

STRENGTHENING OUR ACCOUNTABILITY IN 2022



Save the Children



Alini*, 7, (right), leading a dance with other children displaced by Cyclone Ana, Malawi.
Thoko Chikondi / Save the Children

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Cover Photo: Sisters Ubah*, 4, and Amran*, 8, Somalia
Mustafa Saeed / Save the Children



Reviewing our progress transparently allows us to monitor our performance effectively, share best practice amongst our Movement and the wider charity sector, and identify areas for improvement. Most importantly, it allows children and their communities to hold us to account. We hope it also demonstrates just how seriously we take our commitments to all those to whom we are accountable.

The report covers, where possible, both Save the Children International (SCI)—working in more than 60 countries—and all 30 of the member organisations around the world that, together with SCI, make up the wider Save the Children Association.

With so many entities around the world and projects in 115 countries reaching 34.4 million people, it is imperative that we work closely together as one Save the Children global Movement—united and focused on achieving the greatest impact for children.

To help us strengthen mutual accountability across our Movement, we have designed and started to implement a Mutual Accountability Protocol which sets out what is expected of every Save the Children entity and how each entity is performing. This will ensure that every child and adult who encounters our Movement—wherever and whoever they might be—can hold us to account for meeting the same high standards across all our work.

Never has achieving impact for children been more important. In 2022, we saw more children put at risk as inequality exacerbated by climate change, the impact of COVID-19, rising global food prices, and conflict deepened further around the world.

We have worked hard across our Movement to respond effectively to these threats. Last year, we supported children impacted by 107 emergencies in 66 countries, including the conflicts in Ukraine, Yemen, Syria, the Democratic Republic of Congo, Ethiopia, and South Sudan. And we responded to humanitarian disasters, including the flooding in Pakistan and the hunger crisis across East Africa.

Last year, we also contributed to 121 significant policy or legislation changes related to the most marginalised and deprived groups of children, and we spoke out in 28 instances of child rights violations. In 2022, we saw children’s voices at



Mariia*, 7, and her family have returned to their village in Ukraine.
Kateryna Alienko / Save the Children

the front and centre of a lot of this work. We are shifting power to children by listening to their experiences, their ideas, and their solutions. We are enabling them to directly influence decision-makers and better hold their communities, schools, governments, and us, to account.

Our Movement-wide 2022–24 strategy has transformed how we work with children by centring them throughout our work. We passionately believe that children’s voices should be prioritised when tackling the issues that affect them. We established our Interim Global Children’s Advisory Board last year to involve children in our own decision-making at a global level, and this has now been made permanent.

We supported more than 86,000 children to lead, run, and participate in campaigning last year. In Mali, Uganda, and Ethiopia, we helped empower children to speak directly to community leaders about violence towards children, reducing it significantly.

Our Generation Hope campaign saw more than 58,000 children from 46 countries share their experiences of climate change and inequality and their ideas and recommendations. The resulting report contributed to the formal recognition at COP27 of children as agents of change in addressing and responding to climate change.

We also want to shift power to local communities and ensure local and national actors have more ownership and leadership of projects. Our localisation ambition will see us share our resources and exchange experience,

knowledge, and skills with local actors to forge far more equitable partnerships so we can empower children and their communities.

We believe this will result in more timely, appropriate, effective, and sustainable outcomes for children and enable those we work with to hold us to account as never before.

Our work spans some of the most challenging places in the world and we do all we can to take care of our staff by providing knowledge, tools, systems, and support to minimise risk; however, we tragically lost one of our colleagues last year, to a road traffic accident. We will remember their dedication to improving the lives of children. Our deepest condolences go out to their family, friends, and colleagues.

We will continue to challenge ourselves to deliver on our commitments to children, their communities, our staff, and our supporters and ensure they are able to hold us to account for meeting the very high standards they rightly expect from us.



INGER ASHING
CEO, Save the Children International

FOREWORD

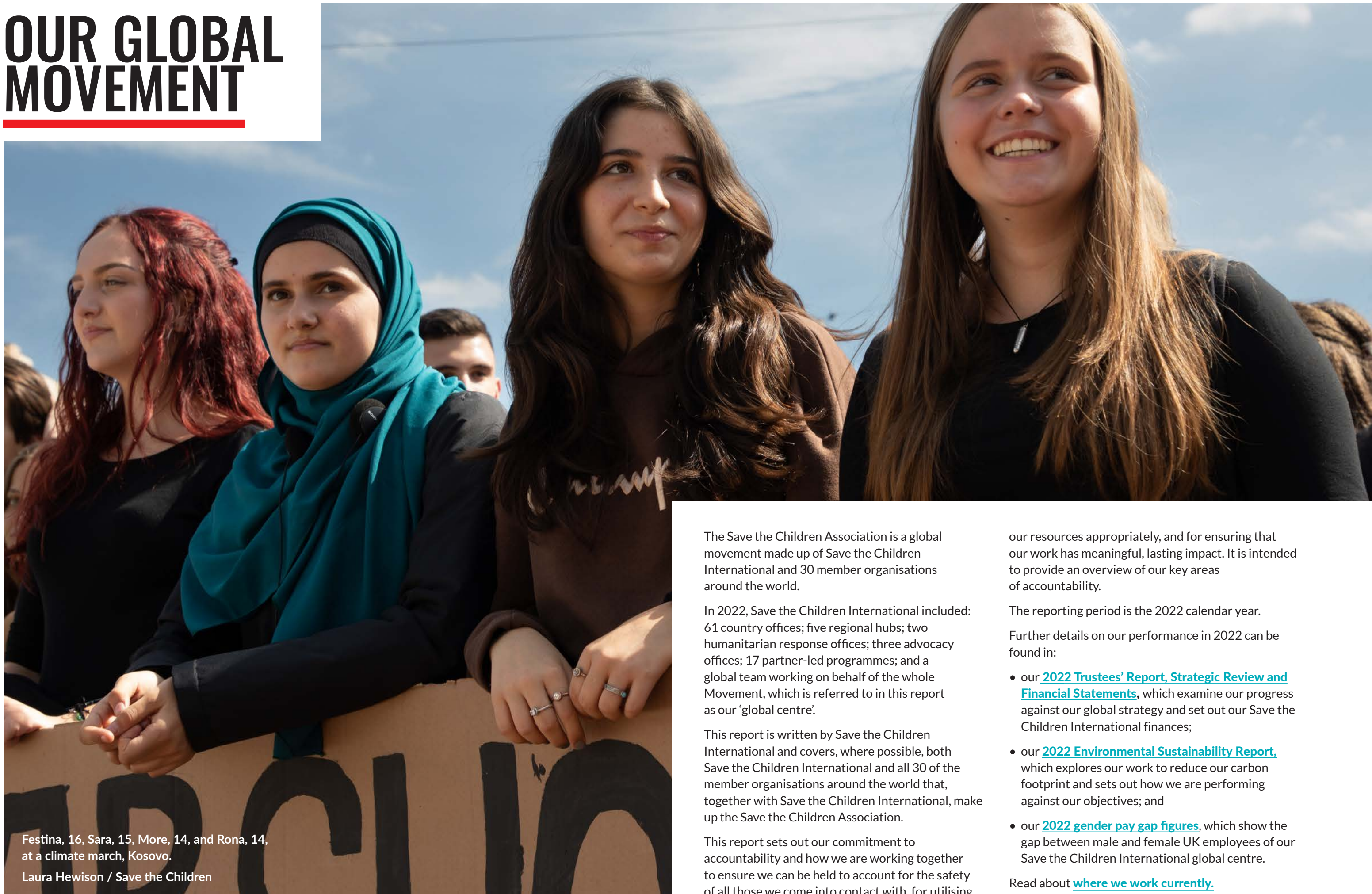
Holding ourselves to account, and ensuring others can too, is central to everything we do at Save the Children.

It is vital that we make sure we are answerable to children if we are to succeed in our goals to uphold their rights, lift them out of poverty, give them a healthy start in life, access to education, and a chance to live free from violence.

We must also take responsibility for ensuring that everyone we work with is safe, that we use our resources appropriately, and that our work has meaningful and lasting impact.

This report looks back at our work in 2022 and presents our data on the safeguarding of children and adults, the safety and security of our staff, the diversity within our organisation, our financial management, and our environmental impact.

OUR GLOBAL MOVEMENT



Festina, 16, Sara, 15, More, 14, and Rona, 14, at a climate march, Kosovo.

Laura Hewison / Save the Children

The Save the Children Association is a global movement made up of Save the Children International and 30 member organisations around the world.

In 2022, Save the Children International included: 61 country offices; five regional hubs; two humanitarian response offices; three advocacy offices; 17 partner-led programmes; and a global team working on behalf of the whole Movement, which is referred to in this report as our 'global centre'.

This report is written by Save the Children International and covers, where possible, both Save the Children International and all 30 of the member organisations around the world that, together with Save the Children International, make up the Save the Children Association.

This report sets out our commitment to accountability and how we are working together to ensure we can be held to account for the safety of all those we come into contact with, for utilising

our resources appropriately, and for ensuring that our work has meaningful, lasting impact. It is intended to provide an overview of our key areas of accountability.

The reporting period is the 2022 calendar year.

Further details on our performance in 2022 can be found in:

- our [2022 Trustees' Report, Strategic Review and Financial Statements](#), which examine our progress against our global strategy and set out our Save the Children International finances;
- our [2022 Environmental Sustainability Report](#), which explores our work to reduce our carbon footprint and sets out how we are performing against our objectives; and
- our [2022 gender pay gap figures](#), which show the gap between male and female UK employees of our Save the Children International global centre.

Read about [where we work currently](#).



When Sarah, 11, was displaced from her home by Cyclone Ana, Malawi, she was given psycho-social support by Save the Children
Thoko Chikondi / Save the Children

STRENGTHENING OUR MUTUAL ACCOUNTABILITY

All Save the Children entities throughout our Movement are accountable to each other for the commitments we make and for supporting one another to deliver effectively for children.

It is vital that we work as one unified Movement to achieve the best outcomes for children and that every one of the people we work with receives the same high standards of care and feels able to hold us to account.

OUR MUTUAL ACCOUNTABILITY PROTOCOL

In 2022, the Save the Children Assembly approved our Mutual Accountability Protocol. This will strengthen our Movement by setting out the commitments expected of all Save the Children entities.

The protocol supports us in assessing ourselves against these commitments. It also promotes a culture in which we can provide effective help to each other to reach these commitments and foster best practice throughout the Movement.

This will help us to work more closely together as one collective organisation to deliver on our shared ambition for children.

EXAMINING THE HEALTH OF OUR MOVEMENT

Mutual accountability and transparency across our Movement is further reinforced by our internal Health of the Movement Report, which is presented annually to the Save the Children Assembly. It provides an overall assessment of how all our Save the Children entities meet essential standards across the key areas of our work that enable us to deliver our global strategy effectively.

The Health of the Movement Report requires all of us to adhere to the following standards:

GOVERNANCE

Promote a strong culture, provide leadership for an effective and efficient realisation of the strategy, oversee risk management, and monitor performance.

STRATEGY

Ensure workplans align to our global strategy to counter the growing inequalities caused by COVID-19, conflict, and climate change and ensure they are supported by the budget.

PEOPLE AND ORGANISATION

Commit to the wellbeing and development of our staff, and attract and retain diverse, inclusive talent with the skills needed to deliver our strategy.

SAFEGUARDING

Adopt a zero-tolerance approach to harassment, abuse, neglect, and violence against children and adults, and foster a culture of open and transparent reporting to keep people safe.

FINANCE

Establish strong financial management through financial controls and compliance.

RISK AND FRAUD

Identify and deal with potential risks, develop a sound risk culture, and overcome potential obstacles to enable us to take more risk and achieve our ambition for children.

RESOURCE MOBILISATION

Build a diverse and sustainable funding portfolio aligned with our global strategy, which enables us to deliver our ambitions for children.

By sharing our progress on adhering to these standards transparently with the rest of our Movement, we are able to measure our progress as one organisation, identify areas for improvement, promote best practice, and offer support to each other.

Since this internal Health of the Movement Report was first launched in 2020, our Movement has made clear improvements in its adherence to essential standards for each of our work areas.

ACCOUNTABILITY FOR MEETING OUR GOALS



These children were given kits to support their return to school following the cyclone, Madagascar.

iAko M. Randrianarivelo / Save the Children



THE BREAKTHROUGHS WE WANT TO SEE FOR CHILDREN BY 2030

By 2030, we want no child to die from preventable causes before their fifth birthday, we want all children to receive a quality basic education, and we want violence against children to no longer be tolerated. We made good progress against these ambitions in 2022.

We have four global strategic goals for 2022–2024 to help us achieve our 2030 breakthroughs:



Healthy Start in Life – More children will have equitable access to and use quality essential health and nutrition services.



Safe Back to School and Learning – More children achieve wellbeing and learning outcomes.



Live Free from Violence – More children affected by conflict and gender-based violence are protected.



Safety Nets and Resilient Families – More children will be lifted out of poverty.

OUR PROGRESS IN 2022

We reached 118 million children—329.1 million people in total—in 2022, and we made a good start towards achieving our 2024 goals, with several encouraging successes.

In many instances, we are already close to, or exceeding, global targets set for 2024, such as in our work to influence institutions to be more accountable for children's rights and in our Safe Back to School and Learning and Live Free from Violence work.

In other areas of work, we are some way off our global targets. We will work towards addressing this by raising country ambitions where needed and targeting global support towards areas that need particular attention.

Deterioration in the contexts in which we are working was a significant challenge in 2022. COVID-19 secondary impacts, a conflict-fuelled international hunger emergency, and climate-related disasters have intensified inequality and are causing serious harm to children around the world. Over 100 million people were displaced during the year—the highest figure ever on record—and the current global economic downturn is pushing more children and families into poverty every day.

We are working hard to respond to these threats, but we know we need to accelerate our progress and support our partners to do the same if we are to achieve our strategic ambitions so that children everywhere are able to reach their full potential.

HOW WE ARE ACCELERATING OUR PROGRESS

We know we must think and act differently, together with children and our partners, to accelerate progress towards our 2024 goals and to protect the rights of children now and for future generations.

We are prioritising six key areas across all our work to push our strategy forward and make the most impact for children.

We are shifting power to children and their local communities and supporting them to elevate

their voices. We are partnering more strategically with our peers and others to change public opinions and laws. We are using data and digital technology to work smarter. We are becoming a truly inclusive organisation that invests in diverse talent, and we are growing our income and achieving more for children with every penny spent.

ADVOCATE, CAMPAIGN AND MOBILISE



We are working to systematically influence change at scale. We want to use compelling evidence from our programmes; support children to advocate and campaign; mobilise the public to shift political conditions and to grow our supporter base; and strengthen and use our brand to help drive change.

In 2022, we contributed to 121 policy changes by governments and international actors, with children involved in influencing 66% of those changes. We launched our Generation Hope campaign on the climate crisis and inequality, and we supported children to campaign at COP27.

USE DIGITAL AND DATA



We will use digital platforms to reach more people faster with evidence-based approaches; to campaign more effectively; and to enable better supporter experiences. We want to use data to accelerate and measure our impact, and to anticipate and respond to children's needs.

In 2022, we established a Global Digital Programming Team to help us achieve sustainable, scalable digital support for our programming and advocacy work. We have also established a community of practice to exchange learnings and share best practices across the Movement.

PARTNER STRATEGICALLY



We will collaborate with diverse public and private sector organisations; driving equitable relationships; and leveraging strategic opportunities to accelerate better outcomes for children.

In 2022, we baselined our current global partnerships for programme impact towards our four global strategic goals. Going forward, we will build on this to develop our organisation approach to strategic partnerships.



Tariqul*, 13, and his family left Myanmar on foot for Bangladesh. He told us: "During football matches, I can forget all my sorrows and hardships."

Rubina Hoque Alee / Save the Children

SHIFT POWER TO CHILDREN, COMMUNITIES, AND LOCAL PARTNERS



We will be a true ally to children and their local communities. We are formalising our accountability to them in our strategy and programme delivery and we are working to become equitable partners with those we work with. We want to elevate their voices and support them to access the knowledge and resources they need to uphold their rights.

In 2022, we agreed our Movement-wide, long-term ambition for localisation, 'Local to Global for Impact', and kick-started priority workstreams. Many countries' offices conducted accountability system reviews to identify strengths and improvements. In our humanitarian response work, we channelled over \$14.7 million to national and local partners.

BUILD AN AGILE AND INCLUSIVE ORGANISATION



We will foster a diverse global workforce that is engaged and feels connected. We want to employ nimble ways of working, and align our global, regional, and country talent to collectively deliver our country and global strategies.

We took further measures last year to continue our work to foster a diverse, engaged, and fully-connected global workforce. We increased the diversity of our Country Directors, our Country

Office Senior Management Teams, and Extended Leadership Teams. We also appointed a new Diversity, Equity and Inclusion Lead to help us build further on this work.

GROW AND OPTIMISE RESOURCES



We will grow our income while diversifying our global funding portfolio and increasing our strategic alignment. Our three-year Movement income and spend plan will drive progress against our strategic goals and deliver cost efficiency.

We grew our total income by 20% last year. We raised over £99 million for our Children's Emergency Fund, of which \$82 million was fully flexible funding, as well as \$109 million to support our work on the Ukraine crisis. We exceeded our funding ambitions overall by more than 6%, with 96% of our programme spend in countries aligned to our strategic goals.

Further details on how we are progressing against our 2024 goals can be found in our [2022 Trustees' Report, Strategic Review and Financial Statements](#).

ACCOUNTABILITY TO CHILDREN AND THEIR COMMUNITIES



Hélène*, 25, with her daughters, Furah*, 5, and Cyntia*, 2, DRC

Hannah Mornement / Save the Children

IMPROVING OUR ACCOUNTABILITY BY SHIFTING POWER TO CHILDREN

Every child should have the right to participate in and influence decisions that affect their lives. We want to see people in positions of power seek out the views of children wherever possible and take those views seriously.

We are supporting children to advocate and campaign for their rights in schools, communities, in their families, local groups, and on a national and international stage. By supporting them to access the knowledge and resources they need to uphold their rights and helping them to speak directly to decision-makers, we are shifting power to children on a huge scale and enabling them to hold decision-makers accountable.

Children's participation is now a key, cross-cutting approach to our work across our strategic goals and it remains a central part of our work on child rights and good governance.

SUPPORTING CHILDREN TO HOLD OTHERS TO ACCOUNT

We want to shift power to children by strengthening institutional commitments to the UN Convention on the Rights of the Child.

Last year saw Zambia, Somaliland, and Kenya enact Children's Acts and Codes, South Sudan adopt a new national Plan of Action for Children, and a new national child parliament was established in Ethiopia. Children from 13 African countries attended the first ever Pan-African children's parliament meeting alongside the African Union Heads of State and Government meeting in Zambia. In Ethiopia, over 460 child researchers contributed to the Civil Society Voluntary National Review Report during the Sustainable Development Goals National Review. And in the West Bank of the Occupied Palestinian Territories, our Save the Children-supported Child Council was endorsed to advise the Palestinian Central Bureau of Statistics on accessibility to data and child-friendly data.

We are helping children and their communities to hold service providers and decision-makers

accountable for the quality and accessibility of services such as health, education, child protection, and social protection through our evidence-based programming approach 'Child Centred Social Accountability', which centres children in decision-making. We have also created a new 'How to Child Rights' series of resources to support the active engagement of children in UN and Sustainable Development Goals accountability processes.

We are involving children in the design, implementation, and monitoring of projects. Our Live Free from Violence projects across Africa were some of many to adopt this approach last year. They saw children use children's clubs and committees we set up in Mali, Uganda, and Ethiopia to speak directly to community leaders about violence towards children, reducing it significantly.

ENSURING OUR CONTENT REPRESENTS CHILDREN AND THEIR COMMUNITIES

Last year, we also continued to work on our Content Review—our three-year project to better understand the impact of the stories we tell and the images we share on the people and communities where we work.

Working with experts in ethical content, we have undertaken what we believe to be the largest research project in our sector. This has included workshops with around 400 children in the communities where we work, as well as interviews and focus groups with supporters, academics, content producers, and our staff.

Our research has looked at the processes we use to gather content and how we represent people and places, with a focus on understanding the unconscious bias and discrimination we may be propagating.

Last year, we completed stage two of this project by taking the initial recommendations from our findings to each member, country office, and regional office across the organisation for feedback and comment. In 2023, we will use the agreed recommendations from these conversations to start to draw up new guidelines for use across the Movement.



Ana*, 10, and Julia*, 11, participating as climate crisis spokespersons in the First Parliament of the Girl, Guatemala.

Karla López / Save the Children

CENTRING CHILDREN'S VOICES IN OUR GENERATION HOPE CAMPAIGN

Generation Hope is our global campaign for and with children. Together, we are calling for urgent action on the climate crisis and inequality to create a safe, healthy, and happy future for children.

In 2022, we launched our new campaign model, putting children at the centre with a series of child hearings. Over 58,000¹ children from 46 countries shared their experiences of climate change and inequality, their ideas and recommendations.

These hearings informed the flagship Generation Hope report '[2.4 billion reasons to end the global climate and inequality crisis](#)' and provided a further steer for our campaign strategy. The children's views were widely used in our engagement and advocacy around COP27, contributing to the formal recognition of children as agents of change in addressing and responding to climate change.

“As children, we must be involved and taken into account. To improve, it is not only the duty of the state or the authorities, but also citizens and people play a role, so you must have social awareness. There must be spaces for environmental education.”

From a discussion among 13–16-year-old girls, Peru.

ENGAGING CHILDREN IN OUR OWN GOVERNANCE

To truly shift power to children, of course we must enable children to influence our own organisational strategic planning and decision-making.

Save the Children International established an Interim Global Children's Advisory Body in 2022 to empower child representatives to get involved in decision-making at a global level and to discuss issues directly with our CEO. This group has transitioned during 2023 to a Global Children's Advisory Body, with all members elected through advisory bodies at country and regional level.

In 2022, 36% of Save the Children Association entities throughout our Movement had established children's participation mechanisms. We aim to have children advising at senior leadership level in 75% of the countries in which we work by the end of 2024.

LOCALISATION

Shifting power to local communities, and the local and national actors who represent them, as well as to children, is a key part of our strategy. We believe that moving resources, capacity, and ownership to local and national actors will result in more timely, appropriate, effective, and sustainable outcomes for children. Local and national actors are best placed to identify and address priorities within their communities. We want to support their leadership and authority through access to funding, co-leadership of coordination mechanisms, access to policy and decision-making fora, and by raising their profile and partnering with them in an equitable way.

We are already making good progress. Our role in many projects is transforming from one of leadership to a more equitable partnership.

In South Sudan, we have established a pooled fund to provide flexible funding to local groups and to ensure that they have decision-making power over priorities for funding and to whom it is awarded. In 2022, we agreed our Movement-wide, long-term ambition for localisation, 'Local to Global for Impact'. This ambition was informed by children from the Interim Global Children's Advisory Body and local and national actors through an external advisory group and our feedback mechanisms. Our ambition outlines our strong commitment to supporting local and national actors—including children themselves—in driving the sustainable realisation of children's rights.

We also want to increase the level of authority, capacity, decision-making, funding, and accountability that is held by local actors during emergency responses.

Communities and local and national actors are—and always have been—the first to respond.

They are the best placed to promote and defend children's rights and respond to children's needs because they bring specific skills, knowledge, access, and the ability to understand and adapt to the local context.

In 2022, over \$14.7 million, representing 9% of our funding from the Children's Emergency Fund, was directed to national and local partners.

We continue to engage in processes that hold us to account on our progress and which contribute to sector-wide change. Last year, we joined the Grand Bargain Caucus on localisation to help us tackle the barriers that prevent us from reaching the 25% funding target for local humanitarian actors.

In 2022, we signed up to the 'Pledge for Change', which involves three pledges, to ensure our partnerships are equitable, we tell authentic stories, and we influence wider change in support of local actors.

Last year, we also signed the Compact for Young People in Humanitarian Action, which states we will engage young people in all phases of humanitarian action, especially decision-making and budget allocations.

SHIFTING POWER TO LOCAL ACTORS IN SOMALIA

In 2022, Save the Children Somalia helped Somali Peace Line, a non-profit and local non-governmental organisation (NGO), win its first direct EU funding award since its establishment in 1997.

We provided technical support during the proposal-writing process and we committed to co-finance 6% of the project budget to alleviate some of the financial pressure on the organisation.

Somali Peace Line organises training workshops on conflict resolution, peace consolidation, capacity building, and human rights education for children, traditional elders, women, Imams, artists, teachers, and internally displaced people in Somalia.

They reached more than 538,100 people in 2022. A recent meeting between elders of armed and non-armed clans saw clan representatives apologise for their wrongdoings and agree to respect each other's rights. Current work includes training 580 students from 29 schools in Mogadishu in conflict resolution and mediation skills to reduce violence in schools.

The EU funding will enable Somali Peace Line to develop their knowledge base further, with full autonomy for their work.

Mohamed Jimale, our Partnership Advisor in Somalia, said:

“We believe this will enhance local ownership and sustainability of our partners' responses to the children.”

¹These figures are from the more detailed analysis of all the hearings that was published after the initial report.

HOW THE CORE HUMANITARIAN STANDARD HELPS US TO BE MORE ACCOUNTABLE IN OUR EMERGENCY RESPONSE WORK

The Core Humanitarian Standard sets out nine commitments that organisations and individuals involved in humanitarian response can use to improve the quality and effectiveness of the assistance they provide. It also ensures people affected by crisis are aware of the commitments made by humanitarian organisations and are therefore able to hold those organisations to account.

Save the Children International has measured its work in crisis situations against the Core Humanitarian Standard since 2017. This has helped us to learn, improve, and deliver higher quality, accountable humanitarian responses. It has helped us identify and improve the environmental impact of our emergency response work and better involve children, their communities, and local organisations when responding to emergency situations.

During 2022, Save the Children International successfully went through a renewal audit against the Core Humanitarian Standard. The Humanitarian Quality Assurance Initiative (HQAI) independently verified us and set out their observations of areas we should look to strengthen. We have submitted a three-year workplan to HQAI. We are working on implementing this during 2023 and will submit a progress report to HQAI in early 2024.

This ongoing revision and strengthening of our commitments under the Core Humanitarian Standard will help us to ensure that we are delivering principled, accountable, and high-quality humanitarian action for communities and people affected by crisis.

SAFEGUARDING CHILDREN AND THEIR COMMUNITIES

Save the Children exists to make the world a safer place for children and their communities—and that starts with ensuring our own organisation is safe for them.

We have zero-tolerance towards the abuse or exploitation of children or adults by our staff, partners, and representatives.

We are committed to preventing any harm, whether intentional or accidental, to children or adults, either directly or indirectly.

We take every safeguarding concern that we receive seriously, and we have comprehensive measures in place to prevent children and adults from being harmed. Our safeguarding work is supported by a global team of over 140 full-time safeguarding professionals and a pool of trained investigators. Most of these staff are based at the country level to ensure our approach is appropriate for each specific context we work in.

OUR APPROACH

Safeguarding at Save the Children focuses on five aspects: building **awareness** among our staff, partners, and communities of what harm may look like; ensuring everyone knows how to **report** a safeguarding concern; **responding** to cases effectively to ensure appropriate action is taken; **preventing** it from happening again; and ensuring our approach is **survivor centred**.

A reportable safeguarding concern includes any situation in which we or our representatives may have put a child or adult in the community at risk or failed to avoid risk. This includes a wide range of incidents, from a playground accident to a child not wearing a seatbelt, neglect, bullying or harassment of an adult in the community, or a Save the Children representative suspected of pursuing an exploitative relationship.

A reportable safeguarding concern can also include potential risk of harm, such as people driving carelessly, a fence missing between a school and a road, or staff and volunteers left alone with a child.

We believe that fostering a culture of open and transparent reporting is vital. If children and adults we work with feel they can report any concern to us, that helps keep more people safe.

Our ongoing commitment is to enforce the most comprehensive measures possible to protect everyone who comes into contact with our work. We also urge people to report a concern even when they are unsure it qualifies as an incident, so that we can investigate the matter and take the appropriate action.

INCIDENTS IN 2022

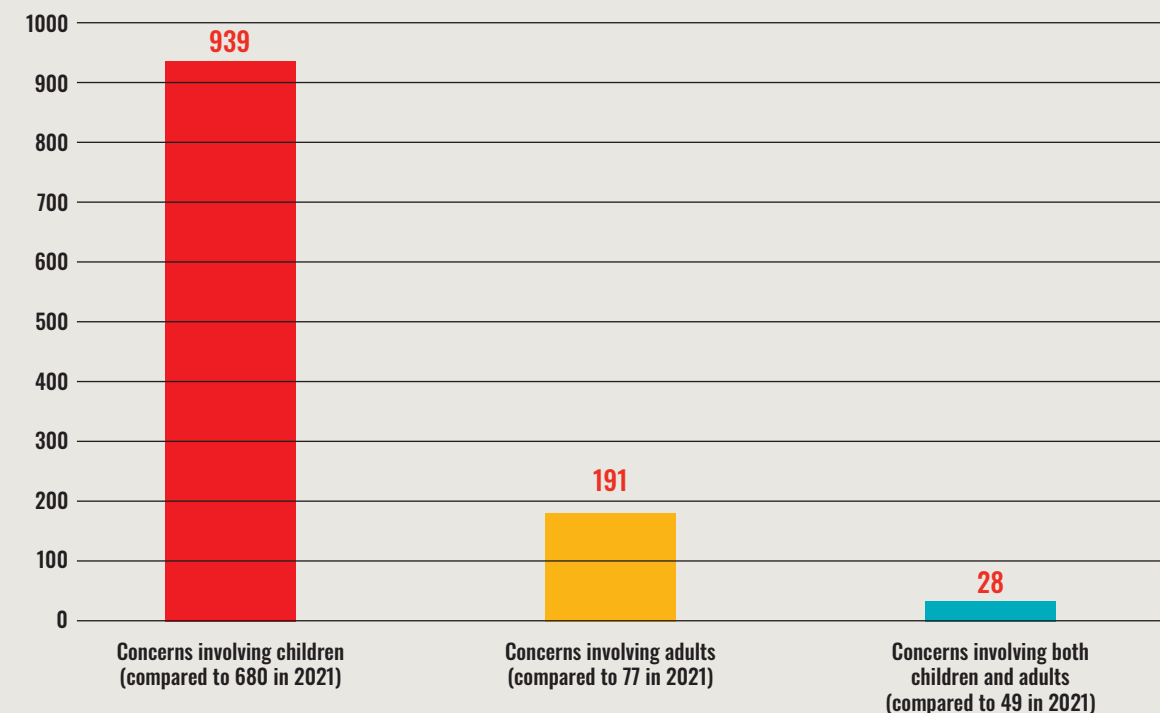
In 2022, there were 1,158 safeguarding concerns reported to Save the Children International and Save the Children member organisations relating to children or adults in the communities where we work. This was a 44% increase from 2021, which saw 806 such

reports. The concerns included a wide range of incidents: from road traffic accidents to neglect or abuse, or the bullying or harassment of an adult in the community.

This increase is seen as a positive development, as it is driven primarily by a rise in lower-risk concerns (including early warnings), where no harm took place but there was a potential risk of harm—for example, when a construction site on a school isn't fenced off. We also believe it is the result of targeted awareness-raising in areas where we suspect this was previously under-reported.

We believe the increase in adult safeguarding concerns is due to the significant amount of work we have done to promote the awareness of risks related to adults in past years. This includes the roll-out of a dedicated Protection from Sexual Exploitation, Abuse and Harassment policy for adults and an update of many of our Save the Children International staff induction materials.

2022 CASES INVOLVING CHILDREN AND ADULTS



Reporting volumes are a good indicator of effective awareness raising, trust in our reporting and response systems, and the accessibility of our reporting mechanisms. We expect the proportion of early warnings and low-level cases to keep going up as we continue to embed ethical behaviours, including safeguarding, across the organisation.

At the time of writing this report, 1,062 concerns have been fully investigated and closed, of which 573 were substantiated. The number of substantiated reports represents 54% of all reports—a slight drop compared to 59% in 2021.



*Name changed to protect identity

Hugh Kinsella
Cunningham /
Save the Children

MANAGING SAFEGUARDING INCIDENTS

In all substantiated cases of misconduct, we take disciplinary action wherever appropriate, which can range from official warnings to dismissal.

Of the 573 substantiated incidents in 2022, 49 people had their contracts terminated, were dismissed, or resigned. In addition to disciplinary action, it is our policy not to provide positive references or any other form of recommendation in such cases—even if the staff member resigns before the investigation is closed—which ensures these individuals cannot be employed within the sector.

Save the Children International’s priority is always to act in the best interest of survivors. We strive to report any alleged criminal conduct to local authorities and, in 2022, referred 164 cases—96 of which were substantiated by our own internal investigation.

However, there may be instances in which the decision is taken not to refer cases: if doing so poses an additional risk to the survivor; if the survivor does not consent to the report; or in contexts in which it is not possible to do so. These decisions are taken under the guidance of our safeguarding team based on the specific circumstances of each case in consultation with the survivor and—where relevant—their caregiver, as well as the political, religious, or cultural context in the countries where we work.

The outcome of our investigation was inconclusive in 105 cases, often because we did not have enough evidence. This represented 10% of all closed cases in 2022. We are committed to doing everything we can to keep this number as low as possible, and to maintaining strong investigation and evidence-gathering processes.

The vast majority of the substantiated severe incidents within Save the Children International were perpetrated by partner staff, volunteers, or suppliers. This reinforces our continued focus to strengthen our systems related to these groups, such as the Safer Partnership Programme referenced below, and the continued implementation of the Volunteers Project which ensures safe engagement practices of volunteers and record keeping of investigation findings.

SUPPORTING SURVIVORS

Acting in the best interest of the survivor is always our top priority, and we do all we can to support those who have been harmed or placed at risk of harm.

We take great care to identify all relevant referral services in every context where we work, including in humanitarian responses, to ensure they are available if they are needed. These include mental health and psycho-social support, medical care, or legal support as needed.

In recent years, we have also strengthened our investigation work by ensuring it is always survivor

led and by training our investigators in specific and age-appropriate interviewing techniques to use when speaking with children.

PREVENTION INITIATIVES

In 2022, Save the Children International introduced a key prevention tool to further embed safeguarding in our culture: the Core Operational Safeguarding Activities framework. This entrenches 13 safeguarding initiatives across the organisation, for which different departments are accountable, creating a first line of defence and ensuring better dialogue between functions. For instance, the framework ensures safer recruitment principles are applied during the recruitment of new staff.

We also completed the roll-out of our Safer Partnership project, a critical enabler to safe and responsible localisation, to strengthen the capabilities of our 595 partner organisations. This initiative allows us to hold our partners to the same standards we expect of ourselves and vice versa. Partners assess their safeguarding capacity at the start of an award and develop a capacity-strengthening plan for any areas of ongoing development.

The Safer Partnership project ensures there are strong safeguarding systems in place such as safer recruitment practices, investigation and response mechanisms, and risk assessments.

The Safer Partnerships approach was rolled out to 50 country offices and five regional offices in 2021–2022, and 575 partners completed a Safer Partnerships assessment and corresponding action plan.

In 2022, we also introduced a Behavioural Change Scientist position to ensure our prevention strategy and actions are driven by behavioural science insights. This role was filled in the spring of 2023.

CONTINUING TO STRENGTHEN OUR SAFEGUARDING

Our focus in 2023 is on the continued integration of safeguarding across the organisation, ensuring it is further embedded in our organisational culture, as well as

across departments and functions and the wider Movement, through four key pillars:

1. We will **strengthen our safeguarding capabilities** by increasing cooperation between safeguarding colleagues and those working in related fields, such as fraud prevention and staff safety policies. We will strengthen the capabilities of our network of investigators and introduce revised case management timelines, allowing more time for complex investigations and enabling swifter responses in less complex cases, while enhancing care for survivors and staff. We will also introduce an improved and streamlined compliance system across functions to ensure a consistent and coordinated approach, ensuring children, the communities we work with, our staff, donors, and regulators better understand how we respond to reported incidents.
2. We plan to **activate** an organisation-wide approach to prevention so that front-line staff have clearly identified roles and responsibilities and are supported with the training and tools they need. We will also focus on making the Safer Partnership approach a ‘Business as Usual’ process.
3. We will continue to focus on **innovative** approaches, including work led by our Behavioural Change Scientist, to improve our ability to detect early warning signs, prevent similar cases from happening, and reduce recurring incidents, in a targeted and localised way.
4. We will work to strengthen **cooperation** between member offices and Save the Children International through a revised Safeguarding Protocol, various working groups and streamlined processes to support the sharing of information and resources.

The increased reports related to risks identified in programming mean we must redouble our efforts to consistently deliver high-quality safe programming everywhere we work, regardless of geography, type of programme or approach, or whether programmes are directly implemented by our staff or with our partners. We will monitor these challenges going forward and continue to strengthen our capabilities to keep children and adults in the communities we work with safe.

We will also focus on addressing any barriers to reporting in humanitarian responses, where children are particularly vulnerable.

ACCOUNTABILITY TO OUR PEOPLE



Shiela, Save the Children International staff member, returned to visit her childhood home in the Philippines, where she had learned about her rights from Save the Children.

Iya Forbes / Save the Children

The wellbeing, safety, and security of our staff is of utmost importance to us. We want to safeguard our people from harassment, intimidation, abuse, and bullying, and protect them from accidents and physical attacks.

We aim to promote a supportive, open culture and to ensure our staff are able to raise concerns and feel confident that these are listened to and acted upon.

We consider our Save the Children International-wide Share Your View employee engagement survey to be incredibly important in ensuring we are aware of the views of as many of our staff as possible.

Last year, Save the Children International's survey had an 84% response rate. The engagement score, which measures job satisfaction, organisational commitment, sense of belonging, and motivation, was 88%. We have agreed collective action plans to address issues raised by staff, and these plans are being implemented and reflected in our priorities going forward.

Individual surveys undertaken among all the entities that make up the wider Save the Children Association Movement found that 87% of staff feel part of an inclusive organisation and 85% recommend Save the Children as a good place to work.



Burçin, Lusine and L.H. support displaced Ukrainian children to play and learn at a child friendly space in Germany.

Mauro Bedoni / Save the Children

OUR WORK ON DIVERSITY, EQUITY, AND INCLUSION

Tackling inequality and better representing the communities we serve is core to our vision and strategy. A fundamental part of our mission is to support every child, regardless of their gender, sexual orientation, race or ethnicity, disability, and background, and we know that applies to our staff and our people as much as the children and communities we work with.

In 2022, we appointed a new Diversity, Equity and Inclusion (DEI) Lead for Save the Children International. This newly created role is helping us accelerate progress towards becoming a more diverse and inclusive organisation.

We also disaggregated the Save the Children International global centre staff's Share Your View results for the first time by gender, ethnicity, disability, sexual orientation, and age. This enabled us to compare the experiences of

different staff groups and identify how these differ to help inform our diversity, equity, and inclusion efforts and the development of Save the Children International's strategic framework.

This framework will help us implement our 2022-24 strategy for DEI and help hasten our progress to make Save the Children an inclusive and welcoming place, where diverse teams can thrive.

OUR GENDER DIVERSITY²

At the end of 2022, females made up 56% of our Country Directors, representing an increase since 2021 (up from 53%). Females also made up 52% of our Country Office Senior Management Teams, up from 50% in 2021. Last year, we continued to promote a gender balance at the highest levels of our organisation, with females making up 56% of our Senior Leadership Team and 53% of our Board. Females also represented 68% of our Extended Leadership Team, up from 60% last year.

²Figures in this section have been rounded to the nearest whole number.

³Based on available sex data for employees.

⁴Organisation for Economic Co-operation and Development

SAVE THE CHILDREN GENDER DIVERSITY IN 2022

KEY MEASURE	% FEMALE ³
SCI/SCA Board composition	53
SCI/SCA Leaders	56
SCI Country Directors	56
SCI Country Office Senior Management Team	52
SCI staff*	40

*Including Save the Children Europe, Save the Children Thailand, Save the Children Kosovo, and Save the Children Albania

We also made concerted efforts last year to diversify our leadership to better represent the communities in which we work. At the end of 2022, 60% of our Country Directors and 85% of our Country Office Senior Management Team were from non-OECD⁴ countries, up from 53% and 71% in 2021 respectively. Racialised minority staff represented 19% of our Extended Leadership Team in our global centre, up from 13% in 2021.

In 2022, we discontinued using the term 'people of colour'. Instead, we began using 'racialised minorities' to better reflect the make-up of our people within Save the Children International global centre and

'non-OECD' with respect to the make-up of our people around the world. The number of 'racialised minority' staff is calculated based on voluntary ethnicity data shared by staff, where all ethnicities excluding 'White' are counted. In line with how we reported on racial diversity in our [2021 Accountability Report](#), we approximate the proportion of staff from 'non-OECD' countries by calculating the percentage of leaders with non-OECD nationality and adjusting the list of OECD countries to exclude Colombia, Chile, Mexico, Türkiye, Japan, and Korea. We do, however, recognise the complex and contested nature of such approximations, and we will continue to strive for clarity of expression.

SAVE THE CHILDREN INTERNATIONAL DIVERSITY IN 2022

KEY MEASURE	%* NON-OECD OR RACIALISED MINORITIES
Board of Directors	29
Senior Leadership Team	22
Extended Leadership Team**	19
Country Directors	60
Country Office Senior Management Team	85

*All percentages based on available nationality data for employees unless otherwise stated

** Percentage based on available ethnicity data for employees

We refreshed our unconscious bias training for Save the Children International last year. The training equips our people with strategies to help them make fair, considered decisions in recruitment, staff moves, and in all their interactions with others.

We continued our inclusive recruitment practices, including publishing circa salaries for all new roles and ensuring our interviewers do not ask about salary history during the hiring process. We also continued to prioritise succession planning at Save the Children International for our senior leaders to ensure we have a diverse pipeline of successors.

Our priority for the coming years is to embed DEI in everything we do and make it a core part of our Movement-wide culture.

We plan to establish a Save the Children International DEI steering group, made up of regional and country level leaders, to ensure our efforts are inclusive of the regions and countries we serve.

And we want to strengthen engagement across our whole Movement by building a community of DEI practitioners across our members in order to share best practice, tools, and approaches.

OUR GENDER PAY GAP

We publish data annually on the gender pay gap between male and female UK employees of our Save the Children International global centre.⁵ This is detailed below. A total of 40% of our members outside of Save the Children International also choose to undertake equity pay gap assessments.

We know that gender equality is the only way in which we can build a workforce fit for the future, to enable us to deliver on the ambitions in our global strategy and ensure no child is left behind.

For Save the Children International staff in our global centre, women's mean (average) pay, based on our April 2022 payroll, is 13.9% lower than men's, and their median hourly pay is 11.1% lower than men's⁶.

In April 2022, women occupied 56% of the highest-paid jobs and 75.2% of the lowest-paid jobs at Save the Children International.

The percentage of women in each pay quarter is shown below. Pay quarters show the percentage of men and women employees in four equal-sized groups based on their hourly pay and give an indication of women's representation at different levels of the organisation.

GENDER PAY GAP DATA FOR SAVE THE CHILDREN INTERNATIONAL EMPLOYEES AT OUR GLOBAL CENTRE

	WOMEN	MEN
Upper hourly pay quarter (highest paid)	56%	44%
Upper middle hourly pay quarter	63.3%	36.8%
Lower middle hourly pay quarter	71.6%	28.5%
Lower hourly pay quarter (lowest paid)	75.2%	24.8%

At the start of 2022, we established a new gender pay advisory group at Save the Children International's global centre made up of cross-functional representatives, including from our Women's Network and Gender Equality Working Group. The group will advise and support our Senior Leadership Team in taking the necessary steps to address the factors contributing to the gender pay gap.

We also launched a mentoring scheme for staff in our Save the Children International global centre last year in collaboration with our DEI Council, Women's Network, and other staff groups. We continue to proactively support female leaders through our talent development programmes, with women representing over half (55%) of all participants successfully completing them.

Read more about [how we are addressing the gender pay gap](#).

⁵UK legislation requires employers with 250 or more employees to publish figures comparing men and women's average pay across their organisation.
⁶The mean (average) measures the hourly pay of all employees to calculate the difference between the mean hourly pay of men, and the mean hourly pay of women. The median measures the difference between the hourly pay of the median man and median woman. The median for each is the man or woman who is in the middle of a list of hourly pay ordered from highest to lowest paid.



Cédric* is a project manager for BIFERD NGO, a local partner organisation supporting families in need, DRC.

Hannah Mornement / Save the Children

SUPPORTING THE WELLBEING OF OUR STAFF

Fostering employee wellbeing is vitally important to us. We want to help prevent stress and create positive working environments where individuals can thrive. We undertake a number of initiatives to encourage healthy working patterns, promote mental health awareness, and ensure our colleagues have someone to talk to should they need to.

We have a wealth of material available on our intranet, we mark World Mental Health Day with initiatives such as guest speakers and free online mental health advice sessions, and our Mental Health Champions programme sees staff within Save the Children International volunteer their time to support colleagues with their mental health and wellbeing.

ANTI-HARASSMENT AND EMPLOYEE SAFEGUARDING

We have zero tolerance for all forms of harassment, bullying, intimidation, physical and sexual violence, and exploitation. The Save the Children International Anti-Harassment, Intimidation and Bullying policy reinforces our expectations to ensure we foster a safe and trusted working environment for all our people by explicitly identifying that any form of these behaviours will not be tolerated within our organisation.

We expect all our staff and representatives to strive for the highest standards of integrity and accountability and to conduct themselves in line with this policy and our Code of Conduct.

Last year at Save the Children International, we reclassified incidents of staff safeguarding concerns on our system to specify the gravity of the harm caused. This has enabled us to identify and prioritise serious harassment concerns and has led to improved support for those wishing to raise an issue, and therefore to better reporting.

We want to develop a culture of feedback so our staff are encouraged to talk openly and speak up in uncomfortable situations. To support this, we are working on our Employee Safeguarding policy to ensure all our people are able to raise concerns where necessary. We provide opportunities for our staff to report concerns in a number of ways: through our incident reporting system (Datix); grievance procedures; the whistleblowing pages on our intranet; through our confidential 24-hour, seven-days-a-week Safecall phone line; and via our HR personnel.

REPORTED CONCERNS IN 2022

In 2022, there were a total of 678 staff safeguarding concerns reported across Save the Children International, compared to 166⁷ in 2021.

These reports led to 623 cases as some were rejected due to duplication, insufficient information to launch an investigation, or because they did not merit a case.

Included in these 623 cases were:

- 335 reports related to bullying, harassment or intimidation; and
- 70 reports related to sexual harassment.

A total of 399 cases have been closed and 221 allegations were substantiated. Of these:

- 64 cases led to contract terminations or to contracts not being extended
- 14 resulted in counselling
- Four led to resignations
- Four led to supervision
- Four led to suspension
- 17 led to verbal warnings
- 62 led to written warnings
- One could not be determined

No action was taken on 51 cases. The majority of these were grievances with no person identified as the subject of the complaint.

The remaining 224 cases are still under investigation.

The significant increase in the number of cases reported in 2022 was mainly attributable to the significant increased reports in the Middle East, North Africa, and Eastern Europe. We believe this increase is the result of improved awareness, reporting, and confidence in the system that action will be taken.

The system was unable to separate staff grievances from policy or code of conduct violations in 2022. This will be included in our 2023 reporting.

SUPPORTING SURVIVORS

We make sure all our staff who have experienced harassment, intimidation, or bullying receive the support they need. Alleged victims and complainants are also offered support. Support may include medical assistance, counselling, or help speaking to authorities as required. We provide this support through our Employee Assistance programme, as well as more specialist channels when necessary.

SAFETY AND SECURITY INCIDENTS

The safety and security of our people is vitally important to us, and we work hard to keep them safe.

Our staff work across a variety of different settings. These include some of the most deprived and hardest-to-reach places in the world. We take special actions to take care of our staff by providing knowledge, tools, systems, and support to minimise risk of harm and to enable us to respond effectively to incidents when they occur.

In 2022, there were 787 safety and security incidents reported across our international programmes, of which 8% directly affected Save the Children International staff. This represents a 2% increase compared to 2021, in which we recorded 766 incidents.

Tragically, one member of Save the Children staff died in an incident last year.

If we are to meet our goal of delivering for the most vulnerable children then we must continue to work in some of the most challenging places in the world.

Balancing this risk effectively is a big focus for us. All Save the Children International staff must undertake a personal safety and security course. Staff who are deployed to high-risk countries are required to complete a kidnap and hostage survival course, and those working in very high-threat environments must undertake hostile environment awareness training.

We are committed to improving the safety and security of our staff however we can.

ROAD SAFETY

Road safety varies from country to country but can be very poor in remote or rural locations. Our drivers often have to deal with poor lighting, unpredictable weather, and badly maintained roads.

In 2022, Save the Children International staff were involved in 119 road traffic incidents, 13 of which were serious. Tragically, four children and six adults, including one Save the Children staff member, lost their lives, and 24 people sustained serious injuries.

We are determined to prevent incidents such as these and make road travel safe for our staff, partners and, most importantly, for children. We are continuing to roll out our Road Safety strategy, which focuses on five key areas: road safety management; safer

vehicles; safe road users; post-crash response and investigations; and safe driving environment. We are also increasing the number of our vehicles to have in-vehicle monitoring systems. These allow us to track vehicle movements, location, and speed and better manage our drivers' road safety performance.

In 2022, Save the Children International continued to make an important contribution to the Global Road Safety Partnership (GRSP), an inter-agency initiative hosted by the International Federation of the Red Cross and Red Crescent Societies, which encourages safe driving behaviour across organisations. The partnership promotes road safety training and the introduction of technology such as vehicle tracking devices. It has also developed a road safety strategy with a fleet department, road safety trainer pool, peer-to-peer sharing mechanisms, and best practice guides.



A member of staff installs seat belt reminder stickers in a vehicle, Peru.

Save the Children

IMPROVING ROAD SAFETY IN COLOMBIA AND PERU

In Colombia, Save the Children International has taken steps to enhance road safety by providing specialised road safety inductions for drivers, and ensuring compliance with legal requirements when entering into agreements with transportation companies. We have also introduced pre-operational inspections of vehicles and a road safety survey to further strengthen road safety practices.

In Peru, we have launched an awareness campaign for transportation providers, encouraging them to actively promote the proper use of safety measures. Staff members have been empowered to act as primary observers, ensuring that suppliers provide vehicles with well-maintained seat belts and reinforcing their use among colleagues and partners.

⁷The 166 concerns reported in 2021 relate to staff safeguarding only. The 347 concerns reported in the 2021 Trustees' Report contained concerns relating to both staff and adults in the community safeguarding before these were separated in Datix.

ACCOUNTABILITY TO OUR SUPPORTERS AND OUR PARTNERS



Samad*, 14, his mother, father and two siblings fled conflict in Afghanistan and in Ukraine before arriving in Romania, where they are being supported by Save the Children.

Pedro Armestre / Save the Children

A strong relationship with both partners and our supporters is crucial if we are to accelerate our progress towards the breakthroughs we want to achieve by 2030: to see all children survive, learn, and be protected.

Our partners and supporters place a great deal of trust in us to use their resources in the most effective way possible to make the biggest impact for children. We want to strengthen these vital connections and ensure that we are accountable to those who work with us and those who support our work.

ACCOUNTABILITY TO OUR PARTNERS

Our approach to partnerships and ensuring that our partnerships are truly equitable is fundamental to the success of all our work and critical to the establishment of our localisation strategy.

Save the Children International has worked with Keystone Accountability to conduct an annual partnership survey since 2021. In 2022, Keystone Accountability conducted a Partner Pulse Check for Save the Children International to explore partners' experience of our funding, our approach to participation and co-creation, our attitude to risk, and our mutuality. The survey was sent to 1,490 partners and had a response rate of 49%.

The responses indicated that our partners' experience of working with Save the Children International has improved since 2021 across all our survey areas. There was an increase in the number of partners that report feeling like equal partners to Save the Children (from 68% to 74% of partners).

In 2023, we will work collaboratively across the Movement to achieve a step change towards equitable partnerships, guided by feedback from our partners and informed by learning within the sector. As part of our localisation work, we will prioritise initiatives that will achieve behavioural change in how we work, increase the funding available to local actors, and reduce and simplify compliance requirements.

ACCOUNTABILITY TO OUR SUPPORTERS

It is crucial to our relationship with our supporters that we manage our finances effectively.

Utilising our funding effectively is vital if we are to reach the most vulnerable children and have a sustainable impact on their lives. We must ensure

that we work as smartly and efficiently as we can to optimise our resources so we can deliver for children.

In 2022, Save the Children International's expenditure rose by 17% to \$1,513 million as we spent more than ever before on our international programmes, humanitarian responses, and on campaigning and advocacy.

Save the Children International's income grew by a similar amount, from \$1,335 million in 2021 to \$1,597 million in 2022, an increase of 20%.

We exceeded our funding ambitions overall by more than 6%. Our philanthropic and corporate partners provided an incredible \$414 million in private funding to help us work towards our goals for children, respond to emergencies, and build capacity with our local partners.

Across the Movement, our total income in 2022 was \$2,767 million.

Escalating crises demand radical interventions, and we are committed to evolving as an organisation to ensure that we are as sustainable as possible and can reach even more children in the future with truly impactful interventions.

OUR CHILDREN'S EMERGENCY FUND

The Children's Emergency Fund was created to pool funding from across our Movement into a flexible, central fund. This enables us to distribute resources quickly and efficiently when disaster strikes or situations deteriorate in volatile contexts.

We raised over \$99 million for our Children's Emergency Fund in 2022, of which more than \$82 million was fully flexible funding.

More than \$42 million from the Children's Emergency Fund was allocated to 27 countries so they could respond to hunger crises.

The fund allowed us to reach 24.1 million children across 45 countries. This funding not only ensures we can deliver lifesaving work when other funding is not immediately available, it also enables us to be more accountable to our supporters by enabling them to donate money specifically for use in emergencies and channel their donations directly to those who need urgent support.



Safeer, 12, (centre) lost his school in the floods, Pakistan.

Save the Children

OUR QUICK RESPONSE TO THE FLOODING IN PAKISTAN

Funding from the Children’s Emergency Fund was used to support children in Pakistan following the extensive floods last year.

The record-breaking floods affected 33 million people, including 16 million children. Rains submerged one third of the country and more than a million homes were destroyed or badly damaged, leaving many homeless.

We were able to respond to the urgent water, sanitation, and hygiene (WASH) needs of flooded communities by transporting large quantities of clean water to those who needed it.

The Children’s Emergency Fund also allowed us to support a multi-sectoral needs assessment in the immediate aftermath of the floods. This formed the basis for communicating urgent needs to other donors and helped our Pakistan country office to secure over \$5 million for the response.

As the situation developed, our emergency response included the rehabilitation and construction of water points, latrines, and handwashing facilities, ensuring longer-term recovery and a relevant and effective response.

We established Temporary Learning Centres in areas where the flood water has destroyed schools. Safeer, 12, (pictured with his friends Naveed and Farhan) lost his school in the floods. He attends a Temporary Learning Centre (TLC) in Khairpur. He says:

“ I enjoy visiting the TLC. It has become like a second home to me. I learn the English alphabet, the Urdu alphabet, and counting there. I want to be an engineer when I’m older. ”

COUNTER FRAUD MEASURES

We require all our staff to protect our resources against fraud and theft.

Save the Children International’s Fraud, Bribery and Corruption Awareness e-learning is included in our mandatory induction training. All new staff must complete the training within three months of joining the organisation, and existing staff are required to undertake refresher training every two years.

Our Counter Fraud Unit investigates fraudulent breaches of policy and leads on the delivery of the organisation’s four-pillared counter fraud strategy: Prevention, Awareness, Reporting, and Response.

Twenty-five country office fraud risk assessments were completed at Save the Children International in 2022. These form part of our proactive approach to assess risks and remediations in our highest-risk environments.

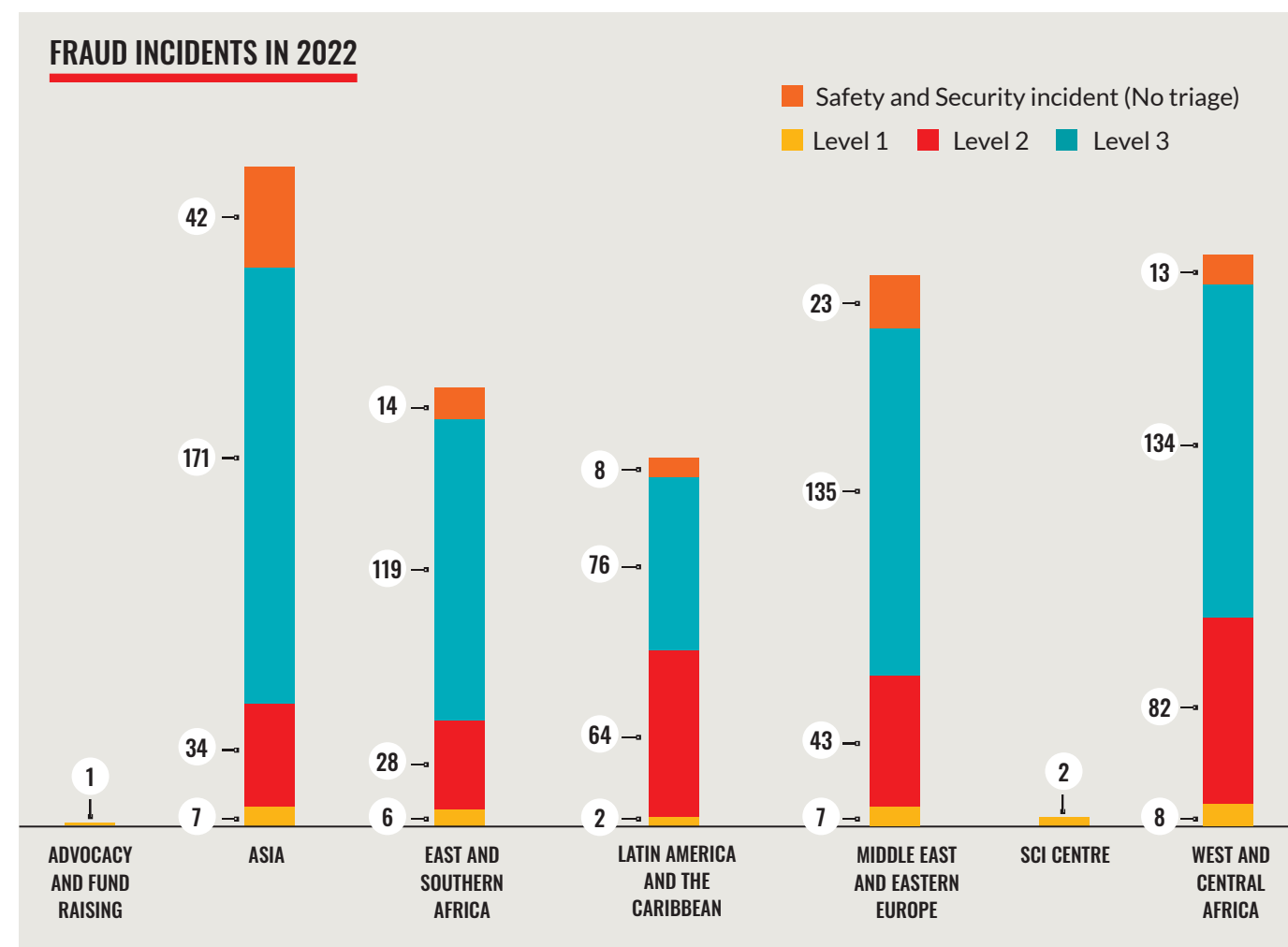
FRAUD INCIDENTS IN 2022

The number of reports of fraud allegations increased by 28%—from 1,071 in 2021 to 1,375 in 2022. All reported incidents are triaged, although, due to lack of information or non-fraud matters, not all cases are opened for investigation. In 2022, investigated fraud cases increased by 41%—from 725 in 2021 to 1,021.

The allegation(s) in 37% of cases closed in 2022 were substantiated, a decrease from 43% substantiated cases in 2021. Members

of Save the Children staff were the subject of concern in 33% of substantiated cases closed in 2022.

An increase in reporting is not unexpected as country office portfolios expand and as staff awareness of fraud, bribery, and corruption increases. However, the repeat occurrence of similar types of fraud indicates potential weaknesses in programme design and delivery. To help address this, we are working across teams to better mitigate risks—including fraud, bribery, and corruption—at both programme design and delivery phases.



Of the 862 cases closed in 2022, 40 cases had an unrecoverable loss identified. The total unrecoverable loss recorded in 2022 was \$693,745, which is 0.049% of our global spend. Three of the four highest losses (75% of the total unrecoverable loss recorded in 2022) resulted from armed incursions in Ethiopia.

The most common type of fraud last year, perpetuated either by staff or community members, occurred at the point in a project where we are identifying beneficiaries, registering them or distributing goods or money. It increased proportionately with the overall caseload (from 320 in 2021 to 404 in 2022).

In 2023, we are developing mechanisms to explore developing trends and repeat occurrence of incidents by sharing lessons learned and analysis with programme design and delivery teams. Locations with lower-than-expected reporting totals and zero reporting will also be a key focus.

ACCOUNTABILITY FOR OUR ENVIRONMENTAL IMPACT



Climate activist, Oriana*, 15, recycles plastic bottles as bricks, Colombia.
Pascale Mariani / Save the Children

Climate change is one of the biggest threats to children’s rights. Around one billion children, or nearly half of all children worldwide, live in countries at extreme risk of the impacts of climate change.

We aim to support children and their communities who are most at risk from the impacts of climate change, strengthen their climate resilience, and enable them to better cope with and adapt to its impacts.

Our response to the climate crisis is a critical contextual driver of our 2022–2024 strategy and a global focus for our advocacy and campaigning, programming and fundraising work, and our own operations.

Our Environmental Sustainability and Climate Change (ESCC) policy sets out our expected environmental performance across the organisation. We have committed to reducing our CO₂ equivalent (CO₂e) emissions by more than 50% from our 2019 baseline⁸ by 2030 at the latest, and to publishing our progress on sustainability on an annual basis.

2022 CARBON AND ENERGY PERFORMANCE

We collect data from every Save the Children entity. The table below presents our emissions footprint from 2019 to 2022.

In 2022, our greenhouse gas (GHG) emissions increased to 75,282 metric tons of CO₂e, marking a significant rise compared to the 2021 emissions of 58,920 metric tons CO₂e— a difference of 16,362 metric tons CO₂e.

This increase is due to the easing of travel restrictions following the COVID-19 pandemic as we increased our global activity and deployed more staff to conflicts and natural disasters. Our use of flights, hotels, and taxis are all higher than in 2021, but are still lower than our pre-COVID-19 emissions in 2019.

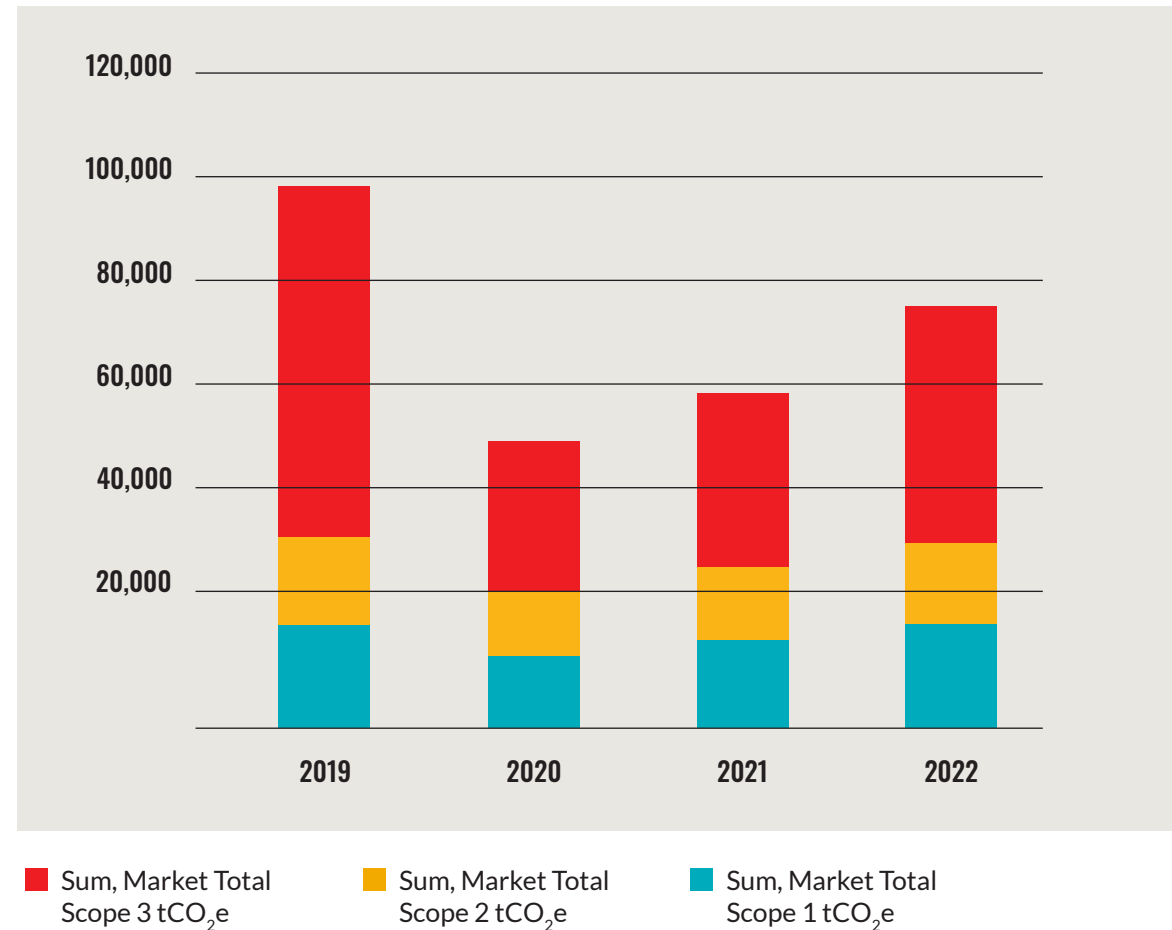
The increase in scope 3 emissions between 2021 and 2022—particularly from air and shipped freight of goods—was mainly due to increased support provided during the conflict in Ukraine.

GREENHOUSE GAS EMISSIONS BY SCOPE OF SAVE THE CHILDREN MOVEMENT FROM 2019 TO 2022

Unit (tCO ₂ e)	2019	2020	2021	2022
Scope 1 – From sources we own or control such as use of our own vehicles.	16,056	11,067	13,884	16,504
Scope 2 – From indirect emissions such as purchased energy, steam, and heat consumed.	14,695	9,968	12,052	11,908
Scope 3 – From indirect emissions that occur in the supply chain such as travel and freight. We currently do not report all categories in scope 3.	67,910	26,692	32,984	46,870
TOTAL	98,661	47,727	58,920	75,282

⁸Includes scope 1 and scope 2 and elements of scope 3 (travel and freight).

GREENHOUSE GAS EMISSIONS IN METRIC TONS CARBON EQUIVALENT (tCO₂e) 2019–2022



Notes:

- The figures in the table above reflect market-based emission figures. Save the Children tracks both market-based and location-based emission figures for the entire Movement. Current scope 3 emissions involve a limited scope as we work towards widening the scope through improving our measuring and reporting on scope 3.
- There have been some corrections for the emissions data for 2019–2021 following improved data collation methods, therefore the figures in Table 1 have been restated and are correct as of November 2023. In 2019 this resulted in an increase of 5,603 tCO₂e of GHG emissions. For 2020, there was a minor increase of 373 tCO₂e. For 2021, this resulted in an increase of GHG emissions of 1,348 tCO₂e.

REDUCING OUR ENVIRONMENTAL IMPACT

Based on progress to date, we believe that our emissions reduction target remains ambitious and science based but also realistic. To achieve this goal, we are engaging all parts of the organisation throughout the world to identify areas of impact and potential solutions.

Through understanding where our key impact areas are across different countries, we have started to develop initiatives revolving around energy consumption, travel, and the distribution of goods that can be adapted and utilised across different countries.

We are switching the energy sources at more of our offices to renewables (such as solar energy), reducing the number of flights we

take, using train travel wherever possible, and utilising more fuel-efficient vehicles.

Our Fleet Transformation programme aims to provide safe, reliable, sustainable, and efficient transport by replacing our ageing, fuel-inefficient vehicles with more modern vehicles with lower emissions. The programme also aims to introduce smaller, less polluting sedans, and, where possible, electric vehicles or hybrid models. We successfully piloted the programme in Sudan, Kenya, and Yemen, and we are now rolling it out in 35 countries.

Save the Children International has also started to transition from using servers to a cloud-based system, reducing energy consumption via electricity and cooling.

REDUCING EMISSIONS IN OUR SUPPLY CHAINS

We are aware of the significant contribution that our supply chains have on our environmental impact, and we are working to reduce this.

We have updated our procurement procedure to weigh our sourcing decisions towards sustainability. It is now our primary selection criteria, and we favour suppliers who offer sustainable solutions by adding a 10% minimum weighting on sourcing decisions for all formal quotations and tenders.

Our Supplier Sustainability policy requires our suppliers to:

- reduce any negative environmental impact;
- use sustainable or natural resources;
- reduce any waste and greenhouse gas emissions; and
- protect and promote the land rights of communities, including indigenous people.

Last year, we met our goal for 25,000 suppliers to endorse this policy, and we worked with the Inter-Agency Procurement Group to share our Supplier Sustainability policy with the intention to for it to become the sector standard.

In line with our localisation ambition, we also want 85% of our procurements to originate from local or national suppliers. We are currently updating our sourcing strategies to favour local sources, particularly for essential items like medical supplies.

REDUCING THE ENVIRONMENTAL IMPACT OF OUR PROJECTS

We have developed an Environmental and Social Screening process to assess and minimise the environmental and social impacts and risks of our projects. It is applicable to all Save the Children International awards and is mandatory as of September 2023.

It ensures that if we do award resources to project activities that may have negative social or environmental impacts, we develop an environmental and social action plan to mitigate them.

Read our full [Environmental Sustainability Report for 2022](#).



Solar panels installed at our Pujehun field office, Sierra Leone.

Reynold Edwin-Jones / Save the Children

UTILISING SOLAR PANELS IN SIERRA LEONE

Save the Children's Sierra Leone Country Office has integrated green energy practices into its work by installing a solar energy system. As well as providing sustainable energy, the system solves an ongoing issue in Sierra Leone of electricity availability, which often disrupted operations. It is also more cost effective than traditional generators, enabling the Country Office to allocate their resources to other critical areas.



LOOKING FORWARD

Children paint a flower mural on the walls of a destroyed school as part of the Flowers for Children campaign, Yemen.
Albaraa Mansoor / Save the Children

We have made good progress in 2022 towards improving our accountability to children, their communities, our staff, partners, and supporters across all our work, but there is much more we want to do.

The increase in our safeguarding reporting volumes indicates that our work to embed strong safeguarding principles throughout our Movement is proving effective, and that children, their communities, and our staff and partners feel able to raise concerns, trust us to take them seriously, and feel able to hold us to account.

Next year will see us redouble our efforts to consistently deliver high-quality, safe programming everywhere we work, regardless

of geography, type of programme, or approach, or whether programmes are directly implemented by our staff or with our partners.

Children's participation is a key, cross-cutting approach to our work and a central part of our work on child rights. We will continue to advance our work to support children to advocate and campaign for their rights and involve them in the design, implementation, and monitoring of our work.

Going forward, our Global Children's Advisory Board will involve children in our decision-making at a global level and allow them to contribute directly to our governance. We aim to have children advising at senior leadership level in at least 75% of the Country Offices across our Movement by the end of 2024.

We have begun our transformation towards becoming a more equitable partner with local and national actors as well as with children. Our localisation ambition will be a core part of all our work going forward.

A real priority for us as we move forward is ensuring that we utilise our resources ever more effectively. We want every donation made to us to go as far as possible and have the biggest impact it can for the children most affected by inequality and discrimination, by making sustainable and meaningful changes in their lives. We must continue to ensure that we work as smartly and efficiently as we can to optimise our resources so we can deliver effectively for children.

We will also focus further on our work to protect children from harm in the data and digital space.

We are organising children's workshops in the Philippines, Kenya, South Africa, Finland, and Australia for a study of online grooming, which has been funded by the Global Partnership to End Violence Against Children's 'Safe Online Research Fund'. This is an important and timely piece of work, which we hope will help make the digital world a safer and more inclusive space for children.

Our Movement has never been stronger and more aligned. We will continue to work together to hold ourselves to account and to enable others to do so too, so that we can ensure children's rights are protected, their voices heard, and that they are able to have a healthy start in life, access to a quality education, and to live free from violence and poverty in safe and resilient families.

Larissa*, Yana* and Maria*, all 7, from Ukraine, hug and play in a temporary shelter for refugees, Germany.

Mauro Bedoni / Save the Children



Save the Children

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