditors

Insofar as each of the Directors of the Company at the date of approval of this report is aware, there is no relevant audit information (information needed by the Company's auditor in connection with preparing the audit report) of which the Company's auditor is unaware. Each Director has taken all of the steps that they should have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information. Crowe U.K. LLP has indicated its willingness to be reappointed as statutory auditor for the next financial year.

Statement of Directors' Responsibilities

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

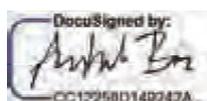
Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with FRS 102, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland, and applicable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

Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and AI L and of the profit or loss of AI L 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:

A DocuSigned digital signature stamp. It features a blue border with the text "DocuSigned by:" at the top. Below this is a handwritten signature in black ink that reads "Anjhula Mya Singh Bais". At the bottom of the stamp, the alphanumeric string "CC122580140242A" is printed.

BY ORDER OF THE BOARD

Anjhula Mya Singh Bais
Director
27 September 2023

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 2022 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 2022 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of directors

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

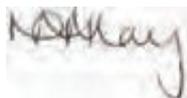
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Directors and other management and inspection of regulatory and legal correspondence, if any.

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

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

Use of our report

This report is made solely to the parent company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the 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

Dated: 29th September 2023

**Consolidated Statement of Financial Activities
(Incorporating the Income and Expenditure Account)
For the year ended 31 December 2022**

	Notes	Unrestricted Funds 2022 £'000	Restricted Funds 2022 £'000	Total Funds 2022 £'000	Total Funds 2021 £'000
Income from					
Donations and legacies	5,6	68,433	15,689	84,122	82,670
Charitable activities	7	656	9,671	10,327	7,725
Other trading activities	8	287		287	276
Investment income	9	190		190	118
Total income		69,566	25,360	94,926	90,789
Expenditure on					
Raising funds	11	2,337		2,337	1,832
Charitable activities	11	57,145	22,426	79,571	66,791
Total expenditure		59,482	22,426	81,908	68,623
Net income before investment gains/(losses)		10,084	2,934	13,018	22,166
Net (losses)/gains on investments		(242)		(242)	697
Net income		9,842	2,934	12,776	22,863
Transfer between funds					
Other recognised (losses)/gains					
Actuarial gains/(losses)	15	293		293	(2,325)
Net movement in funds		10,135	2,934	13,069	20,538
Reconciliation of funds					
Total funds brought forward		57,635	8,563	66,198	45,660
Total funds carried forward		67,770	11,497	79,267	66,198

The notes on pages 36 to 71 form part of these financial statements.

Consolidated and Company Balance Sheets as at 31 December 2022

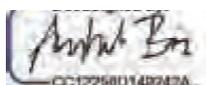
Company no: 1606776

	Notes	Group		Company	
		2022 ^{***} £'000	2021 £'000	2022 £'000	2021 £'000
Fixed assets					
Intangible assets	19	4,021	3,251	4,021	3,251
Tangible assets	20	11,601	11,243	11,262	10,855
Investments	20,21,22	7	1,394	21	21
Total fixed assets		15,629	15,888	15,304	14,127
Current assets					
Debtors: amounts falling due within one year	23	28,170	15,744	27,100	16,099
Debtors: amounts falling due after one year	23	20	151	20	151
Short term investments	24	365	15		
Cash at bank and in hand	25	49,289	44,124	43,882	41,102
Total current assets		77,844	60,034	71,002	57,352
Creditors: amounts falling due within one year	26	(11,960)	(7,515)	(10,231)	(5,841)
Net current assets		65,884	52,519	60,771	51,511
Total assets less current liabilities		81,513	68,407	76,075	65,638
Creditors: amounts falling due after one year	27	(7)	(6)		
Provisions for liabilities and charges					
Provisions	29	(1,697)	(1,293)	(1,582)	(904)
Defined benefit pension scheme liability	15	(542)	(910)	(542)	(910)
Net assets		79,267	66,198	73,952	63,824
Funds					
Unrestricted funds excluding pension reserve	30	52,690	44,051	47,713	41,608
Designated funds - intangible and tangible fixed assets		15,622	14,494	15,284	14,107
Pension reserve	15	(542)	(910)	(542)	(910)
Total unrestricted funds		67,770	57,635	62,455	54,805
Restricted funds		11,497	8,563	11,497	9,019
Total funds		79,267	66,198	73,952	63,824

The parent Company's net incoming resources for the year ended 31 December 2022 totalled £10,036,000 (2021: net incoming resources of £21,321,000).

The financial statements were approved and authorised by the Board of Directors on 27 September 2023 and signed on their behalf by

Anjhula Mya Singh Bais, Chair



The notes on pages 36 to 71 form part of these financial statements.

Consolidated Cash Flow Statement For the year ended 31 December 2022

	Note	2022 £'000	2021 £'000
Cash inflows from operating activities	36	8,489	17,598
Cash (outflows)/inflows from investing activities			
Purchase of intangible fixed assets		(1,686)	(2,026)
Purchase of tangible fixed assets		(1,478)	(232)
Proceeds on disposal of fixed assets			
Interest received		190	118
		(2,974)	(2,140)
Cash outflows from financing activities			
Interest paid			(3)
			(3)
Increase in cash & cash equivalents		5,515	15,455
Cash & cash equivalents at beginning of the year		44,139	28,684
Increase in cash & cash equivalents		5,515	15,455
Total cash & cash equivalents as at end of the year		49,654	44,139

Notes to the Financial Statements

For the year ended 31 December 2022

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 AI L'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

AI L 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 2024, to ensure that they have sufficient 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 could have immediate detrimental impact on 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 All's income is received in foreign currencies.

*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 targeted cost savings strategies identified that can be implemented under differing scenarios.
- 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.

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

Basis of consolidation

All companies over which AI L 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 - Unite Chargee de la Langue Franc;aise (AILRC-Fr), Amnesty International Asia-Pacific Regional Office Limited (AIAPROL), Oficina Regional de Amnistfa Internacional (Mexico), Amnesty International Afrique du Nord (Tunis) and Amnesty International South Asia (Colombo) have been consolidated into these group financial statements. It is considered that AIL exercises control over Amnesty International Charity (a registered charity) as AI L 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 accounting reference date of the Company and its subsidiaries 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, Seoul, Lima, Latvia, Brussels (Amnesty International - European Association) and Moscow. The Company-only financial statements include the results, assets and liabilities of these offices.

AIL also has control of two dormant entities: Amnesty International South Asia Foundation and Amnesty International, Secretariat International, Bureau Franc;ais. 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

Legacy income is brought into the accounts when entitlement has been established, receipt of income is probable, and the value can be measured reliably. Sufficient evidence for entitlement is deemed to be when probate has been granted, there is evidence that there are sufficient assets to pay the legacy after settling liabilities, and conditions to receive the legacy are either within the control of Amnesty International Limited or have been met. Receipt is deemed probable when final estate accounts have been sent before year end 31 December.

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 2021

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

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	2022				2021			
	Europe	Americas	Rest of world	Total	Europe	Americas	Rest of world	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Donations and legacies	67,887	13,412	2,823	84,122	63,352	14,635	4,683	82,670

6 Donations and legacies

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2022	2022	2022	2021
	£'000	£'000	£'000	£'000
Contributions from sections	64,062	14,242	78,304	80,428
Additional voluntary contributions from sections	979		979	265
Donations and legacies	3,392	1,447	4,839	1,977
Total donations and legacies	68,433	15,689	84,122	82,670

Contributions from sections are stated net of amounts written off or provided against during the year. In 2022, there was a write off of £327,000 assessment income debt owed by AI Greece which had been recognised as a contingent liability in 2018 in line with the MOU. There were other write-offs of historical unsupported debts of £67k. In 2021, there was a provision of £588,000 against AI Ireland and additional £130,000 against AI Greece. None of the provisions from prior periods were released

As at 31 December 2022 the Charity/Group had a legacy pipeline of £1,260,000 (31 December 2021: £1,930,000).

7 Charitable activities

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	2022	2022	2022	2021
	£'000	£'000	£'000	£'000
Grants	656	9,671	10,327	7,721
Other income				4
Total charitable activities	656	9,671	10,327	7,725

8 Other trading activities

	Unrestricted Funds 2022 £'000	Restricted Funds 2022 £'000	Total Funds 2022 £'000	Total Funds 2021 £'000
Royalty income	109		109	48
Rental income	93		93	95
Other trading income	85		85	133
Total other trading activities	287		287	276

9 Investment income

	Unrestricted Funds 2022 £'000	Restricted Funds 2022 £'000	Total Funds 2022 £'000	Total Funds 2021 £'000
Interest income	190		190	118
Total investment income	190		190	118

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 2022 this totalled £21,000 (2021: £10,000) and related to pro bona services for legal work and consultancies.

11 Expenditure

	Grants payable <i>Note 12</i> 2022 £'000	Direct costs 2022 £'000	Support costs <i>Note 13</i> 2022 £'000	Total Funds 2022 £'000	Total Funds 2021 £'000
Expenditure on raising funds					
Grant fundraising		1,765	572	2,337	1,832
Total expenditure on raising funds		1,765	572	2,337	1,832
Expenditure on charitable activities					
Research and publications	1,975	29,796	9,665	41,436	39,112
Campaigning	15,450	13,918	4,515	33,883	24,928
Movement support and growth	3,102	869	282	4,253	2,751
Total expenditure on charitable activities	20,527	44,583	14,462	79,572	66,791
Total expenditure	20,527	46,348	15,034	81,909	68,623

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 (including the newly set up Solidarity in crises fund) totalling £12,329,000 (2021: £9,707,000).

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 £2,802,000 (2021: £1,895,000).

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 2022 was £851,000 (2021: £591,000).

At 31 December 2022 the Group had awarded and communicated but not yet fully paid grants to the value of £504,000 (2021: £68,000).

13 Support costs

	Grant fundraising	Research and publications	Campaigning	Movement support and growth	Total	Total
	2022	2022	2022	2022	2022	2021
	£'000	£'000	£'000	£'000	£'000	£'000
Salaries and employment benefits	283	4,773	2,229	139	7,424	5,941
Professional fees	154	2,601	1,215	76	4,047	2,403
Information technology costs	62	1,049	490	31	1,632	1,621
Insurance	39	659	307	19	1,024	1,366
Occupancy costs	57	961	449	28	1,495	1,299
Depreciation	41	691	323	20	1,075	1,237
Other costs	65	1,106	516	32	1,719	510
Governance costs	22	372	174	11	579	401
Administration costs	10	164	76	5	255	38
Interest (income)/expense on defined benefit pension scheme	2	8	5	1	16	49
Foreign exchange (gains)/losses	(163)	(2,757)	(1,287)	(80)	(4,287)	1,064
Tax (income)/expense	2	36	16		55	181
	573	9,663	4,515	283	15,034	16,110

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:

	2022	2021
	£ ' 000	£ ' 000
Salaries	33,898	30,317
Social security costs	4,165	3,466
Employer pension contributions	3,165	2,906
Staff health, training and recruitment	2,214	1,759
Redundancy costs	422	346
Pension scheme interest (income)/cost	16	49
	<u>43,880</u>	<u>38,843</u>

The average number of persons employed by the Group during the year was 574 (2021: 545).

	2022	2021
Fundraising	21	17
Research and regions	127	118
Campaigning and communications	313	305
Movement support and growth	17	18
Support	96	87
	<u>574</u>	<u>545</u>

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

	2022	2021
UK	323	289
Overseas	251	256
	<u>574</u>	<u>545</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
	2022	2022	2022	2021	2021	2021
60,000 - 69,999	21	40	61	39	53	92
70,000 - 79,999	27	41	68	14	18	32
80,000- 89,999	11	17	28	7 (1)	12 (2)	19 (3)
90,000- 99,999	1	8	9		12	12
100,000 - 109,999		7	7		4 (1)	5 (1)
110,000-119,999	1	7	8		5	6
120,000 - 129,999						1
130,000 - 139,999	1		2	2	1 (1)	3 (1)
140,000 - 149,999						
160,000-169,999						
170,000 - 179,999						
180,000 - 189,999	1		1			
	<u>63</u>	<u>121</u>	<u>184</u>	<u>66 (1)</u>	<u>105 (4)</u>	<u>171 (5)</u>

14 Employees and Directors (continued)

The above figures include a number of long-serving staff who received redundancy payments in 2022. Total redundancy payments to all employees were £288,850 in 2022 (2021: £284,475). Majority of payments made in 2022 were in respect of employees in the Hong Kong and Moscow offices who were made redundant after the offices were closed down. A redundancy provision of £366,000 was included in the Financial Statements for employees on fixed term contracts which are over 2 years at year-end. There were no redundancy payments over £100,000 during 2022 (2021: no payment over £100,000).

Ex gratia payment of £4,752 was made to one employee in 2022 (2021: £28,823) 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	2022	2021
	£	£
Total remuneration paid	1,022,618	775,533
	2022	2021
Average number of key management personnel during the year	6.9	4.9
of which AIL remunerated	6.9	4.9
of which AIL did not remunerate (donated time)		
Average full time equivalent number of key management personnel during the year	6.6	4.7
of which AIL remunerated	6.6	4.7
of which AIL did not remunerate (donated time)		

Remuneration paid includes salaries, employer pension contributions, employer social security contributions and other employee benefits. In 2022, 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	2022	2021
	£	£
Total remuneration paid	229,516	225,487
Total salary paid	188,370	187,188

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 2022 relates to the Secretary General's salaries for the full year. The amount paid in 2021 relates to the previous acting Secretary General from 1 January 2021 to 31 March 2021 and to the current Secretary General from 1 April 2021 to 31 December 2021.

Salary metrics	2022	2021
	£	£
Total of the five highest salaries	698,042	697,074
(of which are redundancy payments)		153,209

	2022	2021
Ratio of the highest to lowest salary (where lowest salary is the lowest full time employee paid in the UK)	5.5	5.3
Ratio of the highest to lowest salary (where lowest salary is the salary of a paid intern position in the UK)	8.8	8.6
Ratio of the highest to midpoint salary (where midpoint salary is based on the grade structure in the UK)	3.3	3.2

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 2022 AI L 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 £83,614 were incurred in 2022 in relation to thirteen Directors (2021: £10,874 in relation to twelve Directors). Overall cost increased in 2022 as compared to 2021 due to increased travel following the lifting of pandemic restrictions and an increase in the overall cost of travel globally post pandemic. The costs relate to travel-related expenses, training and development expenses. Other than the above expenditure, there were no transactions with Directors in the year and no Director had any loan outstanding to the Group.

14 Employees and Directors (continued)

Board member	2022	2021
	£	£
Vincent Adzahlie-Mensah		1,170
Fabiola Arce	11,285	2,455
Maria De Lourdes Vianney Barrera Campos	4,925	356
Peter Petela Fa'afiu	8,889	1,754
Nolasco Ritz Lee 111 Santos	5,719	799
Aniket Shah	2,568	356
Anjhula Mya Singh Bais	22,626	2,202
Christopher Schlaeffer	2,568	356
Michael Bergmeijer	3,405	356
Nina Boel	4,927	356
Renee Ngamau	6,846	356
Mandeep Singh	3,068	356
Cecile Coudriou	2,807	
Christoph Alberts	3,981	
	83,614	10,874

The Global Assembly (GA) 2022 agreed to remunerate International Board (IB) members. The Finance and Audit Committee (FAC) were tasked with reviewing and approving the existing policy for reimbursement. FAC met on 23 February 2023 and discussed how to remunerate the IB. FAC sought to implement a process that balances the intention of the GA with constraints around the responsible use of members' and donors' money. FAC agreed to remunerate the IB at £5,000 each per annum. This was backdated to August 2022 and totalled £20,000 for the period split equally across all Board members.

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 £1,794,000 (2021: £1,517,000). The Group's contributions in the year to the ISP scheme were £859,000 (2021: £684,000).

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 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 2022. A buy-in of the scheme was carried out in November 2021

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:

	2022		2021
Pensions increasing in payment at CPI (max 3.0% pa)	2.90%	**	3.00%
Discount rate	5.00%	**	1.80%
Life expectancy	S2 tables projected by year of birth using CMI 2021 improvements and a 1.25% long term improvement rate		S2 tables projected by year of birth using CMI 2020 improvements and a 1.25% long term improvement rate

We made a 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.

	2022	2021
	£' 000	£' 000
Fair value of assets	24,564	36,579
Present value of funded defined benefit obligations	(25,101)	(37,489)
Funded status	<u>(537)</u>	<u>(910)</u>
Present value of unfunded defined benefit obligations	<u>(537)</u>	<u>(910)</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 2022 was as follows:

15 Pension arrangements (continued)

	2022	2021
	£'000	£'000
Financing cost: interest income/(cost) on net defined benefit liability	(16)	(49)
Losses due to benefit changes		
Pension expense recognised in the income statement	(16)	(49)
Asset (losses)/gains arising during the year	(11,758)	(4,512)
Effect of experience adjustment		(227)
Liability gains/losses arising during the year	12,056	2,414
Total amount recognised in other gains and losses	298	(2,325)
Total amount charged to the Statement of Financial Activities	282	(2,374)
Changes to the present value of the defined benefit obligation during the year	2022	2021
	£'000	£'000
Opening defined benefit obligation	(37,489)	(40,021)
Interest expense on defined benefit pension scheme	(666)	(515)
Actuarial gains/losses	12,056	2,187
Net benefits paid out	998	860
Losses due to benefit changes		
Closing defined benefit obligation	(25,101)	(37,489)
Changes in the fair value of the scheme assets during the year	2022	2021
	£'000	£'000
Opening fair value of scheme assets	36,579	35,783
Interest income	650	466
(Losses)/gains on scheme assets	(11,758)	(4,512)
Contributions by the employer	91	5,702
Net benefits paid out	(998)	(860)
Fair value of scheme assets at the year end	24,564	36,579
Actual return on the scheme assets during the year	2022	2021
	£'000	£'000
Interest income on scheme assets	650	466
(Losses)/gains on scheme assets	(11,758)	(4,512)
Actual return on scheme assets	(11,108)	(4,046)

16 Interest payable and similar charges

	2022	2021
	£'000	£'000
Group interest payable and similar charges:		
On loans from sections		3
On pension finance costs	16	49
	16	52

17 Taxation

Analysis of tax charge for the year

	2022	2021
	£'000	£'000
Current tax		
UK corporation tax at 19% (2021: 19%)		
Deferred tax		
Origination and reversal of timing differences		
Tax on profit on ordinary activities		
Provision for deferred tax		
	2022	2021
	£'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		
Deferred tax asset not recognised	(266)	(754)
Reconciliation of tax charge		
	2022	2021
	£'000	£'000
Profit on ordinary activities before tax	10,036	21,322
Tax on profit on ordinary activities at standard UK corporation tax rate of 19% (2021: 19%)	1,907	4,051
Effects of:		
Expenses not deductible for tax purposes	16,252	13,396
Income not taxable for tax purposes	(17,788)	(17,462)
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	(117)
Deferred tax not recognised	(488)	132
Tax charge for the period	(0)	0

AIL is subject to UK corporation tax on investment income and income from certain trading activities. However All'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 2022 (2021: £nil).

18 Net income and expenditure

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

	2022	2021
	£'000	£'000
Depreciation of tangible fixed assets	1,111	1,263
Net gains/(losses) on investments	242	(697)

Auditor's remuneration

	2022	2021
	£'000	£'000
Fees payable to the Group's auditors for the audit of the Group's statutory accounts for the period	73	62
Fees payable to the Group's auditors for the audit of AIC for the period	6	5
Total audit fees payable to the Group's auditor	79	67
Tax related services from the Group's auditor	6	10

19 Intangible fixed assets

Movements on the intangible fixed assets during the year were:

Group and company	Software Asset Under Construction	Total
	£'000	£'000
Cost		
At beginning of year	3,251	3,251
Additions	1,686	1,686
HR Impairment	(916)	(916)
At 31 December 2022	4,021	4,021
Net book value		
At beginning of year	3,251	3,251
At 31 December 2022	4,021	4,021

Intangible fixed asset additions in the year relate to development costs associated with the build of new software for Finance and HR internal use. As at 31 December 2022 the software was still under construction and had not been brought into use. Therefore no amortisation was charged in the year. There was an impairment to the D365 HR system to the value of £916,000. This amount was therefore written off in 2022

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	Building improvement under construction	Total
		£'000	£'000	£'000	£'000
Cost					
At beginning of year	13,369	6,592	1,378		21,339
Reclassification	(206)	(80)	114		(172)
Currency revaluation		(8)			(8)
Additions		34	598	846	1,478
Disposals		(6)			(6)
At 31 December 2022	13,163	6,532	2,090	846	22,631
Depreciation					
At beginning of year	(5,422)	(3,417)	(1,257)		(10,096)
Reclassification	147	32	(6)		173
Currency revaluation		(2)			(2)
Charge for the year	(253)	(681)	(177)		(1,111)
Disposals		6			6
At 31 December 2022	(5,528)	(4,062)	(1,440)		(11,030)
Net book value					
At beginning of year	7,947	3,175	121		11,243
At 31 December 2022	7,635	2,470	650	846	11,601

Company	Freehold and leasehold land and buildings	Office furniture and equipment	Computer equipment	Building improvement under construction	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
At beginning of year	13,001	6,445	1,125		20,571
Reclassification	(206)	(27)	174		(59)
Additions		6	591	846	1,443
Disposals		(6)			(6)
At 31 December 2022	12,795	6,418	1,890	846	21,949
Depreciation					
At beginning of year	(5,286)	(3,388)	(1,041)		(9,715)
Reclassification	147	2	(56)		93
Charge for the year	(253)	(642)	(176)		(1,071)
Disposals		6			6
Transfers to subsidiaries					
At 31 December 2022	(5,392)	(4,022)	(1,273)		(10,687)
Net book value					
At beginning of year	7,714	3,057	84		10,855
At 31 December 2022	7,403	2,396	617	846	11,262

The Company's freehold and leasehold land and buildings had a net book value of £7,403,000 at 31 December 2022. 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	1,386		8	1,394
Share of profit in associates				
Disposal / Foreign Exchange differences	(1,386)		(1)	(1,387)
At 31 December 2022			7	7
Net book value				
At beginning of year	1,386		8	1,394
At 31 December 2022			7	7

In 2015 the Group transferred a building owned by the Hong Kong subsidiary to investments and was put on the market for sale. The building was sold on a sale and leaseback basis until the sale agreement was cancelled in 2021. At 31 December 2022 the investment property had been sold for the equivalent of £1,127,000

21 Investments in subsidiaries and associates

The Company's investments in subsidiaries and associates are:

Name of entity	Classification	Percentage ownership	2022 £'000	2021 £'000
Centro de Lenguas de Amnistia Internacional (CLAI)	Subsidiary	100%	20	20
Amnesty International Asia-Pacific Regional Office Limited (AIAPROL)	Subsidiary	100%	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

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 Amnistfa Internacional, S. L. EDAI Valderribas, 13. 28007 Madrid. Espana.) Previously called Editorial Amnistfa 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 All'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 (AIAPROU, 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 was permanently closed on 28th Feb 2022.

Oficina Regional de Amnistfa Internacional, (Mexico) was registered in May 2014 as a Mexican association (Company number 122949) for the purpose of co-ordinating AI L'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 Savinon 519 Colonia del Valle, Benito Juarez 03100 Ciudad de Mexico.)

Centre de Resources Linguistiques d'Amnesty International - Unite Chargee de la Langue Franc;aise (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 All's key management personnel becoming the sole two members. AIL Company's investment in the entity was impaired to £nil in 2020 on the basis that the AI L Board have approved the closure of the entity and the transfer of its asset and liabilities, employees and some contracts to an establishment unit to be established as part of AIL in 2021. (Company number 1447121696. Registered office: Avenue de Cortenbergh/ Kortenberglaan 71 1000 Brussels, Belgium). The association was effectively controlled by AI L and treated as a subsidiary up till 2021 and consolidated as a branch in the 2022 Financial Statements.

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 All'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 All's operations in South Americas. Its members and board are controlled by AI L and hence whilst there is no investment it is treated as a subsidiary until 2023 and now added as a Branch in the parent company. (Registered office: Calle Manuel A Fuentes 894 San Isidro, Lima - Peru.)

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 was treated as an associate of the AIL Group because AIL had 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)
	2022	2022	2022	2022
	£'000	£'000	£'000	£'000
CLAI	1,250	(1,148)	14	116
AIAPROL	(13)	(815)	318	(510)
EFAI	1,685	(1,458)	(4)	223
Mexico	3,892	(4,287)	65	(330)
AIC	5,908	(2,007)		3,900
Colombo	1,357	(1,726)	(54)	(422)
Tunis	1,215	(1,176)	4	44
	15,294	(12,616)	343	3,021

	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	(14,331)	(195)	(1,149)

	Total assets	Total liabilities	Total Funds
	2022	2022	2022
	£'000	£'000	£'000
CLAI	463	(160)	303
AIAPROL	1,359	(1,131)	228
EFAI	304	(302)	2
Mexico	308	(143)	165
AIC	4,689	(7)	4,682
Colombo	259	(470)	(211)
Tunis	239	(94)	145
	7,621	(2,307)	5,314

21 Investments in subsidiaries and associates (continued)

	Total assets 2021 £'000	Total liabilities 2021 £'000	Total Funds 2021 £'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

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

	Income from AIL 2022 £'000	Expenditure to AIL 2022 £'000	Net intercompany 2022 £'000
CLAI	1,325		1,325
AIAPROL	(13)		(13)
EFAI	1,684		1,684
Mexico	3,892		3,892
AIC	3,098	(1,649)	1,449
Colombo	1,345		1,345
Tunis	1,215		1,215
	12,546	(1,649)	10,897

	Income from AIL 2021 £'000	Expenditure to AIL 2021 £'000	Net intercompany 2021 £'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

AIC held an intercompany asset of £65,000 due from AIL as at 31 December 2022 (2021: £68,000). Intercompany assets and liabilities were £nil for all other subsidiaries (2021: £nil for all other subsidiaries).

22 Other investments

A participating interest of £1,000 (2021: £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	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Loans to sections	20	151	20	151
	20	151	20	151

Amounts shown as debtors falling due within one year comprise:

	Group		Company	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Loans to sections	57	122	57	122
Amounts due from sections	23,164	13,036	23,144	12,960
Amounts owed by group undertakings	()		389	184
Trade debtors		52		51
Other debtors	1,857	711	558	568
Prepayments and accrued income	3,093	1,823	2,952	2,214
Forward contract asset				
	28,171	15,744	27,100	16,099

Amounts due from sections are stated net of provisions for bad debt of £627,000 at 31 December 2022 (31 December 2021: £353,000).

Loans to sections are stated net of provisions for bad debt of £2,006,000 at 31 December 2022 (31 December 2021: £1,783,700). 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	2022 Rate £'000	Repayment year
AI Canada (French Speaking)	57 LIBOR 12m + 1% or 2.5% (whichever is higher)	2024
AI Ireland	1,430 EURIBOR 3m + 1.25%	2027
AI Israel	240 LIBOR 12m + 1.25%	2023
AI Mexico	35 LIBOR 12m + 1% or 2.5% (whichever is higher)	2025
AI Poland	118 LIBOR 12m + 1.25%	2023
	1,880	

24 Short term investments

The Group held short term investments, which relate to short term money market deposits, of £365,000 at 31 December 2022 (31 December 2021: £15,000).

25 Cash at bank and in hand

The Group's cash at bank and in hand was £49,289,000 (31 December 2021: £44,124,000).

26 Creditors: amounts falling due within one year

Amounts shown as creditors falling due within one year comprise:

	Group		Company	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Loans from sections		210		210
Amounts due to sections	2,522	1,440	2,587	1,507
Trade creditors	438	931	394	918
Deferred income	473	488	473	488
Taxation and social security	530	546	162	254
Other creditors	3,721	1,725	2,789	542
Accruals	3,648	1,968	3,198	1,714
Grant accruals	102	198	102	198
Forward contract liability	526	9	526	9
	11,960	7,515	10,231	5,841

Loans from sections and amounts due to sections are classed as concessionary loans. Other than those stated as falling due in more than one year, no interest is due on concessionary loans. See note 28 for further information.

Movement in deferred income

	Opening balance	Added in year	Released to	Closing balance
	£'000	£'000	income £'000	£'000
Deferred income	488	448	(463)	473

Deferred income of £473,000 relates to restricted grants for which the income recognition criteria have not been met as at 31 December 2022.

Grant accruals comprise grants in respect of 2022 planned activity, which were communicated to recipients in 2022 but paid in 2023.

27 Creditors: amounts falling due after more than one year

Amounts shown as creditors falling due after one year comprise:

	Group		Company	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Other creditors	7	6		
	7	6		

28 Loans from sections

The loans from sections are unsecured and interest bearing. There were no outstanding loans from sections at the end of 2022. The only outstanding loan from sections during 2022 was from AI Belgium (French Speaking). However AIL forgave the loan and instead converted it to an Additional Voluntary Contribution to the International Secretariat in 2022.

29 Provisions

Group	Charged/(released) to the Statement of Financial Activities		At 31 December	
	At 1 January 2022		Utilised	2022
Holiday pay	959	380	(209)	1,130
Tax liability	334	(133)	0	201
Redundancy		366		366
	1,293	613	(209)	1,697

Company	Charged/(released) to the Statement of Financial Activities		At 31 December	
	At 1 January 2022		Utilised	2022
Holiday pay	756	354	(43)	1,067
Tax liability	149	0		149
Redundancy		366		366
	905	720	(43)	1,582

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 2022 are represented by:			
Fixed assets	15,628	1	15,629
Current and non current assets	65,536	12,308	77,844
Current and long term liabilities and provisions	(12,852)	(813)	(13,665)
Pension liability	(542)		(542)
Total net assets at 31 December 2022	67,770	11,497	79,267
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 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

30 Share capital and funds (continued)

Group restricted funds

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

	January 2021 £'000	Income 2021 £'000	Expen- -diture 2021 £'000	Transfers 2021	31 December 2021 £'000	Income 2022 £'000	Expen- -diture 2022 £'000	Transfers 2022 £'000	31 December 2022 £'000
11th Hour/ Greenpeace	67		(67)						
11th Hour		54	(32)		22	85	(107)		
Amnesty International Denmark		20	(20)						
Netherlands Government Human Rights	85	288	(288)		85	304	(335)		54
ClimateWorks		54	(48)		6	79	(33)		52
Amnesty International UK	523	10,348	(7,593)		3,278	11,175	(10,282)		4,171
AI Canada	138	2,863	(2,318)		683	3,067	(2,997)		753
DFID		19	(13)		6	11	(17)		
Amnesty Austria						69	(9)		60
Amnesty France						42	(42)		
European Climate Foundation						131	(63)		68
Foundation for a Just Society						57	(57)		
Dutch Postcode Lottery	78	926	(777)		227	500	(367)		360
EU		261	(81)		180	18	(198)		
Fondation Botnar		40	(21)		19	2,000	(1,272)		748
Ford Foundation - Albinism	68	80	(69)		80		(76)		2
Ford Foundation - Amnesty Tech	153	144	(202)		95	246	(176)		165
Ford Foundation - Covid Future Narra	75	(2)	(66)		7		(7)		
Ford Foundation - Civic Space		216			216		(160)		56
Freedom Fund	3	22	(21)		4	56	(22)		37
Hewlett Foundation		18	(4)		14	15	(29)		
Humanity United	17	244	(136)		125	248	(218)		155
ING Foundation		90	(90)			107	(107)		
Judith Neilson Foundation						115	(113)		2
Luminate Foundation - Amnesty Tech	64	77	(47)		94	195	(80)		209
Macarthur Foundation - Covid Response	4		(4)						
Robert Bosch Foundation						255	(235)		20
Swedish Postcode Lottery		684	(214)		470		(451)		19
Be There and Ukraine crisis response	491	2,257	(1,595)		1,153	4,296	(2,538)		2,911
Anonymous (Other projects)	2,282	1,136	(1,850)	119	1,687	2,181	(2,284)		1,584
Anonymous (Iran response)						33			33
Anonymous (Afghanistan)		122	(9)		113	75	(151)		37
Total	4,049	19,959	(15,561)	119	8,563	25,360	(22,426)		11,497

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 project 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 2022 the Amnesty International UK section contributed c.£10m of funds towards 38 projects and programmes spanning multiple geographical regions and working towards AI L's strategic goals. There was a vast range of projects funded across a wide variety of the work that the International Secretariat conducts. 111

Amnesty International Canada

In 2022 the Amnesty International Canada (English Speaking) section contributed c.£3m of funds towards 17 projects and programmes spanning multiple geographical regions and working towards AI's strategic goals. There was a range of projects funded with the largest 3 being Be There, Protecting Civic Space, and Media and Editorial work.111

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.

Dutch Postcode Lottery

Two grants from the Dutch Postcode Lottery are restricted to work with the Amnesty Tech programme contributing to research into targeted surveillance and algorithmic accountability

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 the reduction in digital attacks on civil society and better human rights-based regulation of Big Tech firms

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 Tanzania.

30 Share capital and funds (continued)

Robert Bosch Foundation

This grant is restricted for funding work to engage corporations and governments to mitigate the inequitable impact of technology.

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.

Hewlett

The Hewlett grant is restricted to work in Kenya on digital rights

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.

Various Donors (People's Summit)

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

Anonymous (Other Projects)

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

Unrestricted funds

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

	1 January 2022	Income	Expen -diture	Other gains and (losses)	Transfers	31 December 2022
	£'000	£'000	£'000	£'000	£'000	£'000
Designated funds - intangible and tangible fixed assets	14,494		(2,027)	(10)	3,165	15,622
Pension fund	(910)		(16)	293	91	(542)
Unrestricted fund	44,051	69,566	(57,439)	(232)	(3,256)	52,690
	57,635	69,566	(59,482)	51		67,770

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

	1 January 2021	Income	Expen -diture	Other gains and (losses)	Transfers	31 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	(51,699)	699	(8,079)	44,051
	41,750	70,828	(53,197)	(1,628)	(119)	57,635

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 classified as designated as the sale of these would negatively impact the Group's operations.

31 Operating leases

At 31 December 2022 the Group's future minimum lease payments under non-cancellable operating leases were as follows:

	2022	2021
Group	£'000	£'000
Less than one year	164	284
Within one to five years	328	120
	492	404

Total payments on rental leases recognised as expenditure in the year were £946,000 (2021: £945,000). Total payments on plant and machinery leases recognised as expenditure were £7,000 (2021: £4,000).

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

	2022	2021
	£'000	£'000
Financial assets measured at amortised cost	76,010	59,434
Financial liabilities measured at amortised cost	(10,437)	(6,479)
Financial assets measured at fair value through the Statement of Financial Activities	7	1,394
Financial liabilities measured at fair value through the Statement of Financial Activities	(526)	(9)
Carrying amount of financial assets/liabilities	65,054	54,340

32 Financial instruments (continued)

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

	2022	2021
	£'000	£'000
Net losses/(gains) on forward contracts financial assets/liabilities	584	(894)
	584	(894)

Interest income for financial assets/liabilities measured at amortised cost

	2022	2021
	£'000	£'000
Interest income for financial assets	171	10
Interest income for financial liabilities	18	12
	189	22

Forward contracts

Included within creditors in the current year, these contracts have a net liability value of £526,000 (2021: net liability value of £9,000).

The fair value of the net asset is reached by applying quoted forward contract rates at the relevant Balance Sheet dates resulting in a recognised loss of £58,000 in the Statement of Financial Activities (2021: recognised gain £894,000).

At 31 December 2022, AIL is committed to selling the following currencies under forward rate contracts held with bankers and other financial institutions:

2022 Contracts (GBP)			
Currency	Contract value	Contract type	Maturity
DKK	11,900,000	Open Forward	29-Dec-23
CHF	6,100,000	Open Forward	29-Dec-23
AUD	1,800,000	Open Forward	29-Dec-23
NOK	25,400,000	Open Forward	29-Dec-23
SEK	24,000,000	Open Forward	29-Dec-23
CAD	3,700,000	Open Forward	29-Dec-23
EUR	2,000,000	Fixed Forward	23-Jan-23
EUR	3,000,000	Fixed Forward	20-Feb-23
EUR	2,000,000	Fixed Forward	20-Mar-23
EUR	2,000,000	Fixed Forward	17-Apr-23
EUR	3,000,000	Fixed Forward	22-May-23
EUR	2,000,000	Fixed Forward	19-Jun-23
EUR	2,000,000	Fixed Forward	17-Jul-23
EUR	3,000,000	Fixed Forward	21-Aug-23
EUR	2,000,000	Fixed Forward	18-Sep-23
EUR	2,000,000	Fixed Forward	23-Oct-23
EUR	3,000,000	Fixed Forward	20-Nov-23
EUR	2,000,000	Fixed Forward	11-Dec-23

32 Financial instruments (continued)

At 31 December 2022, Amnesty International was not committed to buying any currencies under forward rate contracts held with bankers and other financial institutions.

At 31 December 2021, Amnesty International was 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

At 31 December 2021, 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 (2021: 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

	2022	2021
	£'000	£'000
Net income for the reporting period	13,069	20,538
Adjustments for:		
Depreciation of fixed assets	1,111	1,263
Impairment of Fixed Asset	916	
Loss on disposal of fixed assets	(3)	185
Currency translation difference in fixed assets	18	2
Interest received	(190)	(118)
Interest paid		3
Decrease in investments	1,387	50
(Increase)/decrease in debtors	(12,295)	1,162
Increase/(decrease) in creditors	4,445	(2,319)
Defined benefit pension contributions	(91)	(5,702)
Amounts related to the defined benefit pension scheme included within the Statement of Financial Activities	(282)	2,374
Increase in provisions	404	160
Net cash used in operating activities	8,489	17,598

Reconciliation of net cash flow to movement in net funds

	2022	2021
	£'000	£'000
Increase in cash and cash equivalents in the year	5,165	16,755
(Decrease)/increase in liquid resources	350	(1,300)
Movement in net funds	5,515	15,455
Net funds at beginning of year	44,139	28,684
Net funds at 31 December 2022	49,654	44,139

Analysis of net funds

	2021	Cash flow	2022
	£'000	£'000	£'000
Cash at bank and in hand	44,124	5,165	49,289
Short term deposits	15	350	365
Net funds	44,139	5,515	49,654