



# AMNESTY INTERNATIONAL ACCOUNTABLE NOW

2021 INTERIM REPORT



AMNESTY  
INTERNATIONAL



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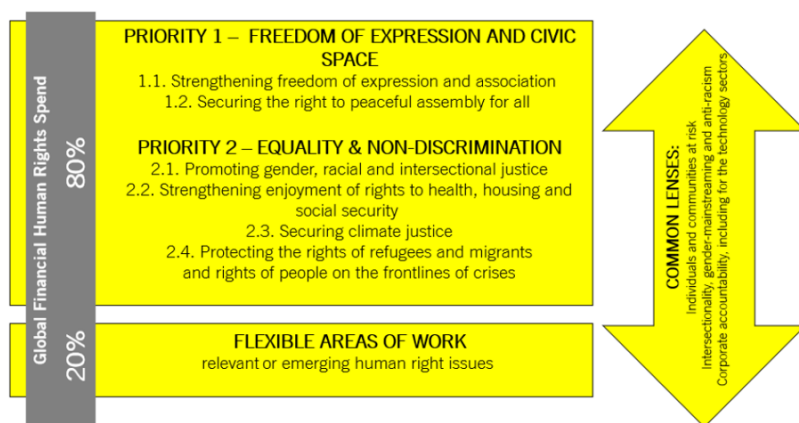
## Glossary

- CLT = Coalition Leadership Team
- GSF = Global Strategic Framework
- GSIP = Global Strategy & Impact Programme
- HRD = Human Rights Defender
- IB = International Board
- IS = International Secretariat
- NE = National Entity
- REDIG = Racial, Equity, Diversity & Inclusion Group

# INTRODUCTION

2021 has been another tumultuous year around the world since. We have seen COVID-19 continue to amplify structural inequalities and injustices, not just for 2021 or 2022, but for the whole decade ahead. In the midst of the pandemic, we have seen new conflicts emerging; existing conflicts deepening. Afghanistan, Burkina Faso, Ethiopia, Myanmar, Israel/Palestine, Libya, Yemen, to name a few. These conflicts caused human suffering and violations of international human rights law on a vast scale. In 2021, people around the world continued to be vulnerable to climate change. Meanwhile, governments failed to agree on meaningful measures to prevent catastrophic climate warming. The list continues: policies that led to the suffering and loss of lives of refugees and migrants; gender-based violence; attacks to freedom of speech and assembly; the reduction of civic space that limits human rights work. Nonetheless, there is hope. We saw people all around the world raising to protest in vast numbers, pursuing justice for human rights violations and war crimes. 2021 was the year of the Pegasus project. Global solidarity is key in this picture. We see accountability as an important instrument to build solidarity and trust across borders, to achieve human rights change.

We are very proud that our [2020 Accountable Now Report](#) included responses to the [12 Accountability Commitments](#) set out by Accountable Now and received positive [feedback](#) from the independent review panel. We took up the panel’s suggestion to focus this 2021 interim report on three specific areas: stakeholders, pay scales, and staff development. We believe that transparency and accountability are key to deliver on our human rights goals.



One important internal achievement in 2021 was the unanimous approval of our 2022-30 Global Strategic Framework (GSF) Its development involved an extensive listening exercise that started in 2019. We listened to both internal and external stakeholders at a time in which we were also adapting to the pandemic. Transparency and accountability are part of the shared values that underpin our Global Strategic Framework. In 2021, we have also embarked on

operationalizing our Global Strategic Framework across the movement.

A high risk for delivering the new strategy is the shrinking civic space for organisations like Amnesty International to operate in. After the closure of our office in [India](#) in 2020, we unfortunately had to close our office in [Hong Kong](#), due to the National Security Law. Despite this trend, we will continue to stand up for justice and we will fight for the respect of human rights.

I would also like to mention Amnesty International’s work to become an anti-racist organization. We do recognise that racism is a pervasive problem. It is deeply rooted in power structures, cultures, and institutions – including our own. We have recognised that we have much work to do. Indeed, we have allocated resources and energy to address our shortcomings. Addressing engrained racism in Amnesty remains a key priority and as Secretary General. I am fully committed to continue to root out racism, sexism, and other forms of discrimination in the organisation. This document provides a snapshot of our approaches.

Reporting for Accountable Now is a moment for reflection for us. It remains an important process to ensure that we are indeed adhering to the highest standards of accountability; listening to voices both in and outside of the Amnesty International movement.

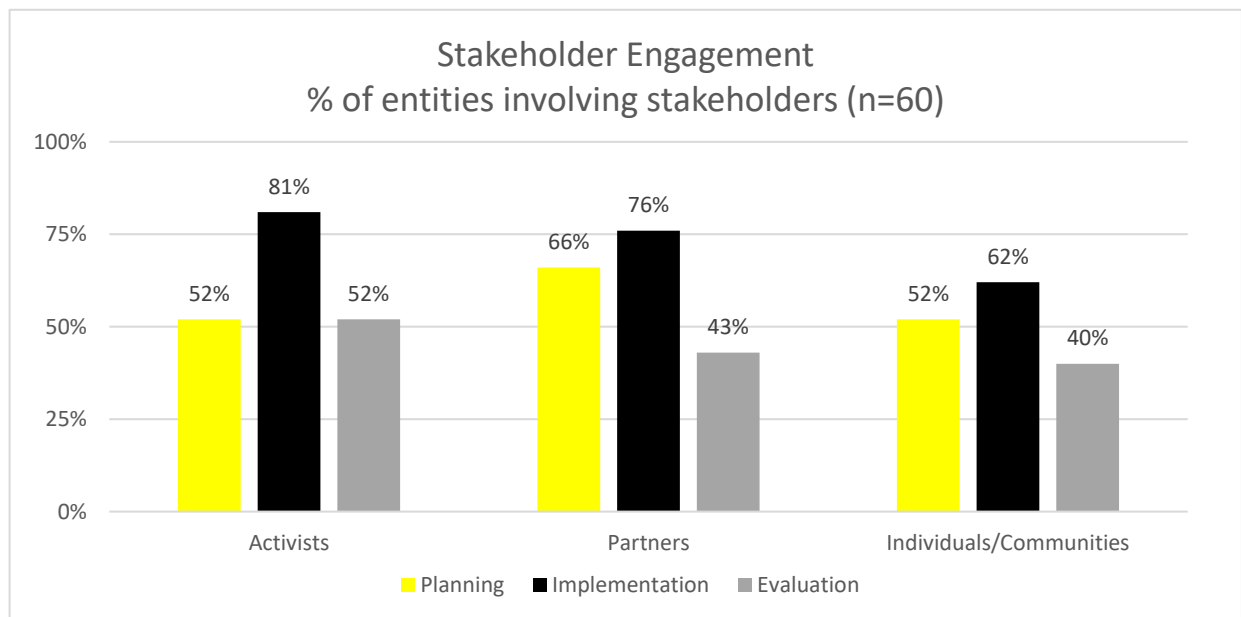
Agnès Callamard  
*Secretary General of Amnesty International*

## AREAS TO FOCUS ON AS IDENTIFIED BY THE 2020 REPORT REVIEW PANEL

### FEEDBACK FROM STAKEHOLDERS

As mentioned in our [2020 Report Response Letter](#), we are addressing the main likes/dislikes from stakeholders (E3) as part of our new 2022-30 GSF. Enhancing our work with partners and other people-powered movements is central to our work. Thus we will actively monitor the way we involve and engage our stakeholders. We will do this through our updated internal project management platform. As per Accountable Now's suggestion, from 2022 we will be able to provide concrete reflections on our engagement with stakeholders.

That said, in 2021 we asked Amnesty International National Entities to share information about the extent to which they involved activists, individuals and communities, and partners in the project cycle. Similar to 2020, entities reported that primary engagement activities occurred when implementing and planning their work (see graph below). Evaluation is the area where there is still room for improvement as this has decreased slightly since 2020 - mainly due to the effects of the pandemic.



Despite COVID-19, in 2021 there were still numerous efforts to collect feedback from various stakeholders from across the movement we would like to share:

- Amnesty Australia provided a formal platform for feedback from people with lived experience as part of their collaborative planning;
- Amnesty Belgium Flemish and Amnesty Netherlands developed their respective campaigns against sexual violence with various feedback components from workshops, 1-1 meetings, to broader consultations to adjust and enhance their work;
- Amnesty Peru utilized human rights education (HRE) as a means to interact directly with victims of human rights violations;
- Amnesty Kenya collected feedback from individuals and communities in relation to the impact achieved and the learnings on what can be improved;
- Amnesty Indonesia collected feedback through intermediary stakeholders such as international partners and churches due to communication limitations in parts of the country (for example in Papua);
- Amnesty South Africa used multiple channels to collect feedback from a diverse range of stakeholders including focus groups, surveys, social media direct messages, community radio, and individuals collecting feedback in communities.

## PAY SCALE, GENDER PAY GAP AND TOP SALARIES

Amnesty International is committed to create an anti-racist, inclusive and diverse culture. We focus on attracting, recruiting, and developing a high performing workforce, where all employees feel fully empowered to fulfil their career aspirations, irrespective of their gender, race or ethnicity, nationality, sexual identity, and orientation, age, religious beliefs, and ability.

Our Equal Opportunities and Diversity Policy states: “We have a commitment to a pay system that is transparent and based on grade and steps for similar job roles. Equal pay, free from gender or other unjustified bias, for the same or broadly similar work (that is for work that rates as equivalent and for work of equal value), operates within the Amnesty International.”

- **Number of men vs. women:** the International Secretariat (IS) UK-based staff of Amnesty has more women working at all quartiles. At the 1st, 2nd and 3rd quartile there has been an increase in the number of men compared to the previous years reported data. At the 4th quartile, the number of women has increased vs men from 49.3% to 60.6%.
- **Mean gender pay gap:** The average hourly rates for women have changed in a positive way. The overall mean gender pay gap has decreased from 11% to 8.5% for IS UK-based staff.

The total of the five highest salaries in the IS include employees paid outside of the UK and not part of the Coalition Leadership team (CLT). The value as of 5 April 2022 was £672k.

## STAFF DEVELOPMENT

As outlined in our [2020 report](#), the employee experience programme has continued to focus on developing skills across the IS in 3 key areas: well-being, investing in people, and culture.

We have delivered ongoing well-being training to all IS staff focusing on Stress and Resilience (107 staff); as well as a duty of care training series for managers with three separate sessions on Personal Resilience (21 managers) and Mental Health Awareness (62 managers). In total 58% of Amnesty IS people-managers completed one or more of the duty of care trainings in 2021.

In 2021, our key priority was the introduction of mandatory Racial Equity, Diversity and Inclusion training. A total of 405 staff completed the training in 2021. The training was delivered by a people intelligence company specializing in diversity and inclusion, and to support the design of the training, focus groups with staff from across our global locations were arranged to understand the lived experience of all IS colleagues.

The IS has created a working group in order to keep track of all initiatives which underpin our work in racial equality, diversity and inclusion (REDIG). The REDIG steer our work, reviews progress, addresses and identifies problems and challenges and seeks to address them, and makes decisions on a range of issues related to anti-racism. The Secretary General is part of the REDIG. They meet monthly to review feedback from the training, suggest amendments and/or improvements to the content, as well as discuss other issues raised which fall outside of learning (such as reporting mechanisms or institutional processes). Discussions with the working group resulted in collective ground rules being created and circulated to all delegates in advance of the training, and separate groups being offered for people of colour within the IS.

Following the mandatory training, we have identified further learning needs concerning anti-racism. These needs include power, privilege and intersectionality; responding to racism – a healing approach; and decolonising approaches to programmatic work as well as an ‘Anti-racism Toolkit’ for staff and managers, which will all be introduced in 2022. See more below in the section on ‘anti-racism’.

In terms of overall training opportunities, the IS offers ongoing learning support for the full employee lifecycle including an online global induction programme, a range of training sessions, including on well-being and resilience, anti-racism, management, core research skills, campaigns, safety and security and project management. All IS teams also have a dedicated staff development budget, empowering managers, and individuals to identify their own learning and development goals and objectives.

We strengthen our commitment to investing in people by introducing LinkedIn Learning, providing all IS staff with access to a platform of 16,000+ courses in 7 different languages. We have integrated courses within LinkedIn Learning into existing training sessions (such as People Management at Amnesty) to create a blended learning experience. Suggested “learning pathways” have also been created focusing on key competencies and skills, providing recommended courses on a range of topics including career development, management and leadership development, and diversity and inclusion.

Future improvements for 2022 include a review and update to our global induction programme (aligned with the organization’s hybrid working approach); the introduction of performance appraisals on the new human resources system; additional training for managers on developing high performing teams; and skills specific training for all staff including coping with change & uncertainty, and effective feedback and communication.

## ORGANISATIONAL DEVELOPMENTS

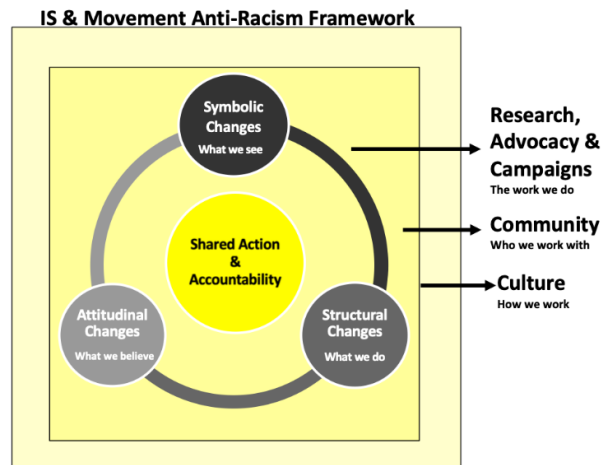
### **Anti-Racism**

As highlighted in our [2020 Report Response Letter](#), we recognise that racism is engrained in Amnesty International’s institutional structures, processes and policies. Staff have a different understanding of racism and its manifestation in different regions and contexts – demanding not to implement a ‘one size fits all’ approach to addressing it. This work has been a key priority for the organisation over the past year.

To support our work on anti-racism, we recruited a Head of Racial Equality, Diversity and Inclusion. This position pioneers and monitors the tasks needed to make the shift to being a truly anti-racist organisation, with equality, diversity, and inclusion at the heart of everything we do.

#### *Developed and implementing the Anti-racism Accountability and Action Plan and Strategy*

We have developed a detailed anti-racism Action and Accountability Plan and a Results Framework for implementing our anti-racism strategy. The operational elements focus on pursuing symbolic (what we see), attitudinal (what we believe) and structural (what we do) changes within the IS (including Regional Offices) [see diagram below]. The idea is for the organisation to have a shared understanding of key racial equality, diversity and inclusion ideals and ensure that we develop and implement action plans with built-in accountability mechanisms. Regional offices and programmes at the IS have developed context specific Anti-racism plans and implementation is underway now for most of them.



Changing ourselves to change the world



As mentioned above, following the successful delivery of the Anti-racism mandatory training in 2021, further learning and training needs have been identified to be rolled from 2022 onwards. Other aspects include:

- Monthly Anti-racism Staff Dialogues and Speaker Series
- Feminist and Inclusive Leadership
- Anti-Racist training will also form part of the induction programme for new employees.

*Improved our recruitment processes and practices*

We are also progressing our interventions on a number of critical human resources-related areas, including recruitment and hiring processes where new guidelines are being proposed, pilots for bespoke regional approaches are being run and new tools and systems are being trialled.

Specifically, we have upgraded the IS recruitment system and included the functionality to produce anonymised CVs and tools to eliminate bias during the recruitment process - particularly when creating job descriptions and advertising for roles. With improved recruitment tools we can develop a more targeted approach towards underrepresented groups to ensure we reach the widest pool of candidates possible. We have developed recruitment panel guidelines to ensure diversity, consistency, and fairness throughout the recruitment process.

We will continue to collect data on racial and gender diversity in the workforce at the IS by programmes and regions through our Employee Engagement Survey. This work is important to help us understand the rich, unique characteristics and valuable diversity within our organisation. The results will support our priorities of being an anti-racist and anti-sexist organisation and allow our people to tell us about the issues that matter to them on a personal basis. It will also help us to plan and implement key initiatives in human resources to be a more diverse and inclusive organisation. The information will be collected and reassessed on a yearly basis.

*Renewed Leadership and Staff commitment to the anti-racism agenda*

There is renewed commitment by the International Board and the CLT to deliver actions that tackle instances of discrimination and racism within the organisation.

The REDIG provides support to the CLT in overseeing the anti-racism programme of work, working

with other delivery teams, and helping to implement and monitor progress on the Anti-racism Action Plan. We share regular updates on our anti-racism work with all IS staff, and we maintain open dialogues through, for example, all staff events.

In addition to the REDIG, we have established multiple employee-led groups in 2021 including: Racial Equality, Diversity and Inclusion Employee Learning Group; 'Me and White Supremacy' Reading Circle, Employee Engagement & Wellbeing Group, Psychological First Aiders network, Prisma (LGBTQIA); and 'The Coffee Hub'.

All these groups are pioneering the deepening of knowledge and creation of safe spaces for reflective dialogues and conversations for staff leading to greater acceptance and common understanding of anti-racism issues and experiences across the whole organisation.

Future plans include regular review of the various tools, trainings, employee-led groups and multiple other institutional/structural processes to check suitability and adaptability for the organisation as a whole and their contribution to the global strategy. An anti-racism monitoring and evaluation framework is being developed to support this process (data collection, reporting and analysis).

### **Hybrid Working Project**

By mid-2021 and as the impact of COVID-19 started to abate, we recognised the need to find constructive ways of transitioning home and office working. Recognising that the pandemic would impact IS offices to different extents for different lengths of time, we started to work on a flexible hybrid working model. As a result, we have developed a set of principles, which, in their application, seek to balance the needs of the individual, the team and the organization.

A working group comprising colleagues from across the IS (CLT, Workplace, Information and Technology, People and Organisational Development, Internal Communications, Union, Regional Offices, Programme Directors) scoped the project and outlined what 'hybrid working' could look like. It was recommended we base our hybrid working on three pillars - Culture and Behaviour; Governance and Policy; Premises, Infrastructure and Technology - with the aim of creating a model/framework that Regional Offices and Programmes could adapt to suit their circumstances. We appointed the company Advanced Workplace Associates (AWA) in September 2021 to help us develop and deliver this change project.

Following extensive staff engagement, we developed a set of Hybrid Working Principles. We published the agreed principles in January 2022 followed by a series of training sessions delivered to line managers to help them apply the principles within their teams and create their hybrid Working Together Agreements. We will hold a 'review and evolve' phase of the project to identify challenges and successes. The IS will also focus on adapting its spaces and technology to support and enable the culture change of hybrid working.

### **Safeguarding**

Following an independent review of safeguarding practices, we appointed a Head of Safeguarding, approved a safeguarding policy and rolled out mandatory training. By the end of 2021, 349 IS staff (63%) had completed the Safeguarding Essentials training module.