



15 February 2023

Dear Accountable Now Independent Panel Review Members,

## **RE: RESPONSE TO FEEDBACK ON AMNESTY INTERNATIONAL'S 2021 ACCOUNTABLE NOW INTERIM REPORT**

Firstly, we would like to thank you, once again, for taking the time to provide this constructive feedback on Amnesty International's 2021 Accountable Now Interim Report. We value the positive review provided by the Independent Panel and we remain committed to transparency and accountability. In the next full report, we will provide a detailed response to the areas of feedback as well as the other areas for reporting, but we would already like to address key elements.

Diversity and Inclusion is an area we will focus on more in our full report for 2022. We have been able at the International Secretariat (IS) to set up systematic data collection around diversity and inclusion within the organization through our 2022 Employee Engagement Programme (EEP) Survey. 19 new questions were included to get feedback on our equality, diversity, and inclusion commitments. Other developments included the delivery to date of 14 workshops attended by a total of 188 staff on key elements of power, privilege and intersectionality, identifying and responding to racism, and common theories and approaches to anti-racism practice. We have also signed a partnership with Business Disability Forum for Disability inclusion, which gives managers access to tools, guidance, policy reviews and advice on disability inclusion related matters and programming. In our full report for 2022, we will provide more details on the above as requested, including input from National Entities. As senior leadership of Amnesty International, we are fully committed to build on this work to root out racism, sexism, and other forms of discrimination. This area of work will continue to remain a key priority for the senior leadership team.

Another area we'd like to refer to is staff feedback and engagement. As mentioned, in 2022 we ran our Employee Experience Programme Survey as a follow-up to the 2020 survey. This feedback has been invaluable, with a response rate of 70% across the IS. Other initiatives over the past year where feedback was central includes our Hybrid Working Project, a consultative process for the IS to develop hybrid working principles as well regular all-staff meetings to ensure we close the feedback loop and share internal developments. We have currently adjusted our internal project management to capture more information on stakeholder engagement and feedback, which we will be able to elaborate on in the next full report.

Regarding the point on staff appraisal, we have a process for staff appraisals as this is a responsibility of managers. Managers have a responsibility to know how those who report to them are performing with their work and how they're coping and feeling. We provide personal development and well-being plan templates to support 1-to-1 conversations, performance reviews, and appraisals. The general recommendation is:

- regular 1-to-1s to discuss performance against objectives, support needs in regard to well-being and mental health;
- an end-of year appraisal to reflect on and celebrate performance over the past year and set SMART objectives for the coming year.

This all feeds into how feedback is received internally and utilized, which we will elaborate on in the full report.

We look forward to continuing our engagement with Accountable Now and the Independent Review Panel. In our full 2022 Report we will provide further updates around these main areas of feedback as well as any other key messages over the reporting period.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Kyle Ward".

Kyle Ward  
*Deputy Secretary General of Amnesty International*