

GLOBAL ACCOUNTABILITY REPORT 2019:

DELIVERING MORE FOR CHILDREN BY SUPPORTING
STAFF HEALTH AND WELLBEING



Save the Children



CONTENTS

FOREWORD	3
ABOUT THIS REPORT	4
HOW WE ARE ORGANISED	5
IN FOCUS: EMPLOYEE HEALTH AND WELLBEING	6
ACCOUNTABILITY DATA AND INFORMATION	12
Safeguarding children	13
Safeguarding adults	16
Financial management	18
Diversity, equity and inclusion	20
Safety and security of our staff	22
ACCOUNTABILITY FRAMEWORK	24
LOOKING AHEAD	26



FOREWORD

In 2019, Save the Children was able to demonstrate that we are willing to face up to the mistakes that we have made and commit to doing better, for our employees, our beneficiaries, donors and supporters. The Charity Commission, the regulator of UK charities, carried out an investigation into the handling of misconduct against staff in 2012 and 2015 in Save the Children UK, as well as its response to the subsequent media coverage in 2018. Across Save the Children, we are using this report and its learnings to strengthen our whole organisation and build a culture fully aligned to our values.

We are deeply committed to ensuring our organisation is safe for the children we work with as well as our employees. Save the Children is built on compassion, trust and respect and we know our beneficiaries, donors and the international community hold us accountable to those values.

Since 2018, we have reviewed our anti-harassment and bullying policies, ensuring they are consistent across the movement, and have made sexual harassment and anti-bullying training mandatory for all Save the Children International staff. We have also implemented a whistleblowing hotline and continue to improve the quality of our data to ensure we have a robust global system to report and investigate incidents. We are also in discussions with other NGOs about contributing our data to shared global platforms to reduce the risk of exploitative or bullying staff remaining in the sector.

While tackling harassment continues to be a top priority, 2020 – the year in which this report was written – has furthered our discussions on how we can ensure our employees are protected, both physically and mentally. Both the COVID-19 global pandemic and important conversations around race and diversity have put staff wellbeing truly at the centre of how we work and the kind of organisation we strive to be.

We need to ensure our employees have the right personal protective equipment to work safely in communities; that parents with new and unexpected childcare commitments are supported in their work; that colleagues working in isolation are able to engage with their teams and the wider organisation; that our colleagues from different backgrounds are represented in all levels of our organisation; and that we rid any and all unconscious bias that stops employees from progressing through our organisation.

I am immensely proud and inspired by our staff's ability to adapt to the current landscape and raise their voices on issues as sensitive as race and discrimination. And so while this report is focused on demonstrating our accountability in 2019, it also addresses our more current thinking on how we will support the wellbeing of our employees, so they can continue their work for children.

Inger Ashing
CEO, Save the Children International

ABOUT THIS REPORT



This is Save the Children's fifth Global Accountability Report. Over the years, we have improved the way in which we collect data that informs this report and the way it is presented on these pages. In producing this report year after year, we have discovered inconsistencies in the way Save the Children International and the different members of Save the Children understand and report on our various areas of accountability. That has triggered work within our organisation to ensure a more consistent and aligned way for all Save the Children entities to report on incidents.

The Global Accountability Report has itself become an accountability mechanism through which we challenge ourselves to continuously improve on our commitments to children, donors, staff and the public. This report helps us monitor and track our performance, provides a global benchmark moving forward, and is a tool with which we can be held to account.

The Global Accountability Report publishes and analyses data on Child Safeguarding, Adult Safeguarding, Safety and Security of Staff, Diversity within Save the Children and Financial Management. By presenting this data in a simplified and transparent way, we hope to demonstrate that we take seriously our commitment to all those who hold us accountable for their safety, dignity and the financial support they give us.

Alongside our published data, the report includes an in-depth analysis of one core issue that both Save the Children and the wider sector face. Our intent is to provide a deeper understanding of the challenges of a global organisation working in complex contexts, and what needs to be done to overcome these. This year, the area of focus is on staff wellbeing; as the current COVID-19 global pandemic has changed the way our employees work, our organisation must change the way in which it supports staff to deliver more for children.

The Global Accountability Report is a complement to our Save the Children Annual Review, which reports on the global impact of our programme, advocacy and humanitarian work, as set out in our global strategy.

These reports can be found on www.savethechildren.net.

IN 2019, WE DIRECTLY REACHED 38.7 MILLION CHILDREN



HOW WE ARE ORGANISED

The Save the Children Association comprises 30 separate national entities around the world (called Save the Children members – see www.savethechildren.net for a full list) and Save the Children International. Together, this global organisation is active in 117 countries, employing 25,000 people and reaching nearly 40 million children.

We share one name, one strategy and one ambition for children.

Save the Children International operates out of 51 countries and five regional hubs, as well as four advocacy offices and a central office in London. All Save the Children member organisations implement programmes, advocacy and campaigning within their own borders.

Where data is available, this report covers the entire global organisation.



EMPLOYEE HEALTH AND WELLBEING

The health and wellbeing of employees has always been a key area of accountability for Save the Children. Having a workplace or working environment that is safe, fair, flexible and happy is not just the right thing to do; it undoubtedly leads to more productivity and, in our case, delivering more positive impact for children.

The COVID-19 global pandemic has forced leaders across all sectors to put their staff front and centre of business decisions that are being made. For Save the Children, that has meant focusing on both the physical and mental health of our staff in countries where we programme, as well as those at the centre and regional offices and in our member organisations, so that they can carry out their work safely and effectively.

We are committed to ensuring colleagues across the organisation are looked after and cared for, feel supported and are motivated to deliver more for children.

WELLBEING REQUIRES A BALANCE

At Save the Children, we understand wellbeing as the state of feeling happy and healthy, and that it is a combination of emotional, physical, spiritual and economic factors that contribute to that state of wellbeing.

We try to strike the right balance between the support the organisation provides, and what staff can do themselves to improve their own wellbeing. For example, we provide e-learning courses on managing time and the pressures of work, as well as team workshops about workplace wellbeing and mental health. We train line managers to help their reports identify what they need and to come up with their own roadmap for wellbeing; and we actively promote quarterly reviews with managers to discuss performance, development and wellbeing. Our goal is to create an environment where staff feel comfortable asking for the things that they need, and supported when calling out work behaviours and practices that impact their wellbeing.

WELLBEING IS LINKED TO THE VALUES OF OUR ORGANISATION

The wellbeing of one individual is closely linked to how an organisation conducts itself. Flexible working, diversity and inclusion, and sexual harassment in the workplace are different issues, but they all impact the wellbeing of staff because they reflect an organisation's values. Wellbeing improved in some areas during COVID-19 when leaders showed they valued colleague's family commitments. On the other hand, reports of harassment and abuse of power lowered staff wellbeing when the organisation was seen not to be living up to its values. That means that staff are holding Save the Children to account, not just for their own wellbeing, but for the wider values of the organisation.

TO ADDRESS EMPLOYEE WELLBEING IN 2019, SAVE THE CHILDREN ...

- **Carried out engagement surveys** in centre, regions and members to provide staff the opportunity to give feedback on how Save the Children is doing in engaging its staff and how we can improve. In Save the Children International, that led to establishing plans to support centre, regional and country offices around wellbeing.
- **Continued our commitment to reducing our gender pay gap** across Save the Children International with continued efforts to attract more women into senior positions and building equal pay audits into our pay-review process. Save the Children US introduced a Gender Equality Award to honour individuals or teams who have demonstrated commitment and action to advancing gender equality within and through Save the Children.
- **Released an anti-harassment, intimidation and bullying policy** and carried out mandatory training programmes for all Save the Children International (SCI) employees in their first three months of employment to embed key aspects of this policy.
- **Save the Children US released a new workplace culture policy**, also focused on improving internal culture, while Save the Children UK developed new Workplace Behaviours to lay out the baseline expectations for how we all speak to each other, listen to each other, challenge each other, and take action.
- **Set up an Employee Forum** in SCI for centre employees and the senior leadership team to engage in regular consultation around issues and organisational changes.
- **Enabled a Diversity and Inclusion Council** to establish itself at the centre, for which a senior leader sponsors each of the four diversity networks representing women, ethnic minority groups, the lesbian, gay, transsexual and bisexual community, and young professionals. Save the Children US expanded its Employee Affinity Groups (employees who identify with others similar to themselves) to include parents, health/disabilities and immigrants/refugees.

COVID-19 HAS RESHAPED HOW WE SUPPORT STAFF

Many of our wellbeing initiatives, like e-learning courses or having a flexible approach to working, rely on the employee being able to ask for support themselves. However, the COVID-19 pandemic has shown us that in stressful situations, employees may not be able to know how to start to think about getting this support.

We have needed to rely more heavily on managers in terms of understanding their team, seeing the signs and triggers for stress and being able to address those needs in a tailored way. Unfortunately, remote working makes it more difficult for people to notice visual cues, so managers need to work harder to continuously 'check in' with their team.

One positive, however, is that the pandemic has put wellbeing well and truly on the leadership agenda. As senior leaders have themselves been experiencing struggles of managing personal commitments and ongoing uncertainty, personal wellbeing has become a mainstream conversation. Wellbeing is now part of the dialogue at leadership and employee meetings, and as a result we are seeing employees opening up more with their managers, and willingly using the tools and resources available to help them. We have also seen great team spirit, with people from across the organisation coming together to help each other by talking openly about their experiences, and in some instances, meeting up for social-distance walks and activities. That community spirit makes a great difference in improving wellbeing.

HOW WE HAVE SUPPORTED THE PHYSICAL AND MENTAL HEALTH OF STAFF THROUGH COVID-19

- **Every country office and member organisation created a wellbeing plan** as part of our global response to COVID-19, keeping staff health at the forefront of our actions.
- **Staff health focal points** were established in offices across Save the Children International and some members to monitor staff wellbeing. For staff living on their own, regular check-ins were conducted on their health and psychological status.
- **We developed e-learning courses for employees and managers** to help them build their own roadmap to improving either their own personal wellbeing, or that of their team.
- **We trained mental health champions** to be able to directly support employees and promoted our employee assistance programme.
- **We established a reporting system** to monitor suspected or confirmed cases of COVID-19 by staff across Save the Children.
- **We extended our insurance cover** to include all national staff where local insurance was deemed as insufficient to cover medical and life insurance for COVID-19 and related illnesses.
- **We provided personal protective equipment** for all frontline staff and developed global guidance for working safety during the outbreak.
- **We enabled a working from home environment** through improved technology and in some cases, financial support for basic home office equipment.
- **We put employee health and wellbeing at the forefront of all messaging** from leadership around COVID-19 and our global response.

PULSE SURVEYS: A 'CHECK IN' ON HOW STAFF ARE DOING

At the start of the COVID-19 pandemic, pulse surveys were used to understand the health and wellbeing of staff in the centre, regions and members. Four out of five regions, as well as SCI centre, carried out pulse surveys. While the formats varied slightly, the findings were similar.

WHAT WAS WORKING WELL

They found that the organisation was doing well in terms of communication and information that was being shared, that staff felt supported at this time, and that their connection to the work of Save the Children had increased.

WHAT NEEDED TO BE ADDRESSED

Colleagues were clear that their mental health was being impacted by the current situation, they were finding it difficult to prioritise their wellbeing, and there were questions as to whether the support promised by the leaders of the organisations was being translated into real action by managers.

Having that information has enabled leaders to follow up with actions to address the issues presented in the pulse surveys.





DIVERSITY AND INCLUSION IS CORE TO A FEELING OF WELLBEING

Diversity has long been discussed across the Save the Children movement as a challenge that needs to be addressed, but the resurgence of the Black Lives Matter movement in 2020 has helped to bring a sense of urgency to actions that need to be taken. Save the Children UK, Save the Children US and Save the Children International have publically announced a commitment for Save the Children to become an anti-racist organisation, to address institutional racism in our own organisation and sector, and more broadly, in decolonising development narratives and practices.

Those conversations are important for the wellbeing of employees. Much of the diversity and inclusion dialogue across Save the Children is being driven by insights and experience from the diversity of our colleagues, and leadership is open to hearing from different groups and what actions can be taken together.

The challenge, however, in our global organisation is that diversity means something different depending on the country and context in which we work. We cannot simply address one type of racism, without looking at the organisation as a whole and being intentional about clearing all racial or ethnic bias. Currently, we are responding to issues as they arise, but to have any meaningful change, improved practices and behaviours need to be imbedded into our system and culture. We have been intentional in building a more diverse leadership both in terms of gender and origin of leadership, and we have seen these improvements over the past few years. But there is a lot more that needs to be done to remove bias from processes and decisions in all our governance. We are getting better at responding to employee complaints in the right way, but we need to be preventing negative behaviours that lead to complaints from happening in the first place.

BUILDING AN ANTI-RACIST ORGANISATION

Over the next 18 months, we will ...

- **Prioritise conversations** about race, racism and bias, and include diversity and inclusion as a regular topic for our leadership teams
- **Continue listening** to and working with our Diversity and Inclusion networks around the world to make informed internal improvements
- **Incorporate anti-racism training** into our unconscious-bias training, and make the training mandatory for all staff
- **Further develop our travel guidance** and provide support to help our staff stay safe while they travel, regardless of their race or ethnicity
- **Strengthen staff diversity data** to better understand the challenges they face and inform further actions

For the full list of actions, visit www.savethechildren.net.



LOOKING AHEAD

The new ways of working that have been established in 2020 will likely set a precedent in how we engage with our employees in years to come. They have opened up opportunities for country office staff to work remotely for other countries in their region, and for centre and member staff to support countries and regions, enabling colleagues to seek opportunities to feel connected and add value across the organisation. Travel – which has previously taken colleagues away from their families or led to long working schedules – has in some cases proved less necessary than previously thought. And new importance has been put on flexibility and understanding, fostering a greater degree of trust among colleagues, while the absence of physical contact has brought teams closer together as they are more proactive about ‘checking in’ with each other on a professional and personal level.

Nevertheless, remote working also provides a challenge in how we ensure all staff feel connected to their teams and colleagues, especially those for whom social interaction is such an important part of their wellbeing. Managers need to be better equipped to notice cues of stress or disengagement, without having the daily physical contact with their teams. As wellbeing becomes a more mainstream topic, managers and leaders may be inclined to open up more about their own personal struggles and not be afraid to show their vulnerability. That would help to build a safe environment – physical or virtual – for employees to take control over their own wellbeing.

ACCOUNTABILITY DATA AND INFORMATION



SAFEGUARDING CHILDREN

Save the Children exists to make the world a safer place for children, and that starts with making sure our own organisation is safe for children. We have 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. We employ 25,000 staff across 117 countries, and work in complex contexts often hard hit by war or natural disasters, where children are especially vulnerable, and where public systems are weak or non-existent. Despite these challenges, we are committed to enforcing the most comprehensive measures possible to protect all children who come into contact with our staff and partners.

Child safeguarding involves a combination of measures to prevent children from being hurt, such as building awareness among staff and communities of what that may look like and how to report it if it happens, as well as managing cases so that appropriate action is taken and we learn from the experience. Save the Children is committed to enforcing the most comprehensive measures possible to protect all children who come into contact with our staff and partners.

MAKING REPORTING EASY

One of the most important elements of child safeguarding is making reporting as easy as possible for children, parents, community members and staff. We have a diverse number of ways that a person can report an incident, and those mechanisms are often developed together with children and the community to ensure that they work for the particular setting, programme and culture.

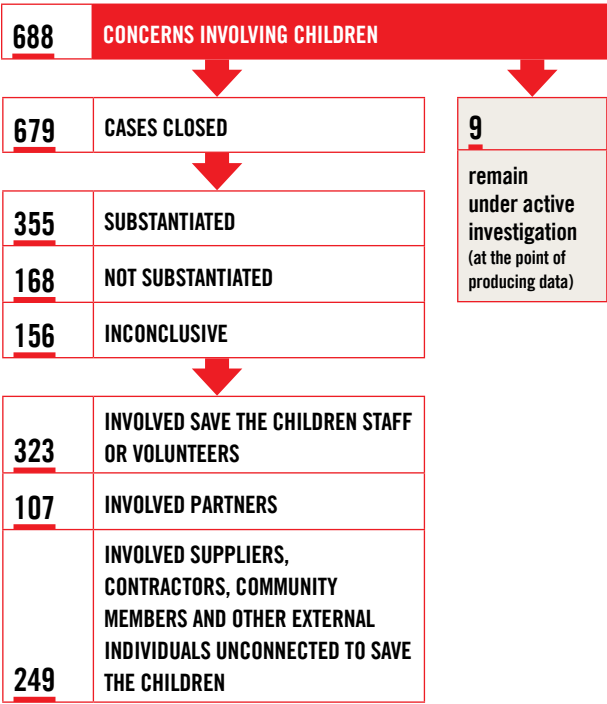
Our many measures include:

- Awareness building: information sessions, posters and training
- Safe and anonymous reporting: complaint boxes, hotlines and face-to-face options
- Accessible reporting: hotlines and communications
- Taking protection seriously: child protection committees

We would rather investigate numerous reports of concerns that do not turn out to be safeguarding or security risks if it means that we uncover just one that does. As more concerns are reported, we are better able to identify and address any violation or breach of our Code of Conduct and safeguarding policies. As with adult safeguarding claims, all child safeguarding concerns are carefully considered. Strong reporting mechanisms and thorough investigations are an effective way to deter people from breaching our Code of Conduct and safeguarding policies.

CHILD SAFEGUARDING CONCERNS IN 2019

Save the Children’s child safeguarding incidents include any incident where a child may be injured or harmed.



Of the children safeguarding concerns reported in 2019, the outcome of our investigation of 156 reported concerns was inconclusive, which is 23% of all closed cases. Most commonly, that was due to an insufficient amount of evidence. That was slightly higher in 2018 at 27% of closed cases. We are committed to reducing that number year-on-year where possible.

We will continue to make our reporting accessible and investigations comprehensive in order to put an end to harm, to learn from our experiences and to send the clear message that concerns will be reported and acted upon, and treated with the utmost seriousness.

NUMBER OF CHILD SAFEGUARDING CONCERNS REPORTED 2011–2019

What is reported as a child safeguarding incident within Save the Children includes a wide range of incidents, from a child being injured in a road crash to a child being physically harmed by an adult.

CASES	3	3	31	63
YEAR	2011	2012	2013	2014
80	193	210	487	688
2015	2016	2017	2018*	2019*

*The figures for 2018 and 2019 include data from 30 Save the Children member organisations, which had not previously been included.

The figures for 2019 show reporting of child safeguarding incidents has increased in all regions, in all categories. Whilst that might sound alarming, we see it as an indication that our culture of awareness raising continues to move in the right direction.

We believe the number of reported concerns increased in 2019 because of our ongoing campaign to build trust within the communities we work. Our efforts to build awareness on the importance of reporting, what constitutes a safeguarding issue and our survivor-centred approach, has meant that both children and adults were more likely to voice their concerns knowing that our staff will respond and provide the right support and care for survivors. Our growing reporting data enables continuously growing sophistication in identifying risks and spotting early warnings.

MANAGING SAFEGUARDING INCIDENTS

Save the Children does not tolerate behaviour that does not meet our high safeguarding standards and takes utmost care to respond in a timely and appropriate way. In all substantiated cases, Save the Children has taken disciplinary actions where possible and appropriate, ranging from official warnings to dismissal.

In 2019, 96 representatives either had their contracts terminated, were dismissed or resigned in relation to safeguarding incidents. In addition to disciplinary actions taken in such cases, our procedures dictate that no positive references will be issued. Save the Children is committed to continuing safeguarding investigations even if a subject of complaint resigns, so that an investigation outcome can be recorded, and no references will be provided. We also take action to strengthen prevention of their further employment in the sector.

Incidents involving alleged criminal conduct are reported to local authorities. In 2019, a total of 60 cases were referred to the authorities. There may have been instances where we decided not to refer cases to local authorities if it posed additional risk to the child, or in contexts where it was not possible to do so. Those instances could be due to the political, religious or cultural context in some of the countries we work in.

In 2019, 355 SUBSTANTIATED CASES RESULTED IN:

101	44	46	6
DISCIPLINARY WARNING	DISMISSAL	CONTRACT TERMINATION	RESIGNATION
100	58	60	
OTHER ACTION	NO ACTION	SUBSTANTIATED CASES REPORTED TO AUTHORITIES	

As the table above shows, disciplinary action was taken against 191 staff, volunteers or partners for child safeguarding incidents in 2019, while six others resigned. In 158 cases, our investigations led to an outcome of ‘other action’ or ‘no action’. This includes cases that resulted in interventions to strengthen or adapt processes in light of an incident and cases where we believe additional training for staff is an appropriate response and will prevent further incidents.

SUPPORTING VICTIMS/SURVIVORS

Whilst revealing numbers is crucial to benchmarking and reducing child safeguarding issues, we cannot and will never forget that every case represents an individual child or young adult who has suffered. We provide psychological support, medical support, and support for children to access justice – in line with the wishes of the child and their family, where appropriate.

Psychological support can be counselling or a local equivalent. It might include work to ensure that the victim/survivor is not ostracised and is reintegrated into their school or community. Medical support may include paying medical bills or access to support services. Accessing justice might be something as small as the cost of petrol to a police station to make a report, or long-term support for a court case against the perpetrator that can last five years or more.

LOOKING AHEAD

In 2020, we will continue the path set out in the last years, with a strong focus on reporting, responding, prevention, awareness and survivor care. We do not expect the overall absolute number of concerns to decline in 2020. However, with continuous efforts to improve staff awareness, training and prevention, we do expect to increase the share of early warnings and reduce re-occurrence within the specific incident types.

We will continue to track compliance to the child safeguarding policy, the child safeguarding protocol and staff training, and further strengthen our data driven safeguarding approach. But we also have more work to do to ensure our partners and volunteers are living up to the standards we have set ourselves. To mitigate the safeguarding risk around volunteers, we will build a global database to manage all volunteers from selection to end of their engagement and pilot this database in multiple countries. We will continue to strengthen the child safeguarding capacity of our partners by starting the rollout of our new standards and tools to high-risk partners.



SAFEGUARDING ADULTS

We are committed to ensuring that we will fully and fairly consider any report of harassment, bullying or abuse, no matter who a concern is reported by or against; where they are located in the world; or their position held within the organisation.

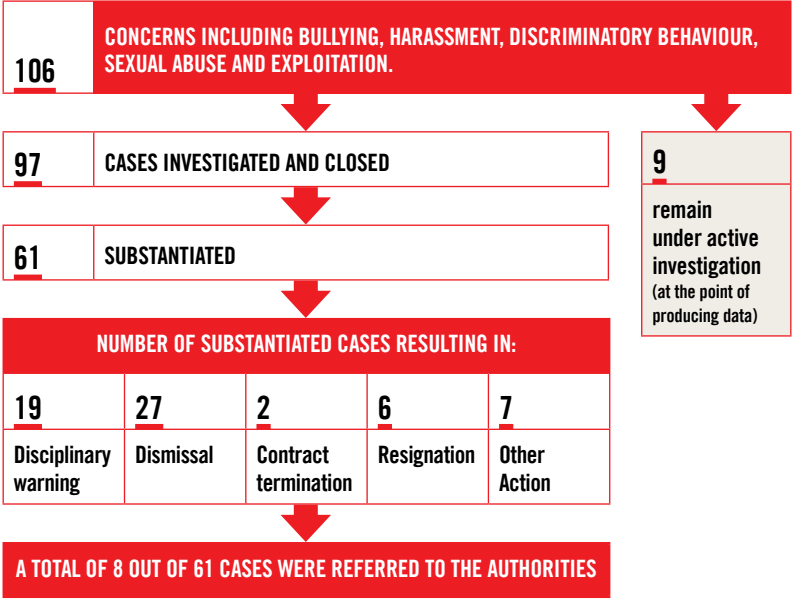
Adult safeguarding concerns cover various forms of harassment and abuse to adults, both within our organisation and outside, for example in the communities where we work. Reports range from bullying and harassment in the workplace to physical abuse and sexual exploitation. As part of our efforts to strengthen our approach to adult safeguarding, in 2019, we implemented a new Whistleblowing Hotline across Save the Children International, as well as additional guidelines and anti-sexual harassment and bullying training for staff.

We have a Safeguarding Framework, which sets out our commitment to children, adults in the communities and our staff and representatives. In order to strengthen the focus on adults in the community, Save the Children International has launched the Protection against Sexual Exploitation and Abuse (PSEA) Policy as part of the Safeguarding Framework. The new safeguarding framework and PSEA policy have been launched in all country and regional offices to ensure they have robust prevention and response measures in place.

REPORTED INCIDENTS IN 2019

In 2019, adult safeguarding concerns covered a wide range of incidents, from disrespectful comments in the workplace, bullying behaviour by line managers,

and misuse of power and abuse involving community members. There were 106 reported concerns in 2019, which is one concern less than the number reported in 2018. Of the reported concerns, 61 were substantiated and nine remain under active investigation at the point of producing this data.



In 2019, disciplinary action was taken against 48 of our staff, volunteers or partners for adult safeguarding incidents, while six others resigned. Our drive to create a safer culture and encourage reporting of any unacceptable behaviour, anywhere, has resulted in a stable number of reported concerns about adult safeguarding. Nevertheless, Save the Children will continue to focus on awareness and capacity building to increase reporting volumes.

MANAGING CONCERNS

Save the Children will not tolerate conduct by our staff, volunteers, partners' staff or other representatives that does not meet our high standards. In all alleged cases of misconduct, Save the Children has taken utmost care to respond in a timely and appropriate way.

In all substantiated cases, Save the Children has taken disciplinary actions where possible and appropriate, ranging from official warnings to dismissal. In cases where individuals resigned prior to the closure of the investigation, our procedures dictate that no reference be provided for them. In some cases, our investigations resulted in 'other action' for example, when a case involves a community member and, therefore, no disciplinary action can be taken on our part. However, where appropriate, we have referred the matter to the relevant local authorities and taken steps to ensure the individual is not involved in any future Save the Children activities.

Incidents involving alleged criminal conduct are also reported to authorities locally. There may have been instances where we decided not to refer a case to local authorities if it posed additional risk to the survivor or in contexts where it was not possible to do so. Those instances could be due to the political, religious or cultural context in some of the countries we work in.

KEEPING ADULTS AND STAFF SAFE

Our work in 2019 to strengthen, refine and refresh our safeguarding policies has been implemented across the organisation. We have implemented the external Whistleblowing Hotline and have a Whistleblowing Officer in all locations. Training on whistleblowing is now included in the Child Safeguarding Essentials and Anti-Harassment and Bullying training programmes, which are mandatory for all SCI employees to complete in their first three months of employment. In addition, the Safeguarding Framework was launched to ensure we create an environment where every child that comes into

contact with our organisation and every adult working for or associated with Save the Children is protected, treated with respect and dignity and fully supported when concerns arise. It will also ensure every person is held to account for his or her actions. The Framework includes our Code of Conduct, Child Safeguarding Policy and Adult Safeguarding Policies (Protection from Sexual Exploitation and Abuse – PSEA – and Anti-Harassment Policy), including how to report any concerns.

SUPPORTING VICTIMS/SURVIVORS

We take care to ensure that the victims/survivors of any misconduct receive the support they need. That includes the option for survivors to discuss their needs with a named focal point in HR, mental health champion or an external employee assistance service.

LOOKING AHEAD

We are committed to improving the quality and volume of our data and ensuring robust systems to report and investigate incidents. From mid-2020 onwards, all adult safeguarding cases will be managed through our online reporting system. We expect our continuous focus on awareness raising and capacity building to result in similar or growing reporting numbers in 2020.

We are also investing time and resources into driving a survivor-focused culture so that all staff understand, appreciate and respect victims of misconduct. Ensuring a gender balance and diversity of our people, so that local leaders are aware of local sensitivities and risks to women, is a key component in creating a safer organisation and reducing the barriers to reporting. We will continue to encourage and promote leadership and talent from the countries in which we operate, and review our ways of working – including flexible working policies – to work to that aim.

FINANCIAL MANAGEMENT



BECOMING MORE COST EFFECTIVE

We have a responsibility to the children we serve, our donors and supporters to ensure that we use the resources we are given efficiently to achieve the greatest impact.

We became more cost efficient in 2019 by driving down costs in country offices for work not directly relating to our programmes. In 2018, our cost ratio for non-programmatic versus programmatic work in countries where we operate was 20.3%. That reduced to 18.6% in 2019.

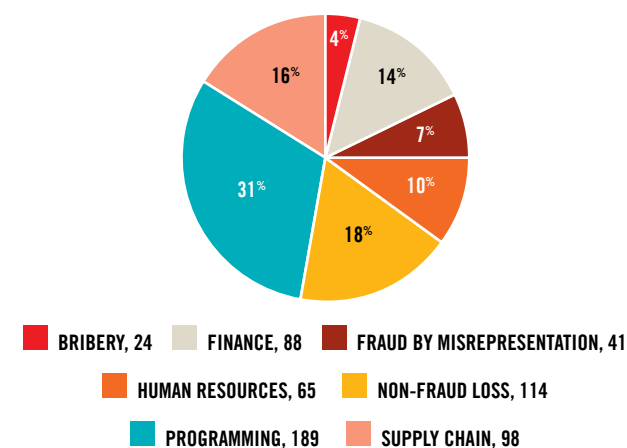
By continuing our efforts to build more efficient global shared solutions, we managed to maintain a level cost at the centre and regional offices in 2019. In terms of the international programming spend across Save the Children International, the cost ratio has stayed flat at 3%. That means that from 2015 to 2019, SCI centre and regional offices have delivered more for less.

MINIMISING LOSS AND PREVENTING FRAUD

To help minimise loss and prevent fraud, Save the Children has a movement-wide reporting system, fraud and corruption awareness e-learning courses, specialist investigation training for staff, and a pool of Fraud Focal Points in almost every Country Office. In 2019, we recruited two additional regional Counter Fraud Officers to support investigations and capacity building training for in-country Fraud Focal Points as well as delivering awareness training. In collaboration with Child Safeguarding, Safety & Security and other teams, we delivered the first Multifaceted Investigation training to a pool of investigators from across Save the Children International. The Multifaceted Investigation initiative has developed our capacity to respond to incidents of multiple elements, e.g., Fraud and Child Safeguarding, and has encouraged further collaboration between Risk functions.

Our Fraud Awareness e-learning module was translated into Arabic, French and Spanish to boost staff completion. Another milestone at end of 2019/ Quarter 1 2020 was the migration from Datix Web to Datix Cloud IQ – the major benefit being a cloud-based incident and case management system that all staff can use to report concerns completely anonymously if desired. Safety and Security and, most recently, Medical teams are now using this system in addition to the Fraud and Child Safeguarding teams.

REPORTED CASES IN 2019



In 2019, Save the Children's combined revenue amounted to \$2.2 billion. The total unrecoverable loss due to fraud of closed cases was \$127,986. There were 882 reports of fraud, bribery, corruption and theft across Save the Children International in 2019. Of those, 263 did not merit investigation due to either being a non-fraud issue or lacking sufficient information to proceed. In total, 619 cases from 2019 were investigated, representing a 23% increase from 2018. Of the 619 cases, 545 have been closed.

The rise in fraud investigations in 2019 can be attributed to a number of factors. Our e-learning module was translated into Arabic, French and Spanish, increasing fraud awareness in the organisation on how to identify it and how to report it. That led to more suspicions or concerns being raised through the appropriate channels. We also saw an improved quality of reporting as a result of having more information at the outset to progress an investigation.

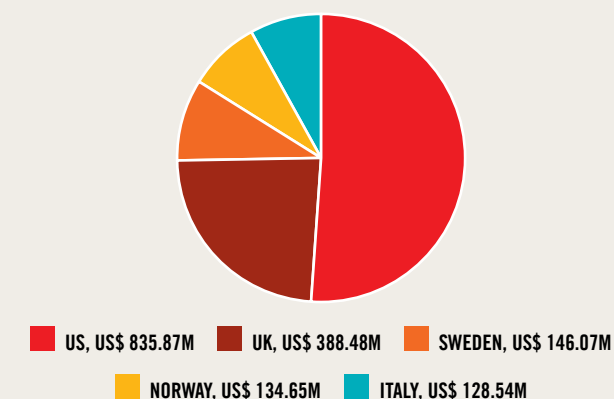
The largest category of fraud cases (31% of all cases) is 'programming.' Largely, those cases arise from allegations of beneficiary fraud – for example, where a community member makes a false representation in order to be eligible for support or aid, or where an individual has registered with us on both sides of an international border and receives double support. Those incidents are largely of low or no financial loss value.

Loss through supply chain are often issues of procurement and include collusion between suppliers, bid splitting or tailoring, price manipulation or product substitution, for example paying for good quality construction materials but only receiving sub-standard ones. Loss through security incidents (18%) includes reports of looting and theft.

Save the Children will not tolerate conduct by our staff or partners that does not meet our high standards. Disciplinary action is taken in line with our HR policy for any staff member who is found to be complicit in fraud, mismanagement or negligence following investigation and can include official warnings or dismissal. Where appropriate,

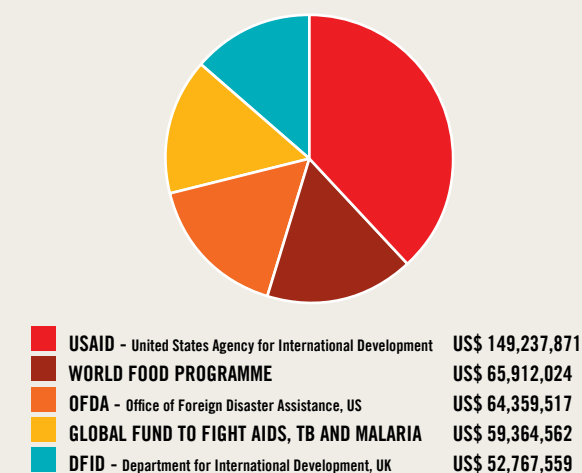
legal action is taken and cases referred to local authorities. In cases where external parties are found to have committed fraud against Save the Children, sanctions include terminating supplier contracts, terminating agreements with partners, removal from program activities, barring from future contracts or engagement with Save the Children, legal action and referral to local authorities.

TOP FIVE MEMBERS BY REVENUE IN 2019



TOP FIVE DONORS BY AWARDS IN 2019

The total amount awarded by the top five donors represents 37% of our total income.



LOOKING AHEAD

We will continue our work in improving our support services so that they operate more efficiently, with improved technology and streamlined teams, thereby reducing costs across the organisation. By the end of 2021, we aim to reduce our ratio of admin and support services by 20%, and increase the resources going to our programming work by a further US\$10M.

DIVERSITY, EQUITY AND INCLUSION

LEADERSHIP IN SAVE THE CHILDREN ASSOCIATION*	63% FEMALE†	
CO LEADERSHIP IN SAVE THE CHILDREN INTERNATIONAL	46% FEMALE	54% MALE
	50% NON-OECD	50% OECD‡
SAVE THE CHILDREN INTERNATIONAL ALL STAFF	38% FEMALE	62% MALE
	95% NON-OECD	5% OECD

* Leadership in Save the Children Association is defined as members and Save the Children International Senior Leadership Team, Senior Management Team and Extended Leadership Team, including regional directors and country directors.

† Across Save the Children Association, we have only tracked female leaders and have not collected information on other gender types.

‡ Countries that belong to the Organisation for Economic Cooperation and Development: Austria, Belgium, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Netherlands, Norway, Poland, Portugal, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, and the United Kingdom.

In 2019, the percentage of female leaders across Save the Children Association increased by 3.3% from the previous year to 63% overall. In Save the Children International, there is improved diversity of leadership in country offices with 50% of our country office Senior Management Teams coming from non-OECD countries, and reduced gender pay gaps amongst Country Directors (less than 5%). In our centre office, we ensure equal pay for equal work by conducting equal pay audits to ensure two people doing the same role with similar skills and experiences have pay parity.

We do not hold the same level of diversity data within our member organisations. However, in 2020, there will be some improvements made with our member organisations to track the diversity of employees and leadership.

At the time of writing the report, Save the Children recently published an organisation-wide statement on anti-racism, which outlines how we will build an anti-racist organisation internally as well as externally. Our global Diversity, Equity and Inclusion policy was finalised and shared on 1 September 2020 and aims to ensure equity and fairness of process and practice for our employees, which will lead to an increase in diversity and inclusion across the organisation.

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. Save the Children International will always show a zero percentage for bonus payments as we do not operate a bonus pay scheme.

Our gender pay gap figures, based on our 2019 data are as follows:

- mean gender pay gap of 15.8% for 2019 (compared to 16.8% in 2018 & 18.8% in 2017)
- median gender pay gap of 14.5% for 2019 (compared to 16.3% in 2018 & 12.3% in 2017)

From 2017, our mean gender pay gap has continued to decrease year on year. Although this is a small percentage, it's still a step in the right direction and shows that the steps we have taken are helping to close to gap. Our median gender pay gap has also decreased slightly, which means that the number of women in lower paid positions has decreased and that more women now occupy roles in the mid-range paid roles.

Our gender pay gap is still much higher than we would like and we will continue to address this issue and resolve to get more women into more senior-level roles.

LOOKING AHEAD

We are committed to building a stronger culture across Save the Children and become more diverse, equitable and inclusive from the inside out. Starting with our leadership, we will set performance targets for diversity, equity and inclusion and increase the diversity of our leaders to better represent the people served by Save the Children.

In 2020, we will carry out an equity pay audit and publish the data in the next Global Accountability Report. Our aim is to better understand disparities within our organisation between age, race, gender and socio-economic standing. However, one of the biggest barriers to improving any gap analyses is a lack of data around diversity, for which we are reliant on staff to voluntarily provide.

*Footnote

A *mean gender pay gap* is calculated by adding up the hourly rates of all women (regardless of role, function, grade, etc.) in an organisation and dividing by the total number of women in the organisation and comparing the result to the same calculation for men.

A *median gender pay gap* is calculated by ordering the hourly rates for every women in an organisation into order from lowest to highest and identifying the middle value and comparing to the figure for men.



SAFETY AND SECURITY OF OUR STAFF

In 2019, there were 937 safety and security incidents reported, of which 57% directly affected Save the Children. That represents a reduction of 7% over the previous year. However, we do not believe that the decline in reported incidents is indicative of a lowering of risk but an improvement in how we manage safety and security risks within our control.

Our Safety and Security team's purpose is to keep our staff safe so that they can deliver life-changing programmes for children. We do that by providing knowledge, tools and systems to minimise risk and by ensuring our staff understand their individual responsibility to act upon the information and resources provided.

YEAR	2011	2012	2013	2014	2015	2016	2017	2018	2019
TOTAL INCIDENTS	411	605	831	945	1006	935	1070	1008	937
% CHANGE ON PREVIOUS YEAR	-	+47%	+37%	+14%	+6%	-7%	+14%	-6%	-7%

ROAD SAFETY

Vehicle accidents was the highest reported incident category in 2019, representing 16% of all incidents. Save the Children works in 117 countries in the world and is committed to supporting the most deprived and marginalised children in the hardest to reach places. Road safety varies from country to country but decreases significantly in remote or rural locations where roads may not exist at all. Poor lighting, unpredictable weather and badly maintained roads are among the many challenges our drivers face and contribute to many road crashes.

Save the Children International has played a lead role in establishing the Road Safety Collaboration (RoSaC) Network. That is a voluntary, inter-agency approach to creating and maintaining safe driving behaviour and reducing preventable road traffic crashes through effective wide-scale training. The RoSaC Network comprises like-minded organisations from the aid and development sector. Through the economies of scale and effort, they together deliver standardised road safety training and peer-to-peer sharing of information and best practices.

GENDER AND DIVERSITY SAFETY AND SECURITY

In 2019, the Global Safety and Security team formally established new work around gender and diversity safety and security. The purpose of that area of work is to enhance an inclusive Safety and Security management system, implementing reasonable measures to mitigate risks connected to our staff's personal characteristics, such as biological sex, gender identity and expression, sexual orientation, nationality, ethnicity, age, cognitive and physical

abilities, etc. The initiative is one of Save the Children's best examples of leading from the front in relation to other INGOs. Save the Children International was shortlisted in the BOND International Development Awards Diversity Award category. The category recognises organisations that nurture diverse and inclusive workforces, and the award related to the progress and work the Global Safety and Security team has accomplished around gender and diversity safety and security in the past year.

LOOKING AHEAD

The COVID-19 pandemic caused an unprecedented disruption to global travel, and the impact will be long lasting. Currently, there remains an increased risk to staff's health and safety in transit hubs and layover points. The Global Safety and Security team has developed a framework to support decision-making, policies and protocols for enabling staff to return to safe travel. We have also implemented a track and trace system for suspected and confirmed cases of COVID-19 affecting staff.

Throughout 2020 and beyond, it will be critical to anticipate and plan for additional escalations and second or third waves of COVID-19, especially where some staff may find themselves stranded in places where sudden lockdowns are resumed. Short-distance journeys that were previously conducted via air travel may need to be undertaken by road, but that will pose significant challenges where road travel is particularly unsafe. In that context, robust journey planning will be needed for employees undertaking long-distance ground travel.

ACCOUNTABILITY FRAMEWORK



THE HEALTH OF OUR ORGANISATION

In 2019, Save the Children International and Save the Children member organisations came together and agreed a mechanism through which the organisation will assess itself and ensure accountability, transparency and learning. By setting standards across the movement, this 'accountability framework' will help the organisation to proactively address issues before they arise and mitigate risk in key areas of work.

The standards cover areas such as governance, people, safeguarding, finance, fundraising, strategy and risk management. In order to measure ourselves against these standards, members organisations will carry out an annual self-assessment, provide data as required by the standards, and hold peer reviews of one another.

Each year, the result from the assessments will be used to inform an overview of Save the Children's 'health' in those areas, by understanding both the strengths and weaknesses of the organisation. Reporting informs a global overview of the 'health of the organisation' to be shared with the Board and Save the Children Assembly of Members. Any members not meeting standards will be supported as needed to improve upon them.

The first assessment cycle – used mostly as a pilot – was completed in 2020. Learnings from the process will be used to refine the framework and assessments for the next cycle, which will provide the first benchmark data for the health of our organisation.





LOOKING AHEAD

At the time of writing this report, we are experiencing unprecedented changes that have reshaped the world we live in. The climate emergency, COVID-19 and protracted conflicts are just some of the global trends contributing to a more fragile and unpredictable world. How we respond and evolve is critical if we are going to protect children everywhere now and in the future.

As we look ahead in 2020 and beyond, it is critical that we build a working culture that is supportive, diverse and inclusive. Keeping children safe starts with a happy, healthy and motivated workforce.

We will continue to prioritise the physical, mental and emotional wellbeing of our staff, with meaningful support systems, ongoing training for managers and tailored resources. And most importantly, we will listen. We will listen to our staff when they challenge us, when they say they are struggling and when they ask for help.

We also recognise that we need to continue building a diverse and inclusive workforce, where people from all backgrounds are welcomed and have equal opportunities to thrive. We will not tolerate discrimination in any form and we are committed to becoming an anti-racist organisation, eradicating our gender pay gap and building a senior leadership team that is diverse and representative of the families and communities that we are here to serve.

More broadly, we are determined to reframe negative and damaging development narratives by building a brand that puts children's voices and demands first. That includes developing the highest standards for the photography we use to ensure images are truthful, considerate and, most importantly, that they are respectful to children, their families and their communities.

A crucial evolution for us will be working even more closely with local communities. Localisation is fundamental to achieving the most meaningful change for children. We will support, not replace local partners, initiatives and grassroots movements. And we will continue to invest in talent and leadership within our programmatic countries. We will strive to be as local as possible and as international as necessary.

Finally, and perhaps the biggest threat to children's lives and futures, is the changing climate. It is an emergency that cannot wait. Around the world, extreme weather like flooding and tsunamis, and pollutions like smog, are putting millions of children's lives in danger. We are rapidly responding to climate-related crises and helping to build resilience across the world. But that work also has to start within our own organisation. In 2020, we initiated a global climate change policy that measures where we are as an organisation in managing our own carbon footprint and putting in place measures to improve that, year on year.

SAVE THE CHILDREN INTERNATIONAL

St Vincent House
30 Orange Street
London WC2H 7HH
UK

T +44 (0)20 3272 0300
F +44 (0)20 8237 8000
E info@savethechildren.org

www.savethechildren.net

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

