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Q&A relating to the settlement with Irene Khan, former Secretary General

Why was it necessary to negotiate a settlement with Irene Khan when she came to the end of her contract?

In accordance with UK employment law, any person in continuous employment for over one year has certain employment rights if their employment is not to be continued. They also have contractual rights that must be honoured.

Why was the movement told that Irene Khan had departed amicably at the end of her term when that appears not to have been the case?

The decision was taken at the time to communicate an amicable departure so as not to disrupt the organisation's human rights work and other activities planned for the year. Amnesty International is now weathering the effects of this decision for which we apologise. The IEC commits to an open disclosure of facts in the future as a result of this experience.

Why did the IEC not inform section directors and members about the payments when the financial report for 2009 was issued?

The accounts of AI Ltd, which included the payments to Irene Khan and Kate Gilmore, were sent to all sections in the Weekly Mailing 49/2010 (FIN 40/012/2010: Amnesty International Limited - Report and financial statements for the year ended 31 March 2010. Publication date: 23 December 2010). The IEC regrets that it did not give sections warning about the possibility of these accounts leading to questions.

What is the breakdown of the total settlement figure? And how much is this in relation to Irene Khan's annual salary?

Irene Khan was paid £533,103 by Amnesty International in the year to 31 March 2010. The breakdown of this figure is as follows:

Salary, pension and overtime payments for 1 April – 31 December 2009:	£168,731
Backdated salary increase from 1 March 2008 – 31 March 2009:	£58,933
Pension payments, time off in lieu, and other back pay items:	£59,014
Bonuses for 2006 – 2009 (£5000 per year, unpaid in previous years)	£20,000
Relocation and housing allowances	£34,728
Termination related payment:	£191,697
Total:	£533,103

From this information, it is clear that the substantial majority of this was for contractual reasons, and 36% (equivalent to approximately one year's salary) was related to the termination of her contract. This sort of payment is not uncommon for heads of organisations in the UK and it does not reflect fault on either side.

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The information we received thus far focuses on Irene Khan. What was the arrangement with Kate Gilmore?

Following the agreement for Irene Khan to depart at the end of 2009, the IEC decided, in the second half of 2009, that it be appropriate for Kate Gilmore, Executive Deputy Secretary General, to depart at the same time. She still had a year to run on her contract and was compensated for that in accordance with her contractual and legal entitlements.

What legal advice was taken through the process?

Legal advice was taken throughout the process and informed the decision which the IEC took.

Who were the directors of AI Ltd at the time of the settlement?

The directors of AI Ltd were the senior leadership team at that time. Since then the practice has changed; after Irene Khan's departure the IEC became the directors of AI Ltd.

Is it true that Irene Khan and Kate Gilmore were directors of AI Limited and that this was the body that Irene worked for?

Irene Khan was employed by AI Ltd. Today, the elected IEC members are the directors of AI Ltd., and the chair of the IEC is the chair of the board of directors of AI Ltd.

Who made the decision about the settlement?

The IEC elected in August 2007 that served until August 2009 was:

Pietro Antonioli, Lillian Gonçalves, Levent Korkut, Soledad García Muñoz, Christine Pamp, Peter Pack (chair), Deborah Smith, David Stamps (international treasurer), Vanushi Rajanayagam Walters.

In addition, the IEC co-opted two non-voting members from September 2008 to August 2009: Imran Riffat and Tjalling Tiemstra.

The IEC elected in August 2009 and serving today are:

Pietro Antonioli, Euntae Go, Louis Mendy, Christine Pamp, Peter Pack (chair), Guadalupe Rivas, Bernard Sintobin (international treasurer), Julio Torales, Vanushi Rajanayagam Walters.

The IEC renewed the cooption of Tjalling Tiemstra in August 2009 and he remains co-opted until August 2011.

How have you ensured that this will not be repeated with the current Secretary General?

By ensuring that his contract and terms and conditions were drawn up with appropriate legal advice, and by establishing a stronger performance management system with clear objectives and reviews. There is no bonus included, no salary review for the first two years and no confidentiality agreement was signed. The total salary and benefits package was itself determined after undertaking a careful benchmarking exercise with comparable organisations.

What is the current Secretary General's salary? How did you reach the decision that Salil Shetty's salary is comparable to similar chief executives?

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When we appointed the current Secretary General, we were clear that we were seeking the best candidate globally to act as Secretary General, and that we needed to offer an internationally competitive salary for the post. The IEC researched salaries paid to chief executives in the not-for-profit sector globally and agreed a salary which is benchmarked against equivalent posts in comparable organisations. The current Secretary General's salary is £192,800 (with an additional £7,800 housing allowance) per year which is lower than the heads of other major global human rights organisations that we can compare ourselves with.

What will Amnesty do differently as a result of this?

In recruiting and appointing Salil Shetty, we made sure that his contract and terms and conditions were drawn up with expert legal advice, and that his salary was suitably benchmarked against appropriate posts in other organisations, as described above. We have also established a stronger performance management system for him with clear objectives and regular reviews. We have already held two review sessions with him, in September and in January.

What is the average salary for the senior leadership team?

The average salary for the senior leadership team, excluding the Secretary General, is £88,838. It can be calculated from the accounts. Again, the senior leadership team's salaries are much lower than equivalent posts in comparable organisations.

What percentage of the total salaries do the IS senior leadership team represent?

The total of the senior leadership team's salaries, including the Secretary General, as a percent of total salary is 3.8%.

What is the ratio between the lowest and highest salaries in the IS?

The ratio is 1:7.5

What are the salaries and benefits of IEC members?

IEC members are reimbursed for expenses only. This is public information and was made available at the last ICM.

In future, we will need to be more sensitive to the interests, needs and concerns of Amnesty International members as we are to the demands of external media, and we will need to make sure that our internal communications strategies reflect this reality.

International Executive Committee

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