

27 May 2020

Dear Independent Review Panel members,

RE: RESPONSE TO FEEDBACK ON AMNESTY INTERNATIONAL'S INTERIM REPORT

Thank you for your constructive and insightful feedback to Amnesty International's interim report. We are glad that the panel has found no major areas of weakness but, as always, we remain committed to improving our standards to become more accountable to those we serve.

We are fully aware of the journey we are on, as an organisation, towards becoming a kinder, more trusting organisation and one that can nurture the wellbeing of its staff and volunteers worldwide. All of this, while facing unprecedented human rights challenges, and ongoing financial challenges in the face of the Covid-19 pandemic. The departure of our Secretary General, Kumi Naidoo, for health reasons, is a sombre reminder that health and well-being of our staff is something which must be at the forefront of our leadership priorities and one which the ongoing search for a new permanent Secretary General will be focusing on.

As part of this journey, we would like to share some updates and more information on the Employment Experience Programme (EEP) – providing a comprehensive and systematic approach to supporting employee wellbeing & performance for employees of Amnesty's International Secretariat (AIS) – as it has hit some important milestones since the beginning of 2020.

With the approval of the EEP Strategy by the Coalition Leadership Team (CLT) and the EEP Board in February 2020, an employee survey was launched in April 2020 to baseline current levels of wellbeing and performance. Initial results from the survey show a significant improvement in the transparency of decision making within AIS, a perceived increase in psychosocial support offered to employees and an improvement in AIS's onboarding of new recruits since 2016 when the last survey was conducted. However, due to the disruption experienced in AIS over the past 18 months in respect of health, wellbeing, finances, and now Covid-19, employees feel AIS is a less stable place to work, with a loss of sense of purpose and strategic direction.

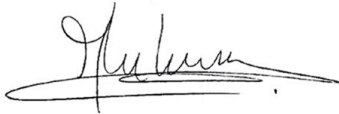
With regards to our strategic direction, as outlined in the interim report, since early 2019 we've been engaging in a wide consultation process with our staff, volunteers, partners and supporters to develop Amnesty's eight-year global strategy. In early 2020, a draft strategy was shared to further consult with key stakeholders, however in light of Covid-19, our International Board has decided to postpone the adoption of the new strategy to allow for further analysis to be carried out to understand the short and long-term impacts of the pandemic. In the meantime, an interim transition framework will be guiding our work to provide focus and direction in these challenging times - until the adoption of a new long-term strategy in 2021.

Furthermore, included in the EEP strategy is the improvement of the People Management approach across the IS which incorporates development of the People & Organisational Development (P&OD) function and the increased capability of all managers and leaders in engaging and developing their teams. A strategy to improve the P&OD function was approved by the CLT in April 2020 which will be rolled out during 2020. Part of the People Management strategy is for each Regional Office and Programme within AIS to develop a People Plan that will outline how people capability is linked to AIS's performance. So far, to support building people capability, AIS has developed a leadership and management development framework and launched webinars during Q1 2020 which have been attended by over 50% of

managers. The EEP has also adapted to the demands of Covid-19 running webinars that offer additional psychosocial support on topics such as resilience and adapting to home working. With regards to our 70 national sections, a survey has been conducted mapping out the impacts of Covid-19 on our operations and the health and wellbeing of our staff across the world. Results are currently being analysed.

We look forward to continuing our engagement with Accountable Now and the Independent Panel, especially as Amnesty's next full report is due at the end of 2020 following the new reporting guidelines. While the report is meant to cover the years 2018 and 2019, we are committed to share our progress on organisational culture and staff wellbeing over the course of 2020.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Julie Verhaar', with a long horizontal flourish extending to the right.

Julie Verhaar
Acting Secretary General