

Company No: 1735872

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION

Financial statements for the year ended 31 December 2015

The financial statements for the combined Amnesty UK entities can be found on our website:
www.amnesty.org.uk

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION
Financial statements for the year ended 31 December 2015

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Amnesty International United Kingdom Section - a company limited by guarantee

Company registration number 1735872

Date of incorporation 30 June 1983

Board members

Sarah O'Grady * - Chair

Hannah Perry -Vice Chair, to 16 May 2015

Ruth Breddal - Vice Chair, from 16 May 2015

Meredith Coombs * - Treasurer,
appointed 19 September 2015

Richard Cryer * - Treasurer,
resigned 19 September 2015

Jeremy Allen, elected 16 May 2015

Adrian Couper, elected 16 May 2015

Eilidh Douglas

Stuart Hathaway, elected 16 May 2015,
resigned 14 January 2016

Brian Gilda, resigned 15 May 2015

Tracy Newton-Blows, appointed 17 October 2015

Hugh Whitby, resigned 16 December 2015

Tom Hedley *

Tom Sparks

Cris Burson-Thomas

Katherine McSherry, resigned 15 May 2015

Gareth Harrison Littler

Sarah Ward, resigned 19 September 2015

Rona Keen, resigned 15 May 2015

* Trustee of Amnesty International UK Section Charitable Trust

Chief executive and senior staff

Kate Allen Chief Executive

Tim Hancock Director of Chief Executive's Office

Eliot Lyne Interim Director of Finance

Kerry Moscogiuri Director of Supporter Campaigning and Communications

Rosie Chinden Director of Fundraising

Secretary and registered office

Rosie Chapman, The Human Rights Action Centre, 17-25 New Inn Yard, London EC2A 3EA

Bankers Co-operative Bank plc, 9 Prescott Street, London, E1 8BE

External auditors BDO LLP, 2 City Place, Beehive Ring Road, Gatwick, RH6 0PA

Internal auditors Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

Solicitors Bates Wells & Braithwaite London LLP, 2-6 Cannon St, London EC4M 6YH

Directors' Report

1. Overview of our structure in relation to the worldwide Amnesty International movement

Amnesty International is an unincorporated worldwide movement which has as its objective the securing throughout the world of the observance of the Universal Declaration of Human Rights.

The movement consists of independent entities (known as "sections") throughout the world and an International Secretariat in London which coordinates the worldwide movement and provides support for global governance structures. The International Secretariat consists of two companies – Amnesty International Limited and Amnesty International Charity Limited.

Amnesty International United Kingdom Section is part of the worldwide Amnesty International movement. The name and logo are registered in the name of Amnesty International Limited and it has a licence to use the name and logo in the United Kingdom.

There are two main Amnesty legal entities in the United Kingdom:

Amnesty International United Kingdom Section ("UK Section") - a company limited by guarantee): a membership organisation whose policy and priorities are set, within the context of decisions of the International Council of Amnesty International, by the members at the Annual General Meeting. The UK Section pursues the objective of the movement in the United Kingdom by campaigning for observance, and opposing violations, of human rights.

Amnesty International UK Section Charitable Trust ("Trust") - a company limited by guarantee and a registered charity): meets its charitable objectives by funding Amnesty International Limited, and other organisations, to conduct worldwide research into the observance and abuses of human rights.

2. Governance and management

The UK Section is a membership based company limited by guarantee, with a Board of up to 15 individual members, up to 12 of whom are elected by the membership. The Board has the power to co-opt three places on the basis of a skills audit of the existing Board members to ensure the most appropriate Board qualities are obtained. It has permission from the Registrar of Companies to omit 'Limited' from its title. The Board appoints the Trustees of Amnesty International UK Section Charitable Trust and the Directors of Amnesty Freestyle Limited. Individual voting membership of the UK Section stood at 116,045 at 31 December 2015.

The Constitution of the UK Section gives the Board specific powers and responsibilities for:

- according membership to individuals, affiliates, local and student groups and, subject to procedures provided in the Constitution, removing such membership rights
- recognising outreach networks according to guidelines produced by the Board
- reporting to general meetings on the work of the UK Section and presenting audited accounts and budgetary estimates

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Director's report for the year ended 31 December 2015

- reviewing the position and interpreting the policy of the UK Section as decided by general meetings and arranging for the Chief Executive to implement
- appointing and dismissing the Chief Executive
- appointing the Trustees of Amnesty International UK Section Charitable Trust
- appointing the Directors of Amnesty Freestyle Limited

Certain duties and responsibilities are formally delegated to the Director by the Board; these are reviewed regularly.

All members of the Board give their time voluntarily and received no benefits.

To ensure our independence, we do not seek or accept money from governments or political parties for our work in documenting and campaigning against human rights abuses, only for our human rights education work. In no way do any monies received influence or affect our ability to campaign.

The Board is assisted in its work by a number of Subcommittees. A full list of members of the subcommittees can be found on our website <https://www.amnesty.org.uk/subcommittees>

The **Finance Sub-Committee** is a joint committee of the UK Section and the Amnesty International UK Section Charitable Trust. The Finance Sub-Committee deals with areas relating to risk, the effectiveness of internal controls, stewardship of assets, financial performance and other financial issues. The Finance Sub-Committee includes independent members who have specialist skills. It is chaired by the Treasurer.

The **Human Resources Sub-Committee (HRSC)** is also a joint committee of the UK Section and the Amnesty International UK Section Charitable Trust. It actively initiates, helps develop, monitors and evaluates strategic HR actions and policies that will enhance and embed our reputation as an employer, and enable us to recruit, develop, engage and retain the best staff, volunteers and Board members.

The aim of the **Joint Consultative Committee** is to provide a forum in which our Board, Senior Management Team and Union can work together to ensure staff are managed in accordance with best practice, that they can work effectively for the benefit of the organisation, and that they maximise their own potential.

Activism is fundamental to achieving our goal of ending human rights abuses worldwide. The **Activism Sub-Committee** exists to support the Board of Directors in monitoring and supporting the health, growth and impact of our activism in the UK.

As one of over 50 Amnesty sections in countries around the world, the International Secretariat and global movement influence our work considerably. The **International Issues Sub-Committee** serves to provide advice to the Board on major developments of international movement policy.

3. Statement of Directors' responsibilities

The Directors are responsible for preparing the Annual Report and the financial statements in accordance with the Companies Act 2006 and for being satisfied that the financial statements give a true and fair view. The Directors are also responsible for preparing the financial statements in accordance with United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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Director's report for the year ended 31 December 2015

Company law requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company 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 estimates that are reasonable and prudent;
- state whether applicable 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 charity will continue in business.

The Directors are responsible for keeping adequate accounting records that show and explain the company's transactions, 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 Companies Act 2006.

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.

Financial statements are published on the company's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The Directors' responsibility extends to the on-going integrity of the financial statements contained therein.

All of the current Directors have taken all of the steps that they ought to have taken to make themselves aware of any information needed by the company's auditors for the purposes of their audit and to establish that the auditors are aware of that information. The Directors are not aware of any relevant audit information of which the auditors are unaware.

The Board will be recommending to the members at the Annual General Meeting that BDO LLP is reappointed as auditor for the forthcoming financial year.

4. Policy on pay for employees including senior staff

The UK Section operates a pay policy that as part of its offering, aims to attract and retain the best talent. We reward competitively within our sector and we ensure that all elements of pay are fair, transparent and easily understood by our employees. The UK Section is an accredited Living Wage employer.

5. Thank you

The members, volunteers and activists of the UK Section are warmly thanked for their continuing commitment to the aims of the UK Section and for their exceptional generosity.

This report is now approved by the Board and signed on its behalf by

Sarah O'Grady, Chair

31 March 2016

Strategic Report

1. Key objectives and statement of benefits

Amnesty International United Kingdom Section (“UK Section”) is part of the worldwide Amnesty International movement, which campaigns for internationally recognised human rights to be respected and protected.

The vision and mission of the UK Section, therefore, are those of the international movement. Amnesty International’s vision is for every person to enjoy all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights standards. Our mission is to conduct research and take action to prevent, and end, grave abuses of all human rights: civil, political, social, cultural and economic.

Amnesty’s guiding principles are the universality and indivisibility of human rights, effective action for the individual victim, impartiality and independence, democracy and mutual respect, international solidarity and global presence.

The UK Section contributes to this by identifying and working towards change in support of the objectives developed within the framework of the Strategic Goals of the worldwide Amnesty movement.

Although the UK Section is not recognised in UK law as a charity, we have referred to the guidance contained in the Charity Commission’s general guidance on public benefit when reviewing our objectives and in planning our future activities. In particular, the Board considers how planned activities will contribute to the objectives they have set.

Our objectives or purposes, and the activities that flow from them, are broadly aligned to those summarised in the Charity Commission’s guidance publication RR12 – The Promotion of Human Rights.

Our main activities and those whom we help are described below. All our activities focus on delivering human rights benefits both to specific individuals and to the public in general.

Some of the benefits described in our activities and achievements below are direct, such as protecting individuals at risk of human rights abuse or securing the release from custody of human rights defenders. We also campaign more generally to prevent or end human rights abuses, by promoting general awareness of human rights, creating cultural support in favour of human rights, and encouraging supporters to take action.

2. Key activities

The UK Section and Trust currently jointly employ 160 full-time equivalent (FTE) salaried staff (see note 9) based in offices in London, Belfast, and Edinburgh and the proportion of the costs of these staff charged to the Section equates to 126 FTE’s. This is a relatively small part of the Amnesty movement in the United Kingdom, as many activities are undertaken by unpaid activists and volunteers.

Our main activities rely upon the number of volunteer and activist supporters who make a considerable contribution around the UK in many different ways towards Amnesty’s global objectives.

The Board is extremely grateful to the huge contribution made by our activists, volunteers and staff.

3. Achievements and performance

During the course of 2015 AIUK prioritised campaigns on the prevention of torture, sexual and reproductive rights, individuals at risk, UK human rights legislation and crisis response. As the year progressed, our work on refugees and asylum-seekers assumed increasing importance as Europe's worst refugee crisis since World War Two became of increasing relevance to public and political discourse in the United Kingdom.

We have continued to work on the human rights situation in Syria and have continued to advocate for human rights protection in our relationships within the UK, with devolved administrations and with Parliamentarians of all political parties.

a. Stop torture campaign

Torture is a globally recognised human rights violation and the absolute prohibition on torture is recognised as customary law and is also recognised in the domestic law of most countries. However, torture continues. AIUK's Stop Torture Campaign formed part of a wider campaign by the global Amnesty movement to shine a spotlight on torture and provide impetus for preventative and investigative measures in a number of key target countries in order to benefit those who might be at risk of torture and to contribute to the availability of redress for those who have suffered. Broader thematic work was illustrated by campaigning on behalf of specific individuals. In addition to working on global target countries, AIUK also sought support for calls for an independent judge-led inquiry into allegations of UK complicity in torture, the release of Shaker Aamer from Guantanamo Bay and in support of improved EU controls over the trade in torture equipment.

In Mexico, a new Standardised National Protocol for the Investigation of Torture was approved in August. AIUK contributed more than 17,000 of 112,000 signatures on a global petition in support of the protocol. AIUK also advocated for this measure in diplomatic representations around the time of the Mexican President's visit to the UK, in March. We believe that this represents a clear strengthening of Mexico's process for investigating torture even though the protocol lacks a robust monitoring mechanism.

In Nigeria, the National Assembly passed a new Bill criminalizing torture in June 2015, whilst in the Philippines a Senate inquiry into allegations raised by Amnesty International was ongoing. There were also positive developments on key AIUK-supported individual cases in Mexico, Nigeria and the Philippines. There was less progress in the movement's campaign work on Uzbekistan.

There was also no further progress in AIUK's call for a judge-led inquiry into allegations of UK complicity in torture. However, Shaker Aamer was released from Guantanamo Bay in October 2015 and the Government became more supportive of measures to close loopholes in EU export controls for torture equipment.

This followed a high profile period of public awareness raising leading up to and linked to the DSEI arms fair, which saw more than half a million views of a short film produced by AIUK and more than 22,000 supporters contacting the Department for Business and Skills. In October, MEPs voted overwhelmingly in favour of closing these loopholes in EU law which control the trade in torture equipment.

b. My body, my rights

The global My Body, My Rights Campaign focussed on a range of sexual and reproductive issues in a number of countries. AIUK focussed on El Salvador, Ireland and Northern Ireland, jurisdictions where Amnesty International considers that women and girls are denied access to abortion in

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circumstances that fail to meet international standards. We also focussed on Burkina Faso where we called on the President to improve access to sexual and reproductive health services for women and girls.

In addition to supporting global campaigns through supporter actions and the production of campaign materials, Amnesty was also granted permission to formally intervene in a judicial review challenging abortion laws in Northern Ireland. We also supported an intervention by a young woman who had to travel to England for a termination, following a diagnosis of fatal foetal abnormality. The High Court agreed that the law was contrary to human rights law. The decision is currently subject to appeal.

c. Individuals at risk

Our hundreds of thousands of supporters worldwide mobilise behind two basic approaches. Urgent Action (UA) protects people in imminent danger of serious abuse. Long-term casework is aimed at lasting change in the situation of a person or community. In either case, Amnesty supporters send appeals to government officials by post, email and text message. In our Write for Rights campaign, messages of support are sent directly, if possible, to people whose rights are being violated.

Urgent Action: In 2015, the 10,000 supporters in our Urgent Action Network in the UK took action on a total of 629 cases. These included people in danger of torture and ill-treatment, those wrongly detained, needing medical treatment or legal advice. We had some significant successes included people being released from prison in Vietnam, Myanmar, Azerbaijan, Chad and Guantanamo Bay.

Long-term casework: Supporters in the UK took action on 96 long-term cases in 2015, opposing torture, unfair trials, arbitrary detention, forced psychiatric treatment, and the threatened destruction of indigenous communities. It sometimes takes years to achieve success. But the persistence of Amnesty supporters can and does bear fruit. We believe that individuals can make a real impact when they stand up for people whose human rights have been abused or denied.

Write for Rights: Our annual Write for Rights campaign, which runs in November and December, featured 12 carefully selected cases. Supporters send cards, letters and email messages of support to people whose rights have been abused, as well as appeals to authorities with the power to remedy such abuse. Globally, more than three million such actions took place in 2015 including 74,000 appeals and messages sent from the UK.

d. Save the Human Rights Act

The UK Government has stated its intention to repeal the Human Rights Act, potentially putting at risk key human rights protections for people under UK's jurisdiction.

AIUK has responded by encouraging supporters to sign a petition addressed to Justice Secretary, Michael Gove. More than 90,000 have done so. Throughout 2015, AIUK worked with a range of organisations, lawyers, representatives of faith groups and politicians of different persuasions to emphasise the benefits of Human Rights Act and the constitutional complexities that would be involved in its repeal.

AIUK also established a digital microsite highlighting how the Human Rights Act had benefitted "ordinary people", to help counteract sensationalist and sometimes misleading newspaper articles.

By the end of the year, no further steps had been taken by the Government to repeal and replace the Act, although these are expected to be forthcoming in 2016. Support for the Act has been expressed by the Labour Party, the Scottish National Party, the Liberal Democrats, and the Greens, as well as a number of Conservative MPs.

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e. Refugee and migrant rights

In April 2015, shipwrecks in the Mediterranean Sea led to the loss of thousands of lives, highlighting the importance and relevance of the “SOS Europe” campaign conducted by European sections of Amnesty International, including AIUK, since 2014. These April 2015 shipwrecks were only unusual because of the number of lives lost in a few incidents, making it far harder for political leaders to ignore the loss of life. AIUK and its partner sections sought to increase the visibility of the issue with a range of eye-catching photo-opportunities, in order to secure media coverage that supplemented advocacy work and supporter campaigning.

By mid-year, the campaign had succeeded in its initial aim of securing the reinstatement of search and rescue operations with increased resources and an enlarged operational area for Operation Triton (the EU naval patrol). The UK also committed assets (not incorporated into Triton). Prior to these measures being introduced, during the first four months of 2015, one person in sixteen died attempting to cross the Mediterranean. In the two months following the reinstatement of search and rescue, the figure fell to one in 427.

Whilst the substantial reduction in the death toll was welcome, people continued to die whilst attempting the crossing. This was tragically highlighted by press photographs of young Syrian boy who had drowned in the attempt to reach Turkey, highlighting the need for safe and legal routes for those fleeing conflict and persecution.

f. Human rights defenders

Throughout 2015, AIUK maintained a programme to address the threats to human rights defenders. This work included collaboration with the University of York and others in the production of scholarly work to highlight the range of challenges encountered by human rights defenders operating in highly complex environments. The findings were incorporated in a special edition of the Journal of Human Rights Practice and key contributors participated in a panel discussion on the margins of the UN Human Rights Council.

AIUK also provided financial support and expertise on human rights defenders and business and human rights in a joint project with Amnesty International India, focussing on the challenges encountered by human rights defenders operating in coal-mining areas of India. The project is working with activists to identify ways in which protection can be enhanced.

g. Country work

Whilst AIUK continued to work on a range of country situations, through staff activities and the contribution of volunteer Country Co-ordinators, we continued to prioritise the situation in Syria, where the conflict is generating the world’s worst humanitarian crisis since the Second World War.

Throughout 2015, AIUK supported a range of Syrian activists and groups to build their skills, capacity and networks, including the Syrian Network for Human Rights, to whom we provided advice on communications, policy and strategic planning.

AIUK continued to highlight the plight of individuals at risk in Syria and the detention of human rights defenders, answering a call from Syrian NGOs who have sought increased exposure of such cases by large organisations. We have also continued to highlight the gross abuse of human rights perpetrated by different sides in the conflict.

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h. Human rights education

By educating people of any age about human rights we both build their knowledge and understanding and give them the skills to stand up for their own rights and those of others, and pass on what they have learned.

At the heart of our education work are our volunteer school speakers. We have 119 active school speakers across the UK. In 2015 they delivered talks and workshops to more than 19,200 children and young people. We develop resources to support them in this work: for instance our latest picture book, *Dreams of Freedom*, to engage children in primary schools. The book combines the words of human rights heroes such as Nelson Mandela, the Dalai Lama, Anne Frank, Chief Standing Bear, Malala Yousafzai and Aung San Suu Kyi.

Our purpose is not only to ensure that young people understand human rights, but also to encourage them to take action. The Junior Urgent Action network, which empowers children aged 7 to 11 to show solidarity and demand action through creative approaches to letter writing, currently has more than 450 members.

More than 100 teachers received face-to-face training in 2015 as part of our teacher programme. This included participation in a one-year training course for teachers who then go on to train their colleagues to teach about human rights. Our half-termly e-newsletter for teacher, *TeachRights*, has more than 8,400 subscribers.

We have a wide range of free resources for use with children and young people. In 2015, there were 22,936 downloads of educational materials from the Amnesty website and 52,582 educational resources were ordered.

A highlight of the year is always the Amnesty Youth Awards. More than 1,300 children and young people entered human rights themed photographs, reports, song lyrics, performances, campaigns and fundraising projects. The finalists came to the Human Rights Action Centre for workshops and a moving awards ceremony hosted by DJ Nick Bright.

i. Business and human rights

Throughout 2015, AIUK continued to advocate for investigations and redress in cases where corporate activities had contributed in serious, negative human rights impacts. The programme also undertook analysis of the UK's National Contact Point, the results of which will be published in 2016. In Parliament, AIUK successfully worked with partners to ensure that the Government's Modern Slavery Act included measures to enhance supply chain transparency.

j. Military, security and policing

In addition to campaigning for the closure of loopholes in EU law relating to the export of equipment that can be used for torture, AIUK has also advocated for the re-establishment of Parliamentary scrutiny of arms exports to help ensure transparency and compliance with export controls. Towards the end of the year, AIUK commissioned legal analysis in response to increasing concerns that UK exports to Saudi Arabia risked breaching obligations arising from the Arms Trade Treaty, given the serious and credible allegations that Saudi Arabia's forces are breaching customary international law in their intervention in Yemen.

k. Advocacy work

The Advocacy and Programmes team seeks to inform and influence the human rights agenda of the UK Government and Parliament, by facilitating the provision of information and expert advice to

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officials and politicians, as well as through reasoned argument and the support of public campaigning. The team adds value to the work of Amnesty International by relating international issues to the political scene, by contributing towards the UK dimension of research and campaigns and by providing legal and subject-specific expertise in support of AIUK's campaigns and communications work.

I. Activities in Scotland and Northern Ireland

More than 3,500 people died in Northern Ireland's "Troubles" and some 40,000 were injured. In many cases, no one was prosecuted, with victims and families left to seek the truth and redress in some cases over the course of decades. Since 2013, AIUK has worked with victims and representative groups in support of comprehensive mechanisms to establish the truth about outstanding human rights violations and determine responsibility. During 2015, agreement on a new mechanism appeared to be close but political talks broke down. We continue to believe that agreement is achievable and our work on this issue will continue in 2016.

Our work in Northern Ireland includes the provision of support to different human rights and victims groups. This has included continued engagement with groups seeking the investigation of allegations of child abuse in institutions and campaigns for the legalisation of same-sex marriage in the jurisdiction.

In Scotland, our office has continued to lead a high profile presence at the Edinburgh festival, with volunteer teams drawing attention to individual cases on the streets and through the "Imprisoned Writers" series of events. The team continues to provide human rights information to the Scottish Government and Scottish Parliament, engaging in particular, on the devolved implications of potential Human Rights Act repeal, Scotland's international profile and the priorities and delivery of the Scottish National Action Plan on Human Rights.

m. Media

Our media team help spread Amnesty's message through all forms of media, old and new. In 2015, we significantly over-achieved our media targets. We have a target of achieving four 'splash' factors in a year. A 'splash factor' is an occasion when coverage for the same story, initiated by us, receives coverage in at least three of the following four criteria: a) at least three national newspapers; b) at least three regional papers; c) at least three online news outlets; and d) at least one TV and one radio piece. We achieved 20 splash factors in 2015. But our biggest achievement was on broadcast coverage. Amnesty has a tough target of 25 broadcast interviews each month or 300 a year. In 2015, we had 414 broadcast interviews – our highest ever annual total.

n. Recruiting and retaining Amnesty supporters

At the end of December 2015, regular givers to the UK Section stood at 121,045. In comparison at December 2014 we had 127,348 regular givers (of whom we retained 91%).

In 2015 we recruited 3,663 new members, exceeding the target of 3,199. In 2016 we plan to maintain the 91% retention rate and to recruit 3,440 new members. The forecasted number of regular givers at the end of 2016 is 116,430.

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4. Plans for future periods

We have just agreed a new strategic plan for the period 2016 to 2020. The key elements of this are shown in the table below together with our plans for the year 2016. These are our plans for both the UK Section and the Amnesty International UK Section Charitable Trust. The Trust will work on the elements of charitable activity within this plan. A detailed process is in place to identify and properly allocate those elements of the work which we consider charitable in nature.

Our Human Rights Priorities		What we will do in 2016
1	Protecting the rights of refugees <i>'... a new global campaign to ensure that people fleeing conflict, violence and persecution can receive the protection that they need'</i>	<ul style="list-style-type: none"> • We will work with the Amnesty International Secretariat to develop a new global campaign to launch in September 2016 building on our long-term programme of work in this area including the extensive work undertaken by Amnesty supporters across the UK.
2	Protecting the space for civil society <i>'... a new global campaign to protect freedom of expression, association and assembly and reverse the shrinking of civil society space'</i>	<ul style="list-style-type: none"> • We will work with the Amnesty International Secretariat to develop a new global campaign to launch in late 2016.
3	Ensuring that human rights are respected, protected and promoted in the UK <i>'...by 2020 politicians and the media do not undermine human rights protections in the UK or in their approach to foreign policy. '... ensure that the Human Rights Act is retained and people in the UK remain able to assert their rights in UK courts'</i>	<ul style="list-style-type: none"> • We will advocate for the retention of the Human Rights Act. • We will undertake research with the UK population to better understand attitudes to human rights and develop a communications strategy accordingly • We will develop the longer-term strategy for this work including a focus for the UK campaign and a continuing focus on UK government policy at home and overseas.
4	Responding to human rights crises <i>'Where there are significant human rights crises, we will help to prevent, stop, diminish or relieve human rights violations or abuses'</i>	<ul style="list-style-type: none"> • We will deliver timely and effective crisis responses including on Syria and Yemen.
5	Protecting individuals at risk <i>'...secure improvements in the lives of individuals and communities at risk... 'By 2020, we will have significantly increased the number of people campaigning for individuals at risk and we will increase the impact we have in this key area...'</i>	<ul style="list-style-type: none"> • We will distribute 300 urgent action notifications to our members and supporters. • We will further develop our policies and processes around working with Individuals at Risk.

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		<ul style="list-style-type: none"> We will run an effective Write For Rights campaign in the final quarter of 2016 increasing integration with the global campaign and increasing UK actions taken.
6	<p>Educating people about their human rights</p> <p><i>'... access to human rights education in order that everyone in the UK knows, values and can claim their rights.'</i></p>	<ul style="list-style-type: none"> We will increase the number of schools using our materials and the number of school education sessions delivered by our volunteers.
The Foundations of this Strategic Plan		
7	<p>Increasing the impact of the Amnesty movement in the UK</p> <p><i>'... the UK's most vibrant and effective activist network... new and innovative ways in which Amnesty members and supporters can use their skills, time and expertise for human rights.'</i></p>	<ul style="list-style-type: none"> We will increase the "intention to support" Amnesty We will improve the parliamentary coverage of local groups We will improve the depth and "health" of our active supporter base
8	<p>Growing our financial resources</p> <p><i>'By 2020, in order to fund more human rights work (domestically and internationally), we will have increased annual income by 38%, to £34 million, with at least 60% of our income (and 86% of our supporters) being from sustainable sources throughout the period.'</i></p>	<ul style="list-style-type: none"> We will grow fundraised income to £26m. We will invest £2.5m in supporter acquisition We will have a level of free reserves of £6.6m
9	<p>Connecting more people to human rights</p> <p><i>'By 2020, 2% of the UK population will be engaged in human rights through Amnesty International UK.'</i></p>	<ul style="list-style-type: none"> We will connect with 0.9% of the UK population We will recruit 253k new activist supporters and end the year with 360k activist supporters overall We will achieve a net gain in financial supporters of 0.6%
10	<p>Ensuring political analysis informs our work</p> <p><i>'... AIUK's work will be grounded in political analysis to ensure we maintain and exercise the ability to inform the UK's political systems and influence its decisions...'</i></p>	<ul style="list-style-type: none"> We will develop a political strategy for AIUK Section We will ensure that campaigns are informed by political analysis We will inform Government and Parliament of our observations, concerns and recommendations.
11	<p>Playing a full role in the international movement</p> <p><i>'... we will play a full role in the global Amnesty movement, contributing to global human rights'</i></p>	<ul style="list-style-type: none"> We will contribute £9.5m in grant support towards human rights change delivered by the

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	<i>impact, movement decisions and increased international financial resources.'</i>	<p>Amnesty International movement worldwide.</p> <ul style="list-style-type: none"> We will develop further our understanding of, and measurement of, how we contribute more widely to the international movement.
Building our Capacity		
12	<p>Enhancing our campaign and project management</p> <p><i>'... consistent approaches to the planning, approval, management and evaluation of our campaigns and projects...'</i></p>	<ul style="list-style-type: none"> We will ensure that our new approach to campaign management is deployed successfully. We will develop an approach to project management and implement it.
13	<p>Assessing our impact, evaluating and learning</p> <p><i>'... rigorous monitoring, evaluation and learning processes...'</i></p>	<ul style="list-style-type: none"> We will develop and roll out our impact, evaluation and learning approach to projects and campaigns We will ensure that all agreed recommendations for future improvement are fully implemented.
14	<p>Developing our people and culture</p> <p><i>'... develop the culture, skills and expertise that we need across AIUK to enable the delivery of this strategic plan...'</i></p>	<ul style="list-style-type: none"> We will develop a people and culture strategy. We will ensure that overall staff costs are well controlled to budget.
15	<p>Enhancing our governance</p> <p>'By 2020, AIUK's governing bodies will be operating at the highest level of Amnesty International's Core Standards...'</p> <p><i>'More people will be taking part in our democratic decisions.'</i></p> <p><i>'The UK Section and AIUK Charitable Trust will enjoy a close, clear but independent relationship...'</i></p>	<ul style="list-style-type: none"> We will improve member participation in the AIUK democratic process We will develop a strategy for governance development We will enhance AIUK's performance against core governance standards for the AIUK movement
16	<p>Deploying technology effectively</p> <p><i>'... technology will be at the heart of our change, impact and growth as never before...'</i></p> <p><i>'Our staff and volunteers will use technology naturally and will be skilled in its use...'</i></p>	<ul style="list-style-type: none"> We will develop a technology strategy
17	<p>Being innovative in what we do</p> <p><i>'By 2020, we will have embedded innovation techniques...'</i></p>	<ul style="list-style-type: none"> We will roll-out innovation workshops amongst teams at AIUK

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION
Strategic Report for the year ended 31 December 2015

5. Financial review

The Directors have voluntarily adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in 2015 in preparing the annual report and financial statements of the company as they consider this to be the most appropriate format for the organisations activities.

In applying the requirements of FRS102 and the Charities SORP, some changes in accounting treatment and consequent restatement of prior year figures have been required. Details of these restatements can be found in note 19 of the financial statements.

The accounts show a deficit for the year of £0.5m which is £2.3m below the surplus achieved in 2014 of £1.8m. Income was £1.4m below last year. Last year a grant was received from the Amnesty International UK Section Charitable Trust for £1.4m. This year no such grant was requested or received.

Expenditure has increased by £0.9m. This is due mainly to £0.7m planned greater expenditure on human rights campaigning activity.

Free reserves are £6.9m, which is above the newly-agreed target range of £2.75m to £3.75m. This is addressed further in section 7 below.

Charity fundraising from individuals was under unprecedented levels of scrutiny during 2015. We ended the year having exceeded our targets, which was a major achievement, even though overall financial supporter numbers were slightly under last year.

6. Risk and assurance

Risk management is an integral part of the governance of the company. We take care to understand and address key strategic risks in order to mitigate and manage their likelihood and impact. There are two levels to the risk and assurance process.

Firstly, our strategic risk approach is designed to identify the key risks which could prevent the UK Section from achieving its strategic objectives. It also identifies the assurance processes which we have in place to manage and mitigate these risks and any outstanding actions around these assurance processes.

Secondly, we have an operational risk framework which links into the strategic risk framework and identifies a greater number of potential risks at a lower level.

The Directors consider aspects of risk and assurance at each meeting and are supported in this by the work of the Finance Sub-Committee.

The major strategic risks for both UK Section and Trust, together with plans and strategies in managing these risks, are shown in the table below.

Risk	Plans and strategies to manage risks
Strategy and Impact – are we delivering the strategy and impact in order to meet our vision	<ul style="list-style-type: none"> • We have a clear strategy for the period 2016 to 2020. • We report quarterly against strategic objectives and are developing a suite of Key Performance Indicators. • We report our impact through the “Annual Review” and “Our achievements” publications.
Financial sustainability – are we delivering the	<ul style="list-style-type: none"> • We have a fundraising strategy which supports the overall strategy.

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION
Strategic Report for the year ended 31 December 2015

<p>strategy in a way that safeguards our financial sustainability</p>	<ul style="list-style-type: none"> • We have reviewed the reserves policy which is now linked to risks and will be reviewed annually. • A more sustainable international funding framework has been agreed during 2015. This significantly improves our long-term financial sustainability.
<p>Reputation – are we delivering the strategy in a way which safeguards our reputation</p>	<ul style="list-style-type: none"> • We have a suite of policies designed to manage this risk including: donor acceptance, corporate donations, procurement, investment, data protection and social media. • We have an established crisis communications group with significant experience of effectively managing response to reputational risk. • We have an established on-call media team. • We have a Content Approval Process (CAP) to approve content of mass communications
<p>Governance – do our governance arrangements support our strategic delivery whilst ensuring that they are fit-for-purpose</p>	<ul style="list-style-type: none"> • International movement core standards reporting ensures our compliance with movement core standards. • We have an on-going programme of work, of which some is complete (e.g. board member handbook, board self-assessment survey) to formalise operational and compliance aspects of both Section and Trust.
<p>Statutory and Regulatory Compliance – do we meet all compliance obligations relevant to the delivery of our strategy</p>	<ul style="list-style-type: none"> • We monitor and manage all compliance aspects relevant to the delivery of our strategy.
<p>People – are we acting as a responsible employer and are we exercising the right level of duty of care to the people who we work with and for</p>	<ul style="list-style-type: none"> • We work closely with staff and have a number of formal fora within which staffing issues are discussed. • The Individuals at Risk and Human Rights Defenders strategy addresses informed consent as part of the strategy. We discuss risks with human rights defenders and the consent status of each case is recorded and reviewed regularly.

Our risk management framework complies with recommended practice as outlined by the Charity Commission for England and Wales.

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION
Strategic Report for the year ended 31 December 2015

7. Reserves policy

As at 31 December 2015, unrestricted funds totalled £11.4m (2014: £11.9m). This comprises:

- £4.5m (2014: £4.8m) of designated funds, representing the net book value of fixed assets, which are not readily realisable and are hence excluded from free reserves.
- £6.9m (2014: £7.2m) of funds which represent free reserves.

A level of free reserves is necessary to ensure that the UK Section's activities can continue on a day-to-day basis, and in particular, can continue in the event of a major unforeseen reduction of income or increase in expenditure. These reserves provide a contingency to enable the Directors to take the necessary actions to bring income and expenditure into line.

The Directors have adopted a reserves policy which is in line with recommendations of the Charity Commission. This policy is reviewed annually.

The target range of free reserves is arrived at by considering the key strategic and operational risks facing the UK Section, as well as the strategic plans and current financial position.

Taking into account these factors, the Directors have determined that free reserves should be within the range of £2.75m to £3.75m, and this is reflected in the financial strategy.

At 31 December 2015, the level of free reserves was £6.9m. The UK Section plans to bring reserves in line with the policy gradually over a period of up to 5 years by increasing the spend on human rights campaigning activity in line with the strategy.

8. Investments

In making any financial investment, the company's policy requires consideration of:

- Minimisation of risk - No speculative investments shall be made.
- Liquidity - Invested funds shall be kept liquid to allow them to be called upon as necessary
- Reputational Risks - No investment shall be made if the Directors are aware that the investment vehicle may present a compromise (or a perception of one by its supporters) to the UK Section's commitment to human rights.

This report is now approved by the Board and signed on its behalf by

Sarah O'Grady, Chair

31 March 2016

Auditors Report to the members of Amnesty International United Kingdom Section

We have audited the financial statements of Amnesty International United Kingdom Section for the year ended 31 December 2015 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (including FRS 102 "the Financial Reporting Standard application in the United Kingdom and Republic of Ireland") (United Kingdom Generally Accepted Accounting Practice).

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

Respective responsibilities of trustees and auditors:

As explained more fully in the statement of director's responsibilities (set out on pages 2 and 3), the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under the Companies Act 2006 and report in accordance with regulations made under this Act.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the FRC's website at www.frc.org.uk/apb/scope/private.cfm

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group and parent company's affairs as at 31 December 2015 and of its surplus, 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 Companies Act 2006.

Opinion on other matters prescribed by the Companies Act 2006

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

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION
Auditors' report for the year ended 31 December 2015

Matters on which we are required to report by exception

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

- the company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; 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.

Andrew Stickland
1 April 2016

For and on behalf of BDO LLP, statutory auditor
Gatwick
United Kingdom

BDO LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION
Statement of financial activities (including income and expenditure account)
for the year ended 31 December 2015

	Note	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
		2015 £000's	2015 £000's	2015 £000's	2014 (Restated) £000's
Income from:					
Subscriptions, donations and grants	3	9,155	352	9,507	11,068
Publications and materials	5	254	-	254	260
Other trading activities	4	1,497	-	1,497	1,343
Investment and other income	6	74	-	74	68
Total income		10,980	352	11,332	12,739
Expenditure on:					
Raising funds	3	2,188	-	2,188	2,247
Other trading activities	4	1,314	-	1,314	1,126
		3,502	-	3,502	3,373
Pursuit of objectives					
Human rights campaigning	7	7,173	361	7,534	6,878
Investment in activist recruitment	7	775	-	775	704
Total expenditure in pursuit of objectives		7,948	361	8,309	7,582
Total expenditure		11,450	361	11,811	10,955
Net (expenditure)/income		(470)	(9)	(479)	1,784
Reconciliation of funds					
Total funds brought forward	15/16	11,917	17	11,934	10,150
Total funds carried forward	15/16	11,447	8	11,455	11,934

All amounts relate to continuing activities. There are no recognised gains or losses other than the (deficit)/surplus for the year. The notes on pages 21 to 33 form part of these financial statements. Analysis by fund of the 2014 comparatives is shown in the relevant notes to the financial statements (notes 3 and 7).

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION
Balance sheet at 31 December 2015
Company No: 1735872

	Note	2015 £000's	2014 £000's
Fixed assets			
Tangible fixed assets	11	4,534	4,763
Current assets			
Debtors	12	2,338	886
Stock		36	39
Cash at bank and in hand		5,402	6,770
		7,776	7,695
Creditors: amounts falling due within one year	13	(855)	(524)
Net current assets		6,921	7,171
Total net assets		11,455	11,934
Funds			
Restricted	14	8	17
Unrestricted			
Undesignated	15	6,913	7,154
Designated	15	4,534	4,763
Total funds		11,455	11,934

Approved by the Board and signed on its behalf by:

Meredith Coombs, Treasurer

31 March 2016

The notes on pages 21 to 33 form part of these financial statements.

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION
Cash flow statement for the year ended 31 December 2015

	Note	2015 £000's	2015 £000's	2014 £000's	2014 £000's
Cash flows from operating activities:					
Net cash (used in)/provided by operating activities	16		(1,331)		2,290
Cash flows from investing activities					
Interest received	6	29		23	
Payments to acquire tangible fixed assets	11	(66)		(10)	
Net cash (used in)/ provided by investing activities					
			(37)		13
Change in cash and cash equivalents in the reporting period	16		(1,368)		2,303
Cash and cash equivalents at the beginning of the reporting period	16		6,770		4,467
Cash and cash equivalents at the end of the reporting period	16		5,402		6,770

The notes on pages 21 to 33 form part of these financial statements.

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION

Notes forming part of the financial statements for the year ended 31 December 2015

1 Aims and organisation

Amnesty International United Kingdom Section exists to further the aims of the international Amnesty movement as contained in the Mission and Vision of Amnesty International and in the decisions made by the International Council Meetings. A large number of individuals and groups in the UK are members of, or are affiliated to, the UK Section. These accounts only reflect cash received by the UK Section from the individual groups, and do not reflect their activities, since the company is not responsible for their finances.

2 Accounting Policies

Basis of accounting

The financial statements have been prepared under the historical cost convention. The report and financial statements have been prepared in accordance with the Statement of Recommended Practice, "Accounting and Reporting for Charities", published in 2015 (the 'Charities SORP'), the Companies Act 2006 and applicable accounting standards. In applying the requirements of Financial Reporting Standard (FRS) 102 and the Charities SORP, some changes in accounting policies and restatement of prior year figures have been required. Details of the changes are set out in note 19.

Income and expenditure

- Income from royalties, events and interest receivable is accounted for on an accruals basis. Grant income is recognised when any conditions for receipt have been met, or when received if no such conditions apply
- Income from all other activities including subscriptions and other contributions from members and turnover generated by the UK Section's shops is accounted for when received
- Expenditure is charged to the statement of financial activities on an accruals basis. Where expenditure relates to more than one classification within the statement of financial activities, it is attributed on the basis of staff time spent on the relevant activity
- Grants awarded by the organisation are recognised as expenditure when confirmation of an award is made to the receiving organisation
- Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the lease duration
- Irrecoverable VAT is charged to the relevant expenditure account when it is incurred.

Fixed assets

Fixed assets are recorded at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of fixed assets on a straight-line basis over their estimated useful lives as follows:

Leasehold buildings	2% per annum	Plant and machinery	5% per annum
Computer infrastructure	20% per annum	Computer equipment	33% per annum
Office equipment	20% per annum	Office furniture	10% per annum
Leasehold improvements	10% - 20% per annum		

Stock

Stock held is stated at the lower of cost and net realisable value and excludes donated goods for resale.

Holiday pay

All employees of Trust and UK Section are contractually entitled to annual leave in-line with relevant legislation and organisational policies. The total untaken staff holiday entitlement at the financial year end is reviewed and a total financial cost is arrived at. This potential liability is accounted for within the financial accounting period in which the entitlement to annual leave had arisen.

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION
Notes forming part of the financial statements for the year ended 31 December 2015

2 Accounting Policies - continued

Pensions

Amnesty International United Kingdom Section contributes to two pension schemes:

- A multi-employer scheme with The Pensions Trust. This is accounted for as a defined contribution scheme
- A defined contribution scheme with Scottish Widows.

Contributions are charged to the income and expenditure account in the year to which they relate. The pension schemes are independently administered and the assets of the schemes are held separately from Amnesty International United Kingdom Section

Reserves

Reserves are distinguished between restricted and unrestricted reserves. Income, expenditure, assets and liabilities for each classification of reserve are accounted for separately.

3 Subscriptions, donations and grants

	Unrestricted	Restricted	Total	Total 2014 (Restated)
	2015	2015	2015	(Restated)
	£000s	£000s	£000s	£000s
Subscriptions and donations from supporters and members (see note 3.1)	9,155	36	9,191	9,482
Grants received (see note 3.1)	-	316	316	1,586
	9,155	352	9,507	11,068
Expenditure on raising funds				
Supporter recruitment	1,162	-	1,162	1,057
Supporter care	570	-	570	570
General fundraising	456	-	456	620
	2,188	-	2,188	2,247
Net fundraised income generated	6,967	352	7,319	8,821

Investment in recruiting new supporters not only contributes to investing in future income streams but is also an investment to increase the number of human rights activists campaigning as part of the Amnesty International Movement thereby giving a direct boost to our campaigning effectiveness.

Included within the expenditure in raising funds is £473k (2014 Restated: £416k) of apportioned support costs, as described in note 8.

Grants received in 2014 included £181k of restricted income. All other 2014 comparative income and expenditure in this note was unrestricted.

3.1 Analysis of grants and restricted funds received

£000s

Restricted donations from supporters and members

Save the Human Rights Act	Crowd Funding	28
Direct Funding for Other Amnesty Sections	Donation from an individual	8
		36

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION

Notes forming part of the financial statements for the year ended 31 December 2015

3.1 Analysis of grants and restricted funds received - continued

Restricted grants received from Amnesty International UK Section Charitable Trust

Human Rights Defenders	Network for Social Change	11
	Circle of Conscience	5
Human Rights Education	City of London Trust	38
	Peoples Postcode Lottery	111
	Donation from an individual	20
Individuals at Risk	Donation from an individual	30
	Circle of Conscience	4
Middle East & North Africa	Donation from individuals	16
My Body, My Rights	N Smith Charitable Settlement	1
North Korea	Donation from an individual	10
	Pyramid Builders	2
Refugee Researcher	Rathbone Investment Management	3
Still Human Still Here	Comic Relief	48
Stop Torture	Donation from an individual	10
	Splitmoon Trust	3
Women's Human Rights	Circle of Conscience	4
		<u>316</u>
Total grants and restricted funds received		<u><u>352</u></u>

4 Other trading activities

	Net funds			Net funds		
	Income	Expenditure	generated	Income	Expenditure	generated
	2015	2015	2015	2014	2014	2014
	£000s	£000s	£000s	£000s	(Restated) £000s	(Restated) £000s
Shops	612	659	(47)	609	645	(36)
Sales	126	92	34	133	82	51
Conferencing	196	216	(20)	175	49	126
Corporate Relationships	81	-	81	48	-	48
Royalties	48	4	44	80	39	41
Community fundraising	285	147	138	283	99	184
Events	17	173	(156)	15	212	(197)
Appeals	132	23	109	-	-	-
	<u>1,497</u>	<u>1,314</u>	<u>183</u>	<u>1,343</u>	<u>1,126</u>	<u>217</u>

Included in the costs of other trading activities is £383k (2014 Restated: £394k) of apportioned support costs (see note 8). Many events are carried out primarily to raise public awareness of the UK Section and its activities, with income generation often being a by-product. We are aware that these events make a significant contribution to the furtherance of our fundraising programmes and bring lasting financial benefits.

5 Publications and materials

	2015	2014
	£000s	£000s
Income from human rights publications and campaigning materials	<u>254</u>	<u>260</u>

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION

Notes forming part of the financial statements for the year ended 31 December 2015

6 Investment and other income	2015	2014
	£000s	£000s
Investment income - Interest receivable	29	23
Other income - Rental income	45	45
Investment and other income	74	68

7 Expenditure in pursuit of objectives

	2015	2015	2015	2014
	Unrestricted	Restricted	Total	(Restated)
	£000s	£000s	£000s	Total
				£000s
Human rights campaigning				
Production and distribution of human rights publications and campaigning materials	1,412	-	1,412	1,280
Media	824	-	824	699
Individuals at risk	603	51	654	634
Human rights education	317	168	485	514
Policy	525	-	525	444
Amnesty in the community	380	-	380	427
Nations and regions	397	-	397	400
Refugees & asylum	234	68	302	284
Women's Human Rights	102	-	102	283
Grants to AI Sections	351	-	351	269
Youth activism	200	-	200	159
Country campaigning	120	28	148	150
Corporate & social responsibility	115	-	115	112
Security & human rights	102	-	102	97
Death penalty	-	-	-	1
Human Rights Act	92	28	120	-
Stop Torture	122	13	135	-
My Body, My Rights	125	5	130	-
Campaigns and activism support	1,152	-	1,152	1,125
Total human rights campaigning	7,173	361	7,534	6,878
Activist recruitment				
Direct costs of activist recruitment	621	-	621	595
Support costs apportioned (see note 8)	154	-	154	109
Total investment in activist recruitment	775	-	775	704
Total expenditure in pursuit of objectives	7,948	361	8,309	7,582

Included in human rights campaigning is £2,461k (2014 Restated: £2,493k) of apportioned support costs. See note 8

2014 expenditure on human rights campaigning included a total of £218k of restricted expenditure. This was expended on the following activities: individuals at risk - £1k; human rights education - £50k; nations and regions - £17k; refugees and asylum - £84k; country campaigning - £53k; and security and human rights £13k. All other 2014 comparative expenditure in this note was unrestricted.

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION
Notes forming part of the financial statements for the year ended 31 December 2015

8 Support costs	2015	2014
	£000s	(Restated)
		£000s
Staff costs	1,117	961
Staff and volunteer training and welfare	253	285
Premises costs	854	958
Recoverable VAT	(19)	(34)
Depreciation	297	340
Audit fees	25	24
Non-audit fees	6	4
Other support costs	696	673
Governance	242	202
Total support costs	3,471	3,413

	2015	2014
	£000s	(Restated)
		£000s
Apportionment of support costs		
Raising Funds	473	416
Other Trading Activities	383	394
Human rights campaigning	2,461	2,494
Investment in activist recruitment	154	109
Total support costs apportioned	3,471	3,413

Staff costs cover employees in finance, information technology, human resources and facilities management. Included within support costs are operating lease costs of £430k (2014: £435k) and external audit fees of £25k (2014: £24k). BDO LLP (our auditors) were also paid £6k (2014: £4k) in non-audit fees for taxation and assurance services.

Support costs are apportioned across the company's activities, based on relative amount of staff time spent.

Governance costs

None of the Directors received remuneration during the year. The total of expenses reimbursed to Directors was £14,381 (2014: £10,662). There were 14 (2014: 14) directors who received reimbursement during the year.

All expenses related to travel, accommodation and subsistence costs incurred in relation to training, attendance at Board meetings, other governance meetings and Amnesty events.

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION

Notes forming part of the financial statements for the year ended 31 December 2015

9 Staff costs

Staff are employed on joint contracts of employment between Amnesty International United Kingdom Section and Amnesty International UK Section Charitable Trust. The amount charged to each entity varies according to the requirements of the role.

All of the disclosures below relate to those costs apportioned to Amnesty International United

	2015	2014
	£000s	£000s
Wages and salaries	4,999	4,779
Social security costs	539	519
Pension costs	352	325
Redundancy costs	-	68
	5,890	5,691

During the year a £5k ex-gratia payment on termination of employment was made to a member of staff.

The UK Section contributes to a defined contribution pension schemes as noted in note 2.

The number and cost of full-time equivalent staff engaged in the company's activities was as

	Full-time	Cost
	equivalents	£000s
Cost of generating voluntary income	19	861
Activities for generating funds	12	443
Human rights campaigning	76	3,685
Support	19	901
Total	126	5,890

There were 204 staff employed including part-time and job-share posts. This number also includes those who joined and left during the year. Overall, this is the equivalent of 126 full-time posts. The average number of employees for 2015 was 173 (2014: 164).

	2015	2014
Ongoing salaries	Total	Total
£ 000s	numbers	numbers
0 - 60	201	196
60 - 70	2	2
80 - 90	1	1
	204	199

As noted above, the emoluments in the table above represent the amounts charged to Amnesty International United Kingdom Section, not the total annual emoluments for the relevant staff, which are split across both entities. The table above provides analysis of salary costs only.

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION

Notes forming part of the financial statements for the year ended 31 December 2015

9 Staff costs (continued)

Redundancies	2015	2014
£ 000s	Total numbers	Total numbers
0 - 60	-	2
	<u>-</u>	<u>2</u>

Senior Pay

Emoluments for all permanent Senior Management Team members employed by the UK Section and Trust for the year ending 31 December 2015 are shown below. These figures show the total salary of which 83% in total is apportioned to Amnesty International United Kingdom Section:

Senior Management Team	Full Time Annual Salary
	£
Director	99,052
Director of Supporter Campaigning and Communications	69,210
Director of Fundraising	69,015
Director of Chief Executive's Office	69,210

Emoluments exclude employer pension contributions. Interim appointments are also excluded.

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION

Notes forming part of the financial statements for the year ended 31 December 2015

10 Taxation

	2015	2014
	£000s	£000s
Taxation on profit on ordinary activities		
Total current tax	-	-
Deferred tax		
Movement in deferred tax provision	-	-
Taxation on profit on ordinary activities	<u>-</u>	<u>-</u>
Reconciliation		
	2015	2014
	£000s	£000s
(Loss) / profit on ordinary activities before tax	<u>(479)</u>	<u>1,784</u>
Profit/(loss) on ordinary activities at the standard rate of corporation tax in the UK of 20.25% (prior year 21.49%)	(97)	383
Effects of:		
Net non-taxable income	102	(365)
Deferred tax not recognised	(5)	(18)
Excess of depreciation over capital allowances	-	-
Total tax charge	<u>-</u>	<u>-</u>
Provision for deferred tax - treated as unprovided	£000s	£000s
Deferred tax at 20%		
Balance at 1 January 2015	(100)	(117)
Movement	14	17
Balance at 31 December 2015	<u>(86)</u>	<u>(100)</u>
The year end unprovided deferred tax asset comprises	£000s	£000s
Accelerated capital allowances	213	236
Losses available to carry forward	(298)	(335)
Other timing differences	(1)	(1)
	<u>(86)</u>	<u>(100)</u>

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION
Notes forming part of the financial statements for the year ended 31 December 2015

11 Tangible fixed assets

	Leasehold land and buildings	Plant & machinery	Computer equipment/ infrastructure	Office equipment	Leasehold improve	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Cost						
At 1 January 2015	4,637	1,691	891	830	20	8,069
Fixed asset reclassification	-	-	10	(10)	-	-
Additions	-	-	27	39	-	66
Asset write-off	-	-	(125)	-	-	(125)
At 31 December 2015	4,637	1,691	803	859	20	8,010
Depreciation						
At 1 January 2015	922	838	803	724	19	3,306
Charge for the year	90	83	34	44	-	251
Asset write-off	-	-	(81)	-	-	(81)
At 31 December 2015	1,012	921	756	768	19	3,476
Net book value						
at 31 December 2015	3,625	770	47	91	1	4,534
at 31 December 2014	3,715	853	88	106	1	4,763

12 Debtors

	2015 £000s	2014 (Restated) £000s
Amounts owed by related entities	1,617	62
Trade debtors	87	115
Other debtors, prepayments and accrued income	496	595
Value Added Tax recoverable	138	114
	2,338	886

All amounts are due within 12 months.

13 Creditors - amounts falling due within one year

	2015 £000s	2014 £000s
Trade creditors	374	154
Accruals and deferred income	432	323
Payroll taxes and other creditors	49	47
	855	524

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION
Notes forming part of the financial statements for the year ended 31 December 2015

14 Restricted Funds

	Total £000s
At 1 January 2015	17
Income (see note 3.1)	352
Expenditure (see note 7)	(361)
	8
At 31 December 2015	8
Represented by:	
AI Israel	8
	8
Cash at bank	8

15 Unrestricted Funds

	Fixed Asset reserve £000s	Total Undesignated funds £000s	Total Unrestricted funds £000s
At 1 January 2015	4,763	7,154	11,917
Utilised during year	-	(470)	(470)
Movement between funds	(229)	229	-
	4,534	6,913	11,447
At 31 December 2015	4,534	6,913	11,447
Represented by			
Tangible fixed assets	4,534	-	4,534
Cash at bank and in hand	-	5,394	5,394
Other net current assets	-	1,519	1,519
	4,534	6,913	11,447
	4,534	6,913	11,447

Fixed asset reserve

The fixed asset reserve comprises funds invested in tangible fixed assets to enable the company to carry out its work effectively. Such funds are not available for other use.

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION
Notes forming part of the financial statements for the year ended 31 December 2015

16 Notes to the cash flow statement

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

	2015	2014
	£000s	£000s
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	(479)	1,784
Adjustments for:		
Depreciation charges	251	340
Asset write-off	44	-
Interest received	(29)	(23)
Increase in stock	3	-
(Increase)/decrease in debtors	(1,452)	469
Decrease/(increase) in creditors	331	(280)
Net cash (used in)/provided by operating activities	(1,331)	2,290

Analysis of cash and cash equivalents

	1 Jan	Cash	31 Dec
	2015	flows	2015
	£000s	£000s	£000s
Cash in hand and at bank	<u>6,770</u>	<u>(1,368)</u>	<u>5,402</u>

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION

Notes forming part of the financial statements for the year ended 31 December 2015

17 Related party transactions

Amnesty International UK Section Charitable Trust and Amnesty International United Kingdom Section are considered to be related entities due to alignment of their objectives and close collaborative and operational working.

Amnesty International European Institution Office is considered to be a related entity due to the close relationships and influence that coexist within the Amnesty movement.

Related entity balances

	31 Dec 2015 £000s	31 Dec 2014 £000s
Due from the Trust	1,617	62

Related entity transactions

During the year the following transactions took place between the related entities:

	2015 £000s	2014 £000s
Restricted grants from the Trust	316	181
General grants from the Trust to support campaigning costs	-	1,405
Charges made by the Trust for Human Rights Action Centre occupancy	(245)	(245)
Charges made to the Trust under the terms of a licence to use the Human Rights Action Centre	45	45
Charges made to the Trust for the Amnesty magazine	95	91
Charges made to the Trust for campaigning work in support of the Human Rights Act.	40	-
Contribution made to Amnesty International European Institutions office	(351)	(269)
Donation of trading profits under a Deed of Covenant to Trust	(100)	(100)

18 Commitments under operating leases

	2015 £000s	2014 £000s
Minimum lease payments due		
No later than one year	453	436
Between 1 and 5 years	1,517	1,605
More than 5 years	4,635	4,878
	6,605	6,919
Analysed between:		
Hire of office equipment	154	200
Other operating leases:		
Human Rights Action Centre	6,105	6,348
Shops	265	236
Offices (Belfast and Edinburgh)	81	135
	6,605	6,919

AMNESTY INTERNATIONAL UNITED KINGDOM SECTION
Notes forming part of the financial statements for the year ended 31 December 2015

19 Explanation of transition to FRS102 and the Charities SORP

The financial statements for the year ended 31 December 2015 are the first financial statements of Amnesty International United Kingdom Section that comply with FRS102 and the new Charities SORP.

In applying the requirements of FRS 102 and the Charities SORP, a change in the accounting treatment of governance costs and consequent restatement of prior year figures is required.

The following notes to the financial statements describe the differences between reserves and income and expenditure presented previously, and the amounts as restated to comply with the accounting policies selected in accordance with FRS 102 and the new Charities SORP for the reporting period ended at 31 December 2014 (ie comparative information), as well as reserves presented in the opening balance sheet (ie at 1 January 2014). It also describes all the required changes in accounting policies made on first-time adoption of FRS 102.

There are no changes to reserves as a result of the transition to FRS102 and Charities SORP. Therefore no reconciliation of the prior year balance sheet is shown.

Reconciliation of Statement of Financial Activities for the year ended 31 December 2014

SoFA heading as previously stated	SoFA heading as restated	Note	As previously stated £000s	Effect of transition £000s	As restated £000s
Voluntary income	Subscriptions, Donations and Grants		11,068	-	11,068
Activities for generating funds	Other trading activities		1,343	-	1,343
Income from pursuit of objectives	Publications and Materials		260	-	260
Investment and other income	Investments		68	-	68
Total incoming resources	Total income		12,739	-	12,739
Cost of generating funds	Expenditure on raising	19a	3,318	55	3,373
Expenditure in pursuit of objectives	Expenditure in pursuit of objectives	19a	7,402	180	7,582
Governance costs		19a	235	(235)	-
Total incoming resources	Total income		10,955	-	10,955
Net incoming resources	Net income		1,784	-	1,784

19a Reallocation of governance costs

As required by the charities SORP, governance costs are now no longer required to be disclosed on the face of the Statement of Financial Activities. They are now included as a support cost and reallocated to relevant other headings as shown in note 8.

Governance costs as disclosed in 2014 were £235k. This amount comprised £202k of governance costs and £33k of allocated support costs. The amount shown in note 8 for governance costs for the year ended 31 December 2014 is therefore £202k. A full reallocation of support costs has been undertaken and the restated amounts are shown in note 8.