



# GLOBAL ACCOUNTABILITY REPORT 2016/17



Save the Children

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## Message from the CEO

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Late 2017 and early 2018 saw the international development sector responding to troubling reports of misconduct – incidents which have undoubtedly affected and harmed innocent victims who have turned to organisations such as ours for help, and whose trust was subsequently shattered. We know that the children we work with in areas affected by conflict, poverty and disaster are especially vulnerable to abuse.

During the same period, the momentum of the #MeToo movement has drawn worldwide attention to the widespread extent and seriousness of sexual assault and harassment, especially in the workplace.

What has been reported is unacceptable, and we are now taking a series of steps to be sure we learn from any past failings and be certain we have a culture of zero tolerance. It is within this context that we are investigating all incidents of misconduct involving our staff and taking action against any individual who has violated our policies.

A number of reviews have been commissioned by Save the Children. Some look back at past events and others are forward-looking to ensure our systems are set up to protect staff and the children we work with. Details of these reviews and their intended outcome are described in relevant sections of this report, and we will be working hard to make sure that all reviews are aligned and complementary.

We should be in no doubt that this sector, and Save the Children, now must win back the trust and confidence of supporters, the media, donors and employees. We owe this especially to the children we work with.

We have always welcomed the increased interest in, and scrutiny of, the vital work we do, and we stand ready to acknowledge our shortcomings, take actions to rectify them, and seek to do better based on our learnings.

We are fully committed to achieving full and open transparency, a process formalised with the publication of our Global Accountability Report in 2014, our first overview of how we answer to the children we help, our donors, supporters, partners and staff. Our 2015 Global Accountability Report provided the results of an internal survey completed by Save the Children Members and Save the Children International, which focused on how transparent we are in reporting key aspects of our operations. In this current Global Accountability Report, covering 2016 and 2017, we present our performance on an updated transparency survey.

This year, we have found that we do well when it comes to sharing information about our organisational profile and structure, financial management and adherence to standards. We need to improve, however, in our communications addressing our environmental impact, staff code of conduct and our advocacy efforts. Each aspect is addressed in greater detail within this report.

Becoming more accountable is a key focus of our global strategy, Ambition for Children 2030. This includes improvements to our internal systems and ongoing efforts to foster a culture of accountability and transparency across our 120 locations and 25,000 staff all over the world.

Through this report and ongoing communication with all stakeholders, we commit to sharing our progress in enhancing our accountability and transparency on a regular and consistent basis. We commit to learning with humility from our lapses and taking steps to improve as a result.



**Helle Thorning-Schmidt**  
Chief Executive Officer  
Save the Children Association and  
Save the Children International

March 2018

# 1 About this report

The purpose of our Global Accountability Report is to provide an overview of how Save the Children uses resources, achieves measurable results, and is accountable to supporters, partners and most of all, children. It identifies the types of information published by Save the Children, benchmarked against international reporting standards, as well as areas to improve our accountability and transparency.

This 2016/2017 Report reflects on progress made towards our transparency and accountability since the start of our current strategic period in January 2016 up to the end of December 2017. However, at the time of writing the report, not all data from 2017 has been verified and so, unless stated, all statistical data relates to 2016.

This report also serves to complement our Save the Children Annual Report, which provides information on the overall performance of Save the Children, as well as our Save the Children International Trustees Report, which provides financial statements and organisational updates. All of these reports can be found on the [Save the Children International Website](#).



## Methodology – The Transparency Meter

The report features the results of a transparency survey answered by 26 (out of 28) Save the Children member organisations and Save the Children International<sup>1</sup>. The survey identifies the level of public reporting – how we communicate information about our operations – across the global organisation. The survey is based on the Global Reporting Initiative (GRI) framework, the world's most widely used standard on sustainability reporting and disclosure, and reports transparency of reporting for the following areas:

- Organisational profile
- Governance and operational structure
- Adherence to standards
- Programme quality
- Child safeguarding
- Financial management
- Staff diversity and code of conduct
- Advocacy
- Cooperation and partnerships
- Environmental impact

The Transparency Meter is of our own creation and our first attempt to measure the transparency of Save the Children International and all 29 Save the Children members. It will be used internally to help us further improve accountability mechanisms and transparency.

<sup>1</sup> Save the Children Spain and Save the Children Honduras were unable to complete the survey in the allocated time.

## How data was collected

Responses to how Save the Children member organisations and Save the Children International make public information in key areas were assigned numerical values, with higher values representing a higher degree of transparency in each key area.

One or more questions were assigned to each key area, and each section of this report presents the average weighting for all the questions relating to that area of work.

Save the Children International, which manages international programmes through 61 country offices, answered the survey as one entity, and not as the individual countries in which it works.

To complement the global survey information, we have provided our own analysis on what the transparency meter tells us, while making suggestions for improving our transparency, and how we might address challenges such as securing consistent and timely data.



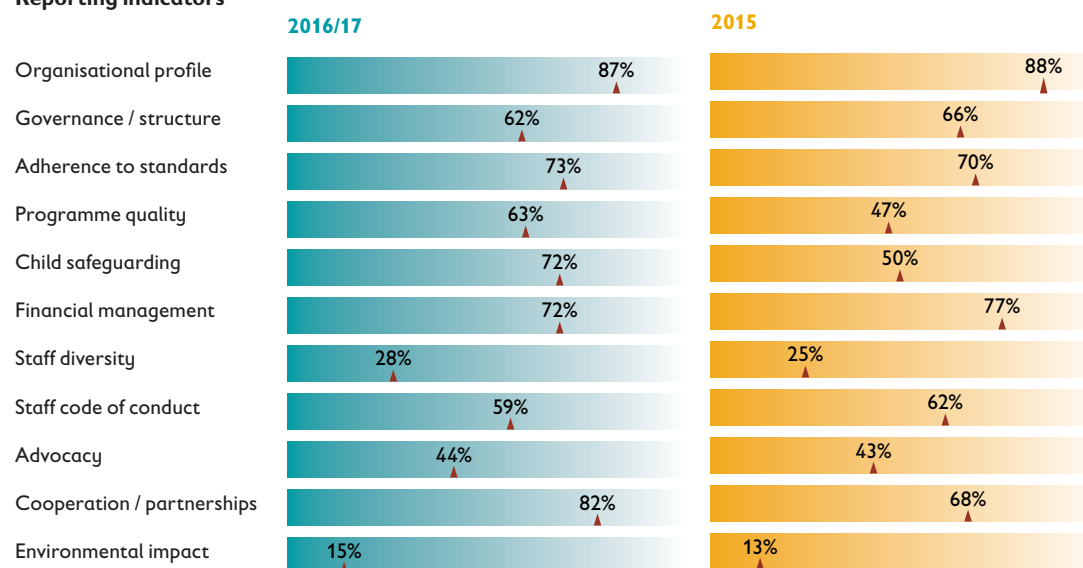
## International reporting standards for transparency

Following the Global Reporting Initiative (GRI) framework, we identified different reporting areas that can be used to measure the transparency of an organisation.

Below are a list of indicators that we report on. The percentages relate to the results of the internal transparency survey, from both 2015 and 2017, which detail the extent to which we, Save the Children, report on different areas of work.

Whilst there are similarities between our 2015 and 2017 results for most of these indicators, there are notable differences in where we report on our programme quality, partnerships and child safeguarding. This could be an improvement in our levels of transparency, but we must also account for slight differences in the questions asked in the 2015 and 2016 transparency surveys.

Figure 1  
Reporting indicators



## 2 Organisational profile

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### Who we are

Save the Children is the world's leading independent organisation for children.

We are made up of 28 separate national entities, which are each members or associate members of Save the Children Association, and Save the Children International, which manages country offices, regional and advocacy offices.

In 2016, we had a combined revenue of around \$2.1 billion and directly reached more than 56 million children through our and our partners' work. We work in around 120 countries and have approximately 25,000 staff worldwide.

### What we do

We save children's lives.  
We fight for their rights.  
We help them fulfil their potential.

In 2015, we launched a new global strategy through which we will harness our resources, energy, knowledge and expertise to drive three breakthroughs:

- **Survive:** No child dies from preventable causes before their fifth birthday
- **Learn:** All children learn from a quality basic education
- **Be protected:** Violence against children is no longer tolerated

### Our vision

A world in which every child attains the right to survival, protection, development and participation.

### Our mission

To inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives.

### Our values

**Accountability:** We take personal responsibility for using our resources efficiently, achieving measurable results, and being accountable to supporters, partners and, most of all, children.

**Ambition:** We are demanding of ourselves and our colleagues, set high goals and are committed to improving the quality of everything we do for children.

**Collaboration:** We respect and value each other, thrive on our diversity, and work with partners to leverage our global strength in making a difference for children.

**Creativity:** We are open to new ideas, embrace change, and take disciplined risks to develop sustainable solutions for and with children.

**Integrity:** We aspire to live to the highest standards of personal honesty and behaviour; we never compromise our reputation and always act in the best interests of children.

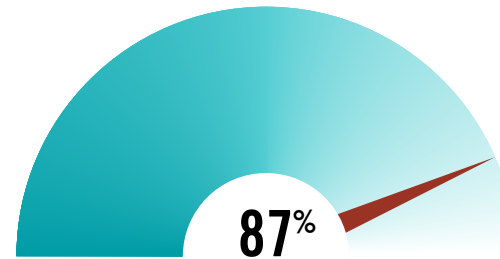
## Our Theory of Change

Our Theory of Change is supported by building strong partnerships with communities, governments, businesses and other organisations.

### We will...



## Sharing and communicating our organisational profile



Save the Children members and Save the Children International were asked to what extent they report on and make information publicly available about:

- **Mission, vision, values**
- **Strategic goals**
- **Countries where we work**
- **Significant changes to size and processes**

This meter represents the average weighting of all questions asked under this topic.

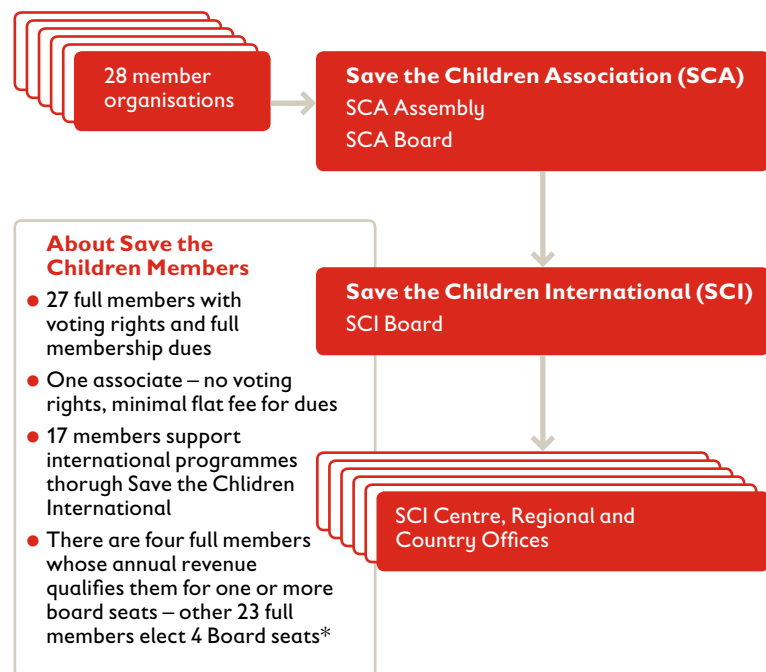
Our score of 87% indicates that most member organisations report openly and fully about who we are and what we do. An earlier peer review of accountability and transparency commissioned by Accountable Now found that Save the Children International provides complete disclosure about its mission, vision, values and commitment to accountability, and that the information is very well structured and easy to find and read.

In our 2015 Global Accountability Report, we noted that an area of improvement was needed in the consistency and alignment with what we say about ourselves between our member organisations.

Beyond establishing a global brand in 2015 at the start of our current strategy, 2016 and 2017 saw a number of global networks and resources being developed to further improve alignment in the way we present ourselves externally. A Global Creative Content Unit was formed to gather and produce global information on behalf of the organisation that can be used for fundraising. We have also improved the way advocacy and media teams in Save the Children members and Save the Children international share global reports so that our campaigns and media messages are more aligned across markets. The result can be seen in the global fundraising campaign launched for the child hunger crisis and the release of our global report – Every Last Girl – in 2017, which received global media attention on the number of girls under 15 who are married.

# 3 How Save the Children is organised globally – Governance and operational structure

Save the Children’s corporate structure –  
**Save the Children Members, Save the Children Association, Save the Children International**



\*as of March 2018

Save the Children programmes range from response to sudden onset emergencies to long-term development work and advocacy. International programmes are managed by Save the Children International and operate out of 61 country offices and five regional hubs, as well as a central office in London. Pakistan is the sole country still due to transfer their programming activities from members to Save the Children International. Country offices in Papua New Guinea, Solomon Islands and Vanuatu are line managed by Save the Children Australia; Mongolia is managed by Japan and Russia by Norway.

A number of Save the Children member organisations also implement programmes and carry out advocacy work within their own borders.

## Save the Children Members

There are 28 separate national entities around the world which are members of Save the Children Association (Save the Children members). In 2017, the Save the Children Guatemala member organisation and the SCI Guatemala country office integrated as one Save the Children Prospect Member organisation. Prospect member status means that although the office in Guatemala will legally be a Save the Children International country office, Guatemala will be able to fundraise locally while on the pathway to Associate member status. There are currently four Save the Children prospect members; Colombia, Guatemala, Indonesia and the Philippines.

Save the Children Members					
<a href="#">Australia</a>	<a href="#">Finland</a>	<a href="#">India</a>	<a href="#">Lithuania</a>	<a href="#">Romania</a>	<a href="#">Switzerland</a>
<a href="#">Canada</a>	<a href="#">Germany</a>	<a href="#">Italy</a>	<a href="#">Mexico</a>	<a href="#">South Africa (associate)</a>	<a href="#">United Kingdom</a>
<a href="#">Denmark</a>	<a href="#">Honduras</a>	<a href="#">Japan</a>	<a href="#">Netherlands</a>	<a href="#">Spain</a>	<a href="#">United States of America</a>
<a href="#">Dominican Republic</a>	<a href="#">Hong Kong</a>	<a href="#">Jordan</a>	<a href="#">New Zealand</a>	<a href="#">Swaziland</a>	
<a href="#">Fiji</a>	<a href="#">Iceland</a>	<a href="#">Korea</a>	<a href="#">Norway</a>	<a href="#">Sweden</a>	



Save the Children Association is a Swiss Association formed pursuant to articles 60–79 of the Swiss Civil Code. Save the Children Association works with its members for the benefit of children and to make children’s rights worldwide a reality. Each member is a separate legal entity with its own governing board.

### **Save the Children International and the Save the Children Association**

Save the Children International is a UK company limited by guarantee (not having share capital) and a registered charity in England and Wales, governed by its Articles of Association as last amended on 12 March 2012. It is registered with Companies House and the Charity Commission and must comply with the Companies Act 2006 and Charities Act 2011. Save the Children International’s sole member is Save the Children Association. Save the Children International had ten wholly owned subsidiaries as of 31 December 2016, details of which are given in Save the Children International Trustees’ Report 2017.

### **Member Eligibility Criteria**

To remain eligible for membership of Save the Children Association, each member must continue to meet the following conditions:

- comply with Save the Children Association Bylaws and hold a licence agreement with Save the Children Association regarding the use of the “Save the Children” name and logo and comply with its terms;
- avoid conduct that could have severe adverse consequences for Save the Children Association or other members;
- as a not-for-profit organisation, strive to attain Save the Children Association’s objectives, be recognised as a contributor to the realisation of children’s rights, be autonomous and non-sectarian, have a nationwide basis for membership or supporters and comply with all applicable laws;

- have a formally constituted governing body that demonstrates good practice in governance, including the ability to achieve that member’s and Save the Children’s objectives with acceptable efficiency, the declaration of conflicts of interest, abstention from related decisions and being constituted of a majority of directors or trustees who serve without remuneration;
- employ professional staff who demonstrate good practice in internal management, including the ability to achieve the objectives of the member and Save the Children with acceptable efficiency;
- raise its own funds and have a sound financial basis, deposit annually with Save the Children Association copies of its audited accounts;
- pay its annual membership contributions;
- attend each Members’ Meeting; and
- submit to Save the Children Association by 31 July each year a statement that throughout the previous financial year it met the Members’ Eligibility Criteria. Save the Children Association may audit a member to ensure that it meets the Members’ Eligibility Criteria.

### **Save the Children Association Assembly and Members’ Meetings**

All full members are represented on the Assembly of Save the Children Association, which is Save the Children’s highest authority. The assembly has the ultimate responsibility for approving the global strategy, any change to Save the Children’s agreed purpose, the “Save the Children” name or our mission, vision, values, granting or terminating membership, changing the Save the Children Association Bylaws, as well as other matters. The assembly exercises its decision rights over such matters with each full member having one vote on any resolution put at an annual Members’ Meeting or by a 30-day written ballot of members. Associate members have no voting rights.

## Board Composition

Save the Children Association has a Board of 14 directors who serve without remuneration, of whom:

- nine are the nominees of members which contribute at least 8% of the combined total income of all members of Save the Children Association (**Appointed Directors**);
- three are elected by members which contribute less than 8% of the combined total income of all members of Save the Children Association (**Elected Directors**);
- one independent trustee who is elected by the member organisations, which elect the three individual trustees to the board; and
- one trustee (who may be independent or from a member board) who is appointed by the nominated trustees.

The directors of Save the Children Association are also members of the Board of Trustees of Save the Children International.

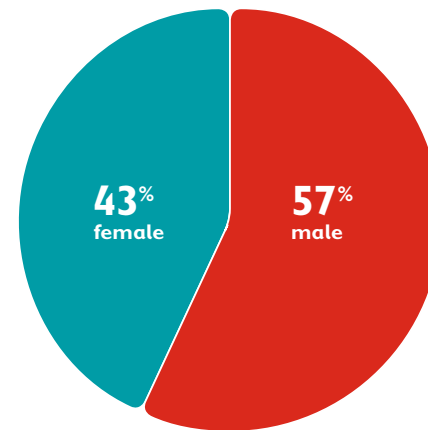
Save the Children International and Save the Children Association’s directors are elected or appointed for an initial term of up to three years. A director may be reappointed for a further term or terms of up to three years, subject to an overall period of service of no longer than nine years.

The Save the Children Association Board manages the business of Save the Children Association and exercises the powers vested in it under the Bylaws in relation to global strategy, governance (including eligibility for membership and compliance with membership standards) and protection of the Save the Children name. The Save the Children Association board is responsible for the appointment, oversight and termination of the Chief Executive Officer (CEO). The CEO exercises the powers delegated by the board for managing the staff, resources and budget of Save the Children Association, and developing and overseeing the implementation of the global strategy. Save the Children Association has no employees and looks to Save the Children International, its wholly owned operating subsidiary, to employ staff to carry out the functional roles for which Save the Children Association is responsible.

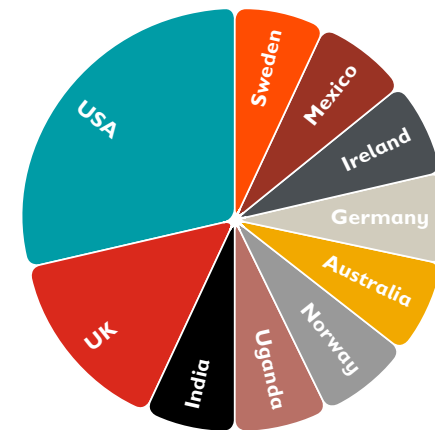
The SCA / SCI Board is made up of men and women from different nationalities and backgrounds.

Figure 2  
SCA/SCI Board members\*

By gender



By nationality



\*This list of Board Members is true at the time of writing the report, March 2018.

## Board Committees

The three Save the Children Association board committees also convene as Board Committees for Save the Children International. At least two members of each committee must be members of the Save the Children Association board. Currently all committee members are directors of Save the Children Association (and trustees of Save the Children International).

The **Audit and Risk Committee** advises the board on matters concerning the external auditors, the annual financial statements, internal controls, risk (including fraud) and compliance. It also oversees the global assurance function.

The **Finance Committee** advises the board on financial management, reporting, treasury and reserves.

The **Governance Committee** advises the board on Save the Children International's governance framework, its constitution and governance systems and processes, as well as board processes and effectiveness. It also advises on member performance.

The **People and Organisation Committee** advises the board on the compensation of the Chief Executive Officer and senior management of Save the Children International. It also advises on organisational design and processes, and organisational culture.

## Risk Appetite

Operating in some of the most challenging conditions around the world, Save the Children International has a full and comprehensive risk process that guides our actions and decisions. This process is outlined in Save the Children International's Trustees' Report. Although many members have their own risk management processes, Save the Children is working to strengthen the alignment of risk management procedures globally.

## Global Assurance

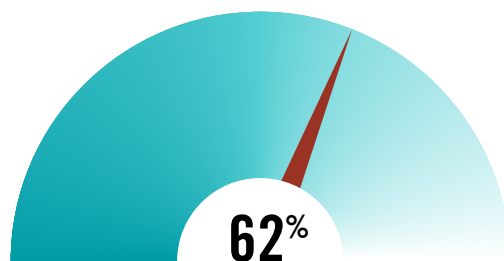
Save the Children International's Global Assurance function provides an independent and objective opinion to trustees, senior management and member organisations on the effectiveness of our risk management, governance and control systems. Save the Children International's Trustee's Report provides an overview of the Global Assurance function and its reporting lines.

Audits are conducted by Global Assurance at a minimum in accordance with the following timelines:

- Each country and regional office will be audited at least every four years.
- Each office assessed as critical or high risk should be audited at least every two years.
- Two centre-based units will be audited annually, ensuring a planned cycle of work within each functional area.
- Emergency responses will be audited within six months from the start of the response for declared Category 1 (over one million children affected) emergencies.

Global Assurance uses a risk-based approach in developing its annual review plan, an exercise which takes precedence over the timeframes noted above.

## Sharing and communicating our governance and structure



Save the Children members and Save the Children International were asked to what extent they report on and make information publicly available about:

- **Operational structure and registration status**
- **Number of employees and volunteers**
- **Governance structure**
- **Nomination of governance body**

The meter represents the average weighting.

Our transparency score of 62% for reporting our governance and structure is noticeably lower than our organisational profile transparency score of 87%. This is a result of not reporting how we identify and report our board composition.



## 4 Adherence to national and international standards

As we work for children all over the world, we must ensure that we live up to the standards and regulations that we demand of all actors influencing children's lives. Aside from internal governance, Save the Children adheres to national and international standards and regulations. Globally, we adhere to the Code of Conduct for the International Red Cross and the Core Humanitarian Standard (CHS). Some members also adhere to recognised standards within their own countries.

### Spotlight: Core Humanitarian Standard

As of 2016, Save the Children International is in the process of external verification against the Core Humanitarian Standard, a four-year journey of learning and improvement to ensure we always deliver high quality, accountable humanitarian responses worldwide. The standard is recognised by the sector and other international non-governmental organisations are also taking this journey or have completed the process.

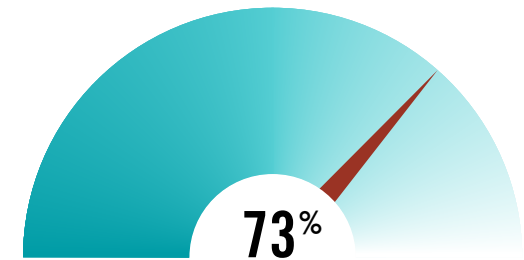
The Core Humanitarian Standard sets out nine commitments that organisations and individuals can use to improve the quality and effectiveness of the assistance they provide in humanitarian response. In July 2017, the Humanitarian Quality and Accountability Initiative (HQAI) produced extensive audit findings of Save the Children's performance against those nine commitment areas.

In general, the findings confirmed that we have well-developed systems, monitoring, reporting and feedback processes in place, and that policies and strategies demonstrate a very strong commitment to coordination. Budgets are closely monitored, and corruption is taken very seriously and acted upon when discovered. Our Code of Conduct is rigorously applied and HR policies and procedures, as well as feedback processes, are delivered systematically

While Save the Children exhibits a commitment to learning, the audit found that we can do a better job of sharing innovation and learnings with communities and people affected by crisis. It was also pointed out that Save the Children does not systematically analyse all stakeholder and country plans, and personnel do not always include inputs from significant local stakeholders. Additional areas for improvement are in the level of consultation with communities and people affected by crisis regarding the design, implementation and monitoring of complaints-handling processes, and the need for programmes to systematically identify unintended negative effects on livelihoods, the local economy and the environment. Lastly, the audit identified a need to improve our beneficiary data protection systems.

With these findings in mind, we have identified a number of priority areas for improvement. Two seek to address specific weakness around the environment and data protection and three cut across a number of indicators within the nine commitments, therefore maximising our improvement against the CHS; these are consultation, learning and partnerships.

### Sharing and communicating our adherence to regulations



Save the Children members and Save the Children International were asked to what extent they report on and make information publicly available about:

- **Adherence to national standards and regulations**

The meter represents the average weighting.

A transparency score of 73% shows that a large majority of our members report on adherence to national standards in part or in full. How we report our adherence to regulations also differs between Save the Children members – some reporting this to their donors, NGO coordinating bodies and national authorities.

## 5 Programme quality

To ensure the relevance and sustainability of our programmes, we base our work on evidence, technical excellence, learnings, and feedback from key stakeholders. These include government and corporate partners, the communities in which we work, and most importantly the children themselves. Children's rights are the focus of our programme design – from development and implementation, through to monitoring, evaluation and assessment.

To improve and standardise the quality of our programmes and advocacy globally, Save the Children relies on a Quality Framework which sets minimum expectations for all our members and country offices. This continuously updated framework contains policies, essential standards and procedures, as well as a range of tools and best practices to help us meet policy standards and achieve the most for children.



These are our Quality Framework guidelines:

**Child Rights Programming** – All our programmes apply children's rights principles in our planning, implementation, monitoring and evaluation, based on our Child Rights Programming approach. All of our programmes are designed with our full Theory of Change in mind, considering how they will reach and benefit the most marginalised and deprived children – and be sustainable through local ownership.

**Evidence** – All our programmes use the best available internal and external data and evidence to inform, innovate, actively learn, share and implement what works for children in all contexts, particularly for the most deprived.

**Technical Excellence** – All Save the Children programming countries use the right technical expertise needed to design and deliver high quality programmes that achieve our breakthroughs.

**Project Management and Monitoring** – All countries design, plan, implement and monitor adaptive projects, with and for children, that deliver results in line with their Country Strategy Plan, on time, to budget and meeting quality standards.

**Accountability** – All Country Offices demonstrate their accountability to children and communities with whom we work, through consultation and participation, consistent with practice standards.

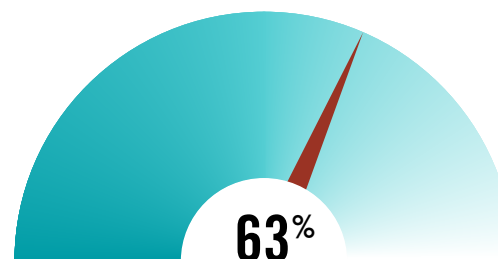
## Delivering our best work for children

As a large and complex organisation with many different donors, members and countries, Save the Children has, over the years, developed different approaches to addressing the same specific problems that children face around the world. To increase the quality and impact of our work, we have identified a number of “Common Approaches” that we know work for children because they are based on evidence, they have been used in various contexts and we have vast experience within our organisation for implementing these programmes. These approaches represent our best work for children, and by implementing these proven programmes in more and more countries across the world, we can be sure we are doing more of our best work, everywhere.

Ten programmes have been identified and endorsed as our best evidence-based work, including how to help children read and write, how to keep them safe in their own home, and how to ensure that childhood illnesses are properly diagnosed and treated before it’s too late. Each comes with evidence that this intervention works, and can be adapted to work in multiple contexts and replicated in different countries.

Our understanding of what constitutes programmatic excellence, and how best to communicate it, has evolved as we’ve heard back from our leaders, programme designers and fundraisers. We’ve asked our global programme experts to demonstrate that their approach is cost-effective; has learning implications; strengthens the guidance on child safeguarding and ensures that gender considerations have been properly incorporated.

## Sharing and communicating our programme quality



Save the Children members and Save the Children International were asked to what extent they report on and make information publicly available about:

- **Monitoring, evaluation, assessment and learning**

The meter represents the average weighting.

Save the Children provides access to the Monitoring, Evaluation, Assessment and Learning (MEAL) framework to all members and country offices via our global intranet. Our transparency score on programme quality is low, however, because our survey did not reflect the extent to which member organisations and Save the Children International use the framework, only the extent to which they describe it to stakeholders. While obtaining grants is often conditional on describing Save the Children’s MEAL frameworks, only a few members communicate this to the general public.



## 6 Child safeguarding

Across both Save the Children International and our member organisations, we are committed to keeping Save the Children safe for children.

Save the Children has a zero-tolerance policy towards the abuse and exploitation of children by our staff, partners and representatives. We are similarly committed to preventing any unintended harm to children caused either directly or indirectly by our activities. Child Safeguarding is not always easy, as we work in some of the world's most fragile contexts where public systems are weak or non-existent. However, we are committed to enforcing the most comprehensive measures possible to protect all children who come into contact with our staff and partners. Save the Children's child safeguarding incidents include any incident where a child may be injured or harmed.



Save the Children International has a global child safeguarding policy, which outlines and requires the following:

- Save the Children aims to be a child safe organisation.
- Everyone associated with Save the Children must be made aware of the problem and risks of child abuse and sexual exploitation for children.
- Save the Children to recruit only representatives who are suited to work with children and to apply strict child safe recruitment practices
- Everyone associated with the organisation must sign the Code of Conduct, read the Child Safeguarding Policy and attend Child Safeguarding training.
- Anyone who represents our organisation behaves appropriately towards children and never abuses the position of trust that comes with being a member of the Save the Children family. This applies to both the private and professional lives of all staff and representatives
- Everyone who represents the organisation must actively create a safe environment for children who come into contact with the organisation.
- All activities and programmes of work including during the response to humanitarian emergencies are assessed for risks to children and these risks are reduced or removed by all means within our control
- Save the Children International central, regional and country offices establish and maintain robust systems which promote awareness of Child Safeguarding, enable the prevention of harm, facilitate the reporting of and responding to safeguarding concerns.



In 2017, we completed an external independent audit for all Save the Children International's countries and regions. Following this external audit, we have taken significant steps to strengthen child safeguarding procedures and management across Save the Children International. We have embedded 94% of identified improvements around recruitment, training and reporting across all country and regional offices. These steps include:

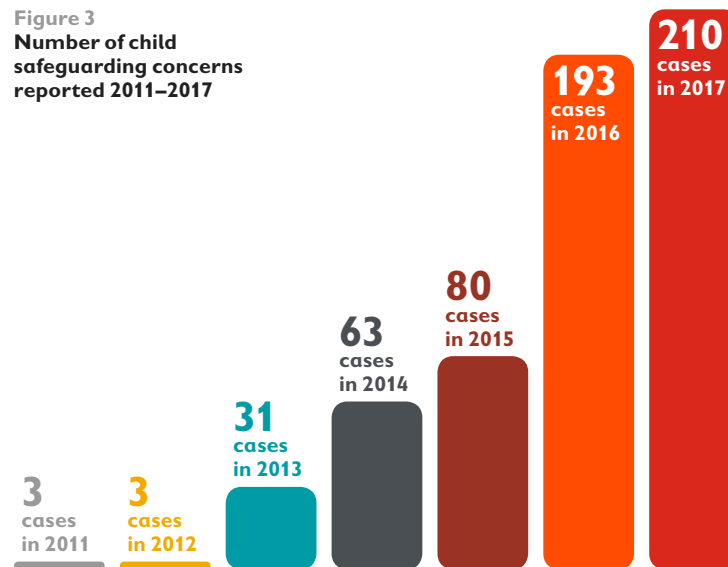
- **Selection:** Delivering safe recruiting which includes embedding strong child safeguarding messages in advertisements, rigorous interview child safeguarding questions at interviews, followed by strong formal and informal vetting.
- **Resources:** Appointing extra staff to re-enforce child safeguarding measures and train staff in how to report any concerns. Child safeguarding focal points are embedded in each country, in programme design, with partners and within projects. We are building a strong network of approximately 120 child safeguarding focal points.
- **Training:** All our employees are required to undergo child safeguarding training in their first week, followed by a face to face training within the first 90 days, so they know how to spot and raise all concerns and are aware of expected behaviour
- **Programme design:** Embedding child safeguarding in our programming work from design and proposal stage to close out including the development of safe programming guidelines and Technology: We will implement across Save the Children International a system where reporting violations is anonymous and simple. This will allow us to respond and take prompt action
- **Community:** Working with the children and families in our programmes to ensure they know how to identify and report violations

## Incidents and actions

Save the Children recognises that our child safeguarding monitoring and reporting systems have historically understated the incidence of safeguarding breaches. As aforementioned, Save the Children's child safeguarding incidents include any incident where a child may be injured or harmed. This includes issues of physical, sexual, or emotional abuse and accidents where a child is endangered, such as road accidents.

In recent years, we have significantly strengthened those systems, and are actively tackling under-reporting. As a result, we have seen a notable increase in the number of cases reported from 2011 to 2017. We view the increase in reported child safeguarding concerns as an encouraging indication that our efforts to raise awareness internally of the problem of abuse, and to improve reporting, are succeeding. In this way, we are sending a strong message to anyone who seeks to act inappropriately that their behaviour will not be tolerated.

Figure 3  
Number of child  
safeguarding concerns  
reported 2011–2017



## Incidents and actions in 2016

In 2016, our child safeguarding procedures reported 193 concerns. The incidents reported occurred in all regions. Each complaint was investigated.

The outcomes of the investigations were as follows:

- 59 cases were proven to be breaches of our child safeguarding policy or standards. This led to:
  - 20 cases being referred to the national authorities or police as they involved or potentially involved an illegal act.
  - 11 cases resulting in dismissal.
  - 38 cases resulting in disciplinary procedures and a formal warning.
- 134 cases were disproven or were unproven due to insufficient or unclear evidence.

## Incidents and actions 2017

Of the 210 reported child safeguarding incidents in 2017, 195 cases have now been closed and 15 are still being investigated. As noted above, the reports covered a wide spectrum of safeguarding issues including allegations of sexual, physical, emotional forms of abuse as well as accidental incidents resulting in harm. Of the 195 closed cases, 53 were child safeguarding concerns about children participating in one of our programmes or within the communities we work. None of these concerns involved Save the Children or partner staff, but as a trusted leader who is committed to protecting children in all contexts, it is important we investigate all claims.

Of the 142 incidents involving Save the Children or partner staff:

- 85 were proven to be child safeguarding violations. The others were proven false or disproven due to insufficient or unclear evidence.
- 48 of the proven cases involved Save the Children staff.
- 34 cases led to dismissals and 14 in other remedial actions, such as formal warnings or trainings.
- 11 were reported to the local authorities.

Regarding the 37 proven cases involving our partners, 27 resulted in dismissals and 10 in remedial actions.

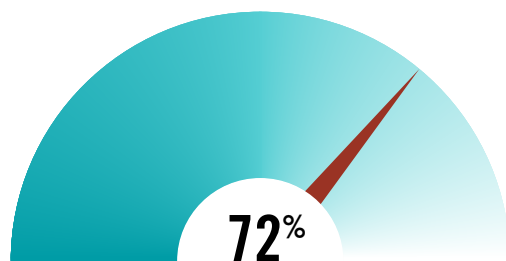
As part of its zero tolerance policies and commitment to child safeguarding, Save the Children worked closely with its partners to in each of these cases to ensure the safeguarding concerns were handled effectively.

## External reviews to strengthen child safeguarding

Save the Children remains deeply committed to ensuring all children are protected from all forms of violence and holding ourselves accountable for any failings in this area. In March 2018, Save the Children US asked external expertise to review past events pertaining to the dismissal and management of one former SCUS employee. This will be a thorough external investigation of the matter, including the organisation's current procedures for hiring and related employment practices and for addressing claims of sexual misconduct and harassment.

In June 2017, Sir Anthony Salz was asked by the SCI Board to lead an external panel review of Save the Children International's control environment, particularly relating to fraud and other risks to programming around the world. This has been progressing and is due to be completed by July 2018. In light of recent media attention, the scope of the review has widened to include a review of sexual harassment of staff.

## Sharing and communicating on child safeguarding



Save the Children members and Save the Children International were asked one question on the extent to which they report on and make information publicly available about:

- **Internal controls on child safeguarding, and**
- **Confirmed incidents and actions taken**

The meter represents the average weighting.

Two-thirds of Save the Children members and Save the Children International report on policies around child safeguarding. The number of countries reporting 'zero' incidents has decreased from 23 in 2016, to 7 in 2017, which shows an improvement in our reporting systems and culture.

Save the Children International reports its internal controls, number of incidents and subsequent actions in its annual Trustees' Report, which covers the 61 countries where we work.



## 7 Financial management

Save the Children's member organisations and Save the Children International hold each other accountable for our financial management by regularly sharing financial information on our revenue, sources of income, and spending patterns.

Save the Children's combined revenues for 2016 were \$2.1 billion USD. Member organisations together spend 82% on global programming, 12% on marketing and fundraising and 6% on administration and governance.<sup>2</sup>

Global programme spend includes all the essential resources needed to design, deliver and manage our programmes in the countries where we work. This includes supplies, staffing, training, support services and the execution of our programme activities, either carried out by our own field staff or through our partners. Fundraising and marketing spend relates to the investment our members make in raising further funds needed to carry out our work. Administration and governance costs support the global infrastructure of our organisation, such as legal, finance, HR, risk management, global programme oversight and leadership, and the coordination of our global campaign.

### Sustainable and transparent financial management

For funds spent on international programming activities implemented through Save the Children International, a range of agreed policies are in place to ensure sustainable and transparent financial management:

- Reserves Policy
- Risk Management Policy
- Fraud, Bribery and Corruption Policy
- Prohibited Transactions and Money Laundering Policy

### Accounting requirements

Our accounting requirements state that Save the Children International will demonstrate transparency and accountability by preparing accurate financial information on a timely basis. Information provided should be relevant, reliable, comparable and understandable. Save the Children members also have to produce annual financial statements in line with the regulations in place in their home country. These financial statements are subject to external audit.

### Spending and income

Save the Children works in around 120 countries. Save the Children's Annual Report presents global expenditure geographically, per sector and per programme area. Save the Children International's Trustees' Report for 2016 as well as member organisation annual reports present more detailed financial accounts for individual Save the Children entities.

Save the Children's Annual Report 2016 reports a revenue across the organisation of over \$2.1 billion USD. The largest sources of revenue are institutions (including government partners) and individuals.

<sup>2</sup>  
Save the Children Annual Review 2016.

Top 5 donors		Total value of all donations 2016 \$1,118 million USD	Total value of all donations 2017 \$1,169 million USD	
1	DFID	9.7%	USAID	9.6%
2	USAID	8.2%	Global Fund to Fight Aids, TB and Malaria	7.2%
3	ECHO	6.6%	DFID	6.9%
4	Global Fund to Fight Aids, TB and Malaria	6.1%	ECHO	5.3%
5	Catholic Relief Services	3.7%	Office of Foreign Disaster Assistance	3.6%
		<b>Total value of top 5 donors 2016 \$461 million USD</b>	<b>Total value of top 5 donors 2017 \$459 million USD</b>	

The five largest Save the Children members by revenue are:

Top 5 Save the Children members by revenue		2016
Save the Children US		US \$649 million
Save the Children UK		US \$548 million
Save the Children Sweden		US \$138 million
Save the Children Italy		US \$110 million
Save the Children Norway		US \$103 million
Top 5 Save the Children members by revenue		2015
Save the Children US		US \$678,3 million
Save the Children UK		US \$588,6 million
Save the Children Sweden		US \$166,2 million
Save the Children Australia		US \$99 million
Save the Children Italy		US \$89,1 million
Top 5 Save the Children members by revenue		2014
Save the Children US		\$689,4 million
Save the Children UK		\$576,1 million
Save the Children Sweden		\$ 142,2 million
Save the Children Australia		US \$ 118,8 million
Save the Children Italy		US \$82,2 million

Save the Children International is funded primarily by member organisations<sup>3</sup>. In 2016, funds from members account for 99% of SCI's income.

## Compliance and Controls: Fraud, bribery and corruption

Preventing and tackling fraud (including corruption, theft, criminal damage and negligent loss) is a clear operational priority for Save the Children International, with a strict zero tolerance policy in place. Our fraud management team provides staff training staff while managing policies, reporting and whistleblowing systems. We work closely with the UK Charity Commission, Transparency International, USAID's Office of the Inspector General and other partner, donor and law enforcement agencies to ensure that our approaches reflect the highest global standards.

In 2015 we strengthened our Fraud Management team with additional counter-fraud specialists covering our programmes in Africa in particular. Since then, we have developed a more transparent fraud reporting system including cataloguing data to facilitate detailed analysis.

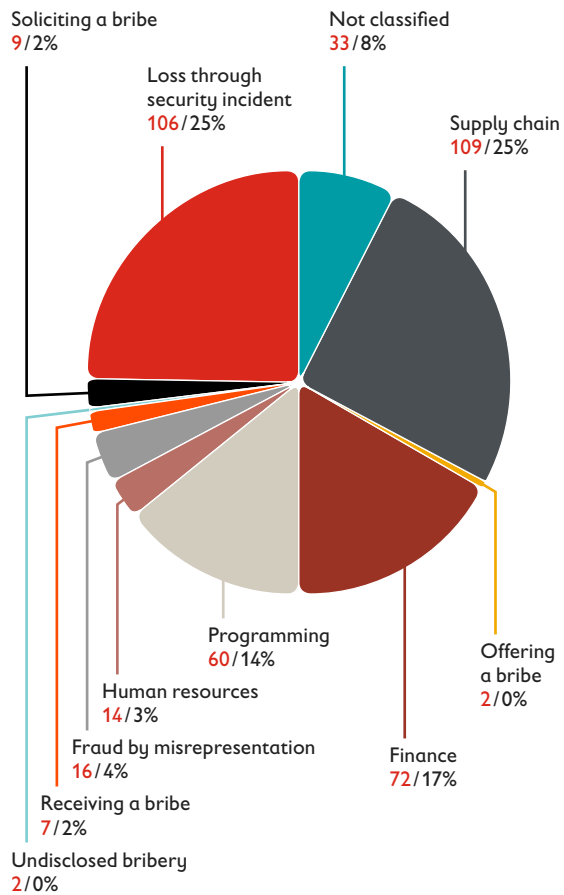
The number of reported incidents across Save the Children International increased from 329 cases in 2015 to 432 cases in 2016, largely as a result of improved awareness of our policy and procedures.

In 2017, we received 408 reports of fraud, bribery, corruption and theft, a 6% decrease from 432 in 2016. A new triage process allowed us to filter reports which did not merit investigation due to either being a non-fraud issue or lacking sufficient information to proceed. In total, 394 cases from 2017 were investigated. 135 of these are still under investigation, 31 await final approval before closure and 228 cases are closed. We noted an increase in the rate of incident reporting in the quarter immediately following the rollout of Datix – a new reporting system – and believe that this rate (which has continued) represents a new normalised level of reporting of suspicions and allegations.

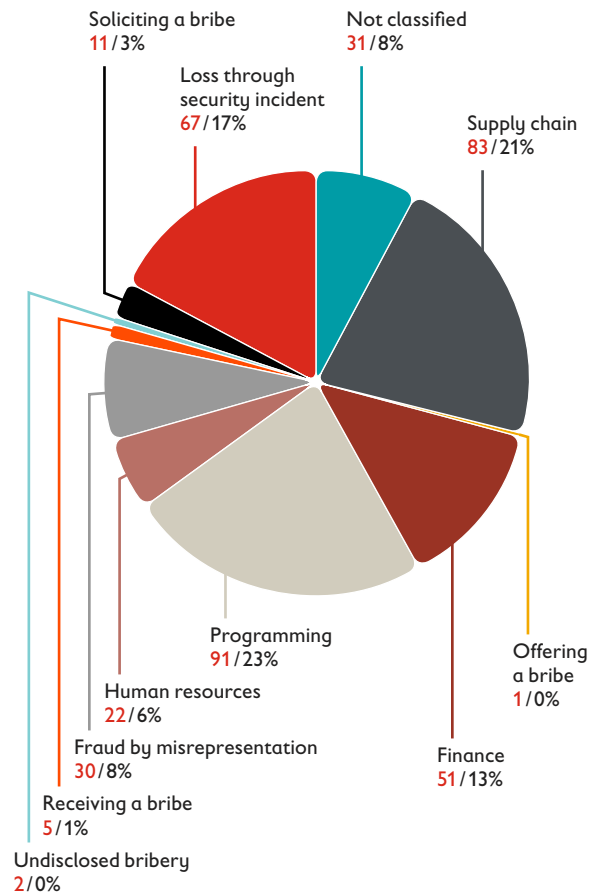
3  
See Save the Children International Trustees' report, strategic report and financial statement for 2016.

The charts below outline the types of fraudulent activities experienced as recognised by the Association of Certified Fraud Examiners (ACFE)

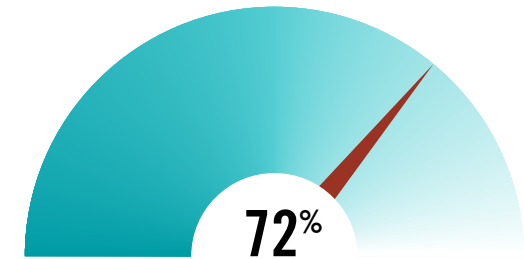
**Figure 4**  
**Fraud statistics by area and classification 2016**



**Figure 5**  
**Fraud statistics by area and classification 2017**



### Sharing and communicating our financial management



Save the Children members and Save the Children International were asked to what extent they report on and make information publicly available about:

- Expenditure by country, region and programmatic area
- Funding and income by category
- Five largest donors
- Anti-corruption policy
- Percentage of how resources are spent across the organisation

The meter represents the average weighting.

## 8 Staff diversity and code of conduct

Diversity of workforce	The ratios below relate to 15648 staff working for Save the Children International in March 2018		
Save the Children International all staff (Gender)	63% male	37% female	
Save the Children International all staff (OECD <sup>4</sup> status)	4% OECD	68% Non-OECD	28% no information
Country leadership (Gender)	46% male	54% female	
Country leadership (OECD status)	58% OECD	42% Non-OECD	
Save the Children International Senior Leadership Team	57% male	43% female	
Save the Children International Senior Leadership Team	100% OECD	0% Non-OECD	

The expertise and dedication of our staff – teams working in around 120 different countries – are vital to the success of our mission. Our global workforce, strengthened by our cultural diversity, is comprised of around 25,000 staff, of whom approximately 16,000 are employed by Save the Children International.

Save the Children International strives to be a diverse and inclusive organisation in order to attract global talent, nurture creativity and relate to our beneficiaries and their communities.

We have policies and procedures to ensure that no job applicant or employee receives less favourable treatment on the grounds of sex, marital status, ethnic origin, disability, age, class, colour, HIV and AIDS status, personal circumstances, sexual orientation, or any other unjustifiable grounds. Member organisations have similar principles and practices in place.

In terms of staff diversity, we seek to reach the appropriate balance, and while proud of what we have accomplished, particularly at country level leadership, we acknowledge that more can be done.

### Reporting on gender pay

Save the Children International reports on gender pay in accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Our figures represent all UK employees of Save the Children International and any International employees who report to and are paid through the London office. It should be noted that Save the Children International does not pay bonuses.

In 2017, Save the Children International identified a gender pay gap of 18.8%. This rate is calculated by adding the hourly rates for all men, divided by the number of men, and comparing the same calculation for women.

This gender gap is similar to other social sector organisations, and in line with the average reported gender pay gap for the UK (19%). However, we believe that this is not acceptable and want to ensure we are doing whatever we can to minimise this gap.

During 2017, we implemented a range of new global reward policies linked to a robust approval process equity of practice within our reward framework in the UK. Pay decisions take into account many factors including gender and equity and pay ranges are transparent and published internally. Job Evaluation Panels reflect a gender mix, and the gender of any post holder is not shared during the evaluation.

<sup>4</sup> OECD: Organisation for Economic Co-operation and Development (dedicated to economic development). Member countries mostly include high-income economies with a very high Human Development Index (HDI) and are regarded as developed countries.

Our recruitment policy and practices have been refreshed so that wherever possible, we have gender balance when shortlisting and on interview panels. Our interview process uses a scoring system for each competency question asked and appointment and pay decisions have to be justified.

To ensure decisions in filling leadership positions are gender-neutral, our talent management approach has checks built in. We also offer enhanced maternity pay on top of statutory pay and provide enhanced pay for shared parental leave.

Looking ahead for 2018 and beyond, Save the Children International is committed to:

- Ensuring our jobs adverts have gender-neutral language and are advertised with flexible working options where possible.
- Recruiting through a variety of channels and consider non-traditional sources, actively encouraging people from all groups to apply.
- Reviewing our Flexible-Working Policy to increase options.
- Conducting an equal pay audit.
- Auditing a sample of recruitments to ensure the panel, shortlists and appointments were gender balanced.
- Ensuring the new on-line talent management approach for leadership positions has a check for gender for bias.

## **Consolidating and re-affirming our Staff Code of Conduct**

In 2017, a wide cross-section of industry, including film and entertainment, media, as well as politics and other sectors, received intense global attention around sexual harassment and abuse in the workplace. The reporting of incidents has affected every sector and every country around the world and unfortunately, the aid sector is no exception. Save the Children and other NGOs have also come under intense scrutiny for sexual harassment and bullying in the workplace.

We welcome transparency and accountability in the international development and humanitarian sector, and have been one of the few charities to openly and publicly reveal incidents of harassment. During 2017, we received 31 allegations of sexual harassment over the last year and referred ten cases to authorities. In the past year, 16 staff members were dismissed over reports of sexual harassment.

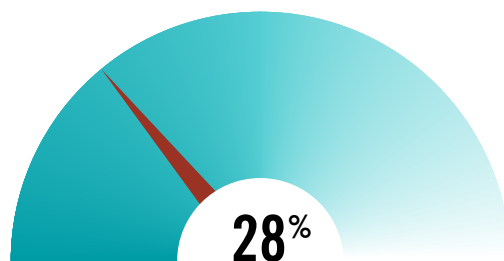
In 2017, we strengthened our global anti-harassment policy and are now working on embedding this policy to ensure all staff know how to report and feel safe doing so. We have developed an action plan to combat sexual harassment and bullying within our organisation. This plan includes practical actions and standards to enable an environment of respect and dignity in the following areas:

- Building awareness by communicating our standards
- Developing clear reporting guidelines and channels
- Improving our response mechanism to act in the best interest of colleagues

Our aim is to reinforce a culture of zero acceptance of sexual harassment and bullying, where all allegations are investigated fairly and effectively anywhere in the organisation.



### Sharing and communicating about staff diversity

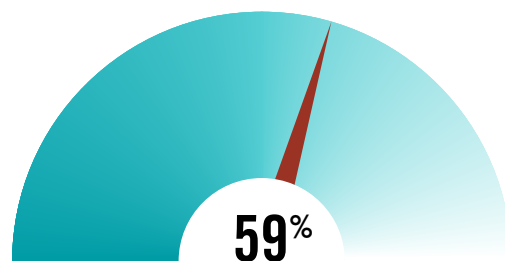


Save the Children members and Save the Children International were asked to what extent they report on and make information publicly available about:

- **Employees by gender, age, ethnicity**
- **Salary by gender**
- **Top level employee salaries**

The meter represents the average weighting.

### Sharing and communicating about code of conduct



Save the Children members and Save the Children International were asked to what extent they report on and make information publicly available about:

- **Code of conduct**
- **Policy breach procedure**

The meter represents the average weighting.

### Commissioned reviews to strengthen staff code of conduct

In February 2018, largely in response to media reports of misconduct among previous staff members, Save the Children UK commissioned a review into workplace culture within the organisation. The overall aim of the Independent Review is to understand current workplace cultures in Save the Children UK, and make recommendations to further develop them for the future. Details of the review have been published on the [Save the Children UK website](#).

At the same time, The SCA Board initiated a review to examine all reports exposed in the media, as well as our broader culture, processes and standards, with a view to identifying practical steps that we can take to ensure that we create a zero-tolerance culture.

This is being undertaken by a number of board members, and due to conflict of interest, Sir Alan Parker, who was Board Chair at Save the Children UK at the time of the events, has recused himself from this review.



## 9 Advocacy

To achieve the maximum impact for children, Save the Children draws upon a range of advocacy strategies, including:

### Programmatic advocacy

- We innovate and develop evidence directly from our programming activities, and then persuade others to adopt what we have proven and/or fund us to take it to scale. Our influence is based mainly on our technical expertise.

### Empowered civil society advocacy

- We mobilise communities and individuals and work with partners to leverage change, either at local, national or international level – often as part of an explicit rights-based strategy to achieve impact.

### Public policy advocacy

- We influence budgetary, policy and legislative change at the national level, and engage internationally with multilateral and regional institutions to help catalyse national change.

We work to ensure that our public positions are evidence-based and reflective of our programmatic experience and research, coupled with high-quality evidence from credible outside sources. We also work with external parties, such as academics, think tanks, parliamentarians, partners and representatives from other organisations, to obtain their feedback and review.

### Child rights reporting

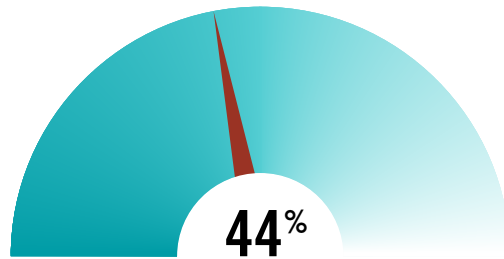
We work with children and civil society organisations to hold governments to account for progress towards realising children's rights, and we work with others to document and report violations of children's rights when countries are reviewed in three international reporting systems: The UN Committee on the Rights of the Child, The UN Human Rights Council's Universal Periodic Review, and the African Committee of Experts on the Rights and Welfare of the Child.

We follow a four-phase process to support Child-Informed Reporting and Advocacy:

- Raise awareness of the review process and discuss children's issues with children and civil society
- Collect data and create a child-informed supplement to the state report
- Ensure children's voices are heard when the state report is reviewed
- Campaign on the recommendations with children and civil society

We have been engaged with human rights reporting systems for 25 years, and are currently carrying out this work in over 70 countries. Between 75% and 100% of issues raised by Save the Children and our partners have been reflected in the recommendations to a country under review. As part of this work, we help children advocate and campaign for issues important to them in their own countries.

## Sharing and communicating our advocacy work



Save the Children members and Save the Children International were asked to what extent they report on and make information publicly available about:

- **Arriving at public policy and advocacy positions**
- **Adjusting our advocacy positions**

The meter represents the average weighting.

We are aware that we must be able to demonstrate to all stakeholders that we have transparent processes for arriving at legitimate and evidence-based public awareness and advocacy positions. Our 2017 Transparency metrics indicate that we have some work to do to ensure that we are publicly communicating our processes and positions.



## 10 Cooperation and partnership

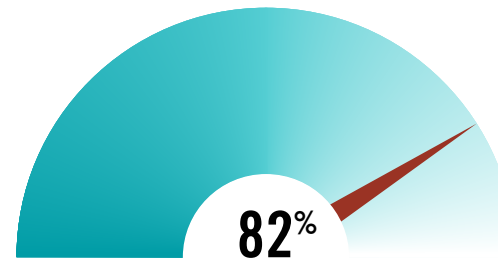
We cannot achieve our mission and strategy by ourselves. Despite Save the Children being large by INGO standards, our impact will be small unless we catalyse and shape the efforts of others. We need to be clear about where and how we can add value to the work of governments, who have the primary responsibility to realise the rights of children. We need to combine and coordinate with other civil society organisations and with partners in business and the UN system, and work closely with communities and especially with children, and learn from their knowledge and experience. We focus on building long-term, mutually beneficial strategic partnerships that leverage all these relationships.

All our programmes are informed by relations with these actors. We conduct our work in the context of the global international development agenda and our theory of change, which includes building partnerships as a fundamental element. By collaborating with others to share knowledge, influence others and build capacity, we seek to ensure that children's rights are met. At the country level we align our work with national plans for children while locally, we partner with civil society organisations and governments to ensure ownership of projects.

Save the Children is a member of several national and international NGO coordinating bodies and has signed agreements with a number of global agencies.

We are also the official co-leaders of the Education cluster with UNICEF, and in humanitarian work, Save the Children plays an active role in the UN cluster system, including active membership in the Steering Committee for Humanitarian Response.

### Sharing and communicating our governance and structure



Save the Children members and Save the Children International were asked to what extent they report on and make information publicly available about:

- **Defining key stakeholders**
- **Engaging with stakeholder**

The meter represents the average weighting.

Approximately three-quarters of Save the Children's members and Save the Children International fully or partly describe to the public who their key stakeholders are, and approximately 70% offer examples of how they interact with and engage with stakeholders through channels such as formal reports, newsletters, websites and social media such as Facebook, Twitter and LinkedIn.



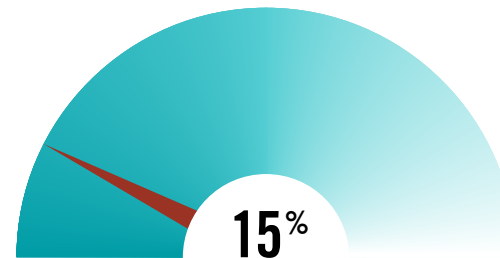
# 11 Environmental impact

As the most vulnerable members of any population, children will continue to be directly affected by environmental degradation as extreme weather events and disasters disrupt education and climate change drives mass migrations and displacement.

The 2015 Global Goals for Sustainable Development highlight this – with seven of the 17 Goals addressing an aspect of environmental sustainability.

Among our members, Save the Children Australia and Save the Children UK review their carbon footprint annually and report on improvements in their environmental impact, addressing travel, recycling, paper use and waste. Save the Children Sweden takes active steps to mitigate its environmental footprint and annually reports on travel, purchases and energy use.

## Sharing and communicating our environmental impact



Save the Children members and Save the Children International were asked to what extent they report on and make public information about:

- **Mitigation against our environmental impact of our activities or operations**

The meter represents the average weighting.

We recognise that historically, neither monitoring nor reporting environmental impact have been set as organisational priorities, despite an awareness of the importance of reducing our environmental footprint. This had yet to be institutionalised – only six Save the Children member organisations report on environmental impact.



## 12 Looking ahead

Save the Children is acutely aware, and welcomes, that the international aid and development sector has entered a new period of increased scrutiny and accountability. However, even before the heightened attention on misconduct in the aid sector, we have been committed to becoming more transparent in our reporting and accountable to our donors and the children we work with by learning from our shortcomings and improving our operations around the world.

It's right that our organisation is held to a high ethical standard, and we recognise that where we have fallen short in addressing abuses of trust, we will perform a detailed and comprehensive review of our safeguarding and reporting mechanisms, and take significant actions wherever required.

Key findings from peer reviews and a variety of feedback mechanisms, as well as evaluation of all our programmes, will provide us with our roadmap for the ensuing years. We will continue to review and improve our systems and processes to nurture a culture of effective reporting and safeguarding. We will intensify our efforts to reinforce our global child safeguarding and anti-harassment policies and our strong code of conduct.

These efforts will work in conjunction with our ongoing commitments to quality and consistency throughout our global organisation. These will include increasing our degrees of transparency in specific reporting areas as identified in our Global Transparency Survey, and carefully analysing the audit findings of the Core Humanitarian Standard and acting to address those areas for improvement.

We know that we will continue to strengthen as an organisation – one based on transparency and total accountability for our actions, building upon a culture of knowledge and our focus on changing the lives of children around the world.



## Annex: Global Reporting Initiative (GRI) Index

The content for this report has been guided primarily by the Global Reporting Initiative's G4 reporting framework, including the NGO Sector Disclosures. GRI is the global standard for sustainability reporting and disclosure, and increasingly, peer international NGOs are adopting GRI standards.

This index identifies the GRI indicators we have reported on and provides references to the matters disclosed in this report and other relevant documents.

GRI Indicator	Reference
<b>Organisational profile</b>	
G4 – 3 Name of the organisation	Save the Children Association
G4 – 4 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organisation's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.)	See Section 2 – Organisational profile
G4 – 5 Location of the organisation's headquarters.	Geneva, Switzerland
G4 – 6 Number of countries where the organisation operates, and names of countries with major operations.	Approximately 120.
G4 – 7 Nature of ownership and legal form, including: <ul style="list-style-type: none"> <li>● details and current status of not-for-profit registration;</li> <li>● operational structure of the organisation, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.</li> </ul>	See Section 3 – How Save the Children is organised globally – Governance and operational structure
G4 – 8 Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	See Section 2 – Organisational profile
G4 – NGO Sector Disclosure Target audience and affected stakeholders.	Not reported

GRI Indicator	Reference
<p>G4 – 9 Scale of the organisation.            G4 – NGO Sector Disclosure            Number of members and/or supporters.            Number of employees. Number of volunteers.            Total income.            Capitalisation may be reported as net assets broken down in terms of debt and equity or in terms of assets and liabilities.            Scope and scale of activities.</p>	<p>See Section 2 – Organisational profile and            Section 7 – Financial Management</p>
<p>G4 – 13 Significant changes during the reporting period regarding the organisation’s size, structure, ownership, or its supply chain.</p>	<p>See Section 2 – Organisational profile</p>
<p>G4 – 15 List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.</p>	<p>Not reported</p>
<p>G4 – 16 List memberships of key associations (such as industry associations) and national or international advocacy organisations.</p>	<p>Not reported</p>
<p><b>Scope of report</b></p>	
<p>G4 – 17 List all entities included in the organisation’s consolidated financial statements or equivalent documents. Indicate whether any entity included in the organisation’s consolidated financial statements or equivalent documents is not covered by the report.            G4 – NGO Sector Disclosure Entities include national offices, sections, branches and field offices.</p>	<p>See Section 3 – How Save the Children is organised globally – Governance and operational structure and</p>
<p>G4 – 18 Explain the process for defining the report content.</p>	<p>This report was sponsored by the CEO Steering Group. The report was collated by a working group consisting of representatives from the following Member offices: Sweden; Australia, UK and US. Report content was reviewed by the Senior Leadership Team of Save the Children International.             The report was reviewed and approved by the CEO Steering Group and finally by the Save the Children Association Board.</p>



GRI Indicator	Reference
<b>Stakeholder engagement</b>	
G4 – 24 Provide a list of stakeholder groups engaged by the organisation.	Not reported
G4 – 25 Basis for identification and selection of stakeholders with whom to engage.	Not reported
G4 – 26 Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	See Section 5 – Programme quality
G4 – 27 Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Key topics of feedback or complaints have not yet been centrally tracked. For concerns and incidents of policy breach raised See Section 7 – Financial Management See Section 6 – Child Safeguarding
<b>Report Profile</b>	
G4 – 28 Reporting period for information provided.	1 January 2016 – 31 December 2017
G4 – 29 Date of most recent previous report.	This is the organisation’s third Global Accountability Report
G4 – 30 Reporting cycle (such as annual, biennial).	Not set
G4 – 31 Contact point for questions regarding the report or its contents.	Helle Thorning-Schmidt Chief Executive Officer Save the Children International
G4 – 33 Practice with regard to seeking external assurance for the report.	External assurance has not been sought for the content of this report. Statistics and information included in this report are obtained through Save the Children’s global annual reporting process, including the audited financial statements of Save the Children International and members.

GRI Indicator	Reference
<b>Governance</b>	
G4 – 34 Governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	See Section 3 – How Save the Children is organised globally – Governance and operational structure
G4 – 37 Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	See Section 3 – How Save the Children is organised globally – Governance and operational structure
G4 – 38 Composition of the highest governance body and its committees.	See Section 3 – How Save the Children is organised globally – Governance and operational structure
G4 – 40 Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.	See Section 3 – How Save the Children is organised globally – Governance and operational structure
G4 – 42 Highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	See Section 3 – How Save the Children is organised globally – Governance and operational structure
G4 – NGO Sector Disclosure Procedures for overseeing: <ul style="list-style-type: none"> <li>● programme effectiveness; and</li> <li>● adherence or compliance with nationally and internationally agreed standards, codes of conduct, and principles.</li> </ul>	See Section 5 – Programme quality See Section 4 – Adherence to national and international standards
G4 – 46 Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics.	Not reported
G4 – 48 Highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material aspects are covered.	Not reported

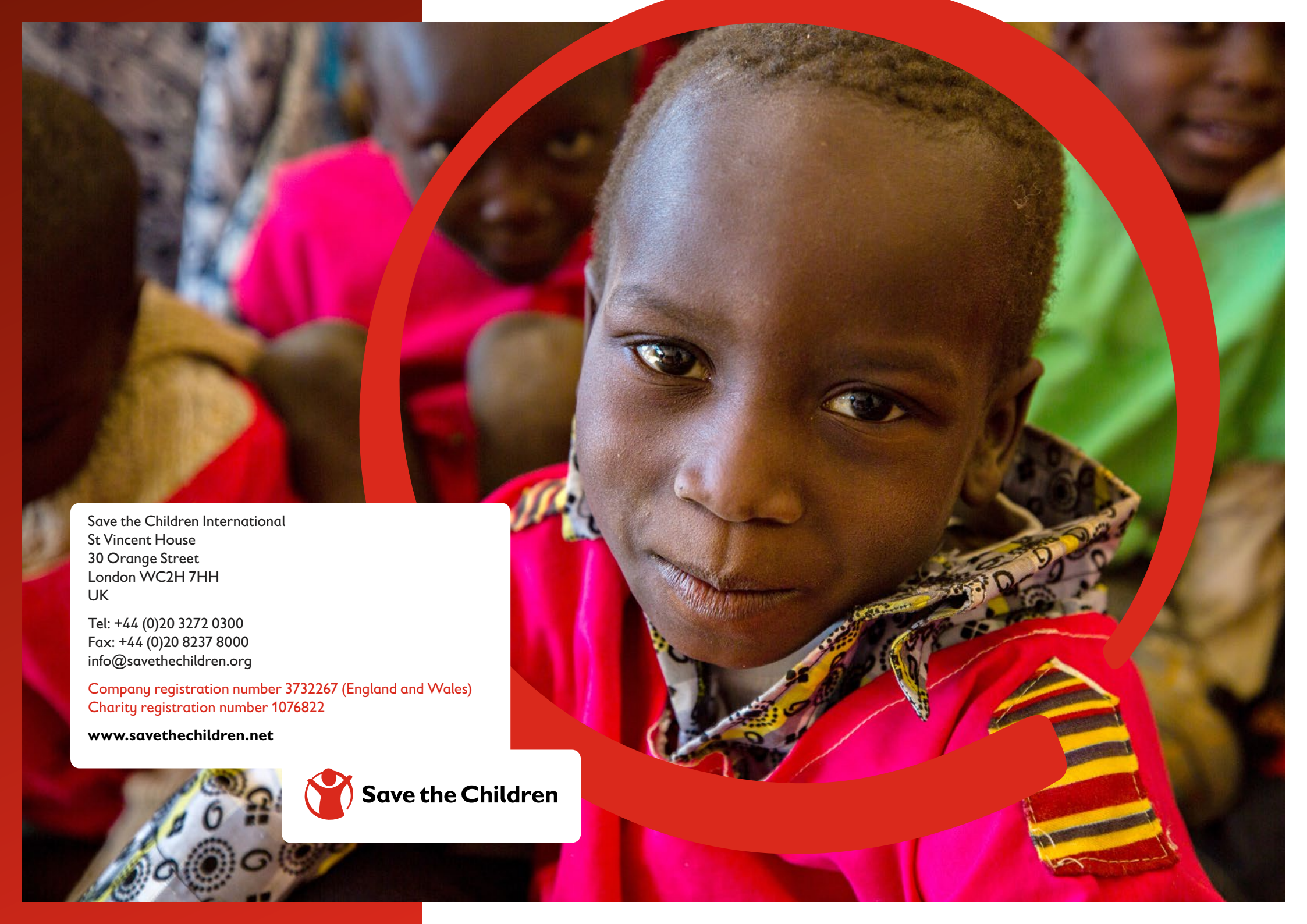
GRI Indicator	Reference
G4 – 49 Process for communicating critical concerns to the highest governance body.	Not reported
G4 – 50 Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	See Section 7 – Financial Management See Section 6 – Child Safeguarding
G4 – 51 Remuneration policies for the highest governance body and senior executives.	Save the Children Association’s trustees serve without remuneration.
G4 – 54 Ratio of the annual total compensation for the organisation’s highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Not reported
<b>Ethics and Integrity</b>	
G4 – 56 Describe the organisation’s values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	See Section 2 – Organisational Profile
G4 – 57 Report the internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity, such as helplines or advice lines.	Not reported
G4 – 58 Report the internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	Not reported.

GRI Indicator	Reference
<b>Financial Management</b>	
<p>G4 – NGO Sector Disclosure</p> <p>Resource allocation</p> <p>Describe resource allocation processes.</p> <p>Identify the processes in place to track the use of resources for the purposes intended, including both cash and in-kind contributions (include internal processes of financial controls)</p> <p>Identify the standard(s) that serve as the basis for this tracking system. These standards may include voluntary codes or mandatory requirements that relate to areas such as: internal accounting and bookkeeping systems; auditing of financial records or other systems; external reporting; and calculation of programme expenses and/or other overheads.</p>	See Section 7 – Financial management
<p>G4 – NGO Sector Disclosure</p> <p>Sources of funding by category and five largest donors and monetary value of their contribution</p> <ul style="list-style-type: none"> <li>● Identify sources of funding by category (e.g., government, corporate, foundation, private, membership fees, in-kind donations, and other).</li> <li>● Identify the five largest donors in monetary value. For in-kind donations, use estimates of the monetary value of the donation, using standard accounting principles.</li> <li>● Report aggregated monetary value of funding received by source.</li> <li>● Report the five largest donors and the monetary value of their contribution.</li> </ul>	See Section 7 – Financial management
<p>G4 – SO3 and SO5</p> <p>Corruption and fraud</p> <p>Describe anti-corruption policies and procedures, including:</p> <ul style="list-style-type: none"> <li>● systems and practices to prohibit, prevent, detect and report on corruption and bribery;</li> <li>● evidence that relevant policies are known and used by staff;</li> <li>● the greatest risks for the organisation to be exposed to corruption, bribery, nepotism or fraud;</li> <li>● any systematic and regular analyses of such risks;</li> </ul> <p>Any further steps necessary to minimise the risk of fraud or corruption undermining your organisation’s effectiveness and reputation.</p>	See Section 7 – Financial management

GRI Indicator	Reference
<p>G4 – SO5 Incidents of corruption and actions taken</p> <ul style="list-style-type: none"> <li>● Total number and nature of confirmed incidents of corruption.</li> <li>● Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.</li> <li>● Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.</li> <li>● Legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases.</li> </ul>	<p>See Section 7 – Financial Management See Section 6 – Child Safeguarding</p>
<b>Programme quality</b>	
<p>G4 – NGO Sector Disclosure Affected stakeholder engagement. Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programmes.</p>	<p>See Section 5 – Programme quality</p>
<p>G4 – NGO Sector Disclosure Monitoring, evaluation and learning. System for program monitoring, evaluation and learning (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.</p>	<p>See Section 5 – Programme quality</p>
<p>G4 – NGO Sector Disclosure Gender and diversity. Measures to integrate gender and diversity into program design and implementation, and the monitoring, evaluation, and learning cycle.</p>	<p>Not reported. Staff diversity reported by gender but not yet in terms of programme design, implementation and MEAL. This will be reported on next year (See Section 5 – Programme quality)</p>

GRI Indicator	Reference
<b>Advocacy</b>	
<p>G4 – NGO Sector Disclosure</p> <p>Process for arriving at public awareness and advocacy positions (e.g., evidence-based research, stakeholder participation, analysis of gender and diversity issues).</p> <p>How does the organisation ensure that consistency is maintained during implementation of advocacy and public awareness campaigns.</p> <p>How does the organisation ensure that its public criticisms are fair and accurate.</p> <p>Process for corrective adjustment of advocacy positions and public awareness campaigns.</p> <p>Identify where public awareness and advocacy positions are published.</p> <p>Process for exiting a campaign.</p> <p>Process to formulate, communicate and implement advocacy positions and public awareness campaigns.</p>	See Section 9 – Advocacy
<b>Cooperation and partnerships</b>	
<p>G4 – NGO Sector Disclosure</p> <p>Processes to take into account and coordinate with the activities of other actors.</p>	See Section 10 – Cooperation and partnership
<b>Fundraising and marketing</b>	
<p>G4 – NGO Sector Disclosure</p> <p>Adherence to standards for fundraising and marketing communications practices.</p>	See Section 4 – Adherence to national and international standards
<p>G4 – LA1 Total number and rates of new employee hired and employee turnover by age group, gender and region.</p>	Not reported
<p>G4 – LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.</p>	Not reported
<p>G4 – LA3 Return to work and retention rates after parental leave, by gender.</p>	Not reported

GRI Indicator	Reference
G4 – LA6 Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender.	Not reported
G4 – LA11 Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.	Not reported
G4 – LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	See Section 3 – How Save the Children is organised globally – Governance and operational structure See Section 8 – Staff diversity and code of conduct
G4 – LA13 Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Not reported
G4 – LA16 Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms.	Not reported
G4 – EC6 Proportion of senior management hired from the local community at significant locations of operation.	See Section 8 – Staff diversity and code of conduct
<b>Environmental impact</b>	
<p>G4 – EN27 Report quantitatively the extent to which environmental impacts of activities have been mitigated during the reporting period, including:</p> <ul style="list-style-type: none"> <li>● initiatives to reduce emissions at organisational level,</li> <li>● environmental impacts of programmes and activities,</li> <li>● initiatives to limit emissions of transporting people and products.</li> </ul>	<p>Not reported See Section 11 – Environmental Impact</p>



Save the Children International  
St Vincent House  
30 Orange Street  
London WC2H 7HH  
UK

Tel: +44 (0)20 3272 0300  
Fax: +44 (0)20 8237 8000  
info@savethechildren.org

Company registration number 3732267 (England and Wales)  
Charity registration number 1076822

[www.savethechildren.net](http://www.savethechildren.net)



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