



Plan International
Global Hub
Dukes Court Block A
Dukes Street
Woking, Surrey
GU21 5BH

www.plan-international.org

Accountable Now
c/o MACHWERK in der Alten Münze
Am Krögel 2
10179 Berlin
Germany

28 September 2021

Dear Members of the Independent Review Panel,

Response to Feedback from the Independent Review Panel (Review round July 2021)

Thank you for your comprehensive feedback on our 2019-2020 report. We appreciate your thorough analysis of both our strengths, areas for further improvement and noted improvements from the last report. We are pleased to see your positive assessment of our efforts, in particular in the area of lessons learnt, board oversight of adherence to policies; and, internal complaints mechanisms.

I appreciate the panel's positive feedback on the level of detail provided in the answers, and the substantial improvement from the previous reporting cycle. We particularly note the need to include in future reports evidence and examples to illustrate how policies have been implemented, demonstrating accountability.

We look forward to our continued collaboration with Accountable Now towards our shared goal: accountability to those we serve.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Raj Nooyi'.

Raj Nooyi

Chief Executive Officer