

FOR EVERY CHILD

**The United Kingdom
Committee For UNICEF
(UNICEF UK)**

**Trustees' Annual
Report and Consolidated
Financial Statements**

For the year ended
31 December 2021

UNICEF UK IN NUMBERS

£141.8 MILLION

record income to help build a better world for every child.
30% increase on 2020.



Raised a record

£13 MILLION



46,000 UK CHILDREN

gave their views in a
climate change survey



COVID-19 VACCINE APPEAL 22,875 DONATIONS

to support the delivery of

938 MILLION DOSES

of COVID-19 vaccines
around the world.



! £32.5 MILLION

committed to support humanitarian emergencies
for children in more than **52 countries**.

70 YOUNG PEOPLE



from around the world attended the
UN Climate Change Conference

More than

1.5 MILLION



school children in the UK now
attend **Rights Respecting Schools**.

Over

36,000 PEOPLE



signed our petition calling on the
UK Government to commit to
equitable access to COVID-19 vaccines.

More than

600,000 NEWBORN BABIES

in the UK
supported by



Company no. 03663181
Charity no. 1072612 (England and Wales)
Charity no. SC043677 (Scotland)

THE UNITED KINGDOM COMMITTEE FOR UNICEF (UNICEF UK)

TRUSTEES' ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021



Company number 03663181

Charity number 1072612 (England and Wales)

Charity number SC043677 (Scotland)

TRUSTEES' ANNUAL REPORT

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MESSAGE FROM THE CHAIR



Last year, I wrote that 2020 had been unprecedented, as the rapid spread of COVID-19 affected the lives of everyone, everywhere. In 2021, as UNICEF turned 75, COVID-19 still held us in its grip, but it affected people very differently within and across countries. By 2021, more than 180 countries were affected by the pandemic, and the number of children in need of support was extraordinary. In 2021, more than 34 million children were forcibly displaced due to climatic and geophysical events as well as conflict. The pandemic's spread intensified the risks facing children, families, communities and countries already living through crisis and in vulnerable conditions.

As the vaccines that opened a path out of the pandemic became available, it became clear that access to these would not be equitable. UNICEF UK swung into action with the VaccinAid partnership. This campaign supported UNICEF, on behalf of the COVAX Facility, to procure and deliver two billion doses of COVID-19 vaccines so key workers and vulnerable communities in low- and middle-income countries could be vaccinated by the end of 2021. Our marketing campaign called on the public to Give the World A Shot and help deliver the biggest health and logistics operation in history. In tandem, we called on the UK Government to donate vaccine doses and to use their G7 presidency to galvanize a global response to the vaccine access crisis. We also called on the Government to ensure that the needs of UK children were at the heart of the UK's response to the pandemic.

In these exceptional times, the generosity shown by our UK supporters meant that we broke our record income level for the second year running, raising a tremendous £141.8 million for UNICEF's work for children. This included a highly successful Soccer Aid for UNICEF event in September in front of a packed stadium with millions watching live on ITV.

The year was characterised by other incredible initiatives, as we capitalised on opportunities presented by the easing of COVID-19 restrictions. In stadiums, in the skies, in workplaces, vaccination halls, schools, venues, maternity wards and town halls, our work for children was amplified as never before. Our Ambassadors and High-Profile Supporters leveraged their presence, influence and networks to connect millions to our work.

Reminding the world that children face multiple threats, we campaigned to end preventable deaths of children under five around the world, resulting in the UK Government launching the Ending Preventable Deaths Approach Paper and the Health System Strengthening Position Paper. This year's youth campaign OutRight addressed children's rights and mental health. The voices of the Youth Advisory Board have been at the heart of our communications and internal decision-making including colleague recruitment.

In November, the UN Climate Change Conference (COP26) in Glasgow was an opportunity to impress upon world leaders the need to agree ambitious and concrete action to tackle climate change and to recognise that the climate crisis is a

child rights crisis. Youth participation was central to our approach, upholding our mission to promote children's voices. We engaged support at every level from our Votes for Schools, to extensive media coverage and the Scottish Government's signing of the Intergovernmental Declaration on Children, Youth and Climate Action.

Our work for children in the four nations of the UK flourished, despite the challenges of COVID-19 and unprecedented staff shortages in public services. Our Baby Friendly Initiative now works in 95% of maternity units across the UK, supporting more than 600,000 new babies as they enter the world. More than 1.5 million children in the UK now go to schools that are registered as Rights Respecting. And more than 500,000 UK children live in Child Friendly Cities and Communities that put children's rights at the heart of local decisions, services and spaces.

Following the leadership changes during 2020, last year was an opportunity to stabilise the organisation and focus all our energy on our main purpose. This included implementing changes in the processes, policies and culture of the organisation, and we changed our structure and ways of working to increase our impact for children going forward.

I was pleased to welcome three new Trustees to add to our diverse and rich array of experience and skills. We also successfully recruited a new Chief Executive, Jon Sparkes, who joined at the start of 2022. Jon brings not only an impressive record of leading large national charities where he has delivered sustained income growth, national partnerships and policy change, but also prior experience of working at executive level in UNICEF UK. I would like to note the Board's high appreciation of our CFO Steven Waugh, who very ably led the organisation as Interim Executive Director in the 15-month period to December 2021.

Our work would not be possible without the enormous dedication shown by all our staff, the Executive Team and the Trustees, and I thank them all sincerely for their efforts. I am also grateful for the guidance and support provided by our colleagues in UNICEF, our President Olivia Colman, Vice Presidents and Advisors.

While we celebrate our partnerships, our collaboration and our outcomes for children, we never lose sight of the enormous challenges and threats facing children. Early in 2022, the devastating crisis for the children of Ukraine and other high-level emergencies, as well as the climate crisis and the ongoing COVID-19 pandemic keep us focused on the tasks ahead. We commit to build on the gains made in 2021 and to redouble our efforts for every child.

A handwritten signature in blue ink that reads "Shatish Dasani". The signature is fluid and cursive, with a long horizontal stroke at the end.

Shatish Dasani, Chair

STRATEGIC REPORT

This section of the Trustees' Annual Report provides the information required by the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2014.

APPROACH AND AIMS

UNICEF, the United Nations Children's Fund, works to build a better world for every child, every day, everywhere. UNICEF provides more children with clean water, life-saving food and vaccines, education and protection from violence than any other humanitarian organisation.

UNICEF works with families, local communities, organisations and governments in more than 190 countries to help every child realise their full potential. In everything we do, the most vulnerable children and those in greatest need have priority.

UNICEF has 75 years of field-tested expertise, a network that spans the globe, a passion for innovation and a commitment to make every penny count. Impartial and non-political, UNICEF is never neutral when it comes to protecting children's rights and safeguarding their lives and futures.

The United Kingdom Committee for UNICEF (UNICEF UK) is a UK registered charity that raises funds for UNICEF's emergency and development work around the world and advocates for lasting change for children worldwide. This includes, for example, working to change government policies and practices that are harmful to child rights in the UK and internationally. UNICEF UK is one of 33 UNICEF national organisations based in industrialised countries.

OUR VISION, MISSION AND VALUES

OUR VISION

OUR VISION IS A WORLD FIT FOR EVERY CHILD.

OUR MISSION

UNICEF is here for every child, particularly the most vulnerable. All over the world, including the UK, we uphold the Convention on the Rights of the Child and work with partners and supporters to:

- Promote children's voices
- Unlock resources for children
- Advocate for and create change for children

OUR VALUES

In 2021, we produced Our Shared Commitment, a new set of interlocking values and behaviours that guide our work. Our values are:

- Putting Children First
- Compassion
- Finding Solutions
- Collaboration
- Inclusion and Belonging
- Mutual Trust and Respect

SUMMARY OUTCOMES IN 2021

**£141.8 MILLION
RAISED**

1. RESOURCES TO CREATE A WORLD FIT FOR EVERY CHILD

In 2021, UNICEF UK raised a record total income of £141.8 million (up £32.4 million from 2020), delivering £106.2 million to programmes for children.

This total sum was achieved through the generous support of our many donors and partners, of note:

- > **40,000 new regular givers, with regular giving generating almost £40 million.**
- > **Philanthropic gifts, charitable trusts and foundations raised £35.7 million.**
- > **Corporate partnerships raised £26.4 million.**
- > **Soccer Aid for UNICEF raised £13 million.**
- > **Gifts left to UNICEF UK in wills provided £6.8 million.**

2. CREATING CHANGE FOR CHILDREN

In 2021, we ran several major campaigns to deliver change for children around the world, including here in the UK.

We continued our campaigning to end the preventable deaths of children under 5 around the world. We're asking the UK Government to tackle the major causes of mortalities through simple interventions including vaccinations, nutrition, universal health coverage and primary health care. Our advocacy resulted in the UK Government launching the Ending Preventable Deaths Approach Paper and Health System Strengthening Position Paper in December.

In spring, we also pivoted our campaigning to respond to the effects of the COVID-19 pandemic. We called for the UK Government to commit to equitable access to COVID-19 vaccines, and nearly 36,000 supporters signed our petition. We were delighted when UK Prime Minister Boris Johnson announced his support at the UN General Assembly in September. Beyond vaccines, we asked the UK Government to ensure long-term strategic commitments and funding to strengthen health and education systems around the world. This will ensure that every child has the full opportunity to live, learn and reach their full potential, despite the pandemic.

For children here in the UK, we sought to draw attention to the various effects that COVID-19 lockdowns posed, calling on the Prime Minister to address the nation's children and ensure that their needs were at the heart of the Government's response to the pandemic.



3. PROMOTING CHILDREN'S VOICES

On World Children's Day (20 November), we used our social media channels to focus on the need for children and young people to be at the heart of Government decision making. 23 MPs took our World Children's Day social media posts. The Parliamentary Under Secretary of State tweeted a letter to children and young people in England accompanied by our materials.

Youth Advisory Board

In March 2021 we signed the #iwill Power of Youth Charter: publicly stating our commitment to empower young people to shape decisions, take action and make a positive difference. Our work with the Youth Advisory Board is a key component to the commitments we have made and will continue to work on. Throughout 2021, the voices of the Youth Advisory Board were at the heart of our communications and internal decision-making including colleague recruitment.

On World Children's Day we celebrated the achievements of the outgoing Youth Advisory Board group and welcomed incoming members. The 2019–21 members saw their achievements for children's rights recognised and championed by UNICEF UK on our social media platforms. The 2021–23 members were also introduced to UNICEF UK supporters through our social media channels.

OutRight

In September, we launched our 2021–22 OutRight youth advocacy campaign on children's rights and mental health.

More than 1,300 teachers and youth workers registered for OutRight in 2021. We estimate this means that more than 39,000 children and young people in the UK have learned about their right to good mental health and used their voices on this critical issue.

As part of World Children's Day, at least 2,000 children and young people taking part in OutRight joined a virtual panel discussion with youth mental health advocates and UNICEF UK experts. We also encouraged teachers and youth workers leading the OutRight campaign to share their efforts for World Children's Day on their social channels, many of which we amplified.

Climate crisis is a child rights crisis

Youth participation was also central to our approach to the UN Climate Change Conference (COP26). Read how on page 13.





ACTIVITIES & ACHIEVEMENTS IN 2021

1. SOCCER AID FOR UNICEF 2021

Soccer Aid for UNICEF brings together global stars of film, TV, sport and music with football legends. Now the world's biggest charity football match, it is supported by passionate fans and watched by millions at home on primetime ITV and STV.

**RAISED
OVER
£13
MILLION**

Soccer Aid for UNICEF 2021 achieved record-breaking levels of fundraising and engagement across the UK. In total, the event raised over £13 million to help children around the world be happy, healthy and able to play. This sum smashed all previous records for money raised on the night, thanks to the generous support of the UK public, ITV and STV viewers and the Children's Investment Fund Foundation (CIFF) who matched all public donations up to £6.3 million, making double the difference for children. The event included our first Soccer Aid for UNICEF week on ITV, with seven additional programmes across the channel.

The big match

Following the easing of coronavirus restrictions that had seen last year's game take place behind closed doors, we were delighted to welcome fans back to watch the big match live in stadium. On 4 September, we celebrated the 10th Soccer Aid for UNICEF at a new host venue – Manchester City's spectacular Etihad Stadium, in front of more than 51,000 fans. The match was watched by a TV audience of 3.2 million people.

It was another enthralling contest between England, led by Olly Murs and the Soccer Aid World XI, captained by Usain Bolt. England were managed by former England manager, Sven Goran-Eriksson and Soccer Aid for UNICEF co-founder and UNICEF UK Ambassador Robbie Williams. The Soccer Aid World XI were managed by Soccer Aid for UNICEF stalwart Harry Redknapp and inspirational tennis coach, Judy Murray. Soccer Aid World XI ran out 3–0 winners. Match highlights included two goals from Player of the Match Kem Cetinay and an incredible late goal from underdog Lee Mack.



Still the only official FA-sanctioned mixed gender match, James Arthur, Gary Neville, Harriet Pavlou, Paul Scholes, Wayne Rooney, Max Whitlock, Ingrid Moe Wold and Yungblud all made their Soccer Aid for UNICEF debuts. The star-studded squads also saw Chunkz, Joel Dommett, Sir Mo Farah, Gary Neville, Jamie Redknapp, Kelly Smith MBE, Fara Williams and Mark Wright return for England, while the Soccer Aid World XI saw the return of Martin Compston, Patrice Evra, Julie Fleeting, Chelcee Grimes, Ore Oduba and Roberto Carlos.



David Beckham attended the match in his role as UNICEF Goodwill Ambassador. His messages to ITV viewers and stadium spectators about the importance of UNICEF's work and the programmes he has visited contributed to the success of the event. Before and after the game, his social channels promoted the matched-funding support from CIFF, encouraging viewers to watch the event. David also hosted a private reception for 7 Fund Giving Club members (see page 58).

UNICEF UK Ambassador, Dermot O'Leary presented the live show on ITV, with Alex Scott reporting from the touchline. Joining Dermot in the studio were UNICEF UK Ambassador James Nesbitt and Maya Jama. Commentary was provided by Sam Matterface and former Soccer Aid World XI FC player and the infamous voice of Love Island, Iain Stirling.

Throughout the ITV show, short films by UNICEF UK President Olivia Colman, UNICEF UK Ambassador David Harewood, UNICEF Goodwill Ambassador David Beckham OBE, Olly Murs, Alesha Dixon and Martin Compston highlighted how the money raised by Soccer Aid for UNICEF helps children around the world. David Harewood enthused 170 guests of UNICEF UK at a pre-match event, enjoying the atmosphere, music and food. And at half time, he came onto the pitch to galvanise the Etihad Stadium crowd and ITV audience to donate in a special one-off moment as he spoke about his experience seeing how the money raised changes children's lives. The live broadcast also highlighted the emergencies for children in Afghanistan (see page 23) and Haiti.



"I'm so proud to have been involved in another fantastic Soccer Aid for UNICEF and to have raised a record-breaking amount of money. With fans back in the stadium for the match, the atmosphere was electric tonight. Fifteen years ago when the idea behind Soccer Aid for UNICEF was born, I could only dream of moments like tonight and another £13 million raised for children around the world is something I want to thank all of the public for!"

Robbie Williams, Soccer Aid for UNICEF co-founder

Thanks to the amazing generosity of supporters, Soccer Aid for UNICEF has raised over **£60 million** for children around the world since it kicked off in 2006.

Media and communications

We received more than 5,500 pieces of media coverage during the Soccer Aid for UNICEF 2021 campaign, with an advertising value equivalent of £24.4 million and an astonishing 1.2 billion reach. Highlights included interviews with James Nesbitt and Lee Mack on BBC The One Show, Mark Wright and Judy Murray on ITV Loose Women, Olly Murs on ITV Lorraine, and a press day at training week featuring talent interviews with the Mirror, Metro, Sun, Press Association, Good Morning Britain and ITV regional news.

Soccer Aid social media channels achieved 195 million impressions across all combined platforms with a 215% growth in TikTok followers, 31% growth in Instagram followers and trending hashtags on Twitter on 3 and 4 September.

Partnerships

ITV and STV generously supported the campaign with our first Soccer Aid week on TV with two bespoke Soccer Aid shows. On Yer Bike, fronted by Sir Bradley Wiggins and Freddie Flintoff, saw

eight celebrities take on an epic cycling challenge to raise money for UNICEF, while Lee Mack's Road to Soccer Aid followed the comedian getting match ready. Alongside these programmes were Soccer Aid special editions of ITV gameshows *Catchphrase*, *Tipping Point*, *The Cube*, *The Chase* and *Tenable*. These shows enabled us to reach millions of additional viewers and raise a further £1.3 million for children.

Parliament supports Soccer Aid for UNICEF

Members of Parliament helped increase awareness for Soccer Aid for UNICEF. Fourteen MPs tweeted in support of the cause and a further three attended the match in Manchester, again highlighting their support on social media.

2. COVID-19 VACCINES APPEAL

COVID-19 is the biggest global crisis since World War 2. We will only be safe when everyone is safe. Vaccinations are key to the way out of this global crisis. We worked with the NHS, faith leaders and the Government to develop the VaccinAid campaign in partnership with Crowdfunder.

**£10.2 MILLION
RAISED TO
SUPPORT
938 MILLION
COVID-19
VACCINES**

The campaign supported UNICEF, on behalf of the COVAX Facility, to procure and deliver two billion doses of COVID-19 vaccines to ensure that key workers and vulnerable communities in low- and middle-income countries were vaccinated by the end of 2021. Delivering COVID-19 vaccines and supplies around the world is the biggest health and logistics operation in history.

Give the World a Shot

Our VaccinAid marketing campaign called on supporters to Give the World a Shot and support the global vaccination drive. This was in tandem with our call for the UK Government to donate vaccine doses. By the end of 2021, VaccinAid had received 22,875 donations and raised £10.2 million to support the delivery of 938 million doses of COVID-19 vaccines around the world.



More than 40 UNICEF UK Ambassadors and High-Profile Supporters got behind the VaccinAid campaign to amplify, advocate and fundraise for UNICEF's work to deliver vaccines, tests and treatments on behalf of COVAX. Those who gave their support included David Beckham, Keeley Hawes, Dermot O'Leary, Andy Murray, Emma Bunton, David Harewood, Charley Boorman, Jemima Khan, Jessie Ware, Lee Juggurnauth, Levison Wood, Michael Sheen, Andy Robertson, Claudia Schiffer, Robbie Williams, Gemma Chan and Ramla Ali.

David Harewood, Ewan McGregor and Gemma Chan were all champions for VaccinAid on Crowdfunder's VaccinAid website, while Harewood narrated the main VaccinAid film.



Vaccines for the world

As a result of the large disparities in access to COVID-19 vaccines, we called for the UK Government to donate excess COVID-19 vaccines to the COVAX Facility and ensure the Government used their presidency of the G7 to galvanize a global response to address global vaccine access crisis. Key to the success in tackling the pandemic is the strength of health systems around the world.

During 2021, we developed policy briefings, data analysis, campaigner actions, political events and liaised directly with senior civil servants and parliamentarians to ensure

more equitable access to COVID-19 vaccines. In April, we delivered a learning session with the Parliamentary Research Unit, which featured expert insight from UNICEF Supply Division COVAX Coordinator, Gian Gandhi.

We also worked with The Wellcome Trust on a joint open letter to the Prime Minister from UNICEF UK and the Director of The Wellcome Trust, Sir Jeremy Farrar. The letter was published and covered on BBC News, the Daily Mail, The Guardian and Politico.

Open letter

Ahead of the G7 Summit, we worked with colleagues across UNICEF to deliver a public letter to G7 leaders, signed by more than 35 UNICEF Ambassadors and High-Profile Supporters calling on world leaders to donate excess COVID-19 vaccines to countries in need. Signatories included Olivia Colman, David Beckham, Andy Murray, Claudia Schiffer and Orlando Bloom.

The letter was published in the Financial Times, Wall Street Journal and The Times. David Beckham, David Harewood, Ewan McGregor and Gemma Chan contributed quotes for press releases. All signatories amplified the letter across their channels. The most engaged Instagram post featured a quote and photo of David Beckham.

G7 Summit

At the G7 Summit in June, we were delighted to see that our advocacy helped contribute to the UK Government's commitment to share 100 million COVID-19 doses with countries around the world (including 80 million doses to COVAX). This included a timebound commitment to sharing 30 million doses by the end of 2021. G7 leaders committed to donate a total of 870 million doses to countries around the world.

By the end of 2021, the UK Government had donated 30 million doses to COVAX (of which 17.8 million had been shipped to countries through COVAX) and a further 5.5 million doses to countries bilaterally.

Corporate support for VaccinAid and the COVID-19 Vaccines Appeal

Our VaccinAid campaign was supported by many businesses including Arup, AVEVA, BT Group, Burberry, CVC Capital Partners, Deloitte North South Europe, DLA Piper, European Tour, Gamers Without Borders, HSBC, Keller, LSEG, Manchester United Foundation, NatWest, PIMCO Europe Ltd, Rangers Charity Foundation, RSM UK, Schroders, Senior and Unilever.

Mercy Ships

Thank you to Mercy Ships who joined UNICEF in the fight against COVID-19 by making a \$3m donation to vaccine delivery efforts, strengthening capacity of health care workers and engaging the community to promote vaccine acceptance in West and Central Africa.

Every Birdie Counts

The European Tour supported our COVID-19 Vaccines Appeal through their Every Birdie Counts initiative, donating for every birdie, eagle and albatross scored during the 2021 golf season. The campaign raised £125,000, culminating in a birdie boost at the final tournament in Dubai.

Manchester United for UNICEF

Manchester United Foundation supported our COVID-19 Vaccines Appeal with a donation of £50,000 and provided us with advertising space in Manchester United's matchday programme and digiboards at Old Trafford stadium for the Manchester United v Leicester game on 12 May.

Gamers Without Borders

The Gamers Without Borders competition returned in 2021, with esports teams competing to win donations for charities responding to the COVID-19 pandemic. UNICEF UK engaged UK-based teams and gamers to compete for donations to our COVID-19 Vaccines Appeal. In total, the global partnership with Gamers Without Borders raised over \$6 million for the appeal.

easyJet: summer and winter collections

Our Change for Good partnership with easyJet raised more than £330,000 for the COVID-19 Vaccines Appeal through onboard collections in summer and winter. This was the first time easyJet raised funds through contactless donations from customers.

Statutory and private foundations support for COVID-19 Vaccines Appeal

Our COVID-19 Vaccines Appeal was supported by several grant-making bodies including The Constance Travis Charitable Trust, the Fia Foundation, the Guernsey Overseas Aid and Development Commission, Jersey Overseas Aid and the Pears Foundation and Bill and Melinda Gate Foundation.

Match funding: Pears Foundation and Bill and Melinda Gates Foundation

UNICEF was hugely grateful to the Bill and Melinda Gates Foundation and Pears Foundation for generously matching donations to the VaccinAid campaign, with contributions of £70,000 and £200,000 respectively. As a result of their support, members of the public were able to double their support for VaccinAid with their donations being matched pound for pound.

FIA Foundation

UNICEF was also hugely grateful to the FIA Foundation for a donation of €500,000 to support the roll-out of COVID-19 vaccines. This donation built on a generous grant of €300,000 from the FIA Foundation in 2020, which helped UNICEF to address critical challenges in the transport and logistics sectors caused by the pandemic.

Jersey Overseas Aid

UNICEF was immensely grateful to Jersey Overseas Aid for their generous contribution of £200,000 towards UNICEF's efforts to ensure equitable access to vaccines around the world.

Guernsey Overseas Aid and Development

We would also like to thank the Guernsey Overseas Aid and Development Commission for their generous contribution of £125,000 towards VaccinAid. This new partnership supported UNICEF to continue its crucial work delivering COVID-19 vaccines around the world. UNICEF would also like to acknowledge the continued support and large donations towards VaccinAid from the Guernsey public.

3. UN CLIMATE CHANGE CONFERENCE (COP 26)

The UN Climate Change Conference, held in Glasgow (31 October–13 November) was an opportunity to impress upon world leaders the need to agree ambitious and concrete action to tackle climate change and to recognise that the climate change crisis is a child rights crisis.

We had three principal objectives

- Ensure the voices and views of children and young people are heard directly by decision-makers and are central to COP26 discussions and outcomes.
- Make sure stakeholders recognise the climate crisis as a child rights crisis, and affirm children's right to a healthy environment by signing the Intergovernmental Declaration on Children Youth and Climate Action.
- Make sure the business sector recognises its role in upholding children's rights in the transition to a green economy.



Promoting children's voices

Youth participation was central to our approach to COP26, upholding our mission to promote children's voices. We facilitated youth engagement with key decision makers, including the Special Envoy for Girls' Education, Helen Grant. We supported the attendance of 70 young people from around the world, including members of our Youth Advisory Board. We also delivered an open letter from our Youth Advisory Board that was co-signed by more than 20 UNICEF Ambassadors and High-Profile Supporters and published in The Times ahead of COP26. A series of UNICEF Youth Advocate articles appeared in the Daily Mirror, as well as youth interviews on BBC TV and radio, ITV News and Channel 4 News. And we convened a press conference with Fridays for Future, led by youth climate activists from around the globe.

**HELPED LAUNCH
NEW CLIMATE
CHANGE SURVEY
OF 46,000 UK
CHILDREN**

VotesforSchools

A new survey of 46,000 UK children's views on climate change, co-launched with VotesforSchools, was shared with decision makers and covered by ITV's Good Morning Britain and the Evening Standard.

Child rights crisis

We secured FCDO Minister Wendy Morton's recognition that climate change is a child rights crisis. The Scottish Government signed the Intergovernmental Declaration on Children Youth and Climate Action.

Media coverage

Before COP26 we secured over 50 mass media pieces on the *Climate Risk Index* report launch (see page 31). During the Conference itself, we secured over 100 media pieces on the climate crisis as a child rights crisis. These included UNICEF country office interviews on BBC Radio 4 and Sky.

Ask a child

Our public campaign included print advertising in The Sunday Times and The Guardian, plus unmissable posters at key locations around the Climate Change Conference venues and travel routes. We saw a 20% increase in people who were aware of our campaign, saying they were more likely to support UNICEF as a result.



Green business

COP26 was a powerful opportunity to engage with business leaders to bring a child rights perspective to the business and climate change space, and to secure funds for children and climate change work. In May, we arranged an online roundtable discussion, Valuing our Future, with Mark Carney, UN Special Envoy on Climate and Finance. Aimed at business, philanthropists and foundations, it helped strengthen an understanding of the link between children's rights, climate change and business. Around 100 people attended the event and it engaged over 300 prospects and supporters, advancing conversations with potential donors and influencers for our =

CHILDREN IN EMERGENCIES

During 2021, UNICEF's emergency response was greatly shaped by COVID-19. More than 180 countries were affected by the pandemic, and the number of children in need of support was extraordinary.

In 2021, Unicef UK committed more than £32.5 million for children in emergencies around the world.

CHILDREN IN EMERGENCIES

**£32.5 MILLION
RAISED FOR
CHILDREN IN
EMERGENCIES
IN MORE
THAN 52
COUNTRIES.**

In times of crisis, children almost always suffer most. Worldwide, almost one in four children live in areas affected by conflict or disaster. In 2021, alongside the immediate and longer-term impacts of the ongoing COVID-19 pandemic, children all around the world were under intense pressure from poverty, malnutrition, climate change and unprecedented human displacement.

During an emergency, UNICEF delivers life-saving help for children and communities in water, sanitation and hygiene, health and nutrition, education and child protection. Our humanitarian assistance builds resilience and reduce vulnerability by supporting local systems and structures. And across all our work, we seek to promote long-term rehabilitation and recovery.

Established 75 years ago to provide emergency assistance for children affected by World War 2, UNICEF remains a leader in providing life-saving supplies and services for children in danger. With a permanent presence in more than 190 countries, UNICEF is poised to respond rapidly wherever and whenever an emergency happens. The ongoing coronavirus pandemic has been no exception.

Children and emergencies in 2021

During 2021, as for most of 2020, UNICEF's emergency response was greatly shaped by COVID-19. Even before the pandemic took hold, UNICEF had identified 59 million children across 64 countries in need of critical support: facing chronic malnutrition, conflict, disease and natural hazards. By 2021, more than 180 countries were affected by the pandemic, and the number of children in need of support was extraordinary. The continued spread of COVID-19 throughout 2021 intensified the risks facing children, families, communities and countries already living through crisis and in vulnerable conditions. The medium-term impacts of the pandemic became clearer.

Throughout 2021, more than 34 million children were forcibly displaced. Climatic and geophysical events upended homes and lives, and violent attacks against children increased at a harrowing rate. Displaced children relied on host communities, governments and aid agencies for life-saving support. UNICEF recognised the courage and resilience of these communities in planning and delivering humanitarian services to reach as many children as possible.

In response, UNICEF UK committed **£32.5 million** to help the hundreds of millions of children affected. Our work supported humanitarian aid efforts in more than **52 countries**.

Media coverage of UNICEF's emergency work

We delivered sustained, high-profile media and communications activity focused on existing and new humanitarian emergencies, aligning with marketing to amplify fundraising. We secured more than 1,600 pieces of coverage for UNICEF's emergencies work with 'opportunities to see' for the UK public of almost 2 billion, including the escalation of the Afghanistan crisis, the ongoing Yemen conflict and the earthquake in Haiti.

Key successes included the coverage of UNICEF's work in West and Central Africa, including 120 pieces of coverage on the instability within the Sahel region, and facilitating a Daily Telegraph feature on the Democratic Republic of Congo that covered UNICEF's work supporting children affected by the triple threat of COVID-19, conflict and Ebola. The team achieved 100 pieces of media coverage on Yemen, including in the Guardian, Telegraph and Financial.

When the Afghanistan crisis escalated in August, we launched a sustained and successful media campaign to raise awareness of the impact on children. Every major UK media outlet featured UNICEF's work with children in response to the crisis – including two media trips to Afghanistan and BBC News at 6 and BBC News at 10 packages and an ITV News package heavily featuring UNICEF, the placement of diary entries from Afghanistan colleagues and interviews with health workers.

Our marketing appeals have seen marked success in raising funds coinciding with coverage generated by our media work. For instance, mass media coverage throughout November and early December on the additional threat of the cold winter in Afghanistan led to a spike in donations for children.

GLOBAL: CORONAVIRUS CRISIS



The coronavirus pandemic has given rise to the biggest global challenge for children since World War 2, affecting all of UNICEF's work for children. At the beginning of 2021, a year into the pandemic response, children's lives around the world had been changed in profound ways – some forever. Schools remained closed, health systems disrupted, and more families pushed further into poverty by the socio-economic impacts of the pandemic and often the measures imposed to limit the spread of the virus.

By the end of 2021 there had been more than 300 million cases of COVID-19 worldwide, with over 5 million deaths. Children have continued to be the invisible victims of the pandemic. At least 100 million more children are likely to be pushed into multiple forms of poverty, 200 million more stillbirths every year and a projected rise of 10 million child marriages set to happen by 2030 as a result of the pandemic.

In 2020, UNICEF's response to address the disruptions to health, social and educational services was covered by the COVID-19 Humanitarian Appeal. From the start of 2021, UNICEF integrated that work into regular country programmes, ensuring the continuity of services – a recognition of the 'new normal'.

We continued our work to advocate for schools to remain open, and to ensure that children had access to remote learning during closures. We increased our efforts to develop protection and support systems for children that are adapted to the challenges of the pandemic. And our programmes to equip and train health workers to maintain crucial health care services like routine immunisation, despite all the challenges wrought by the pandemic, became even more vital as the year progressed.

It is undeniable that essential services were disrupted to varying extents and that many families were pushed into poverty, particularly in low-income countries. It will take decades to address the impact the pandemic has had on progress for children.

COVAX Facility and ACT-A

From the start of 2021, UNICEF has been the lead delivery partner for the COVAX Facility, working with manufacturers and partners on the procurement of COVID-19 vaccines, as well as freight, logistics and storage. In collaboration with the PAHO Revolving Fund, we lead the supply of vaccines for 92 low- and middle-income countries and support procurement for more than 97 upper-middle-income and high-income nations. Together, these represent more than four-fifths of the world's population.

£20.3 MILLION FOR UNICEF'S RESPONSE TO THE GLOBAL CORONAVIRUS CRISIS.

To secure vital funding, UNICEF launched the Access to COVID-19 Tools Accelerator (ACT-A) Humanitarian Action for Children Appeal, seeking to raise \$659 million to help supply 2 billion COVID-19 vaccines, 5.5 million treatments and 5.6 million tests. The Appeal also sought to tackle vaccine misinformation and strengthen health systems in low- and middle-income countries by training health workers and equipping them with the PPE, syringes and other equipment they needed to help end the pandemic. We aimed to make sure all frontline workers and vulnerable people could be fully vaccinated so that important services could resume – a vital step for everyone, but especially children.

Pitfalls and progress

As UNICEF worked to prepare low- and middle-income countries to receive the vaccines, tests and treatments, low-cost vaccines were quickly being approved and reserved for COVAX. The rollout started well, but as the year progressed, it became clear that there would be many obstacles to the success of COVAX, and its ability to make sure that 20% of the global population was vaccinated by the end of 2021.

From the start, high-income countries contracted many of the available vaccines before they could become available to COVAX, and the Serum Institute of India (SII), which planned to supply 1.2 billion doses of the 2 billion target, was unable to export vaccines due to the huge surge of COVID-19 cases in India that began in February and lasted throughout the year.



UK support for the global coronavirus crisis

UNICEF UK's role has been vital in terms of fundraising, tackling vaccine misinformation, promoting the global roll out of COVID-19 tests, treatments and vaccines, and in ensuring that the UK Government maximises its donations both to COVAX and of surplus doses. For more detail on our brilliant COVID-19 Vaccines Appeal and VaccinAid, see page 11.

In 2021, UK supporters donated more than **£20.3 million** to UNICEF's response to the global coronavirus crisis.

Gavi Matching Fund

With a donation of £3 million from the Gavi Matching Fund, UNICEF will purchase coronavirus vaccines through COVAX (see page 17) and deliver them to low-income and lower-middle-income countries around the world, ensuring the poorest countries don't miss out.

Support in Scotland

In 2021, UNICEF supporters in Scotland, including individual philanthropy, corporate donations and foundation grants, delivered £2.5 million towards the ACT-A/COVAX appeal and an additional £208,000 towards other humanitarian response appeals.

UNICEF's response to the global coronavirus crisis

UNICEF and partners pivoted several times in 2021, working rapidly to secure alternative, low-cost vaccines for low- and middle-income countries to replace the massive shortfall from the Serum Institute of India. UNICEF urgently advocated for high-income countries, who were buying up huge quantities of approved vaccines, to donate surplus doses.

Diversifying its approach, UNICEF set up the Supplies Financing – a pooled fund to secure low- and middle-income countries' access to COVID-19 immunisation-related supplies, tests and treatments, and committing to procure vaccines for Africa on behalf of the African Vaccines Acquisition Trust.

In 2021, UNICEF supported 106 low- and middle-income countries to listen to and engage communities to understand and address vaccine concerns and mistrust in readiness for COVID-19 vaccine supply. Also critical was support for countries with weak health systems that were unable to use the available doses within their short shelf-life. UNICEF provided in-country technical and financial support in over 130 countries to help turn vaccines into vaccinations. Making sure that COVID-19 vaccines requiring consistent sub-zero temperatures could be stored correctly, UNICEF also procured more than 500 Ultra Cold Chain units for at least 52 countries. Each unit can hold 336,000 vaccine doses.

Using funds from the ACT-A Humanitarian Action for Children appeal, UNICEF procured enough personal protective equipment for 89 countries. With UNICEF technical support, 45 countries scaled up their oxygen treatment systems to help treat severe and critically ill COVID-19 patients.

By the end of 2021, things were looking brighter. Governments around the world were committing to donate excess doses, 10 separate vaccines were approved for use by COVAX under the WHO Emergency Use Listing, and vaccine deliveries were increasing fast. December 2021 saw the biggest number of dose deliveries in a single month, and we finished the year with just under 1 billion doses delivered for low- and middle-income countries.

YEMEN: CRISIS



Yemen is in the grip of the world's biggest humanitarian crisis. Protracted armed conflict, widespread economic collapse and a breakdown in national systems and services has left 70% of the total population, including 11.3 million children, needing humanitarian assistance.

**£7.2 MILLION
FOR THE
CHILDREN
OF YEMEN.**

More than six years after the conflict began, nearly 4 million people, including 2 million children, have been displaced from their homes. Almost 400,000 children are severely malnourished. Immunisation has stalled, with more than one child in three under 12 months old missing routine vaccinations. Managing outbreaks of acute diarrhoea and the coronavirus pandemic has further strained Yemen's extremely fragile health system.

Children are the primary victims of the war and grave violations of their rights continue. The UN Task Force on Monitoring and Reporting continues to document grave violations of child rights, including death, injury, maiming and abduction of children. Nearly 3,200 children have been killed, more than 5,700 have been injured and nearly 3,500 have been recruited into armed forces and groups.

By September 2021, Yemen had confirmed more than 9,000 cases of COVID-19, including over 1,700 deaths. At least 2 million children in Yemen were out of school before the COVID-19 outbreak and, following COVID-19 school closures, an additional 5.8 million children have had their education disrupted. More than 400,000 have been pushed out of school directly by the war, as 2,575 schools have been damaged, used as shelter by displaced people, or occupied by armed groups. The ongoing crises have made children and women more vulnerable to exploitation, violence and abuse, including child labour, domestic and gender-based violence and child marriage.

UK support for Yemen's children

In 2021, UK supporters donated **£7.2 million** to UNICEF's work for the children of Yemen.

UNICEF UK was the leading charity for members of the public looking to support Yemen's children, especially through successful TV, digital, mail and email appeals. Television and digital appeals from UNICEF UK President Olivia Colman and UNICEF UK Ambassadors Martin Bell, Ewan McGregor, James Nesbitt and Tom Hiddleston helped raise vital support for Yemen's children.

UNICEF's work for Yemen's children

In 2021, more than 2.5 million children in Yemen received primary healthcare services at UNICEF-supported facilities, and almost 3.8 million were vaccinated against polio. Nearly half-a-million vulnerable people received life-saving, humanitarian aid supplies via rapid response teams established by UNICEF and partner organisations.

UNICEF also helped screen more than 6.8 million children for malnutrition, of whom more than 273,000 were treated for severe acute malnutrition. We also helped more than 7.3 million people receive clean water for drinking, cooking and personal hygiene. And close to 5 million people benefited from hygiene supplies.

UNICEF also expanded communications efforts to raise awareness and share accurate information about coronavirus prevention and risk. By November, more than 10 million people had received information on infection prevention and control. UNICEF continued to enable children and caregivers to access mental health, social and emotional support to help them through this crisis.

ETHIOPIA: CONFLICT, CLIMATE SHOCKS AND DISEASE



Ethiopia saw an increase in displacement, food insecurity and violence, driven by climatic shocks, disease outbreaks and escalating violence in several areas. Recurring drought and floods and the ongoing COVID-19 pandemic worsened food insecurity and placed further strain on health, water and other public services.

**£5.1 MILLION
FOR THE
CHILDREN
OF ETHIOPIA.**

In 2021, conflict escalated in the northern region of Tigray, forcing massive population displacement both internally and across borders, especially into neighbouring Sudan. Limited humanitarian access and restricted access to cash and supplies hampered the humanitarian response.

Across the north, the prevalence of acute malnutrition increased and 205,000 separated or unaccompanied children needed help reuniting with their families. More than 1.2 million children across the country needed treatment for severe acute malnutrition.

UK support for Ethiopia's children

In 2020 we raised **£5.1 million** for the children of Ethiopia.

Band Aid: Tigray

In June 2021, The Band Aid Charitable Trust were the first UK Charitable Trust to support UNICEF's emergency relief efforts in Tigray. Thanks to their support, millions of children and their families accessed crucial water, sanitation and hygiene, education, health and nutrition services, among many other interventions. We are truly grateful for Band Aid's support for the children of Tigray at a time when their needs were most acute.

UNICEF's work for the children of Ethiopia

With partners and supporters, UNICEF mobilised and delivered \$42.8 million of emergency supplies across Ethiopia, including more than \$16 million to meet the needs of children and families affected by the crisis in Tigray.

UNICEF reached nearly 4.9 million people with clean water throughout Ethiopia. More than 470,000 children were treated for severe acute malnutrition. Over 110,000 children and caregivers received mental health and psychosocial support. More than 225,000 children were helped to get back to school or non-formal learning opportunities. And at least 19,000 households received humanitarian cash transfers.



AFGHANISTAN: CRISIS



Political instability and an economic crisis collided with devastating drought and COVID-19 to create an unprecedented and deepening crisis in Afghanistan. As 2021 began, nearly 10 million children in Afghanistan needed humanitarian aid.

**£2.9 MILLION
FOR THE
CHILDREN OF
AFGHANISTAN.**

By August, the number of internally displaced people had more than doubled to over 570,000 people – nearly 60% were children. Drought was officially declared in June and food security remains precarious, with 3.5 million people at emergency level. Violence continued to impact children and women disproportionately: they represent 46% of all civilian casualties.

UK support for Afghanistan's children

In 2020 we raised **£2.9 million** for the children of Afghanistan.

UNICEF UK quickly launched a successful emergency appeal that continued to generate significant public support as the situation for children worsened. We saw marked success in raising funds coinciding with the coverage generated by media colleagues across UNICEF. Television and digital appeals from UNICEF UK Ambassador Martin Bell were at the heart of our success in raising vital support for Afghanistan's children.

The Ithaca Trust: Afghanistan and Nepal

Vital support came from The Ithaca Trust helping UNICEF to reach vulnerable children and their families with life-saving emergency support including child protection, health and education. Elsewhere in South Asia, the Trust gave valuable support to UNICEF in Nepal just as the country faced the highest transmission rate of COVID-19 anywhere in the world at the time.

UNICEF's work for Afghanistan's children

UNICEF surveyed the scale of the crisis: identifying that 15 million people need humanitarian support. UNICEF prepared and delivered programmes to reach a staggering one in two children under the age of five who were at risk of being acutely malnourished.

In 2021 UNICEF reached more than 4.2 million people, including almost 3.2 million children, meeting soaring need with a major humanitarian surge. Almost 650,000 people got clean water, sanitation and hygiene supplies. More than one million children gained formal and non-formal education services. Over 5,100 separated or unaccompanied children were either reunited with their main caregiver or received family-based care. And almost 30,000 households received emergency and life-saving supply kits to meet daily needs.

INDIA: COVID-19 CRISIS



The second major wave of the COVID-19 pandemic hit India hard. In May, UNICEF launched a humanitarian action for children appeal to help the public health system cope as four new cases of COVID-19 were being reported every second.

**£6.1 MILLION
FOR OUR WORK
IN INDIA.**

The crisis led to school closures nationwide, an increase in gender-based violence, and major impacts on children's access to health, education and protection services. It also compounded the effects of floods, drought, cyclones and other hazards that exacerbate underlying vulnerabilities for millions of children in India.

UK support for COVID-19 in India

In 2021 we raised **£6.1 million** for our work in India.



The Constance Travis Charitable Trust

The Constance Travis Charitable Trust continued to be a trusted and valued donor. The Trust committed unrestricted funding to our work globally, in addition to a generous donation to our emergency COVID-19 response in India. As a result of their support, we were able to help turn the tide on the deadly second wave of infections across the country.

Corporate support to tackle COVID-19 in India

Our emergency appeal to support COVID-19 testing and treatment in India received substantial backing from businesses. Admiral's £1 million donation helped provide access to critical oxygen supplies and increase rapid COVID-19 testing capacity. Burberry, Nord Anglia Education and Tide also supported the appeal with LSEG supporting both India and Sri Lanka efforts.

UNICEF's work in response to COVID-19 in India

In 2021, UNICEF-supported health facilities delivered primary health care to 41.4 million children and women in India. Vital training on infection prevention and control was given to 3 million healthcare staff, while handwashing and sanitation information helped to protect 144 million people.

In the face of school closures, 21.5 million children from some of the most vulnerable communities were supported to attend school or take up informal learning activities, including early learning. UNICEF put interventions in place to help protect more than one million children and women from gender-based violence. At least 887,000 children and caregivers received mental health and psychosocial support.



SYRIA: CRISIS



After 11 years of devastating conflict, the scale, severity and complexity of humanitarian needs in Syria remain extensive. Over 13 million people, including 6.1 million children, need humanitarian assistance and 7 million people are internally displaced, including 3.1 million children. A further 5.7 million people are refugees in neighbouring countries, including almost 2.7 million children.

Grave violations of children's rights continue, including recruitment into armed forces, deaths and injuries. One in three communities are contaminated with explosive ordnance. Rates of child marriage and gender-based violence are high.

Years of conflict have dramatically reduced access to services in Syria, particularly in the northwest where violence escalated rapidly in 2021. Nine in 10 of the population lives below the poverty line, with the Syrian Pound losing value and food prices soaring. Only a third of schools and half of health centres are functional, and one in three people in Syria now relies on emergency water supplies. There are 90,000 children suffering from acute malnutrition and 4.5 million children out of school with a further 1.6 million at risk of dropping out. Children with disabilities are particularly likely to be out of school.

UK support for Syria's children

In 2021, UK supporters donated **£0.2 million** to UNICEF's work for the children of Syria.

UNICEF's work for Syria's children

UNICEF is one of the few humanitarian agencies still working inside the challenging and often hostile environment of Syria, as well as supporting refugees in neighbouring countries.

In 2021, UNICEF reached 11.3 million people, including 7.3 million children (3.6 million girls) with humanitarian assistance. Families living in the most severely affected and inaccessible areas were prioritised, with UNICEF aid reaching 276,000 people in difficult-to-access regions and 1.8 million in moderately accessible areas.

Throughout the year, UNICEF helped provide almost 2 million free medical consultations for children and adults. UNICEF procured all vaccines for the country, ensuring that more than 3.4 million children were vaccinated against preventable diseases. More than 1 million children were screened for acute malnutrition, of whom 6,400 were identified as suffering from severe acute malnutrition and referred for treatment. UNICEF specialists supported the repair and rehabilitation of water supply systems and infrastructure, getting clean water to more than 3.8 million people.

UNICEF helped 874,000 children stay safe in their communities by creating awareness of the presence and dangers of explosives. This awareness will be reinforced by the 176,000 caregivers also reached.

UNICEF-supported educational services and supplies reached 1.8 million children. Also, 168 schools were rehabilitated, and 29,000 temporary teachers trained.

CHILDREN'S EMERGENCY FUND



Our Children's Emergency Fund is vital for vulnerable children caught up in 'silent' emergencies: smaller scale, under-reported or often completely ignored humanitarian crises around the world. It allows UNICEF UK to support a timely and efficient response for children in such emergencies that do not attract much media attention and where a public appeal for funds may not be appropriate or possible.

**£3.5 MILLION
FOR THE
CHILDREN'S
EMERGENCY
FUND**

UK support for emergencies

In 2021 we raised **£3.5 million** for the Children's Emergency Fund from generous individuals, companies and charitable foundations.

This money supported vital work for children affected by violence and disaster in countries including Ukraine, Mozambique, Venezuela and Haiti. We supported disaster preparedness and risk reduction for vulnerable children, as well as emergency responses in chronic and complex crises such as the Democratic Republic of Congo and the Central African Republic.

Guernsey Overseas Aid and Development Commission

We are incredibly grateful to the Guernsey Overseas Aid and Development Commission for generously donating £30,000 to our emergency relief efforts in Haiti. Its support helped to provide urgent, life-saving support to children and families impacted by the earthquake that hit the island in August.

DISPLACED CHILDREN



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Millions of children are on the move. Some are driven from their homes by conflict, poverty or climate change; others leave in the hope of finding a better life. In all cases, vulnerable children and families urgently need governments and child protection systems to recognise their situation and ensure their long-term safety. Throughout 2021, more than 34 million children were forcibly displaced.

Too often migrant and displaced children encounter danger, detention, deprivation and discrimination on their journeys, at destination or upon return. They may be forced into child labour or early marriage, exposed to smuggling and human trafficking, or put at risk of violence and exploitation.

Basic rights such as education and health may not be fulfilled, combined with the impact on children's mental health and well-being. The COVID-19 pandemic exacerbates this situation: migrant children frequently live in cramped conditions, with limited access to clean water, sanitation and hygiene rendering them particularly vulnerable to the immediate and secondary impacts of infectious diseases. Such difficulties can have profound physical and psychological consequences that prevent migrant and displaced children from reaching their full potential.

The Isle of Man: protecting Syrian children in Iraqi Kurdistan

In 2021, UNICEF, with funding from the Isle of Man Government, launched a new two-year programme worth over £1.4 million. This invaluable programme will provide life-changing child protection services and psychosocial support for more than 49,000 Syrian child refugees in Iraqi Kurdistan.

Identifying victims of human trafficking

We worked together with the Home Office to design a new mechanism for identifying children who are potential victims of trafficking, both UK and migrant children. The new model, called Devolved National Referral Mechanism, would form part of the child protection system with child safeguarding hubs in Local Authorities responsible for making decisions. The new model is being piloted in 10 Local Authorities from June 2021 to June 2022. If deemed successful, it will be rolled out nationally. UNICEF UK is a member of the evaluation board.

Our partnership with the Home Office has been close and has shown that the Government is receptive to strengthening the anti-trafficking system to be fully in line with the UN Convention on the Rights of the Child.

CHILD HEALTH

UNICEF is the world's leading supplier of vaccines for children, providing vaccines for nearly half of the world's children.

In 2021, UNICEF UK committed more than £6.8 million to prevent children dying from preventable diseases.

UNICEF is the world's leading supplier of vaccines for children, providing vaccines for nearly half of the world's children. This work helps to save the lives of millions of children in danger from diseases such as measles and polio.

UNICEF is also one of the world's leading suppliers of mosquito nets, helping to protect children and their families from malaria. UNICEF also provides low-cost solutions like rehydration salts and zinc supplements that save lives and protect children vulnerable to diarrhoea and malnutrition. Such simple solutions keep children healthy.

**£6.8 MILLION
TO PREVENT
CHILDREN
DYING FROM
PREVENTABLE
DISEASES.**

In 2021, UNICEF UK committed more than **£6.8 million** to prevent children dying from preventable diseases.

Impact of COVID-19 on child and maternal health

We developed our child health work thanks to the expansion of the health advocacy grant from the Bill and Melinda Gates Foundation. In August, we launched Futures at Risk: The impact of COVID-19 on maternal, newborn and child health in fragile and conflict-affected settings. The report and policy briefing drew on new research to explore the impact of COVID-19. The study was the first to document how and why COVID-19 disruptions to maternal, newborn and child health are increasing the number of preventable deaths of women and children.

In July we partnered with the Financial Times to launch a new essay series: Global Britain: Becoming a leader for child rights at a time of crisis. With former Prime Ministers, UN leaders and government officials, our collection called on the UK Government to build a better world post-pandemic by focusing on the rights and wellbeing of the world's children and future generations. We published the collection in full on our website while the Financial Times issued a Special Report which included editorial content by their journalists.

Our advocacy for ending preventable deaths and health-systems strengthening resulted in the UK Government launching the Ending Preventable Deaths Approach Paper and Health System Strengthening Position Paper in December.

COVID-19 impact on fragile health systems

In 2021, UNICEF's health focus within our COVID-19 response shifted from maintaining essential health services to strengthening health systems. Not only to save lives from COVID-19, but also to protect children from multiple disease outbreaks now and in the future. The pandemic's disruption of routine immunisation and weakened health systems in many countries saw a huge rise in outbreaks of measles, polio and many other preventable diseases, as well as a rise in neonatal mortality.

UNICEF surged to meet these heightened needs, initiating many health system-strengthening programmes. We helped improve cold chain systems, so that more children in more remote areas can be reached with vaccinations. And we helped to strengthen the provision of oxygen in healthcare facilities around the world: both to treat people with severe respiratory conditions due to COVID-19, and to tackle pneumonia – the biggest infectious killer of children worldwide.

UNICEF UK is working hard to support this work. We advocated with the UK Government to invest adequately in health system strengthening, especially through our briefing paper A Path to Progress. We are engaging with donors to our COVID-19 Vaccines Appeal to develop new partnerships, moving from supporting the immediate rollout of COVID-19 vaccines to helping fragile health systems recover from the impacts of the pandemic.

World Immunisation Week

In the lead up to World Immunisation Week, UNICEF released an interview between UNICEF Goodwill Ambassador David Beckham and UNICEF Executive Director Henrietta Fore as a part of Collision 2021, a leading tech conference. The interview, talking about the impact of the COVID-19 pandemic on children, gained 2.1 million impressions on UNICEF's main Facebook page.

David Beckham helped launch World Immunisation Week in April with a film to promote vaccine confidence. On UNICEF's main channels alone, the video was viewed by 9.66 million people, accounting for about one in five of all World Immunisation Week video views. David engaged millions of followers on his social media channels and helped to unlock a \$5million donation to UNICEF. In September, as part of the build-up to the UN General Assembly, the video was played in Times Square, New York, reaching over 6 million visitors.

Soccer Aid for UNICEF 2018: Eswatini and Lesotho

In 2021, thanks to UK Government Aid Match funding, UNICEF UK continued to support improved community-based health and nutrition services for new and expectant mothers, babies, young children, and adolescents in Eswatini and Lesotho. It will also strengthen healthcare provision so more people can access quality services for early childhood development, nutrition, health and HIV. These services will directly benefit over 200,000 people.

Soccer Aid for UNICEF 2019: Zambia and Sierra Leone

In 2021, UNICEF UK used the UK Government Aid Match funding to improve health and development for children under five in Sierra Leone and Zambia. By focusing on improving maternal, newborn and child health during the first 1,000 days of life, the project will reach more than 68,000 children, 26,000 mothers and pregnant women, and over 75,000 parents and caregivers across both countries.

AstraZeneca: Young Health Programme

UNICEF and AstraZeneca marked the second year of their six-year partnership. The partnership is part of AstraZeneca's Young Health Programme, which is supporting UNICEF with a \$12.5 million grant over six years to help prevent non-communicable diseases (NCDs) among young people. NCDs, such as most cancers and heart diseases, are diseases not transmissible directly from one person to another. The WHO identifies NCDs as the number one cause of death worldwide and found that 70% of premature deaths from NCDs can be linked back to behaviours that first appear in adolescence.

The partnership aims to reach more than five million young people, train 1,000 youth advocates and positively shape at least 12 laws and policies over the six years.

In 2021 AstraZeneca donated £1.842 million to the programme which continued to work at a global level and through the six accelerator countries (Angola, Belize, Brazil, Indonesia, Jamaica and South Africa).

In 2021 six Voices of Youth learning modules were developed by the Young Leaders and technical experts, field tested among young people in each country and launched on web and social media. The six modules were: Let's Talk Alcohol and Tobacco; Be Air Aware; How to use Data for Advocacy; Let's Talk about Eating; Let's Talk about Being Active and Let's Talk about our Mental Health.

As part of the programme, UNICEF has started to:

- Develop training for staff who work with young people, accompanied by clear institutional protocols.
- Facilitate regular peer support sessions.
- Adapt and strengthen country government policies on NCD prevention, including four already in progress in Belize and Brazil.

Children with HIV

We would again like to offer our thanks to ViiV Healthcare Positive Action and the Elton John AIDS Foundation for supporting UNICEF in its work to end AIDS by 2030.

ViiV Healthcare Positive Action has now supported programmes in Ghana and Nigeria with a total of £380,000, helping children living with HIV to access quality services. As a member of the Paediatric HIV Breakthrough Partnership, UNICEF has also received more than £1 million from ViiV Healthcare to support interventions which increase access to testing, treatment and retention in care for children and adolescents living with HIV, with the ultimate goal of ending paediatric AIDS in Mozambique, Nigeria and Uganda.

With a total grant of more than £290,000 from the Elton John AIDS Foundation, UNICEF has also been able to launch the U-Test programme for young people aged 16–24 in Côte d'Ivoire. This innovative programme aims to improve the lives of 41,500 young people by providing them with access to vital HIV testing, treatment and information.

Road safety for children and the FIA Foundation

Road traffic injuries are the leading cause of death for children and young people between the ages of 5 and 29. With the support of the FIA Foundation, UNICEF has continued its vital work to keep children safe from road traffic injury. In 2021, UNICEF was delighted to celebrate the launch of a new road safety programme with the FIA Foundation worth €1.5 million over three years. This ambitious programme will improve school and community safety and reduce road traffic injuries, disabilities and deaths, particularly through implementing 30km/h school speed zones in 30 countries by the year 2030.



CLIMATE CHANGE

Climate change represents an on-going emergency and crisis for children, presenting the world with an urgent global challenge. Rising malnutrition, scarce water supplies, increasing disease and more frequent and severe storms, droughts and floods place great numbers of children in danger. Children are the least responsible for climate change, yet they will bear the greatest burden of its impact. Climate change crisis is a child rights crisis and is a direct threat to a child's ability to live, learn and grow.

**UNICEF HAS
CLIMATE
PROGRAMMES
IN MORE
THAN 70
COUNTRIES.**

In 2021 UNICEF released the *Children's Climate Risk Index*, a ground-breaking report that provided the first comprehensive view of children's exposure and vulnerability to the impacts of climate

change. It ranks countries based on children's exposure to climate and environmental shocks, such as cyclones and heatwaves. Ranking children's vulnerability to those shocks, based on their access to essential services, it provides tools to help prioritise action for those most at risk.

The report revealed that around 1 billion children (nearly half of the world's child population) live in extremely high-risk countries and almost every child on Earth is exposed to at least one climate and environmental shock or stress.



Children are more vulnerable to climate and environmental shocks than adults: they are physically more vulnerable and at greater risk of dying. And many children live in areas that experience multiple, overlapping climate and environmental hazards. These hazards exacerbate each other and marginalise communities, causing wider inequality. They also compound other social, political and health risks, including COVID-19. The most affected places become even more precarious for children – drastically squeezing their future potential.

Accordingly, UNICEF has four key priorities on climate change and environmental degradation:

1. **Protecting children from the impact of climate change and environmental degradation.** UNICEF supports initiatives to make schools, health centres, water and sanitation facilities – and other services critical to children's well-being – resistant to climate and environmental shocks.
2. **Reducing emissions and air pollution.** UNICEF works with governments to take decisive action to cut greenhouse gas emissions to slow, and ultimately stop, the advance of climate change before it's too late.
3. **Making children the centre of climate change strategies and response plans.** UNICEF works with governments and partners globally to ensure children are an essential part of climate change strategies and disaster response plans.
4. **Recognising children as agents of change.** UNICEF works with young people to elevate their voices on climate change through creative platforms, advocacy and participation at major UN summits. Children and young people can also play a key role in addressing climate-related risks by promoting environmentally sustainable lifestyles and setting an example for their communities.

UNICEF identifies four approaches:

1. Supporting and shaping sustainable markets for children.
2. Strengthening the sustainability of services to protect children.
3. Advocating for sustainable policies: greater child-sensitivity in climate policies and programmes and in disaster risk and recovery policies, strategies and plans.
4. Supporting and empowering children and young people to be champions for a sustainable planet.

Truly global

UNICEF works with governments in more than 70 countries on child-inclusive programmes that foster climate resilience and low carbon development. UNICEF supports climate-smart water, sanitation and hygiene solutions in more than 40 countries, climate-related health interventions in at least 50 countries, and advocacy and action on children and climate in at least 74 countries.

UNICEF UK worked with UNICEF globally to help develop the first global investment case on climate and environment for children, advancing public and private sector partnerships. UNICEF UK also helped develop key partnerships such as Formula E – the first sports partners to support the Safe and Healthy Environment fund for children (see below). And UNICEF UK played a central role in UNICEF's impactful presence and contribution to COP26 (read more on page 13).

Climate change and displacement

In August, we published *Futures at Risk: Protecting the rights of children on the move in a changing climate*, which highlighted that in 2020 alone weather-related events were linked to 9.8 million new displacements of children and that displacement and migration are likely to increase in the coming years. The report included recommendations for the UK Government ahead of COP26, setting out how it can mitigate the impacts of climate change-related displacement and migration by strengthening education and health systems to make them more resilient and ready to respond to the shocks we know are coming.



Climate change and education

We advocated on climate education and climate change-related displacement and migration. This included working with UNICEF global on the launch of their climate mobility brief and working with the FCDO to provide statistics for their education in emergencies UK Pavilion event at COP26 (see page 14). UNICEF UK was recognised by the Department of Education as assisting in pulling together the Climate and Education Ministerial at COP26 and helping secure pledges. Our statistics on weather-related displacement were used in the publicity for the FCDO event.



OutRight: climate change campaign

Our 2020–21 OutRight campaign focused on climate change and children's rights. Children and young people learned how climate change affects children's rights and were encouraged to use their voices to call for change in their local communities and on a national level. In 2021, we delivered more than 4,000 OutRight postcards to DEFRA, highlighting children and young people's desire to see greater action on climate and the environment.

High Profile Supporter Cel Spellman continues to be a strong advocate for OutRight and provided videos to encourage sign up and for World Children's Day to encourage young people to speak about the impact of climate change and its effects on children and young people in 2020–21 as well as their right to the best possible mental health in 2021–22.

Jersey Overseas Aid: Nepal

We are immensely grateful to Jersey Overseas Aid (JOA) for their support of UNICEF's conservation livelihoods programme in Nepal. The programme will enable communities to conserve forests, reduce indoor air pollution and enhance local livelihood opportunities for 12,000 rural households.

JOA's invaluable support will help benefit 20,000 children through improved air quality, increased disaster resilience at schools and health facilities, and the conservation of the natural environment.

Formula E: Safe and Healthy Environment Fund

We launched a three-year partnership with Formula E, who will donate \$3 million over three years to UNICEF's Safe and Healthy Environment Fund. The funding will contribute to programmes and policy actions to help improve the wellbeing of over 3 million children worldwide. Formula E are also funding a specific, climate-resilience programme in Mexico.

The partnership launched with a film fronted by UNICEF UK Ambassador Ewan McGregor. UNICEF UK recorded some of our highest-ever engagement metrics among partnership communications content (across social, website and in-person measurement). The video has been used as a best-practice example for partnership communications in the UK, Mexico, Italy and USA markets.

Extreme E: climate education in Greenland

In 2021, through UNICEF's partnership with Extreme E, we designed, developed and implemented educational resources to enable teachers and schoolchildren across Greenland to understand and start to address the climate issues that are putting their future and the future of generations to come at risk.

The teaching materials were launched at the National Teachers' Seminar in Greenland (8–9 September). The resources were then taught as part of the curriculum in Climate Week from 27 September and reached approximately 2,000 young people aged 14 to 16.

CHILD NUTRITION



Every 12 seconds, a child somewhere in the world dies of causes related to malnutrition. Of those that survive, millions must live with the effects for the rest of their lives because of the damage to their physical and mental development. UNICEF provides about 80% of the world's supply of life-saving food for acutely malnourished children and works to prevent malnutrition in the first place.

**£21.1 MILLION TO
KEEP CHILDREN SAFE
FROM HUNGER AND
MALNUTRITION.**

In 2021, UNICEF UK committed **£21.1 million** to keep children safe from hunger and malnutrition.

Nutrition for Growth

We secured an advocacy grant from the Eleanor Crooks Foundation to step up our nutrition advocacy. This included media coverage and becoming an active member of the International Coalition for Advocacy on Nutrition.

The Power of Nutrition: Liberia

UNICEF's partnership with The Power of Nutrition continued to grow, working towards our joint commitment of co-investing \$100 million into global nutrition programmes by 2025. In 2021, the Power of Nutrition continued supporting our nutrition programmes in Liberia, India and Benin, while committing to our largest new investments so far- Bangladesh with \$15 million and Ethiopia

with \$30 million. In total this brings the amount of funding currently jointly committed by UNICEF and The Power of Nutrition to \$75 million.

Children's Investment Fund Foundation (CIFF)

In addition to the Children Investment Fund Foundation's support for Soccer Aid for UNICEF 2021 (see page 9), UNICEF and CIFF launched a major new global partnership to focus on the treatment, early detection and prevention of child wasting. CIFF has made a total commitment of \$50 million that will be matched by a further \$50 million from UNICEF. This historic partnership will focus on the issue of child wasting, the most extreme form of malnutrition, which affects an estimated 47 million children around the world.

UNICEF was also immensely grateful for support from CIFF for its work in Ethiopia, where a new grant of \$4.7 million will help to improve maternal nutrition and birth outcomes in the country, particularly through proving the feasibility of introducing multiple micronutrient supplements during pregnancy.

In India, CIFF has continued to be an invaluable partner, supporting vital nutrition programmes, as well as UNICEF initiatives to strengthen skills' development and the transition of young people from education to work.

Vitality: life-saving food

Vitality and UNICEF UK have been working together since 2016. Our partnership focuses on child nutrition in eastern and southern Africa. Over the past five years, Vitality has donated over £1 million to support UNICEF's programmes for nutrition, vaccine, and water, sanitation and hygiene. Thanks to Vitality and their members, UNICEF has provided over 1.65 million sachets of life-saving food for children in Burundi, Zimbabwe, Sudan, South Sudan and Ethiopia.

Vitality was also an official partner of Soccer Aid for UNICEF 2021 (see page 9), continuing their support for the campaign and featuring across match day, training week and social media activations.

Vitality Running World Cup

Vitality donated a polio vaccine for each 3km run completed by participants in the 2021 Vitality Running World Cup. The donation will help UNICEF supply more than 189,000 polio vaccines to protect children.

WATER, SANITATION AND HYGIENE



Every day, more than 700 children under the age of 5 die from diarrhoeal diseases caused by poor water and a lack of sanitation and hygiene. In areas of conflict, children are nearly 20 times more likely to die from diarrhoeal disease than from conflict itself.

Despite COVID-19 highlighting the importance of hand hygiene to prevent the spread of disease, 3 billion people worldwide, including hundreds of millions of schoolchildren, do not have access to handwashing facilities with soap.

UNICEF works to keep children safe by improving water supplies and sanitation facilities in schools, health facilities and communities, and promoting safe hygiene practices in more than 100 countries around the world.

Domestos: better sanitation

Since 2012, the Domestos, Unilever and UNICEF global partnership has helped more than 28 million people access improved standards of sanitation and hygiene.

In 2021 we renewed our partnership with Domestos for a further three years, working together for better, safer sanitation and hygiene for children and families in India. We're aiming to reach a further 45 million people over the next three years.



Together we are developing sustainable, community-led approaches to sanitation and hygiene in schools, public places and homes in India. Access to sanitation is critical to help prevent the spread of infection, support economic development, reduce inequality, and improve access to education.

Every specially marked bottle of Domestos sold during the part supports UNICEF's work to help children and families have better sanitation and hygiene.

Lifebuoy and Domestos: better hygiene and sanitation in schools

Launched in 2019, UNICEF, Lifebuoy and Domestos's Partnership for a Clean India seeks to

improve water, sanitation and hygiene facilities in 150,000 schools across 14 states in India. The initiative aims to benefit around 30 million children.

School closures due to COVID-19, as well as floods and cyclones in multiple states affected plans to deliver training and support to schools. Training and messages were delivered online and through radio broadcasts. By the end of 2021, despite these challenges, UNICEF had trained over 10,000 master trainers to impart knowledge and tools to achieve, maintain and sustain better standards of water, sanitation and hygiene in schools. This has led to the training of over 450,000 teachers and 12,000 school management committee members.

The partnership also facilitated several community-outreach projects. In Chhattisgarh, UNICEF supported the School Education Department to organise a 21-day handwashing campaign during Swachhta Pakhwada and Global Handwashing Day (October), while an online pledge campaign on handwashing in the local tribal languages reached more than 2,500 community members. In Jharkhand, a state-wide campaign on hand hygiene organised with the School Education Department reached over 13,000 schools.

Soccer Aid for UNICEF 2019: Malawi

In 2021, with the support of the UK Government Aid Match funding, UNICEF UK launched a new programme focused on building safe, inclusive and resilient communities for women and children in Malawi. This WASH and child protection project will help provide 30,000 children and their families with access to better services, to make sure they have greater resilience to health threats and the impact of climate change.

CHILD PROTECTION

Every seven minutes an adolescent somewhere in the world is killed by an act of violence. Violence against children happens in every country, and in the places where children should be most protected – their homes, schools, communities and online.

In 2021, UNICEF UK committed £0.3 million for child protection.



CHILD PROTECTION

**£0.3 MILLION
FOR CHILD
PROTECTION.**

3.

Every seven minutes an adolescent somewhere in the world is killed by an act of violence. Violence against children happens in every country, and in the places where children should be most protected – their homes, schools, communities and online. Abuse can be physical, emotional, or sexual. And in many cases, children experience violence by those they trust.

Sometimes systems and structures can also lead to violence: for instance, if children aren't registered at birth, if services aren't available, and if systems don't protect children. Girls and women are at particularly high risk of harmful practices such as child marriage or female genital mutilation. They often face multiple additional burdens, including physical labour, unpaid care work, and a higher risk of gender-based violence. The risk of gender-based violence is even greater for those living with disabilities.

The COVID-19 pandemic risks reversing huge progress made in child protection. The gains made in averting up to 25 million child marriages in the 10 years before the pandemic are threatened – instead 10 million more marriages are projected in the next decade. As the pandemic has pushed children's daily lives online, reports of suspected online child sexual exploitation have increased. In addition, the economic crisis has seen an increase in child labour as household incomes decrease and there have been huge increases in children reporting worsening mental health including increased anxiety, isolation and fear.

In 2021, UNICEF UK committed **£0.3 million** for child protection. This supports the protection of all children, particularly focusing on the prevention of child trafficking, and the rescue and rehabilitation of children who have been trafficked, forced to work, or enlisted with armed groups.

Dove: Self-Esteem Project

Our three-year partnership with Dove aims to reach 10 million adolescents in Brazil, India and Indonesia with body confidence and self-esteem education as part of UNICEF's existing life-skills portfolio by the end of 2023.

In 2021, we launched our online teacher-training programme for all junior schoolteachers across Indonesia on the Indonesian Government e-learning platform. In Brazil, a chatbot hosted on Facebook and WhatsApp launched on International Day of the Girl in October. We look forward to launching the project in India in 2022.

Rugby League World Cup: child protection in Brazil

Rugby League World Cup donated £60,000 to support improvements to Brazil's child protection services – strengthening the capacity to prevent and respond to violence against children, and the ability to reach the most vulnerable children. UNICEF was able to reach young people with messages on the impact of violence, identify gaps in legislation, and support improved coordination of protection services. While the impact of the systems' work will stretch beyond this project, 500 young people were directly reached during implementation.

Oak Foundation: children's rights in sport

Thanks to a commitment of nearly £390,000 from Oak Foundation, UNICEF UK continues its work to ensure that the rights of all children connected to sport are safeguarded, respected and promoted. This work will include supporting major sporting organisations to implement policies and practices that safeguard and respect child rights, as well as promote the engagement of children. We have also developed new guidance and international standards on human and child rights, and we are working collaboratively with FIFA, Formula E, The Birmingham 2022 Commonwealth Games and The Centre for Sport and Human Rights to pilot this guidance to ensure these are adopted as a benchmark for good practice.

In 2021, UNICEF UK in addition:

- Launched a global consultation to develop an International Training Framework for Safeguarding Leads in sport.
- Launched www.safeinsport.org website that houses the International Safeguards for Children in Sport.
- Developed the framework for a new digital tool, aiming to promote a positive safeguarding culture in leadership of sporting organisations.

We expect our work to protect tens of thousands of children from harm and human rights abuse in and around sporting and other events, including the Commonwealth Games and the 2026 FIFA Men's World Cup. Each Commonwealth Youth Games alone sees over 1,000 child athletes participate, and at least 200 athletes age under 18 take part in each Commonwealth Games. This number is multiplied many times when you also take account of youth fans, child volunteers and children in the host cities that stage the Commonwealth Games, matches at the FIFA Men's World Cup, and children affected by the supply chains for merchandise.

Twinings: supporting adolescent girls in India

Twinings and UNICEF have been working in partnership since 2010 to improve the lives of girls and young women living on tea estates in Assam, India. Girls and young women are vulnerable to a range of child protection issues, including abuse, child marriage, poor school attendance with high drop-out rates, and child trafficking. In addition, many young girls living on tea estates in Assam are anaemic due to poor diet.

With a contribution of £750,000 over five years from 2018, the current phase three of the programme aims to improve the lives of women and children living in 63 tea gardens in three districts of Assam. The programme is focusing on child protection, maternal health, nutrition, and water and sanitation. It promotes a protective environment in which adolescent girls and boys are encouraged to stay in school and women and children have access to quality health services and social protection schemes.

Over 160,000 people have been helped by the programme since the start of phase three in 2018, including over 34,000 adolescent girls who have been reached through interventions around nutrition, empowerment and protection. This project has also seen a 21% decline in the prevalence of anaemia following community-based interventions on nutrition, such as distribution of iron folic acid and the development of kitchen gardens.

This partnership played a pivotal role in mitigating the risk and impact of the ongoing COVID-19 pandemic, with activities including capacity development, communication campaigns, advocacy, mobilisation and engagement. Also through this partnership, UNICEF has engaged in consistent advocacy to ensure that nutrition programmes are prioritised as part of the Government of India's response to COVID-19.



Andan Foundation: a generation of leaders

UNICEF would like to thank The Andan Foundation for their continued support of the Generation of Innovation Leaders programme in Lebanon. The generous donation of €75,000 will contribute towards supporting 10,800 young people with seed funding, coaching and mentoring.

Safety for children in football

As the world's most popular sport, with tens of millions of children playing every day, getting safeguarding right in football has the potential to have a global impact.

In 2021, UNICEF UK continued to be part of FIFA's expert safeguarding advisory group, helping to make sure football is developed and delivered in a safer and more supportive environment for children. UNICEF UK continued to work with FIFA and the Open University to develop accredited safeguarding courses that will be available globally to support the implementation of the FIFA Guardians Safeguarding Toolkit. More than 2,500 learners from around the world have registered to complete the course, which will equip safeguarding leads working within sport with the knowledge and skills to create a safer environment for millions of children taking part in football around the world.

UNICEF UK's work to support FIFA and to develop a first-of-its-kind course will help make football a place where children can have fun and develop in a safe and supportive environment, as well as contribute to preventing the abuse of children in football.

In addition, in 2021 UNICEF UK embarked on a pilot with the Premier League to embed child rights education in three Premiership Academies. This pilot aims to introduce a focus on children's rights and child-player voice to support children in having a safe and enjoyable experience within football.

Ethical Tea Partnership and the children of Assam, India

Since 2014 the Ethical Tea Partnership (ETP) and UNICEF have been working to address some of the most challenging and systemic issues affecting women, children and families living in tea communities and the surrounding areas in Assam, India.

The second phase, with funding of \$3 million over three years from 2018, aimed to improve the lives of women, children and families living on 205 tea estates through education, health, nutrition, child protection, and water and sanitation. The partnership has reached over 300,000 community members, including over 137,000 children and young people. UNICEF and ETP also continued their work with tea estate management and workers to look at the ways in which responsible business practice can lead to better outcomes for children. Building on the first phase of the partnership, the partnership has helped to create an enabling environment among the tea estate management around child rights.

David Beckham and the Global Forum

In December, UNICEF Goodwill Ambassador David Beckham joined the first Global Forum for Children and Youth virtually, calling on local communities, companies and parents to support parents to care for their children. UNICEF co-hosted the event with the governments of Botswana and Sweden, convening leaders from the United Nations, governments, business, philanthropy, civil society, and children and young people. Following the event, 165 commitments have been submitted from 57 countries made by governments, civil society, private philanthropists, businesses, foundations and multi-lateral organisations. These include programmatic action, policies and guidance, budget allocations, and data, research and insights. On top of this individual supporters have been making their own commitments.

CHILD EDUCATION



Every child has the right to learn, yet as we entered the second year of the pandemic, that right remained under threat.

In 2021, UNICEF UK committed £3.2 million for UNICEF's programmes to help children gain access to education – many for the first time.

CHILD EDUCATION

“If children are faced with another year of school closures, the effects will be felt for generations to come.”

Former UNICEF Executive Director Henrietta Fore

Every child has the right to learn, yet as we entered the second year of the pandemic, that right remained under threat. With COVID-19 cases continuing to soar globally, many countries opted for prolonged school closures, despite evidence of the overwhelming impact on children’s mental health, wellbeing, safety and learning.

Children’s ability to read, write and do basic maths has suffered, and the skills they need to thrive in the 21st-century economy have diminished. Access to the technology and materials needed to continue learning while schools are closed is desperately unequal. Likewise, children with limited learning support at home have almost no means to support their education. Providing a range of learning tools and accelerating access to the internet for every school and every child is critical.

**£3.2 MILLION
TO HELP MORE
CHILDREN
HAVE QUALITY
EDUCATION**

Education has the power to transform lives, helping to end generational cycles of poverty and disease. UNICEF is calling for schools to remain open wherever and whenever possible, and for remedial and catch-up learning to be prioritised. We urgently need to reimagine education, to ensure that young people gain the skills and resilience to navigate an uncertain future. A transformative approach to education must have learning at its centre and go beyond traditional understandings of what is to be taught in classrooms. And it must reach all learners – whether in school or out – so that no young person is left behind.



In 2021, UNICEF UK committed **£3.2 million** for UNICEF’s programmes to help children gain access to education – many for the first time.

Global Education Summit

UNICEF UK advocated for a strong commitment from the UK to the Global Partnership for Education replenishment. In July, the Global Education Summit saw \$4 billion raised for international education, including a £430 million pledge from the UK Government.

We launched a new working paper on climate change-related displacement and girls’ education at the Summit.

Digital Divide in the UK

Following our initial campaign on children in lockdown in 2020, we focused our domestic coronavirus advocacy work around the digital divide and ensuring children can realise their right to education despite school closures. As schools reopened, we were concerned that children and young people would be left behind if learnings on digital inclusion weren’t embedded in a more systemic way. We worked closely with Carnegie Trust UK and co-hosted a roundtable for relevant parties including key civil society stakeholders, academics and businesses.

Utilising the discussion points and knowledge-exchange facilitated through the event, we produced a report detailing our findings and practical recommendations for the Department for Education. These focused on the need for a resilient and sustainable long-term digital inclusion strategy that will support the UK Government's levelling-up agenda.

The report's foreword was co-authored by Conservative MP, Rob Halfon, Chair of the Education Select Committee and Labour MP, Siobhain McDonagh. It was accompanied by a detailed briefing note for Parliamentarians and, following the securing of five oral questions to the Secretary of State, a request was made by the Minister for Schools for the Department for Education to meet with UNICEF UK and Carnegie Trust UK to discuss our findings.

HSBC: skills for young people

In 2021, we launched a one-year partnership with HSBC to equip young people with the right skills, including financial capability, for them to achieve their full potential. The \$1 million partnership aims to help 84,000 young people in India, Indonesia and Mexico.

Nord Anglia Education

In March, we began a three-year \$250,000 partnership with Nord Anglia Education. The partnership is supporting the development of freely accessible learning materials on the Sustainable Development Goals, while helping Nord Anglia students gain the knowledge and skills required to make positive change within their communities.

Micro Focus

Micro Focus donated more than £250,000 in a one-year partnership, providing crucial funds to support UNICEF's education programmes around the world – in line with the company's social purpose of helping to equip communities with the skills needed to be successful in their digital lives.

ShoeShare at Clarks

Since 2008, Clarks have raised more than £1.7 million for children. Clarks continue to donate to UNICEF for every tonne of old or unwanted shoes they collect. In 2021, despite some store and school closures, the partnership raised over £30,000, supporting UNICEF global education programmes and UNICEF UK Rights Respecting Schools.

BT Group, innovation in digital education

We have been in partnership with BT since 2014. In 2019, BT committed to support UNICEF's programmes in Brazil and South Africa, helping to advance 21st century digital skills for children and young people. In 2021 BT continued to support innovation in digital education.

PwC: Generation Unlimited

PwC and UNICEF, in support of Generation Unlimited (GenU), a multi-sector partnership, are working together on a global collaboration that aims to help upskill millions of young people. The collaboration brings together public, private and civil-society stakeholders to develop programmes and innovations that support young people in their path to productive futures and engaged citizenship, and to conduct research on the global skills challenge.

In addition, PwC and UNICEF, are collaborating in India and South Africa to develop, expand and fund education and skills programmes for young people.

Postcode Education Trust, eastern and southern Africa

Since 2017, the partnership between UNICEF UK and People's Postcode Lottery has meant more than £13.5 million raised by players has supported children around the world. In 2021 we received our first grant from the Postcode Education Trust.

Funding raised by players of People's Postcode Lottery supported UNICEF's ambition for sustainable and continuous education provision in eastern and southern Africa. This included a generous extra award of £2.5 million in support of regional capacity building and direct support of UNICEF's Education in Emergency response in Ethiopia. Families and communities in Ethiopia face multiple emergencies that have resulted in massive population displacement and a high demand for services. As part of supporting the education in emergencies response in Ethiopia, the Trust contributed towards setting up integrated education and child protection services for children displaced by the crisis.

Adolescent education: Lebanon and Jordan

Adolescence presents a critical window of opportunity in shaping who we are to become. In Lebanon, where over 90% of young people aged 15 to 24 are out of education, young people face unemployment and limited life choices. For the sixth year, a Scottish supporter is helping UNICEF provide education for young people in Lebanon, which expanded to Jordan in 2019. In 2021, the annual donation of £500,000 enabled UNICEF to reach over 2,000 young people with life skills, entrepreneurship and digital skills training in Lebanon and Jordan.

David Beckham at the Safe Schools Conference

In his role as UNICEF Goodwill Ambassador, David Beckham joined Executive Director Henrietta Fore virtually at the Global Coalition to Protect Education from Attack, the fourth International Safe Schools Conference, which was held in Abuja, Nigeria.

5. PARTNERSHIPS

African Drone and Data Academy

In 2021 UNICEF UK received the final of three £125,000 annual donations from a Scottish-based supporter for the African Drone and Data Academy programme in Malawi.

The African Drone and Data Academy is an innovative programme designed to respond to a skills deficit in Malawi to maximise the opportunity offered by 'Drones for Good'. Working closely with academic institutions, the programme has designed and implemented a new curriculum allowing young people to learn how to build their own low-cost drones, operate them, analyse the acquired data, and create local, start-up businesses.



The Eleva Foundation

The Eleva Foundation's collaboration with UNICEF is creating transformational change for some of the world's most vulnerable, disadvantaged, isolated and forgotten children. The long-term dedication and commitment of the Foundation has enabled UNICEF to reach children with life-saving essential services and the opportunities to reach their full potential.

The Eleva Foundation supports a growing portfolio of strategic programmes. In 2021, the Foundation supported child health through a nutrition initiative in Benin, match-funded by the Power of Nutrition, and new-born and maternal health in Tanzania. It also funded sustainable solutions such as a solar power, piped water programme in rural Zimbabwe; the creation of UNICEF's first Eco-Villages programme in Madagascar; and programmes that help convert plastic waste into schools in Côte d'Ivoire.

To help tackle the pandemic, the Eleva Foundation gave a generous donation to Soccer Aid for UNICEF 2021 (see page 9) and COVID-19 vaccine provision in the Democratic Republic of Congo.

It also drove inclusion, through accessible textbooks for children with disabilities in four countries across Latin America and the Caribbean; and enabled social inclusion and child protection for Almajiri children in Nigeria. Finally, UNICEF's emergency response in Yemen and the Children's Emergency Fund received contributions from the Foundation.

We are very proud of this innovative philanthropic collaboration and thankful for the support of Eric and Kirsty Bendahan as International Council Members.

The Data for Children Collaborative

Based in Edinburgh, the Data for Children Collaborative is a partnership between UNICEF, the Scottish Government and the University of Edinburgh that seeks to use data science to improve outcomes for children in the UK and globally.

Collaborating with the UNICEF Data and Analytics Team, in 2021 key research topics have included climate change, the impact of COVID-19 on children, mental health, nutrition, population and poverty. Thank you to the Scottish Government and the University of Edinburgh for their generous commitment to the Data for Children Collaborative.

ADVOCACY FOR CHILD RIGHTS

International development, UK Aid reductions and child rights

Following the UK Government's decision to reduce the UK Aid budget in 2020, 2021 saw a Parliamentary vote to confirm the reduction temporarily and attach fiscal tests to its return. Across the year we provided briefings to Parliamentarians, published blogs and responded to political announcements and developments – including the parliamentary vote and publication of the Government's Integrated Review. We also engaged directly with the Foreign, Commonwealth and Development Office (FCDO) to share our position on the reductions and the potential impact on children.



We ensured UNICEF expertise was delivered via written and oral evidence to the International Development Select Committee, including the inquiry on 'The Future of UK Aid', the 'Philosophy and Culture of Aid' and 'UK Aid for Improving Nutrition'.

In November we were part of a Wilton Park discussion giving early feedback on the Government's next International Development Strategy, due for publication in 2022. In the same month, we also delivered a learning event with civil servants in the FCDO providing information on the UN Convention on the Rights of the Child. These events will continue quarterly in 2022. Our proposal for a Child Rights Hub has been endorsed and is being considered within the FCDO. In 2022 we expect further information on how the FCDO can formalise and consolidate its work to promote and uphold children's rights around the world.

The UN Convention on the Rights of the Child

The UN Committee on the Rights of the Child is now examining to what extent the UK is meeting its obligations to the UN Convention on the Rights of the Child. In February, the UN Committee published a List of Issues on which it wants the UK Government to respond. The document was based on the submission from UNICEF UK – almost all our suggestions had been taken on board.

The Convention is the core of our mandate. The reporting process and the recommendations issued by the UN Committee are important and influential – the UK Government and Devolved Administrations take them very seriously and they lead to important progress. For instance, the laws to ban corporal punishment in Jersey, Scotland and Wales came as a direct result of the recommendation by the UN Committee in the previous reporting phases.

UNICEF UK is the only organisation that monitors and reports on the situation in the whole of the UK and the three Crown Dependencies, and our information is vital to the UN Committee. Engaging in the reporting process also supports our wider advocacy objectives.

Child rights: general measures of implementation

Throughout 2021 UNICEF UK worked closely with the governments in Scotland and Jersey on incorporating the Convention into their domestic law. We provided technical advice on the most effective models to use based on UNICEF's global experience, knowledge and data. We also worked with officials to prepare several implementation measures.

Scotland

In 2021, UNICEF UK in Scotland and our advocacy team worked closely with the Scottish Government and partners to support the passage of the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill through the Scottish Parliament. We were delighted when the Bill passed unanimously in March. The Bill's purpose is to ensure that children's rights are fully protected and realised in Scots law in what is considered one of the most progressive pieces of legislation of its kind.

UNICEF UK will continue to support on implementing the Bill and addressing matters related to the UK Supreme Court decision on the scope of the Bill and the powers of the Scottish Parliament. This shows that the constitutional powers of Scotland are limited, and that full incorporation of the Convention is not legally possible at the devolved level. We will therefore continue to advocate with the UK Government to incorporate the Convention, as the only route for full incorporation in the UK.

Jersey

A Bill to indirectly incorporate the Convention has been drafted and will be lodged in the Jersey Parliament in early 2022. It imposes a duty on Ministers and the whole public sector to embed the Convention into their law, policy and practice.

Campaigning for child rights

In 2021 we increased the number of UNICEF UK campaigners by nearly 20,600, making a total supporter base of 125,520 campaigners. Campaigners took more than 61,600 actions for a variety of causes, including education, COVAX and climate change.

Campaigners helped achieve a major victory for children, as the UK Government published an Ending Preventable Deaths (EPD) action plan in December. This is something UNICEF UK has been calling for, and 23,000 campaigners to action to support us.

Preventing corporate abuse and realizing child rights

Building on our work on the UK Modern Slavery Act and our 2020 report Preventing Corporate abuse and realising child rights, we continue to advocate for the introduction of new legislation in the UK that would require companies to prevent child rights abuses and environmental harm. UNICEF UK continues to support the call for this legislation that was launched in 2019 as part of the Corporate Justice Coalition. Together with other civil society organisations, we have contributed and endorsed a set of legal principles that should form the basis for this legislation. This year, 36 UK businesses and investors added their voices to call for this type of legislation to be introduced. This shows that there is growing awareness and consensus for the need for the UK to adopt legislation that requires companies to conduct human rights and environmental due diligence.

We collaborated with the UN Global Compact Network UK to organise a webinar for businesses to discuss the successes and challenges for companies to integrate child rights into their due diligence processes and how a new law in the UK could drive responsible business practices towards children. We also participated in a webinar organised by NOVA Centre on Business, Human Rights and the Environment highlighting key elements of this legislation that are necessary to make sure it effectively drives respect for children's rights.

Business, climate change and child rights

As part of our work on climate change and child rights, we explored business' responsibilities for the impacts of climate change on child rights. Business' efforts to tackle climate change through mitigation and adaptation can have negative impacts on children's rights if not adequately assessed and prevented.

In 2021, we contributed to an event organised by DEFRA at COP26 (see page 13) to highlight the child rights dimension of climate change for businesses taking action to transition to a green economy.

UK PROGRAMMES

During the pandemic, 4.3 million UK children were living in poverty. Poor nutrition, educational outcomes and mental health problems are rising. And every day, many thousands are at risk from violence, abuse and neglect.

We currently work in all four nations of the UK reaching around 2.5 million children

7. OUR WORK FOR CHILDREN IN THE UK

In addition to our long-term efforts to raise vital funds for UNICEF's work internationally, we have also been delivering programmes in the UK for more than 25 years, in line with our universal mandate to be there for every child, as set out in the UN Convention on the Rights of the Child and the Sustainable Development Goals.

As is the case for so many children around the world, we know that life for children in the UK can be tough. During the pandemic, 4.3 million UK children were living in poverty. Poor nutrition, educational outcomes and mental health problems are rising. And every day, many thousands are at risk from violence, abuse and neglect.

So here in the UK, we are putting our years of experience working for children around the world into practice in the places that reach children day in, day out. We're working with the hospitals where they are born, the schools where they learn and grow, and the services that shape their lives to make sure that every child has the same chance to shine.

We currently work in all four nations of the UK reaching around 2.5 million children each year through our Baby Friendly Initiative, Rights Respecting Schools and Child Friendly Cities programmes. Within the UK, our domestic work is funded separately, either through fees for services, specific donations, or a small part (less than 5%) of our income.

BABY FRIENDLY INITIATIVE

UNICEF UK's Baby Friendly Initiative works in UK maternity, neonatal, health visiting and children's centre services and universities to help new parents give their babies the love, care and nourishment they need to get the best start in life.



Over the past 27 years, the Baby Friendly Initiative (BFI) has revolutionised health care for mums and babies in the UK, as part of a wider global partnership between the World Health Organization (WHO) and UNICEF.

The Baby Friendly Initiative was introduced to address a fall in breastfeeding around the world and the impact this was having on children's health. Across the decades, Baby Friendly has championed breastfeeding and supported women to feed their babies in the UK; but we haven't stopped there. Thanks to our work, care for all babies, whether breast or bottle fed, has been transformed and practices that help new babies to feel loved and secure, such as keeping them close to their mums and encouraging skin-to-skin contact, are now routine in almost every hospital across the UK.

The Baby Friendly team supports a vibrant and active network of around 800 infant feeding specialists and academics responsible for the support and education of 75,000 health professionals and 5,000 students across England and Northern Ireland, who in turn are responsible for caring for over 600,000 babies, mothers and their families every year. In addition, Baby Friendly supports the leads for the Scottish and Welsh networks (SIFAN & WIFN). We also support the Designation Committee which includes academics and an external group of 16 clinicians, who grant and provide quality assurance for all Baby Friendly activity and maintain consistency across the programme. Baby Friendly also supports the Qualifications Framework Board, a group of six infant feeding specialists and academics who provide governance for and oversee the Baby Friendly Qualifications Framework Programme.

Today, 95% of maternity units and 91% of health visiting services across the UK are working towards Baby Friendly accreditation. In universities, 75% of midwifery programmes and 30% of health visiting programmes are working towards the Award.

Awards and accreditation

In 2021, we awarded 18 Certificates of Commitment, 15 Stage 1 accreditations, 23 Stage 2 accreditations, 11 full accreditations, 33 re-accreditations, 14 Gold Awards and 20 Gold Award revalidations.

Currently in the UK, 43% of maternity services, 67% of health visiting services, 36% of university midwifery courses, 15% of university health visiting courses, 22 neonatal units and 15 children's centre services are fully accredited.

NHS Long Term Plan

Baby Friendly continues to progress with the joint support offer agreed by NHS England and NHS Improvement and UNICEF UK that supports 38 maternity services to become fully accredited by 2024. This is a fantastic opportunity to support more health services to transform their care.

Achieving Sustainability standards

We have continued to support longer-term implementation of the Baby Friendly Initiative through our Achieving Sustainability (Gold) standards for health services and our Achieving Sustainability standards for universities.

Qualifications Framework

In 2021, following the successful pilots, we launched the Qualifications Framework Programme, with 14 graduates becoming UNICEF UK Baby Friendly Qualified Advocates, Practitioners and Leaders. The 2021 autumn cohort is currently concluding and applications for the 2022 cohorts are underway. The Framework increases knowledge and capacity related to infant feeding and very early child development across public services.

Baby Friendly Conferences

The Baby Friendly Annual Conference was a virtual event for the second year running, attracting more than 2,400 delegates in November. The vibrant programme featured 12 speakers discussing a range of topics, including cultural safety and intelligence in maternity care, common infectious diseases in childhood, the CHILd Cohort Study and much more.

The third Baby Friendly Neonatal Conference took place online in June with nearly 1,000 delegates. A fantastic line-up of international speakers discussed topics including the resilience of neonatal units during COVID-19, infant mental health, and the microbiome.

Our conferences provide an opportunity for infant-feeding specialists around the world to come together to share new ideas and best practice.

National Neonatal Project

After a competitive application process, the National Neonatal Project was launched to support 18 UK neonatal units to achieve Baby Friendly accreditation between 2021 and 2024. The project provides units with assessment costs, training courses, teaching materials and more to help transform care for babies, mothers and families. This project is funded by a donation from NIVEA to UNICEF UK.

COVID-19 challenges

There were serious challenges in all public services that worked with Baby Friendly in 2021, mainly related to the COVID-19 pandemic. This led to unprecedented staff shortages, which has made it very difficult for many services to implement the Baby Friendly standards as thoroughly as they would have liked.

Baby Friendly continued to support health professionals by listening to their concerns and then designing a collection of resources, FAQs and guidance documents as well as virtual training to help them cope with the demands they are facing. All assessments are also currently delivered virtually.

RIGHTS RESPECTING SCHOOLS

More than 1.5 million children in the UK now attend schools that are Rights Respecting registered. The UNICEF Rights Respecting Schools Award (RRSA) improves the lives of children in the UK by taking a whole-school approach to putting children's rights at the heart of school policy and practice.



By embedding children's rights in daily school life, RRSA aims to equip every child with an understanding of their rights and the ability to speak up for them. This gives them a voice to challenge injustice and abuse – whether in their own lives or in the lives of others – and enables them to build stronger mutually respectful relationships with adults and peers. This gives children a better chance of leading safe and happy lives, and of being responsible and active citizens.

Going for gold

In 2021, 723 schools newly registered for the Award, the highest number since we began collecting this data in 2015. We awarded 105 Gold (Rights Respecting) accreditations, more than double in 2020. An additional 216 schools were awarded Silver (Rights Aware) and 430 Bronze (Rights Committed).

In total, we work with 4,759 – 15% – of all primary and secondary schools in the UK. In Scotland, more than half of all primary and secondary schools are registered.

More vital than ever

Despite ongoing challenges posed by the pandemic, we saw great engagement with RRSA, demonstrating the value of the programme, especially in challenging times. It was crucial that children knew and could exercise their rights as they faced additional risks in the pandemic. It was also vital to support children's wellbeing. RRSA helps children develop their self-esteem and feel safe and cared for, as evidenced in our impact report and consistently voiced during assessments.

In 2021, we continued to deliver all aspects of the programme online. More than 800 participants attended our training courses and support workshops. Feedback during such challenging times underlined their value. One teacher said: "I felt like I had lost some of my enthusiasm for leading the school to achieving the RRSA given the current circumstances, however since attending the training I feel more positive and can't wait to relaunch!"

Article of the Week

Our weekly resource pack, Article of the Week, launched in 2020 for remote learning, remained popular among schools and we acted on their feedback. It averaged 800 unique downloads per week, up from 660 in 2020.

Rugby League World Cup 2021

UNICEF UK and the Rugby League World Cup continued their partnership in supporting the Rights Respecting Schools programme. Due to COVID-19, the tournament was postponed until 2022 so we will continue to work together for an additional year to celebrate the partnership and raise further funds.

In 2021 the Rugby League World Cup 2021 donated £60,000 to help children access the programme at 115 schools in Newcastle, Sheffield, Durham and the Tees Valley.

Showcasing impact

We co-presented, with a headteacher from a RRSA Gold school, the RRSA impact evaluation at a University College London (UCL) webinar on Assessing the impact of rights-based approaches in schools to an audience of academics, practitioners and students.

Young voices speak out

In collaboration with the UNICEF UK's Advocacy team, we engaged our Rights Respecting Schools in key 2021 UK events, supporting children to share their views on world events as global citizens. During the G7 Summit in Cornwall, schools created Declarations for Girls' Education. In our virtual school visit

for the Prime Minister's Special Envoy for Girls' Education Helen Grant, children of Trewirgie Primary School (Gold Award) explained why girls' education is so important. In May, the G7 launched the Declaration on Girls' Education, which focuses on recovering from COVID-19.

CHILD FRIENDLY CITIES AND COMMUNITIES

In 2021 more than 500,000 children in the UK were living in a community that was working with UNICEF UK to put children's rights at the heart of local decisions, services and spaces. Child Friendly Cities and Communities (CFC) works with councils across the country to put children's rights into practice. The programme is part of Child Friendly Cities – a global UNICEF initiative that reaches more than 30 million children in almost 50 countries.



In the UK, the CFC team delivers training based on the UN Convention on the Rights of the Child, and supports councils, their partners, and children and young people, as they work together on an ambitious three- to five-year journey towards recognition as a UNICEF UK Child Friendly City or Community.

Reaching further

In 2021, CFC was working with councils and their partners in seven cities and communities across all four UK nations, including two new local authorities: the London Borough of Lambeth, and Bradford. They joined Aberdeen, Cardiff, Derry and Strabane, Liverpool, and Redbridge.

Four more (Manchester, Nottingham, Southampton and Wokingham) went through our rigorous application process and were formally accepted onto the programme with start dates in 2022.

Celebrating progress

Despite lockdowns, restrictions and uncertainty, all our existing council partners made significant progress on their journeys towards recognition. By the end of 2021, all were in the Delivery Phase, during which they implement their CFC Action Plans drafted in partnership with children and young people.

All our communities demonstrated how using children's rights as a guide to local services leads to better outcomes for children. We saw rights-based Family Wellbeing Hubs in Aberdeen; a city-wide Summer of Smiles programme in Cardiff; powerful youth manifestos in Derry and Strabane; early years' participation work in Liverpool; and a child rights-based approach to placemaking in Redbridge.

The CFC team continued to deliver its full suite of training courses online. Close to 1,000 people were trained in children's rights, youth participation, and completing child rights impact assessments, including local politicians, frontline staff, police officers and children and young people.

Shaping the debate

CFC remains a leading voice for children's rights at the local level, and in 2021 spoke at sector events and published articles on issues ranging from children's right to be heard, to their right to play. We invited our council partners to share their experiences at numerous national and international public events.

New resources we developed to support the sector in 2021 included a child rights impact assessment template and guidance for local authorities. Our new policy series Children's Rights in the New Normal examined the impact of the pandemic on children's rights at the local level. And we also launched a monthly series of webinars CFC Shorts: each a one-hour deep-dive into rights-based practice.

FOOD POWER FOR GENERATION COVID

In addition to our three core programmes in the UK, we also delivered a one off, timebound domestic initiative to respond to the coronavirus pandemic, which completed in April 2021.

In summer 2020 we launched Food Power for Generation Covid, as part of our domestic response to COVID-19 to help ensure that children and families had access to food and support during the coronavirus pandemic. Building on more than 25 years' experience working directly in the UK, we formed a new partnership with Sustain: the alliance for better food and farming, to award small-scale grants (between £5,000 and £50,000) to local food banks, food pantries and other similar organisations.

Over the course of our response, we successfully awarded grants to over 30 community organisations in England, Scotland and Wales, reaching up to 40,000 vulnerable children and their families. Some of the projects we supported include Cardiff, Flintshire, Newcastle and Thanet, where cooked meals or meal kits using easy, economic and healthy recipes were provided to families. Aberdeen established its first mobile community pantry. In Blackburn-with-Darwen, new mothers received support packages; and in Stockton-on-Tees, fresh fruit and vegetable packs were delivered, as well as baking bags and meal kits to support family cooking during the winter holidays.

FUNDRAISING FOR CHILDREN

TOTAL INCOME

UNICEF UK depends entirely on voluntary contributions to support UNICEF's worldwide programmes. Our total income for 2021 was **£141.8 million**.

The UNICEF UK Marketing teams concentrate their efforts on mass market fundraising campaigns to current supporters and to the wider public. While the Philanthropy and Partnerships teams concentrate their efforts on an individual to individual, or business to business, basis.

**£141.8
MILLION
TOTAL
INCOME
IN 2021**

UNRESTRICTED FUNDS

From our 2021 income, the contribution of UNICEF UK to UNICEF's core programmes amounts to **£29.7 million**.

These unrestricted funds (money not earmarked for specific programmes or priority areas) are especially valuable to UNICEF as they allow us to direct money to areas where children's need is greatest, even if funding has so far been inadequate or non-existent.

There are three main criteria for allocating unrestricted funds to individual countries:

1. the mortality rate of children under the age of 5
2. the gross national product per capita, and
3. the absolute size of the child population.

Based on these criteria, the global UNICEF Executive Board decides on funding proposals for individual country programmes. If approved, a country programme is usually five years in length and UNICEF plans carefully with individual governments to ensure the best results for children.

EMERGENCY APPEALS

Speed to market is key to responding for children in emergencies – especially natural disasters (see pages 15-27). In 2021 our marketing provided an agile response to emergencies in Yemen, Afghanistan, India and Haiti. The Yemen Appeal raised just under £6.4 million. The Afghanistan Crisis Appeal raised over £2.8 million. The India COVID-19 Appeal raised more than £1 million, and the Haiti Earthquake Appeal, which launched at the same time as Afghanistan, raised £150,000.

MASS CAMPAIGNS

In 2021, we continued to grow our subscription products, while our existing pledge supporters continued to generously support children, giving hundreds of thousands of pounds more than forecast, despite a once-in-a-generation recession.

Our regular givers and other members of the public donated almost **£55 million** to our work for children via our marketing campaigns – a 13% increase from 2020. Core pledges brought in more than **£40 million**. Income from one-off gifts increased to more than **£12 million**. And our subscription products Paddington's Postcards and PJ Masks Bedtime Heroes brought in a further £3 million in regular gifts.

Our marketing campaigns inspired more than **40,000 new regular givers** to start supporting UNICEF, bringing the total of regular givers to more than 277,000. Regular giving now generates over £40 million per year (including Gift Aid) for our work for children.

Paddington™

Our brand partnership with Paddington Bear continues to go from strength to strength, raising over **£2.5 million** in 2021.

Paddington's Postcards, our subscription product for parents with primary school aged children, reached a milestone of **40,000 subscribers** in 2021. Each month, the subscription provides children with personalised post, packed with stories, fact cards and stickers, encouraging awareness of UNICEF's work for children in different countries around the world. Paddington's Postcards international appeal grew further, with subscribers in Australia, Ireland, Italy and New Zealand. We are hoping that it may reach Peru!



For a fourth year, to mark end-of-year celebrations, Paddington's Parcels offered supporters the opportunity to send presents full of Inspired Gifts to vulnerable children. In 2021, we received more than 900 orders for Paddington's Parcels, raising over £63,000 for children. We also sold more than 3,000 Paddington branded advent calendars during the Christmas period. Finally, children in primary schools up and down the country learned their rights with Paddington as part of the OutRight campaign (see page 8).

PJ Masks: Bedtime Heroes

We continued our partnership with PJ Masks (eOne) to roll out our subscription product, PJ Masks Bedtime Heroes. Bedtime Heroes is designed for pre-schoolers, with families receiving a special bedtime pack through the post every month. Packs are filled with PJ Masks bedtime stories, activities, stickers and more, helping make bedtime special and relaxing for children and parents in the UK. In 2021, we had more than 1,300 new subscribers sign up for Bedtime Heroes.

COMMUNITY FUNDRAISING

Despite the continued challenges to community fundraising because of COVID-19, individuals, schools, faith groups and organisations such as the Rotary and Lions clubs continued to volunteer their energy, enthusiasm, time and passion to raise money for vulnerable children.

Our community fundraising groups continued to humble us with their dedication, raising nearly **£1.2 million** for children in 2021. Of this, £418,000 was raised by individuals engaging in everything from selling items on their driveways to hosting fetes and events; £138,000 was raised by churches and religious organisations; and schools and educational establishments raised an amazing £89,000.

CHALLENGE EVENTS

In 2021 there was significant disruption and cancellation of most mass-participation events due to the spread of COVID-19. Despite this, we were able to support our London Marathon and Royal Parks runners as their events went ahead and members of the public continued to find innovative and ingenious ways to support our work, donating more than £428,000 from challenge events.

GIFTS IN WILLS

Legacies continued to provide a large proportion of the unrestricted funds for UNICEF in 2021. In September 2021, the Gift in Wills Team held an exhibition to celebrate UNICEF's 75th anniversary for supporters who have included a gift in their will to UNICEF. More than 100 supporters attended in person. It was a pleasure to meet these supporters in person after such a challenging time during the pandemic. A further 180 supporters viewed the exhibition interactively online, which continues to be available until December 2022.

We are so grateful to the 273 supporters who left a gift in their will to the world's children in 2021. Together, these generous gifts totalled nearly **£7 million**, which will go towards our programmes

empowering children across the world to reach their potential. A further 78 supporters pledged to include a gift in their Will to UNICEF when making use of our Free Wills offer. More than 1,230 supporters were honoured by Gifts in Memory of a loved one. We will be forever grateful for these genuine acts of kindness in helping us to create a safer world for children.

PHILANTHROPY

In 2021, UNICEF UK received significant support from individual philanthropists and their families. We are sincerely grateful for the generosity of these individuals towards our work for children: Eric & Kirsty Bendahan; Aditya and Megha Mittal; Naza Alakija; Minekte Foundation; The Fraxinus Trust; Islamic Relief UK; Joe Jarvis; Johan & Claire Levavasseur; Dr Alex O'Conneide; Simon & Dorothy Peyton-Jones; Michael Rosenberg; The Talent Fund; the Bradley and Katherine Wickens Foundation, and many more supporters who wish to remain anonymous.

Thank you to our Scotland Advisory Board for their support: David Duke MBE, Fiona McFarlane, Liz Reilly, Malcolm Robertson (Chair) and Sanjay Singh. Thank you also to our very generous supporters from Scotland who wish to remain anonymous and who support transformative education both in Scotland and globally.

Global Guardians

UNICEF UK is enormously grateful to our Global Guardians, a group of special supporters who make regular, substantial gifts each year to our core programmes for children around the world. Global Guardian donations give us the flexibility to respond wherever the need is most urgent, whether this is essential funding for a long-term programme or responding to a humanitarian emergency.

In 2021, Global Guardians membership increased by more than 25% and they donated almost £600,000 in core funding through the Global Guardian programme and Soccer Aid for UNICEF plus £187,000 for UNICEF emergency appeals.

UNICEF Next Generation

UNICEF Next Generation (NextGen) is a committed group of young leaders in their 20s and 30s who pledge their financial resources, time, networks and skills to UNICEF's lifesaving work. NextGen members magnify their impact by leading fundraising efforts, advocating for the protection of children's rights, and engaging in learning opportunities to expand every child's opportunity to reach their full potential.

In 2021, sales of NextGen's cookbook Bake for Syria, accompanied by fundraising activity across the NextGen network, raised vital funds for children affected by the conflict in Syria. The generosity of our NextGen donors led to valuable gifts for UNICEF's work in Yemen, Lebanon, and support for the Children's Emergency Fund.

Trusts and foundations

In 2021, UNICEF UK received invaluable support from charitable trusts and foundations, including The Bill and Melinda Gates Foundation, The Band Aid Charitable Trust, The Birrane Foundation, The Children's Investment Fund Foundation (CIFF), FIA Foundation, The Elton John AIDS Foundation, Oak Foundation, The Power of Nutrition, The John and Sally Reeve Charitable Trust, The Wellcome Trust, ViV Healthcare, and The Constance Travis Charitable Trust. In Scotland, we received funding from Cattanach, an independent charitable early years' funder, to support research and scope the feasibility of developing a new rights-based programme for the early years that connects and complements the Baby Friendly Initiative and Rights Respecting Schools.

We are extremely grateful for this dedicated support that enabled us to undertake a range of important programmes for children. Thank you also to our very committed supporters who wish to remain anonymous.

Statutory partners

UNICEF UK is extremely grateful for the continued support of our valuable partners the UK Government, Guernsey Overseas Aid and Development Commission, Isle of Man International Development Committee, Jersey Overseas Aid and the Scottish Government. These partnerships are crucial in helping UNICEF deliver life-changing programmes for children around the world.

Stewardship

Our Special Events team helped run a programme of stewardship events for donors and supporters – from delivering updates on our work for children and fundraising propositions to strengthening networks and relationships. Events included the Mark Carney Climate Change event, the Soccer Aid hospitality suites, the Eleva Foundation pitch, 7 Fund Giving Club virtual country visits, Global Guardians webinars and a Conversation with Tom Hiddleston event.

Blue Moon Gala

On 8 December UNICEF UK hosted a dazzling event marking UNICEF's 75th anniversary – The Blue Moon Gala – at an electrifying new venue, The Outernet London. The event raised an incredible £700,000 from ticket sales, auction prizes and donations. Duran Duran and Arlo Parks enthralled the 230 guests with live performances. UNICEF's work in education and emergencies was brought to life in speeches from UNICEF UK President Oliva Colman, UNICEF Goodwill Ambassador David Beckham and UNICEF UK Ambassadors Tom Hiddleston and James Nesbitt, among others.

Third-party events

Third-party events in 2021 yielded £14,000. UK viewers joining David Guetta's United at Home concert live streamed from Dubai, donated £4,500 to UNICEF regular resources. Two special events collaborations raised £8,500 for COVAX/VaccinAid: DJ Mag raised £6,000 on Crowdfunder and Sleeping with Art raised £2,500 on JustGiving.

7: THE DAVID BECKHAM UNICEF FUND

In 2021, 7: The David Beckham UNICEF Fund continued its commitment to support children in El Salvador, Indonesia, Nepal and Uganda. These programmes are helping to unlock the incredible potential of children in these countries, with a particular focus on girls.

Philanthropists, trusts and corporates all contributed to the 7 Fund in 2021 and introduced new supporters to UNICEF.

For more information about the Fund, please visit www.7.org



The 7 Fund Giving Club

In 2021, we celebrated the second year and grew the membership of the 7 Fund Giving Club in partnership with David Beckham. The Club brings together a group of individuals committed to making a difference. We offer sincere thanks to new and founding members, who are helping UNICEF to reach 200,000 children and their families over a three-year period, by supporting four programmes in El Salvador, Indonesia, Nepal and Uganda. These projects aim to break down the barriers that prevent children from reaching their potential, especially girls.

We are very grateful for the £0.5 million of support received in 2021 towards the Club's ambitious fundraising goal from our members: Paul Edwards (Chair); Peter and Charlotte Bolland; Ray Browne and Beverley Russell Browne; Clive and Helene Gillmore; Richard Grethe and Michelle Sochor; Nigel, Sarah, Annabel, Amelia and Olivia Hammond; Johan and Claire Levvasseur; Minekte Foundation; Sam and Jo Norman; David and Aimi Palmer; SJM Concerts; Colin and Sue Stone. We also extend our deepest thanks to our six anonymous donors.

CORPORATE PARTNERS

In 2021, UNICEF UK corporate partners donated more than **£27 million** with valued support from Arm, AstraZeneca, BT, Clarks, Clipper Race, DLA Piper, easyJet, Ethical Tea Partnership, Extreme E, Formula E, HSBC, Kurt Geiger, L'Occitane, LSEG Foundation, Louis Vuitton, Manchester United, M&S, Micro Focus, NIVEA, Nord Anglia Education, Paddington TM, Pandora, Postcode Education Trust, PJ Masks (created by eOne), PwC, Rangers FC, Rugby League World Cup, Standard Chartered, Tetley, Twinings, Unilever and Vitality and the Running World Cup.

Arm

Since 2015, UNICEF has partnered with Arm to accelerate the development of new technologies and help the most vulnerable children across the world.

UNICEF and Arm are inspiring the tech industry to connect young people to the benefits of technology, close the digital divide and accelerate innovation to help meet the Global Goals. In 2021 Arm extended their support in Malawi and the delivery of the African Drone and Data Academy, as well as supporting climate forecasting and water, sanitation and hygiene initiatives.

Arm also backed the Giga Initiative, UNICEF Office of Innovation's connectivity programme that aims to connect every school to the internet by 2030, and every young person to information, opportunity and choice. In 2021 the Giga Initiative achieved the milestone of mapping the location and connectivity status of 1 million schools.

The Big Christmas Give Challenge

In 2021 we took part in The Big Give Christmas Challenge. Through generous donations from the public, as well as match funding pledges from a trusted partner and the Reed Foundation, we were able to raise vital unrestricted funds for our work supporting vulnerable children around the world, from childhood through to adolescence.

Clipper Race

UNICEF has been the Charity Partner for the Clipper Round-the-World Yacht Race since the 2015–16 edition, raised more than £1 million to date. Unfortunately, in March 2020, the race was postponed because of the coronavirus pandemic but we look forward to the race hopefully resuming safely in March 2022.

Kurt Geiger

Kurt Geiger and UNICEF UK continued their corporate partnership, following their £150,000 grant for unrestricted flexible funding in 2020. In 2021 we celebrated a second partnership campaign, launching a specially created video on social media channels and Kurt Geiger stores to mark International Youth Day in August.

M&S: Sparks Rewards

Marks & Spencer (M&S) and UNICEF have been in partnership since 2011, focusing on delivering programmes and interventions with life-changing results for children and their families.

M&S currently raises valuable funds for UNICEF through the Sparks Rewards Scheme. As part of this scheme, M&S supports causes that their customers care about by donating 1p to the customer's nominated charity every time they shop with Sparks. In 2021, the partnership raised over £150,000, providing flexible funding for UNICEF to help children in the greatest need. In total, M&S has now donated an incredible £550,000 to UNICEF through the Sparks Rewards Scheme.

UNICEF UK SHOP

Cards and gifts

Thanks to our generous supporters, **£320,000 was raised** through sales of UNICEF cards and gifts, including donations added to orders.

Inspired Gifts

In 2021 our supporters gave more than **£1.3 million** to our Inspired Gifts campaign. Inspired Gifts support the real, life-saving and life-changing supplies that UNICEF provides for children and communities around the world.

Here are some examples of UNICEF's life-saving supplies for children that were provided with support from our generous UK supporters:

- More than 7 million water purification tablets to protect children from disease
- Polio vaccines to protect 113,500 children
- Enough warm blankets to keep 8,100 children warm

LOOKING AHEAD: STRATEGIC PLAN 2019-22



OUR VISION

A WORLD FIT FOR EVERY CHILD

OUR MISSION

UNICEF is here for every child, particularly the most vulnerable. All over the world, including the UK, we uphold the Convention on the Rights of the Child and work with partners and supporters to:

- Promote children's voices
- Unlock resources for children
- Advocate for and create change for children

OUR VALUES

- Putting Children First
- Compassion
- Finding Solutions
- Collaboration
- Inclusion and Belonging
- Mutual Trust and Respect

Strategic context analysis

The global context for children continued to evolve in 2021, with children all around the globe under intense pressure from the sustained impact of the COVID-19 pandemic, climate change, a global economic downturn and the Sustainable Development Goals falling off track. The risks and threats children face are profound, widespread and ongoing. Children need our support now, more than ever.

The UK has continued to experience challenges over the past 12 months due to the COVID-19 pandemic and changing political landscape, but a slow, positive economic recovery is under way. Consumers speak out against social injustices and expect organisations to lobby for positive

change. This drives a shift in the competitive nature of the charity sector: the lines of giving are blurring as more businesses focus on their purpose and impact on society.

We also face more stringent regulation impacting traditional fundraising – giving rise to a new era of ‘data-less’ donors. This coupled with our commitment to personal data compliance sees a shift in how we connect and engage with supporters. In 2022 and beyond, we will work to build on the success of 2021 and advance as an organisation, making sure UNICEF UK continues to thrive in the market and deliver more for children.

Strategic plan

With our ambition to grow in the current challenging context, our Strategic Plan provides the framework to deliver increasing income, influence and impact. It enables us to deliver against our vision, mission and values while adapting to the environment we operate within.

Through 2022 we will develop our new strategy to lead us through to 2026. We will be refining our vision and mission, evaluating our new Shared Commitment values, and creating our new strategic framework.

Four strategic objectives

At the centre of UNICEF UK’s strategic plan are the four strategic objectives that enable us to deliver our mission and vision for children:



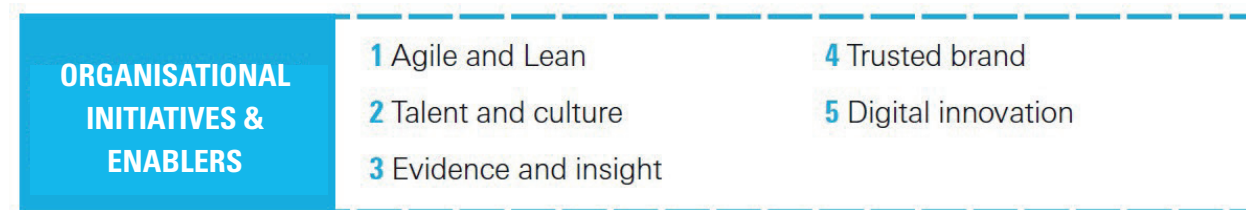
Our focus for 2022 and beyond is centred on driving growth in Partnerships and Philanthropy and generating income more efficiently in Public Engagement. We will implement new strategies that are audience-led and insight-driven, curate a best in-class stewardship journey for donors and partners and deliver further growth through the conversion of existing relationships to ensure we have a sustainable platform for future growth.

Delivering direct impact

We also are focused on influencing and driving change through our UK advocacy and UK programme activities. Our aim will continue to be protecting, promoting and advancing children’s rights and voices through our work in influencing decision-makers and scaling our domestic programme activities to engage the right stakeholders.

Enablers

Our enablers create the foundation and springboard for us to deliver on our strategic objectives and direct impact.



We remain focused on creating and embedding a culture and capability set that embraces change, embeds diversity and inclusion, empowers employees and delivers the right results fast. Alongside this, we will continue to invest in our data capabilities to enable insight-based decision making while advancing our fundraising through innovation to cultivate stronger relationships with our supporters.

FINANCIAL REVIEW

Income

In describing our activities and achievements above, we have reported that UNICEF UK delivered a record total income of **£141.8 million** in 2021. This was **29.6% up** compared to the £109.4 million raised in 2020. This is testament to the outstanding work of UNICEF UK in the year and the incredible support of the UK public and our new and existing partners. The key driver of this was the unprecedented support for our emergency campaigns, particularly our COVID-19, Yemen and Afghanistan appeals, which together raised £29.6 million.

We have seen significant growth in income from digital marketing in the year, with an increasing preference to donate higher value, one-off donations rather than entering the traditional monthly giving programme. Overall, we have seen a 10% increase in our marketing income compared to 2020.

Our overall income profile has continued to change over recent years, with the proportion of income generated by our Partnerships and Philanthropy teams (including Corporate Partnerships, Major Donors, Foundations and Trusts) gradually growing, in line with our strategy. In 2021, 44% of our total income was raised through these income streams (37% in 2020).

Costs of raising funds

Charities must spend money to raise money. Over the past five years, excluding fundraising development funds provided by UNICEF, UNICEF UK has spent an average of 28p to raise the next pound. This covers the costs of raising funds through mail campaigns, supporting our existing donors and recruiting new donors. By comparison, due to exceptional performance in 2021, UNICEF UK spent an average of 22 pence to raise the next pound. We took advantage of lower media costs and switched more of our activities to lower cost digital advertising to maximise the return on our fundraising investment, and ensure each pound raised goes further to support children around the world.

We also need to invest to ensure UNICEF UK is an organisation built for the future, able to evolve and respond to changes, for example in technology and regulation. Spending money today to secure the future ensures we can continue to maximise the impact we have for children around the world.

It is our ambition to continue to reduce the cost to fundraise but without sacrificing Innovation and transforming to be more digital and data led.

Charitable expenditure

Of the total income raised in 2021, £106 million was available for programmes to benefit children. This was up £29.7 million (39%) compared to 2020. Of this, £69.7 million was for specific overseas programmes or countries chosen by our donors, £29.7 million for UNICEF core programmes and £6.7 million for UNICEF UK's advocacy and programmes in the UK, such as our Baby Friendly Initiative and Rights Respecting Schools Initiative.

Funds available for children

Excluding fundraising development costs provided by UNICEF, on average, over the last five years, 72% of UNICEF UK's gross income was available for programmes, after costs of fundraising, sales, and administration. By comparison, and because of the exceptional performance, 78% of UNICEF UK's in-year gross income was available for programmes in 2021.

Governance costs

On average over the last five years, governance costs have amounted to 1% of total income.

Under the Statement of Recommended Practice on Accounting and Reporting by Charities (Charities SORP FRS102), management and administration costs are allocated between the

charity's functional activities as support costs and governance costs. Governance costs provide the governance infrastructure for the charity to operate, generate the information for public accountability and include the costs of strategic planning for the future development of the charity.

UNICEF UK Enterprises Limited

The charity's wholly owned trading subsidiary carries out commercial trading activities for the charity. During the year, income of £180,000 (2020: £251,000) was raised from event registration fees, corporate cause-related marketing arrangements, commissions and royalties. After allowing for associated expenditure and management charges, £122,000 (2020: £168,000) was covenanted under Gift Aid to UNICEF UK.

The activities of UNICEF UK Enterprises Ltd vary from year to year because a large element of its income is derived from particular types of corporate partnerships that involve an element of licensing. The reduction in income and net donation to its parent charity is consistent with the expectations of the company and is not considered to be cause for concern.

FUNDS

Total funds at the year-end amounted to **£5.8 million** (£4.8 million unrestricted and £1 million restricted). UNICEF UK's policy on reserves is to:

Maintain a general fund at a level that ensures UNICEF UK is able to meet its financial commitments and obligations as they fall due, fund unexpected expenditure when unplanned events occur, and safeguard the charity from uncertainty over future income. In determining the value of reserves to be held, income has been categorised and assessed on the basis of its proportion of total income, the expected growth or decline in each income stream, the number of donors in each income stream as a measure of the degree of reliance, and the level of certainty of each income stream. Expenditure is categorised and assessed based on its proportion of total expenditure, its operational significance, the number of people affected if the expenditure was cut and the source of funding for that expenditure. The appropriate level of reserves is set at an amount sufficient to cover unfunded expenditure from unrestricted funds for a period of four months in the event of a significant fall in income. General funds at the balance sheet date amounted to £3.8 million, covering the net book value of our fixed assets and four months of unfunded expenditure from our unrestricted funds for a period of four months in the event of a 40% fall in income, which is consistent with the reserves policy. In preparation for forthcoming investment in information and technology capabilities to drive further increased outcomes for children, a designated reserve of £1.0 million has been created in 2021, for spend in 2022–23.

Ethical investment policy

Other than holding money on deposit at the bank for short, fixed periods, UNICEF UK does not have any other investments such as stocks and shares and does not invest in properties. We sell any shares or similar investments donated to UNICEF UK as soon as possible to limit our exposure to changes in their value and so that those funds are available for our work for children. Except for amounts held in our reserves as described above, UNICEF UK transfers all available funds to UNICEF. Consequently, UNICEF UK's investment policy means that no investments are kept that could be considered unethical.

For the group personal pension schemes that UNICEF UK has negotiated for our employees, we ensure that employees have the option to choose to invest their pension funds entirely in ethical investments.

Changes in assets

The cash at bank held by the group at the year-end amounted to £23.9 million, compared to £17.3 million at the end of 2020. A large percentage of income is received in the last month of the accounting period and fluctuations in the bank balance year on year arise depending on the days the December bank holidays fall, which affects the timing of payments for overseas programmes and UK suppliers around the year end.

Volunteers

Our volunteers contribute in many important ways to UNICEF UK's success and achievements. Volunteers including our Trustees, regional UNICEF groups, special advisers, high profile supporters donated thousands of hours of their time during 2021.

PRINCIPAL RISKS AND UNCERTAINTIES

Risk oversight and management

UNICEF UK has a strong record of achievement in unlocking resources for UNICEF's programmes and achieving real progress in advancing the rights of all children, especially the most vulnerable. Given the significant threats and challenges faced by children all over the world, continual review of risk awareness and management together with robust safeguarding procedures are crucial elements of our approach to good governance and the effective delivery of our aims for children. This is of more particular relevance given the fast-moving and sometimes dangerous settings in which UNICEF itself operates, coupled with evolving regulation, legislation, and complexity within the UK charity sector context.

The Board of Trustees is responsible for overseeing the management and control of risks for UNICEF UK. This includes leading and setting the mandate and culture for risk management. The Board has a standing item on risk at each of its meetings, and updates UNICEF UK's risk appetite statement every two years. The Board is supported in these duties by the Audit and Risk Committee, who scrutinise and advise on risk and control policies and procedures.

Day-to-day risk management is led by the Executive, who are supported by a Risk Management Group that comprises key senior staff from across UNICEF UK. The Group meets quarterly to oversee the identification and assessment of the major risks to the charity, and their mitigation. The Group reports quarterly to the Audit and Risk Committee and is regularly attended by the Treasurer and another Trustee. Additionally, risk management is an integral part of planning processes at a strategic, departmental and project level.

Following the resignations of the UNICEF UK Executive Director and Chair of the Board of Trustees in September 2020, UNICEF UK commissioned an independent, externally led review. The review findings, published in January 2021, established that the Board's responses were appropriate in difficult circumstances but did make recommendations to strengthen policies and culture. Input for these policy improvements was received from external legal advisers, the wider UNICEF organisation and from UNICEF UK colleagues. Implementation began in 2021. We also undertook a comprehensive and collaborative review of our values and culture, which culminated in launching Our Shared Commitment- a set of newly articulated values in November. The values are putting children first, inclusion and belonging, finding solutions, compassion, mutual trust and respect, and collaboration. strengthened our values and culture..

Risk mitigation in 2021

The principal risks and uncertainties impacting UNICEF UK in 2021 were as follows:

1. **The continuing impact of the coronavirus pandemic that affected the global economy and resulted in on-going challenges for all organisations, including those in the charity sector.**

Like most organisations, the ongoing impact of the coronavirus pandemic presented several challenges at UNICEF UK, including the continuity of our business operations that are essential to protect the important work that we do for children. There has been an increased focus on the risks to certain areas of income generation, as well as the risks to operational continuity, including data security and staff well-being. To manage these risks, increased scrutiny and controls were applied where required.

While 2021 proved to be a very successful year for income generation, key income streams that

were adversely affected included income from events scheduled for the earlier parts of 2021 and income directly associated with programme delivery (UK and international) that was disrupted due to the coronavirus emergency.

We continued to take several measures to mitigate the impact of this and to ensure we continued to maximise our support for children around the world at this uncertain time. By making use of our established digital workplace tools, and in line with the varying Government guidance throughout the year, we successfully continued a hybrid model of part remote and part office-based working, enabling our colleagues to continue to work efficiently and flexibly throughout the pandemic while minimising the negative impact on staff well-being where possible.

From an income-generation perspective, we continued to reallocate expenditure from activities such as face-to-face fundraising to alternative effective activities (predominantly online direct marketing that delivered strong returns). We launched a successful emergency coronavirus appeal using broadcast and digital routes to the public. We also continued the increased cadence of financial and cashflow reporting to provide insight to support key decisions while also maintaining virtual UK programme delivery where possible.

2. **The risk of harm being caused to a child, staff member or other people associated with our work has continued to be an important consideration, and during 2021 monitoring, oversight and whistleblowing methods were evolved to continually reinforce our zero-tolerance approach in relation to safeguarding.**

The risks affecting UNICEF UK were satisfactorily managed and while the charity continued to face significant operational challenges during the year, these were adequately managed given the prevailing conditions.

3. **Our Organisational Restructure. The organisational restructure we undertook carried inherent risks including the legal aspects, potential loss of talent, performance being negatively affected and unintended adverse impacts. The following are some of the mitigations we put in place.**

We shared and adhered to a clear vision and set out our intended outcomes. We sought legal advice for clarity and followed best practice. We conducted a thorough consultation and engaged our workforce as much as possible. We responded to feedback, adapting proposals and the process where appropriate. We were concerned at the potential loss of talent, including from our diverse communities, so arranged job matching on a fair and consistent process and ensured that our recruitment panels were as diverse as possible. We undertook a review of the restructure after six months from implementation to determine if it delivered upon its objectives and to capture learnings.

4. **The management and optimisation of data in an evolving regulatory environment has been a key risk area in recent years and significant resources have been devoted to mitigating these risks, which we will continue to monitor closely going forward.**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure and administrative details

UNICEF and UNICEF UK

UNICEF (the United Nations Children's Fund) is an international inter-governmental organisation established in 1946 by the General Assembly of the United Nations as a subsidiary organ of the United Nations. Today, UNICEF works in more than 190 countries and territories and in the world's toughest places to reach the children and young people in greatest need.

UNICEF's work is funded entirely through the voluntary support of millions of people around the world and our partners in government, civil society and the private sector.

A significant proportion of UNICEF's fundraising and impact is supported by its 33 National Committees – one of which is the United Kingdom Committee for UNICEF.

A Co-operation Agreement sets out how UNICEF and its National Committees work together.

UNICEF UK is a company limited by guarantee, incorporated under the name The United Kingdom Committee for UNICEF and a charity registered in England, Wales and Scotland. In line with UNICEF UK's Articles of Association (available on the website), the charity is governed by a Board of Trustees, which is elected by UNICEF UK's members. The Trustees are also Directors for the purposes of company law.

The Board is responsible for overseeing the management of all the affairs of UNICEF UK. It delegates day-to-day management to the Chief Executive and the Executive Team.

Trustees

The Trustees who served during 2021 and up to the date of this report were as follows:

| | |
|--|-------------------|
| Shatish Dasani (Interim Chair, 1 January–28 April; Chair, from 29 April) | F, N, R (Chair) |
| Sarah Davis (Vice Chair) | F, R |
| Sean Carney (Interim Treasurer, 1 January–13 May; Treasurer, from 14 May) | F (Chair), ARC, R |
| Dr Alex Connock (Vice Chair, from May 2021) | F, N (Chair), R |
| Cosette Reczek | F, ARC (Chair) |
| Kirsty Gill (resigned March 2021) | |
| Usama Al-Qassab | N, ARC |
| Richard Hawkes (appointed 10 March 2021) | F, ARC |
| Maggie Atkinson (appointed 10 March 2021) | N, ARC |
| Matt Ferguson (appointed 10 March 2021) | F, N |

* committee membership on 31 December 2021

(F = Finance Committee, ARC = Audit & Risk Committee, N = Nominations Committee, R = Remuneration Committee)

Executive team

| | |
|---------------------|--|
| Jon Sparkes | Chief Executive (from January 2022) |
| Steven Waugh | Interim Executive Director (September 2020 to December 2021) Chief Finance Officer (from January 2022) |
| Claire Fox | Chief Operating Officer (until August 2021) |
| David Bletso | Interim Chief Finance Officer (January 2021 to January 2022) |
| Mike Flynn | Deputy Executive Director, Public Engagement |
| Anna Kettley | Deputy Executive Director, Advocacy, Programmes and Safeguarding (from September 2021) (interim January-September) |
| Gordon Glick | Deputy Executive Director, Partnerships and Philanthropy (March to December 2021) |

Professional advisers

UNICEF UK's principal professional advisers include:

- Independent auditor: Crowe U.K. LLP, 2nd Floor, 55 Ludgate Hill, London EC4M 7JW
- Internal auditor: MHA MacIntyre Hudson, 2 London Wall Place, Barbican, London EC2Y 5AU
- Principal bankers: HSBC Bank plc, 133 Regent Street, London W1A 4HX
- Principal legal advisers: DLA Piper International LLP, 160 Aldersgate Street, London EC1A 4HT; Russell-Cooke LLP, 2 Putney Hill, London SW15 6AB; Bates Wells and Braithwaite LLP, 10 Queen Street, London EC4R 1BE

Company secretary

Steven Waugh

GOVERNANCE

Public benefit

The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'. That guidance addresses the need for all charities' aims to be, demonstrably, for the public benefit.

The Board of Trustees and its Committees

The Board is responsible for ensuring that UNICEF UK has a clear vision, mission and strategic direction, and is focused on achieving these. This involves monitoring and acting to ensure that performance and impact is achieved, as well as being the guardians of our fundamental values and ethos. It is responsible for ensuring that all UNICEF UK's charitable objectives and activities are within UK law.

The Board acts on the advice and information from its regular meetings with the Chief Executive and Executive Team. In 2021, the Board held five formal meetings with the Executive to review performance against the agreed strategic plans of the charity, to assess the charity's financial health, and to consider policies and procedures in areas such as risk management and legal and

regulatory compliance. During 2021, the Board and Executive also conducted additional meetings to address issues relating to the organisation's structure and ambition to deliver more for children, and other strategic matters.

The Board has delegated specific responsibilities to four committees whose membership is appointed by the Board.

- **The Finance Committee** is led by the Treasurer and oversees all activities relevant to income generation and financial management whilst providing assurance to the Board of planning rigour and financial propriety. It oversees assets and significant investments, reviews financial policy and procedure, and assesses major proposals.
- **The Audit and Risk Committee** reviews the audited financial statements of the charity and recommends them to the Board. It also reviews the charity's annual statement on internal control and risk management and recommends it to the Board. It reviews reports from the internal and external auditors, monitoring management actions to implement their recommendations. The Committee determines the process of tendering for both external and internal audit services and considers their appointment, fees and independence and objectivity. The work of the Committee is supported by an Independent Member, Saf Rahbour.
- **The Nominations Committee** oversees the appointment and engagement of all high-level volunteers for UNICEF UK, such as the President, Vice-Presidents, Advisers and celebrity supporters. It also reviews the structure, size and composition of the Board and makes recommendations to the Board regarding succession and recruitment.
- **The Remuneration Committee** assists the Board in determining pay awards to staff and Executive remuneration.

Impact of the charity's operations on the environment

UNICEF UK's new Environmental Policy was developed in 2021 with support from a cross UNICEF UK working group and utilising in-house expertise. The policy is in the process of being finalised and is due to be approved in Spring 2022. Our London office has attained an Excellent Rating in New Construction under BREEAM, the world's leading sustainability assessment. We are committed to recycling all the waste created by our activities. We have adopted the building waste management system that promotes a zero-to-landfill waste solution.

In accordance with the Streamlined Energy and Carbon reporting (SECR) requirements, UNICEF UK's energy usage and emissions for the year 2021 were as follows:

| | 2021 | 2020 |
|--|----------------|----------------|
| UK energy use (kWh) – Heating, cooling and electricity | 234,858 | 196,532 |
| Associated greenhouse gas emissions (tonnes CO₂) | 60 | 50 |
| Intensity ratio (tonnes of CO₂ per staff member) | 0.17 | 0.14 |

Associated greenhouse gas emission has been calculated in accordance with UK Government GHG Conversion Factors for Company Reporting methodology.

Impact of the charity's operations on the community

Our extensive programmes in the UK (see pages 49-54) help to make sure that every child has the same chance to thrive. We work with the hospitals where children are born, the schools where they learn and grow, and the communities that shape their lives.

We are active in our community, not just within the jobs market, but also through engaging with

schools and other partners. Our Rights Respecting Schools work supports over 10,500 children in 19 schools in Newham, and we work with the Barts Health NHS Trust through our Baby Friendly Initiative. We are also working with the neighbouring borough of Redbridge and local partners to put the voices and rights of children at the heart of decisions through our Child Friendly Cities and Communities programme.

Maintaining a reputation for high standards of business conduct

In addition to a strong set of newly articulated values and behaviours, Our Shared Commitment, which we use to recruit and manage performance, we have a comprehensive suite of policies. This includes a Code of Conduct that includes how we protect children's rights, respect the rights of others, to promote and protect UNICEF UK, stay safe and ensure that others are safe and speak up to raise concerns. In 2021, we also introduced a new Concerns Map, to help colleagues navigate the best way to raise issues, as well as a new Dignity at Work Policy and Speak Up Policy. We also provide training on a wide range of topics, including safeguarding.

Trustee engagement with charity matters

The Trustees regularly engage with a variety of organisations and individuals associated with the charity. Unfortunately, the circumstances of the coronavirus pandemic during 2021 meant there were limited opportunities for such direct engagement.

Trustees' succession and development

Following an extensive external search process, the Board co-opted three new Trustees with effect from 10 March 2021: Maggie Atkinson, Matt Ferguson and Richard Hawkes. In April, Shatish Dasani was appointed Chair by the Board of Trustees, having served as Interim Chair since September 2020. The new Trustees were elected by UNICEF UK members at the Annual General Meeting in June.

In June 2022, Cosette Reczek will have reached the maximum term of service on the Board of Trustees, and she will step down in accordance with the Articles of Association. The Board would like to thank Cosette for her many years of dedicated service to the charity. Two new trustees are being recruited, expanding the Board of Trustees from 9 to 10 trustees. One of the new trustees will be appointed Chair of the Audit and Risk Committee.

All new Trustees undergo an induction programme that includes meetings with each of the Executive Team, a briefing on their role and responsibilities, and a comprehensive set of documents that includes detailed information about UNICEF and UNICEF UK as well as general guidance from the Charity Commission. UNICEF UK allocates an annual budget for training and support to Trustees, and they receive regular briefings on their legal responsibilities and duties.

Professional advice is sought by the Board if it is necessary to do so to exercise good governance. The professional advice may be to give an independent perspective on a specific matter, or if the required skills or experience are of a specialist nature.

Charity Governance Code

The Board of Trustees aspires to best practice in governance, particularly as set out in the Charity Governance Code. In 2019, the Board carried out two reviews of effectiveness and governance, both closely aligned to the Code. The Board agreed an action plan based on the recommendations emanating from the reviews and continued work on this throughout 2021. A Board effectiveness review is scheduled for 2022.

MANAGEMENT

The Executive Team has delegated responsibility from the Board of Trustees for the day-to-day operational management of UNICEF UK. It comprises the Chief Executive supported by a Chief Financial Officer and Deputy Executive Directors with responsibilities across fundraising, advocacy, communications and programme work.

Steven Waugh held the role of Interim Executive Director in 2021. Following a recruitment process led by the Board of Trustees with participation from UNICEF UK staff and members of the Youth Advisory Board, Jon Sparkes was appointed permanent Chief Executive of UNICEF UK and took on the role from January 2022.

MANAGING OUR FUNDRAISING

Throughout 2021, where people's lives remained restricted due to the global pandemic, UNICEF UK continued to concentrate on our most effective fundraising methods, to secure the greatest amount of income possible for children worldwide.

Despite the challenges, for a second consecutive year, UNICEF UK raised a record amount of £141.8 million. In 2021, our Public Engagement fundraising activities included direct mail, television appeals and digital fundraising on paid social media and online. We also saw growth in our corporate and foundation opportunities, made possible by our corporate partnerships, plus the generosity and shared mission of our individual philanthropists and their families.

As in 2020, we limited certain activities while social distancing restrictions were in place. We ceased face-to-face fundraising through door to door and private site, and greatly reduced our telephone fundraising appeals, increasing investment in our digital fundraising activity, which proved a successful strategy. However, we were delighted to welcome spectators back for Soccer Aid 2021, at Manchester City's Etihad Stadium in September. Soccer Aid 2021 was a record-breaking televised fundraising event that raised £13 million.

Fundraising compliance

UNICEF UK is committed to ensure the highest standards in all our fundraising. We are registered with the Fundraising Regulator, adhering to the Code of Fundraising Practice and following best practice guidance from the Charity Commission and other bodies such as the Chartered Institute of Fundraising, the Prepaid Phone Services Authority, Advertising Standards Association, the Data and Marketing Association and the Information Commissioner's Office. We participate in advisory groups and compliance forums to ensure we are not only aware and in full compliance with current regulatory obligations, but also to help shape the changing regulatory landscape to better serve charities and their supporters.

WORKING WITH THIRD PARTIES

Our third-party fundraising partners continue to play an important role in supporting our fundraising and helping to deliver these activities with the best financial return for our work with children. We require all our fundraising partners to be registered with the Fundraising Regulator and Institute of Fundraising, ensuring that our contractual agreements outline our expectations for their compliance within the regulatory frameworks.

UNICEF UK staff are always directly involved in training any third parties representing UNICEF UK and work closely with our partners to deliver excellence. All third-party fundraising partners have robust, onboard training, with a focus on data privacy, safeguarding vulnerable persons, and treating donors fairly.

We quality assure our partners to ensure their adherence to the codes of conduct and best practice. As part of this work, we regularly monitor fundraiser calls, for both complaints and engagement and validate our supporter interactions to ensure that the very best service is offered in a complaint manner.

COMPLAINTS AND FEEDBACK

At UNICEF UK we are committed to effectively handling all complaints to meet our supporters' high expectations. We evaluate each complaint using real time data, and our reports are monitored by senior stakeholders to spot trends or areas of concern.

We complete an annual complaints report that we submit to the Fundraising Regulator, positively demonstrating on our commitment to fundraising best practice. The report is approved by our Executive team and Trustees.

We follow the Charity Commission's Serious Incident Reporting Process to comply with our Charity governance requirements and work with internal Compliance, Legal and Trustees to ensure we maintain transparent accountability.

All feedback from our supporters, both positive and negative is acted upon, to continuously review and improve our services. In 2021, we used this direct insight, to ensure our fundraising and communications remained relevant and resonated with our supporters.

In the 2021 calendar year, UNICEF UK received a total of 556 complaints, down 37% compared to the number received in 2020. Of these, 418 related to fundraising activities and our subscription-based products. In 2021, our target was to resolve complaints within 10 days, and this was achieved in 73% of cases, the remaining 27% were either more complex cases that took longer to resolve or were received during peak periods of contact into our Supporter Care team.

Within this period, UNICEF UK processed 50 requests to change or halt communications via the Fundraising Preference Service.

We follow the Fundraising Regulator's guidance to define a complaint, and our approach to complaints handling is informed by their published guidance and that of the Charities Commission. Our internal Complaints Policy is reviewed annually for compliance purposes. We have a clear Complaints Process published on our website, along with our Supporter Promise, both are easy to find in a Google search and clearly outline the standards that supporters can expect from UNICEF UK.

TREATING OUR SUPPORTERS FAIRLY

At every opportunity, we strive to ensure that our fundraising activities enable people to freely donate and do not apply undue pressure. At times, our fundraising communications can display a persuasive proposition on how a donor's support can directly save the lives of children. We set clear guidance and provide training to both UNICEF UK and fundraising agency staff on the standards we expect them to uphold when approaching potential donors. UNICEF UK would not accept a donation if we believed that the donor had not freely made an informed decision about their gift.

From time-to-time UNICEF UK will have a concern that a donor may not be able to afford a donation they have pledged or may not have been fully informed in the decision they have made. This could be alerted to us by a family member, other third party or maybe through our own quality controls. Our Vulnerable Circumstances Policy is regularly reviewed to incorporate updates and the guidance published by the Chartered Institute of Fundraising. Our policy outlines the process we follow when we are alerted to a potential vulnerable circumstance, the steps we take to clarify this, and the situations in which we may cancel or return a gift.

As we work with fundraisers in a variety of settings, our training includes characteristics to look out for to identify a donor in a potential vulnerable circumstance. If these characteristics are noted, our fundraisers are trained to end the conversation without taking a donation. In cases where a donation has already been made, these are alerted internally, and we peer review the donor interactions for quality assurance. All telephone calls are recorded to help facilitate this process and stored for a period of 90 days.

Where there are suggestions that a donor may be in a potential vulnerable circumstance, these are escalated to our Supporter Care Team for an assessment. This will normally include contacting the donor to check their understanding of any commitment they have made, and that this was a free and informed choice.

SUPPORTER CARE

UNICEF UK hopes that our fundraising activities continue to meet the highest standards and are not considered to be unduly intrusive or persistent; and we welcome feedback from any of our supporters.

Our supporters and the wider public can contact us directly by telephone, email, online live chat, SMS message, and social media via Facebook, Twitter or Instagram. We also offer web forms for specific enquiries and complaints. Through these channels we welcome conversations about any aspect of UNICEF's work and our fundraising. All our contact details are published on our website and easily found in a Google search.

Our Supporter Services Team are available 8am to 5pm Monday to Friday to engage with our supporters on any aspect of their giving. We run an out-of-hours service with an external contact centre partner to ensure that representatives of UNICEF UK are available 24 hours a day, seven days a week to talk to our supporters and receive donations.

In 2021 our Supporter Services Team handled donations totalling £3.6 million, and responded to over 50,209 individual enquiries, with 66% resolved within 24 hours. All our interactions are logged on our database and we use real-time dashboards to monitor our quality and performance. We invite supporters to provide feedback on our responses and to rate the service they receive via a one-click survey or SMS message. In this way, an average of 87% of responding supporters have rated our service as Good or Excellent during 2020.

Our Shared Commitment

We pull together to achieve our vision of a world fit for every child. We believe in an engaged workforce and in the power of fulfilled colleagues who share the same goals, personify our values, enjoy their work, and are motivated to do their utmost for children. This belief is key to our continued success and the achievement of great outcomes.

We recognise the importance of continually striving to strengthen our values and culture and to make sure that we listen to our colleagues on how they can be improved. With this in mind – and given added impetus by the changed working environment that the pandemic has created – we worked with colleagues over the year to co-create a revised articulation of our values. The result is Our Shared Commitment, an updated set of interlocking values and behaviours that guide our work and that truly represents the culture we aspire to create together.

- We value each other as human beings and treat one another equitably, with kindness and respect.
- We make decisions based on how UNICEF UK can do its best work for children.
- We create an environment where people feel safe to be themselves, and we support everyone to share their successes, challenges, ideas and concerns.
- We embrace diversity and value others' opinions, experience, skills and expertise.

- We invest time and resources in ensuring equitable personal and professional development.
- We're proud of what we achieve together and support each other to be our best selves.
- We keep our promises by putting our values into action.

We have started a wide-ranging programme to embed our new values – Putting Children First; Compassion; Finding Solutions; Collaboration; Inclusion and Belonging; and Mutual Trust and Respect – through leadership development, internal communications' guidance, and bespoke workshops. We will continue to integrate these into all that we do over the coming year.

Safeguarding children

In 2021 we continued our work to embed best safeguarding practice throughout all of UNICEF UK activities. This included:

- Reviewing our contractual safeguarding clauses within contracts and agreements to set out clear expectations and safeguarding responsibilities.
- Maintaining robust safer recruitment practices and upholding a clear safeguarding escalation process and cases management system.
- Working across all areas of our business to ensure safeguarding is considered appropriately in every interaction between UNICEF UK and children, by completing comprehensive safeguarding risk assessments and safeguarding briefings to ensure best practice is fully embedded at all levels of the organisation
- Working with UNICEF Private Fundraising and Partnerships (PFP) in Geneva to share best practice with the other 32 UNICEF National Committees.
- Working with key corporate partners to strengthen their safeguarding practice as part of ongoing partnerships with UNICEF UK to maximise impact for children and generate income for UNICEF UK's work.
- Expansion of safeguarding training offer to include tailored, team-specific training and mandatory Adult Safeguarding training and general refresher training to further embed safeguarding best practice across UNICEF UK.

Restructuring our workforce

At UNICEF UK we have a vision of a world fit for every child and we endeavour to put children first in all that we do. With this in mind, we took the difficult decision this year to propose changes to our structure and ways of working to reduce expenditure, maximise efficiency and to increase our impact for children. This decision was based on in-depth analysis and review with external partners and global UNICEF.

In June we entered a collective consultation with our employees. As a result, we successfully redeployed many colleagues and 17 others left the organisation, taking voluntary redundancy.

We believe that this re-organisation will help us to be more agile, innovative and focused on outcomes. It also gives us the platform to help us to reach our 2025 target to raise over £140 million each year, with 80 pence in every pound to be spent on changing the world for children.

Remuneration statement

Remuneration arrangements and processes for all employees at UNICEF UK are made in line with our organisational approach to pay and benefits. This approach is aligned to the principles of Our Shared Commitment (our values). Pay, and benefits are reviewed annually or at the point of changes to legislation. We review pay and benefits to reinforce our organisational outcomes, support the recruitment and retention of talent and reflect and promote equality, diversity and inclusion, while balancing the responsibility to deliver the best possible results for children.

We use the Top Charities Salary Survey to benchmark salaries against similar roles in comparable organisations in the voluntary sector. Pay and benefits for the Chief Executive and Deputy Executive Directors are determined by the Remuneration Committee, which is made up of the Chair of Trustees, two other Trustees and the Chief Executive. When deciding pay and benefits for the Executive team, the Remuneration Committee considers executive pay salary survey data, increases provided across UNICEF UK, and affordability.

Individual executive team member salaries and employee costs are set out in note 13 of the accounts. A 2% across-the-board increase was provided to all colleagues in April, if they joined UNICEF UK before 1 October 2020. In addition, 81 colleagues received an additional pay increase in April, based on bringing roles in line with external benchmarks. During the first year of the market-rate adjustments, we prioritised lower-paid roles and addressed any potential inequalities.

Equity, diversity, inclusion

UNICEF UK is committed to creating a working environment and culture that supports and promotes equity, diversity and inclusion. Our goal is to ensure we live out this commitment through our values and working practices. During 2021, we made huge efforts and investments to work through the goals outlined in our first Diversity and Inclusion Strategy.

2021 saw us strengthen our inclusive recruitment processes and practices and delivering enhanced mandatory training for all hiring managers. We improved our governance structure by identifying sponsors at Executive and Board level, as well as making our Diversity and Inclusion Lead role permanent. We developed and launched an inclusion framework to engage and support the organisation to identify key priorities for 2022. And we commissioned a new curriculum of learning, training and development on diversity and inclusion.

We also took an important step to become an intentionally anti-racist organisation, by bringing in a specialist consultancy to support with this critical work and conduct a cross organisational review. The aim of the anti-racism review is to enable UNICEF UK to develop a shared understanding across all key stakeholders of what “now” looks like. This will support UNICEF UK to develop targeted and relevant actions to move the organisation forward. In conducting this project, we will ensure:

- Minoritised ethnic groups are heard.
- People who want to be allies can share barriers/what stops them being allies.
- Colleagues at UNICEF UK can share their hopes and concerns, so we can better identify how they can engage with and support the journey ahead.

Our Inclusive UNICEF colleague networks continued to represent the voices of minoritised communities through raising awareness of important issues, advocating for inclusion, and celebrating diversity by bringing together colleagues from across the organisation with a specific focus on allyship.

We continue to drive the implementation of this work through our Diversity Action Group, our Diversity and Inclusion cultural audit, our new values (Our Shared Commitment), and through working with our colleague networks to achieve inclusion and belonging.

Employee engagement

UNICEF UK is committed to ensuring that our values are embedded in all relationships between colleagues in the organisation. We believe that open, honest, and timely communication between all colleagues is key to our success.

With most of our employees continuing to spend most of their time working away from our office we worked hard to engage and inform our colleagues and find new ways of connecting. We continued to collect quantitative and qualitative data on engagement levels eight times a year, and to act on the findings at both team and organisational levels. Our survey results include external benchmarks and historical data, to help us prioritise our response to what we are hearing.

In addition to attending regular team meetings, all colleagues are invited to regular briefings designed to inform them of matters that concern them, achieve a common awareness of the factors affecting UNICEF UK's performance and give them an opportunity to ask questions and be heard.

Our Staff Association, consisting of staff representatives, is a formal channel for consultation and dialogue to promote better understanding at all levels of the organisation, and to safeguard the rights, interest and welfare of all UNICEF UK colleagues.

During 2021 we rigorously reviewed and strengthened several policy areas including Dignity at Work, Conflict Resolution, Speaking Up and a new Work-Life policy, designed to reflect the changes to working life that the pandemic has accelerated.

Using our office space

Due to the COVID-19 pandemic, we have observed Government Guidance on home-working and safe office work and adapted our office use throughout the year. We have continued to regularly monitor and update our employee guidance and protocols on safe office use. Given the significant changes we have seen to working practices because of the pandemic and the success of greater homeworking, we have taken the decision to sub-let half of our Stratford office space. We are currently marketing the facilities and hope to welcome a tenant into the space in 2022, raising valuable funds towards our direct work.

Related parties and connected organisations

UNICEF UK raises funds for UNICEF international programmes, and as such, UNICEF is a related party.

UNICEF UK has a wholly owned trading subsidiary, UNICEF UK Enterprises Limited, which carries out commercial activities for the charity. The results of UNICEF UK Enterprises Limited are added to those of UNICEF UK to produce the consolidated financial statements.

UNICEF UK owns 50% of the share capital of Soccer Aid Productions Limited, a company whose business is the development, production and marketing of the Soccer Aid for UNICEF campaigns. UNICEF UK's shares attracts 100% of the income and expenditure of this joint venture company that is incorporated into the group accounts of UNICEF UK (refer to Accounting policies on page 88).

Trustees' responsibilities

The Trustees (who are also Directors of UNICEF UK for the purposes of company law) are responsible for preparing the Trustees' Annual Report, including the Strategic Report, and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and;
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information;

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

The Trustees are members of the charity. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees from Trustees and other members at 31 December 2021 was 42 (2020 – 40). The Trustees have no beneficial interest in the charity or the group.

External audit

Crowe U.K. LLP were appointed as the group and charity auditors during the year.

The report of the Trustees including the Strategic Report was approved by the Trustees on 10 May 2022 and signed on their behalf by Shatish Dasani.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF UNICEF UK

Opinion

We have audited the financial statements of The United Kingdom Committee for UNICEF ('the charitable company') and its subsidiaries ('the group') for the year ended 31 December 2021 which comprise the Consolidated Statement of financial activities, the Consolidated and Charity Balance sheets, the Consolidated cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 December 2021 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work

we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members including internal specialists. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were the General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, and Taxation legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

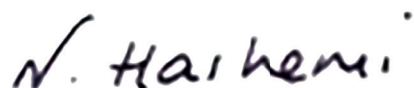
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant, contract and voluntary income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, detailed reviews of a sample of funding agreements for income and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006.

Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink, reading 'N. Hashemi'.

Naziar Hashemi (Senior Statutory Auditor)
For and on behalf of Crowe U.K. LLP
Statutory Auditor
London

The United Kingdom Committee for UNICEF

Consolidated statement of financial activities

(incorporating an income and expenditure account)

For the year ended 31 December 2021

| | | | | 2021 | | | 2020 |
|------------------------------------|-------|-----------------------|---------------------|----------------|-----------------------|---------------------|----------------|
| | Notes | Unrestricted £'000 | Restricted £'000 | Total £'000 | Unrestricted £'000 | Restricted £'000 | Total £'000 |
| Income from: | | | | | | | |
| Donations and legacies | 2 | 56,241 | 77,570 | 133,811 | 50,247 | 51,831 | 102,078 |
| Charitable activities: | | | | | | | |
| UK Programmes | 3 | 1,908 | - | 1,908 | 1,374 | 27 | 1,401 |
| Other trading activities | 4 | 166 | 154 | 320 | 131 | 167 | 298 |
| Investments | 5 | 4 | - | 4 | 20 | - | 20 |
| Other income | 6 | 442 | 5,339 | 5,781 | 1,379 | 4,192 | 5,571 |
| Total income | | 58,761 | 83,063 | 141,824 | 53,151 | 56,217 | 109,368 |
| Expenditure | | | | | | | |
| Expenditure on: | | | | | | | |
| Raising funds | 7 | 20,795 | 6,667 | 27,462 | 23,382 | 6,449 | 29,831 |
| Charitable activities | | | | | | | |
| Core UNICEF programmes | 8 | 29,720 | - | 29,720 | 22,469 | - | 22,469 |
| Specific UNICEF programmes | 8 | - | 69,728 | 69,728 | - | 44,571 | 44,571 |
| UK programmes & advocacy | 8 | 5,561 | 1,186 | 6,747 | 7,299 | 1,007 | 8,306 |
| | | 35,281 | 70,914 | 106,195 | 29,768 | 45,578 | 75,346 |
| Other expenditure | 9 | 537 | 5,473 | 6,010 | - | 4,103 | 4,103 |
| Total expenditure | | 56,613 | 83,054 | 139,667 | 53,150 | 56,130 | 109,280 |
| Net income for the year | | 2,148 | 9 | 2,157 | 1 | 87 | 88 |
| Transfers between funds | | - | - | - | - | - | - |
| Net movement in funds | | 2,148 | 9 | 2,157 | 1 | 87 | 88 |
| Total funds brought forward | | 2,664 | 964 | 3,628 | 2,663 | 877 | 3,540 |
| Total funds carried forward | | 4,812 | 973 | 5,785 | 2,664 | 964 | 3,628 |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 22 to the financial statements.

Balance sheets

As at 31 December 2021

| | | Group | | Charity | |
|--|-------|---------------|---------------|---------------|---------------|
| | Notes | 2021 £'000 | 2020 £'000 | 2021 £'000 | 2020 £'000 |
| Fixed assets | | | | | |
| Tangible assets | 14 | 1,813 | 2,249 | 1,813 | 2,249 |
| Investments | 15 | - | - | 20 | 20 |
| | | 1,813 | 2,249 | 1,833 | 2,269 |
| Current assets | | | | | |
| Debtors | 17 | 15,460 | 14,372 | 15,639 | 14,550 |
| Cash at bank and in hand | | 23,853 | 17,289 | 23,653 | 17,089 |
| | | 39,313 | 31,661 | 39,292 | 31,639 |
| Current Liabilities | | | | | |
| Creditors: amounts falling due within one year | 18 | 8,816 | 8,148 | 8,816 | 8,148 |
| Amounts due to UNICEF | | 25,897 | 22,026 | 25,896 | 22,024 |
| | | 34,713 | 30,174 | 34,712 | 30,172 |
| Net current assets | | 4,600 | 1,487 | 4,580 | 1,467 |
| Total assets less current liabilities | | 6,413 | 3,736 | 6,413 | 3,736 |
| Creditors: amounts falling due after one year | 19 | 628 | 108 | 628 | 108 |
| Total net assets | 21 | 5,785 | 3,628 | 5,785 | 3,628 |
| Funds | 22 | | | | |
| Unrestricted funds | | | | | |
| General funds | | 3,812 | 2,651 | 3,812 | 2,651 |
| Designated funds | | 1,000 | 13 | 1,000 | 13 |
| Restricted funds | | 973 | 964 | 973 | 964 |
| Total funds | | 5,785 | 3,628 | 5,785 | 3,628 |

A separate statement of financial activities for the charitable company itself has not been presented because the charitable company has taken advantage of exemptions afforded by section 408 of The Companies Act 2006. The net income of the charitable company for the year was £2,157,000 (2020: net income £88,000).

The notes on pages 85 to 101 form part of these financial statements.

These financial statements were approved and authorised for issue by the Trustees on 10 May 2022 and were signed on their behalf by:



Shatish Dasani
Chair



Sean Carney
Treasurer

The United Kingdom Committee for UNICEF

Consolidated statement of cash flows

For the year ended 31 December 2021

| | 2021 £'000 | 2020 £'000 |
|---|---------------|---------------|
| Net income for the reporting period (as per the Statement of Financial Activities) | 2,157 | 88 |
| Interest from investments | (4) | (20) |
| Depreciation charges | 435 | 490 |
| (Increase)/decrease in debtors | (1,088) | 7,537 |
| Increase/(decrease) in creditors | 5,059 | (2,032) |
| Net cash provided by operating activities | 6,559 | 6,063 |
| Cash flows from investing activities | | |
| Interest from investments | 5 | 20 |
| Purchase of fixed assets | - | (123) |
| Net cash provided used in investing activities | 5 | (103) |
| Increase in cash and cash equivalents | 6,564 | 5,960 |
| Cash and cash equivalents at the beginning of the year | 17,289 | 11,329 |
| Cash and cash equivalents at the end of the year | 23,853 | 17,289 |

The United Kingdom Committee for UNICEF

Notes to the financial statements

For the year ended 31 December 2021

1 Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

The financial statements of UNICEF UK's trading subsidiary company, UNICEF UK Enterprises Limited ("UEL"), are consolidated with the accounts of UNICEF UK on a line-by-line basis.

Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charitable company's balance sheet.

The results of the joint venture company Soccer Aid Productions Limited are consolidated based on the charitable company's share of the income, expenditure, assets and liabilities and included in UNICEF UK's consolidated accounts using the equity method of accounting.

The financial currency of the charity is pound sterling and figures in the accounts are presented to the nearest thousand.

b) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

c) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Future forecasts and business plans have been considered in coming to this conclusion.

d) Significant estimation uncertainty and key judgments

The trustees have considered sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

The items in the accounts where these judgements and estimates have been made include:

- The treatment of deferred income balances relating to the timing of grant income;
- Provisions such as the dilapidations or bad debt involve assumptions and estimation techniques. These are based on the experience and knowledge of management and past evidence;
- The cost allocation methodology requires a judgement as to what are the most appropriate bases to use to apportion support costs.

e) Income

Income is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Legacies and bequest are recognised when the conditions of entitlement, probability and measurement are met. Entitlement is deemed to be the point of notification of a legacy or when probate has been granted.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charitable company has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charitable company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the Trustees' Annual Report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charitable company which is the amount the charitable company would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Lottery income: UNICEF UK received proceeds of lotteries held by People's Postcode Lottery (PPL). UNICEF UK has no ability to alter the price of tickets, determine the prizes or reduce the management fee. As such, PPL is treated as acting as the principal. Net proceeds due to UNICEF UK are recognised under major supporters, charitable trusts and foundations income in the statement of financial activities. The analysis of the proceeds is detailed in note 26. Where lotteries are run by UNICEF UK as principal, the proceeds from these are reported gross of any prize monies or other expenditure.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes. Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised on an accruals basis once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose;
- Expenditure on charitable activities includes the grants payable to UNICEF for international programmes and costs incurred directly by UNICEF UK in the furtherance of its charitable objectives through UK programmes and advocacy work, along with associated support cost. Grants payable to UNICEF and other third parties are considered to be a part of the cost of activities in furtherance of the objects of the charity. This is because such grants support programmes providing long-term sustainable benefits for children and emergency relief at times of crisis;
- Other expenditure represents those items not falling into any other heading.

j) Allocation of support and governance costs

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate (based on space, usage or time spent) of the amount attributable to each activity.

- | | |
|------------------------------|-----------------|
| • Raising funds | 71% (2020: 69%) |
| • UK programmes and advocacy | 19% (2020: 21%) |
| • Governance costs | 10% (2020: 10%) |

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- | | |
|----------------------------|----------|
| • Short leasehold property | 10 years |
| • Fixtures and fittings | 5 years |
| • Computer equipment | 3 years |

m) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

o) Creditors and provisions

Creditors and provisions are recognised where the charitable company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Amounts due to UNICEF are recognised where the charitable company has a present obligation resulting from a past event that will probably result in the transfer of funds to UNICEF for international programmes and the amount due to settle the obligation can be measured reliably.

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

p) Pensions

Charitable company operated one defined contribution pension scheme during the year. The assets of the scheme is held separately from the charitable company in independently administered funds. The charge in the Statement of Financial Activities is the amount of contributions payable to the pension scheme in respect of the accounting period.

q) Foreign currency

Transactions in foreign currencies are translated at rates prevailing at the date of the transaction. Balances denominated in foreign currencies are translated at the rate of exchange prevailing at the balance sheet date.

r) Volunteers

UNICEF UK benefits greatly from the involvement and enthusiastic support of its volunteers. These include our President, Vice-Presidents, Members, Ambassadors, regional fundraising groups and office-based volunteers. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not included in the accounts.

s) Investments

Investments in subsidiaries and joint ventures companies are stated at cost on the basis that no reliable estimate of market value is available.

UNICEF UK Enterprises Limited - subsidiary

UNICEF UK owns 100% of the issued ordinary share capital of UNICEF UK Enterprises Limited, a company registered in England (company number 02736690). This subsidiary is used for non-primary purpose trading activities. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are given under Gift Aid to UNICEF UK, and there is a deed of covenant in place.

Soccer Aid Productions Limited - joint venture

The business of Soccer Aid Productions Ltd is the development, production and marketing of a series of events and activities culminating in an annual televised fundraising event called Soccer Aid for UNICEF. This event is intended to raise money for distribution under Gift Aid to UNICEF UK for use in accordance with its charitable objectives for the benefit of children worldwide. Soccer Aid Productions Ltd is incorporated in England (company number 10928864) with an issued share capital of 2 ordinary shares of £1 each. UNICEF UK owns 50% of the share capital in this joint venture.

t) Company information

The United Kingdom Committee for UNICEF is a company limited by guarantee registered in England and Wales, and a charity registered with the Charity Commission. Its registered address is 1 Westfield Avenue, Stratford, London E20 1HZ.

2 Income from donations and legacies

| | 2021 | | | 2020 | | |
|---|---------------|---------------|----------------|---------------|---------------|----------------|
| | Unrestricted | Restricted | Total | Unrestricted | Restricted | Total |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Gifts (by source): | | | | | | |
| Direct marketing | 35,961 | 15,686 | 51,647 | 36,231 | 10,717 | 46,948 |
| Corporate partnerships | 4,194 | 22,248 | 26,442 | 2,668 | 19,184 | 21,852 |
| Major supporters, charitable trusts and foundations | 1,401 | 34,275 | 35,676 | 1,752 | 16,526 | 18,278 |
| Fundraising initiatives and regional fundraising | 523 | 1,882 | 2,405 | 464 | 333 | 797 |
| Special events | 6,265 | 167 | 6,432 | 4,002 | 61 | 4,063 |
| Inspired Gifts | 1,322 | - | 1,322 | (1) | 1,137 | 1,136 |
| Other | 2 | - | 2 | 4 | 8 | 12 |
| Legacies | 6,513 | 307 | 6,820 | 4,723 | 3 | 4,726 |
| Government grants: | | | | | | |
| Coronavirus Job Retention Scheme | 60 | - | 60 | 404 | - | 404 |
| Foreign, Commonwealth & Development Office (FCDO) | - | 2,413 | 2,413 | - | 1,152 | 1,152 |
| Jersey Overseas Aid (JOA) | - | 200 | 200 | - | 460 | 460 |
| Guernsey Overseas Aid & Development Commission | - | 155 | 155 | - | - | - |
| Isle of Man International Development Committee | - | - | - | - | - | - |
| The Scottish Government | - | - | - | - | 2,000 | 2,000 |
| Donated services | - | 237 | 237 | - | 250 | 250 |
| Total income from donations and legacies | 56,241 | 77,570 | 133,811 | 50,247 | 51,831 | 102,078 |

3 Income from charitable activities

| | 2021 | | | 2020 | | |
|---|--------------|------------|--------------|--------------|------------|--------------|
| | Unrestricted | Restricted | Total | Unrestricted | Restricted | Total |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| UK Programmes: | | | | | | |
| Fees for Baby Friendly Initiative materials and services | 1,145 | - | 1,145 | 797 | - | 797 |
| Fees for Rights Respecting Schools materials and services | 666 | - | 666 | 427 | - | 427 |
| Safeguarding consultancy fees | - | - | - | - | 27 | 27 |
| Child Rights Partners fee | 97 | - | 97 | 150 | - | 150 |
| Total income from charitable activities | 1,908 | - | 1,908 | 1,374 | 27 | 1,401 |

4 Income from other trading activities

| | 2021 | | | 2020 | | |
|---|--------------|------------|------------|--------------|------------|------------|
| | Unrestricted | Restricted | Total | Unrestricted | Restricted | Total |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| UNICEF cards and gifts | | | | | | |
| Sales of cards and gifts | 142 | 48 | 190 | 131 | 36 | 167 |
| Donations alongside orders | 24 | 106 | 130 | - | 131 | 131 |
| Total income from other trading activities | 166 | 154 | 320 | 131 | 167 | 298 |

5 Income from investments

| | 2021 | | | 2020 | | |
|--------------------------------------|--------------|------------|----------|--------------|------------|-----------|
| | Unrestricted | Restricted | Total | Unrestricted | Restricted | Total |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Interest on bank deposits | 4 | - | 4 | 20 | - | 20 |
| Total income from investments | 4 | - | 4 | 20 | - | 20 |

6 Other income

| | 2021 | | | 2020 | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | Unrestricted | Restricted | Total | Unrestricted | Restricted | Total |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Foreign exchange gains | - | - | - | 141 | - | 141 |
| UNICEF fundraising development | - | 5,339 | 5,339 | 2 | 4,192 | 4,194 |
| Share of profit in joint venture | - | - | - | 862 | - | 862 |
| Rental Income | 442 | - | 442 | 374 | - | 374 |
| Total other income | 442 | 5,339 | 5,781 | 1,379 | 4,192 | 5,571 |

7 Expenditure on raising funds

| 2021 Expenditure | Staff costs £'000 | Direct costs £'000 | Support costs £'000 | Governance costs £'000 | 2021 Total £'000 |
|---|----------------------|-----------------------|------------------------|------------------------------|------------------------|
| Direct marketing | 2,141 | 8,398 | 3,178 | 491 | 14,208 |
| Corporate partnerships | 1,750 | 457 | 1,958 | 149 | 4,314 |
| Major supporters, charitable trusts and foundations | 1,568 | 132 | 1,776 | 125 | 3,601 |
| Fundraising initiatives and regional fundraising | - | 72 | - | 3 | 75 |
| Special events | 1,043 | 1,054 | 977 | 110 | 3,184 |
| Inspired Gifts | - | 715 | - | 26 | 741 |
| Legacies | 405 | 307 | 478 | 43 | 1,233 |
| UNICEF cards and gifts | - | 103 | - | 3 | 106 |
| Total expenditure on raising funds | 6,907 | 11,238 | 8,367 | 950 | 27,462 |

| 2020 Expenditure | Staff costs £'000 | Direct costs £'000 | Support costs £'000 | Governance costs £'000 | 2020 Total £'000 |
|---|----------------------|-----------------------|------------------------|------------------------------|------------------------|
| Direct marketing | 1,932 | 8,998 | 3,998 | 563 | 15,491 |
| Corporate partnerships | 1,474 | 816 | 1,819 | 155 | 4,264 |
| Major supporters, charitable trusts and foundations | 1,076 | 128 | 1,524 | 103 | 2,831 |
| Fundraising initiatives and regional fundraising | - | 261 | - | 10 | 271 |
| Special events | 1,515 | 1,214 | 1,703 | 167 | 4,599 |
| Inspired Gifts | - | 690 | - | 26 | 716 |
| Legacies | 249 | 633 | 584 | 55 | 1,521 |
| UNICEF cards and gifts | - | 133 | - | 5 | 138 |
| Total expenditure on raising funds | 6,246 | 12,873 | 9,628 | 1,084 | 29,831 |

8 Expenditure on charitable activities

| 2021 Expenditure | Staff costs £'000 | Direct costs £'000 | Support costs £'000 | Governance costs £'000 | 2021 Total £'000 |
|---|----------------------|-----------------------|------------------------|------------------------------|------------------------|
| Core UNICEF programmes: | - | 29,720 | - | - | 29,720 |
| Specific UNICEF programmes: | | | | | |
| Humanitarian emergencies | - | 32,525 | - | - | 32,525 |
| Health | - | 5,347 | - | - | 5,347 |
| HIV & AIDS | - | 1,407 | - | - | 1,407 |
| Water, sanitation and hygiene | - | 2,651 | - | - | 2,651 |
| Nutrition | - | 21,057 | - | - | 21,057 |
| Education | - | 3,240 | - | - | 3,240 |
| Child protection | - | 318 | - | - | 318 |
| Social inclusion | - | 612 | - | - | 612 |
| Gender equality | - | 1,351 | - | - | 1,351 |
| Disaster Risk Reduction | - | 1,220 | - | - | 1,220 |
| | - | 69,728 | - | - | 69,728 |
| UK programmes & advocacy: | | | | | |
| Development education and youth work | 1,222 | 168 | 770 | 77 | 2,237 |
| Baby Friendly Initiative | 613 | 245 | 486 | 48 | 1,392 |
| Campaign and parliamentary work | 1,091 | 336 | 713 | 77 | 2,217 |
| UNICEF programme engagement | 533 | 14 | 324 | 30 | 901 |
| | 3,459 | 763 | 2,293 | 232 | 6,747 |
| Total expenditure on charitable activities | 3,459 | 100,211 | 2,293 | 232 | 106,195 |

| 2020 Expenditure | Staff costs £'000 | Direct costs £'000 | Support costs £'000 | Governance costs £'000 | 2020 Total £'000 |
|---|----------------------|-----------------------|------------------------|------------------------------|------------------------|
| Core UNICEF programmes: | - | 22,469 | - | - | 22,469 |
| Specific UNICEF programmes: | | | | | |
| Humanitarian emergencies | - | 24,756 | - | - | 24,756 |
| Health | - | 4,211 | - | - | 4,211 |
| HIV & AIDS | - | 636 | - | - | 636 |
| Water, sanitation and hygiene | - | 1,534 | - | - | 1,534 |
| Nutrition | - | 5,730 | - | - | 5,730 |
| Education | - | 4,723 | - | - | 4,723 |
| Child protection | - | 1,249 | - | - | 1,249 |
| Gender equality | - | 499 | - | - | 499 |
| Disaster Risk Reduction | - | 1,233 | - | - | 1,233 |
| | - | 44,571 | - | - | 44,571 |
| UK programmes & advocacy: | | | | | |
| Development education and youth work | 1,296 | 139 | 868 | 87 | 2,390 |
| Baby Friendly Initiative | 595 | 294 | 558 | 55 | 1,502 |
| Campaign and parliamentary work | 1,054 | 378 | 932 | 89 | 2,453 |
| Covid-related programmes | - | 750 | - | 28 | 778 |
| UNICEF Programme Engagement | 633 | 21 | 486 | 43 | 1,183 |
| | 3,578 | 1,582 | 2,844 | 302 | 8,306 |
| Total expenditure on charitable activities | 3,578 | 68,622 | 2,844 | 302 | 75,346 |

9 Other expenditure

| 2021 Expenditure | Staff costs | Direct costs | Support costs | Governance costs | 2021 Total |
|--------------------------------|-------------|--------------|---------------|------------------|--------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| UNICEF fundraising development | 198 | 5,275 | - | - | 5,473 |
| Share of loss in joint venture | - | 537 | - | - | 537 |
| Total other expenditure | 198 | 5,812 | - | - | 6,010 |

| 2020 Expenditure | Staff costs | Direct costs | Support costs | Governance costs | 2020 Total |
|--------------------------------|-------------|--------------|---------------|------------------|--------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| UNICEF fundraising development | 304 | 3,799 | - | - | 4,103 |
| Total other expenditure | 304 | 3,799 | - | - | 4,103 |

10 Analysis of support and governance costs

| 2021 Expenditure | Basis of allocation | Core team costs | Governance costs | 2021 Total |
|---|------------------------|-----------------|------------------|---------------|
| | | £'000 | £'000 | £'000 |
| Finance | Income and expenditure | 1,807 | 201 | 2,008 |
| Information technology | Headcount | 2,938 | 326 | 3,264 |
| People and development | Headcount | 1,370 | 152 | 1,522 |
| Facilities management | Headcount | 1,945 | 216 | 2,161 |
| Supporter care | Staff time | 644 | 72 | 716 |
| Directorate | Staff time | 1,955 | 217 | 2,172 |
| Total support and governance costs | | 10,659 | 1,184 | 11,843 |

| 2020 Expenditure | Basis of allocation | Core team costs | Governance costs | 2020 Total |
|---|------------------------|-----------------|------------------|---------------|
| | | £'000 | £'000 | £'000 |
| Finance | Income and expenditure | 3,906 | 434 | 4,340 |
| Information technology | Headcount | 2,576 | 286 | 2,862 |
| People and development | Headcount | 1,315 | 146 | 1,461 |
| Facilities management | Headcount | 1,933 | 215 | 2,148 |
| Supporter care | Staff time | 654 | 73 | 727 |
| Directorate | Staff time | 2,089 | 232 | 2,321 |
| Total support and governance costs | | 12,473 | 1,386 | 13,859 |

11 Net income for the year

This is stated after charging:

| | | 2021 | 2020 |
|----------------------------------|----------------|-------|-------|
| | | £'000 | £'000 |
| Depreciation | | 435 | 490 |
| Loss on disposal of fixed assets | | - | 4 |
| Operating lease rentals: | Property | 1,410 | 1,389 |
| Auditors' remuneration: | Audit | 38 | 32 |
| | Other services | - | 15 |
| Foreign exchange losses/(gains) | | 139 | (141) |

12 UNICEF fundraising development programme

Expenditure on trading activities and fundraising is undertaken with the following financial support provided by UNICEF Headquarters for fundraising research & development activities.

| | 2021 | 2020 |
|-----------------------------------|--------------|--------------|
| | £'000 | £'000 |
| Fundraising development programme | | |
| Legacy development | 692 | 752 |
| Major donor development | 251 | 236 |
| Other donor recruitment | 4,308 | 3,203 |
| Other funding | 88 | - |
| Total funding given in year | 5,339 | 4,191 |

Movements on UNICEF fundraising development programme funds:

| | Total | Total |
|--------------------------|--------------|--------------|
| | 2021 | 2020 |
| | £'000 | £'000 |
| At the start of the year | 222 | 134 |
| Funding received | 5,339 | 4,191 |
| Funding available | 5,561 | 4,325 |
| Funding utilised | (5,473) | (4,103) |
| At the end of the year | 88 | 222 |

13 Staff costs

The average number of employees during the year was as follows:

| | 2021 | 2020 |
|----------------------------|--------|--------|
| | Number | Number |
| Fundraising | 116 | 149 |
| UK Programmes and Advocacy | 138 | 148 |
| Support teams | 74 | 54 |
| Total | 328 | 351 |

Staff costs were as follows:

| | 2021 | 2020 |
|----------------------------------|---------------|---------------|
| | £'000 | £'000 |
| Salaries and wages | 12,340 | 12,598 |
| Redundancy and termination costs | 436 | - |
| Social security costs | 1,431 | 1,376 |
| Pension contributions | 842 | 824 |
| Total salary costs | 15,049 | 14,798 |
| Other staff costs | 347 | 949 |
| Total staff costs | 15,396 | 15,747 |

Other staff benefits includes an accrual for untaken annual leave outstanding at the end of the year.

Total costs (salary, benefits, social security costs and employers pension contributions) paid to key management personnel was £680,800 (2020: £721,418). The key managerial personnel of the charity are the trustees and the executive team.

Employees with emoluments (emoluments include salaries and taxable benefits, but not employer pension costs) over £60,000 were as follows:

| | 2021 | 2020 |
|---------------------|--------|--------|
| | Number | Number |
| £160,001 - £170,000 | 0 | 1 |
| £140,001 - £150,000 | 1 | 0 |
| £120,001 - £130,000 | 2 | 0 |
| £100,001 - £110,000 | 2 | 1 |
| £90,001 - £100,000 | 1 | 2 |
| £80,001 - £90,000 | 6 | 4 |
| £70,001 - £80,000 | 3 | 2 |
| £60,001 - £70,000 | 14 | 10 |

There were 29 employees in the year (2020: 20 employees) with emoluments over £60,000 who accrued retirement benefits under the charity's defined contribution schemes. The combined contributions for the year from UNICEF UK for those employees totalled £149,985 (2020: £99,069).

13 Staff costs (continued)

Executive Remuneration

The executive team's actual remuneration (gross pay and employers pension contributions) in 2021 was as follows:

| Name | Position | Gross Pay | Employer's Pension Contribution | Employer's Social Security costs | 2021 £ Total |
|---------------------------|--|-----------|---------------------------------|----------------------------------|--------------|
| ¹ Claire Fox * | Chief Operating Officer | 147,773 | 5,465 | 16,711 | 169,949 |
| Michael Flynn | Deputy Executive Director Individual Giving | 107,432 | 9,024 | 13,607 | 130,063 |
| Steven Waugh | Chief Financial Officer / Interim Executive Director | 129,585 | 7,355 | 16,664 | 153,604 |
| ³ Anna Kettley | Deputy Executive Director, Advocacy, Programmes and Safeguarding | 100,204 | 6,012 | 12,900 | 119,116 |
| ³ Gordon Glick | Deputy Executive Director, Partnerships and Philanthropy | 91,360 | 4,362 | 12,346 | 108,068 |

¹ Left UNICEF UK on 31st August 2021

² Appointed on 1st December 2020

³ Left UNICEF UK 16th December 2021

* The above disclosure for Claire Fox includes termination payments. Her annual salary for the year was £65,063.

The executive team's actual remuneration (gross pay and employers pension contributions) in 2020 was as follows:

| Name | Position | Gross Pay | Employer's Pension Contribution | Employer's Social Security costs | 2020 £ Total |
|-------------------------------|--|-----------|---------------------------------|----------------------------------|--------------|
| Claire Fox | Chief Operating Officer | 98,175 | 8,247 | 12,136 | 118,558 |
| ¹ Sophie Gallois * | Deputy Executive Director CAP | 161,661 | - | 21,410 | 183,071 |
| Michael Flynn | Deputy Executive Director Individual Giving | 102,000 | 8,568 | 12,869 | 123,437 |
| ² Sarah Ward | Deputy Executive Director Partnerships | 56,228 | 4,723 | 7,077 | 68,028 |
| ³ Nick Roseveare | Interim Executive Director | 43,091 | 3,620 | 6,056 | 52,767 |
| ⁴ Steven Waugh | Chief Financial Officer / Interim Executive Director | 80,389 | 4,786 | 10,184 | 95,359 |
| ⁵ Sacha Deshmukh | Executive Director | 69,545 | 2,702 | 9,525 | 81,772 |

¹ Left UNICEF UK on 1st December 2020

² Left UNICEF UK on 31st July 2020

³ Left UNICEF UK on 14th April 2020

⁴ Chief Financial Officer from 14th April 2020 to 24th September 2020. Appointed on 25th September 2020 as Interim Executive Director

⁵ Appointed on 14th April 2020, left UNICEF UK on 19th October 2020

* The above disclosure for Sophie Gallois includes payment of notice and accrued holiday pay following her resignation. Her annual salary for the year was £107,100.

Remuneration Ratio

The remuneration of the highest-paid employee in UNICEF UK was 3.5:1 (2020: 2.9:1) times the median remuneration of the workforce.

Pension and retirement benefits

The charity operated one defined contribution pension scheme during the year with Aviva. The pension cost charge for the year represents contributions payable to the scheme and amounted to £841,820 (2020: £823,941).

There were £nil outstanding contributions at the end of the financial year (2020: £nil).

Trustees

The charity trustees were not paid and did not receive any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £1,288 (2020: £631) incurred by 6 (2020: 4) members relating to attendance at meetings of the trustees.

14 Tangible fixed assets

The group & charity

| | Short leasehold property £'000 | Fixtures and fittings £'000 | Computer equipment £'000 | Total £'000 |
|-------------------------------|---|-----------------------------------|--------------------------------|----------------|
| Cost | | | | |
| At the start of the year | 2,213 | 599 | 481 | 3,293 |
| At the end of the year | 2,213 | 599 | 481 | 3,293 |
| Depreciation | | | | |
| At the start of the year | 422 | 316 | 306 | 1,044 |
| Charge for the year | 184 | 138 | 113 | 435 |
| At the end of the year | 607 | 454 | 419 | 1,480 |
| Net book value | | | | |
| At the end of the year | 1,606 | 145 | 62 | 1,813 |
| At the start of the year | 1,791 | 283 | 175 | 2,249 |

All of the above assets are used for charitable purposes.

15 Subsidiary undertaking and joint venture company

UNICEF UK owns the whole of the issued ordinary share capital of UNICEF UK Enterprises Limited, a company registered in England (company number 02736690).

| | 2021 £'000 | 2020 £'000 |
|---|---------------|---------------|
| 20,000 £1 ordinary shares UNICEF UK Enterprises Limited at cost | 20 | 20 |

The subsidiary undertaking is used for non-primary purpose trading activities. All activities have been consolidated on a line by line basis in the statement of financial activities. Available profits are gift aided to the charitable company. A summary of the results of the subsidiary is shown below:

| | 2021 £'000 | 2020 £'000 |
|---|---------------|---------------|
| Turnover | 180 | 251 |
| Gross profit | 180 | 251 |
| Administrative expenses | (58) | (83) |
| Operating profit | 122 | 168 |
| Profit on ordinary activities | 122 | 168 |
| Gift Aid payment to parent undertaking under deed of covenant | (122) | (168) |
| Net result for the financial year | - | - |
| The aggregate of the assets, liabilities and funds was: | | |
| Assets | 235 | 293 |
| Liabilities | (215) | (273) |
| Funds | 20 | 20 |

Soccer Aid Productions Limited

During the year ended 31 December 2017, UNICEF UK entered into a joint venture agreement. As a result of the agreement, UNICEF UK holds a 50% share in Soccer Aid Productions Limited (company number: 10928864) which was incorporated in August 2017. The carrying amount of the investment in Soccer Aid Productions Ltd is £1. The accounts of Soccer Aid Productions for the period ending 30 June 2021 have been filed with Companies House and included in UNICEF UK's consolidated accounts using the equity method of accounting. Soccer Aid Productions Limited results for 2021 is a net loss of £537k which has been recognised as UNICEF UK's share of the loss for the year ended 31 December 2021 (2020: net profit of £862k).

16 Parent charity

The United Kingdom Committee for UNICEF is the parent charity to one wholly owned trading subsidiary, UNICEF UK Enterprises Limited (see note 15). The gross and net income of the parent charity alone are as follows:

| | 2021 | 2020 |
|-------------------------|---------|---------|
| | £'000 | £'000 |
| Gross income | 141,644 | 109,117 |
| Net income for the year | 2,157 | 88 |

17 Debtors

| | Group | | Charity | |
|---|---------------|---------------|---------------|---------------|
| | 2021 | 2020 | 2021 | 2020 |
| | £'000 | £'000 | £'000 | £'000 |
| Trade debtors | 1,445 | 1,107 | 1,445 | 1,090 |
| Other debtors | 1,513 | 2,088 | 1,513 | 2,087 |
| Prepayments | 367 | 470 | 367 | 442 |
| Accrued income | 12,135 | 10,707 | 12,099 | 10,658 |
| Amounts due from subsidiary undertaking | - | - | 215 | 273 |
| Total debtors | 15,460 | 14,372 | 15,639 | 14,550 |

18 Creditors: amounts falling due within one year

| | Group | | Charity | |
|------------------------------|--------------|--------------|--------------|--------------|
| | 2021 | 2020 | 2021 | 2020 |
| | £'000 | £'000 | £'000 | £'000 |
| Trade creditors | 863 | 1,202 | 863 | 1,202 |
| Taxation and social security | 1,094 | 614 | 1,094 | 614 |
| Other creditors | 11 | 140 | 11 | 140 |
| Accruals | 4,964 | 5,348 | 4,964 | 5,348 |
| Deferred income | 1,884 | 844 | 1,884 | 844 |
| Total creditors | 8,816 | 8,148 | 8,816 | 8,148 |

19 Creditors: amounts falling due after one year

| | Group | | Charity | |
|--|------------|------------|------------|------------|
| | 2021 | 2020 | 2021 | 2020 |
| | £'000 | £'000 | £'000 | £'000 |
| Provision for dilapidations and others | 628 | 108 | 628 | 108 |
| | 628 | 108 | 628 | 108 |

20 Deferred income

Deferred income comprises amounts received from a party in advance of contracted activity, and fees for Baby Friendly Initiative, Rights Respecting Schools and Child Friendly Communities that have been invoiced for but services not yet provided to the party.

| | Group | | Charity | |
|---------------------------------------|--------------|------------|--------------|------------|
| | 2021 | 2020 | 2021 | 2020 |
| | £'000 | £'000 | £'000 | £'000 |
| Balance at the beginning of the year | 844 | 680 | 844 | 680 |
| Amount released to income in the year | (597) | (460) | (597) | (460) |
| Amount deferred in the year | 1,637 | 624 | 1,637 | 624 |
| Balance at the end of the year | 1,884 | 844 | 1,884 | 844 |

21 Analysis of group net assets between funds

| | General unrestricted £'000 | Designated funds £'000 | Restricted funds £'000 | Total funds £'000 |
|---|----------------------------------|------------------------------|------------------------------|----------------------|
| Tangible fixed assets | 2,249 | - | - | 2,249 |
| Current assets | 30,684 | 13 | 964 | 31,661 |
| Current liabilities | (30,174) | - | - | (30,174) |
| Non- current liabilities | (108) | - | - | (108) |
| Net assets at the end of the year 2020 | 2,651 | 13 | 964 | 3,628 |
| Tangible fixed assets | 1,813 | - | - | 1,813 |
| Current assets | 37,340 | 1,000 | 973 | 39,313 |
| Current liabilities | (34,713) | - | - | (34,713) |
| Non- current liabilities | (628) | - | - | (628) |
| Net assets at the end of the year 2021 | 3,812 | 1,000 | 973 | 5,785 |

22 Movements in funds

2021 Movements in funds

| | At the start of the year £'000 | Income & gains £'000 | Expenditure & losses £'000 | Transfers between funds £'000 | At the end of the year £'000 |
|--|--------------------------------------|----------------------------|----------------------------------|--|------------------------------------|
| Unrestricted funds: | | | | | |
| General funds | 2,651 | 58,761 | (56,600) | (1,000) | 3,812 |
| Designated funds: | | | | | |
| IT Infrastructure reserve ¹ | - | - | - | 1,000 | 1,000 |
| UK programmes action research | 13 | - | (13) | - | - |
| Total designated funds | 13 | - | (13) | 1,000 | 1,000 |
| Total unrestricted funds | 2,664 | 58,761 | (56,613) | - | 4,812 |
| Restricted funds: | | | | | |
| Specific UNICEF programmes | (125) | 74,762 | (74,578) | - | 59 |
| Youth Justice Pilot (Children's Rights In Scotland) | 25 | 100 | (25) | - | 100 |
| Rights Respecting Reserve (Clarks) | 26 | 10 | (11) | - | 25 |
| Rights Respecting Reserve (RLWC) | 54 | - | (40) | - | 14 |
| Rights Respecting Reserve (Nord Anglia) | - | 11 | (11) | - | - |
| Rights Respecting Reserve (Other) | - | 25 | (15) | - | 10 |
| Rights Respecting Reserve (Scotland) | - | 20 | - | - | 20 |
| Advocacy & Policy Programmes (Child Health Advocacy) | 425 | - | (53) | - | 372 |
| Child Rights & Sports Programme | 52 | 203 | (112) | - | 143 |
| Baby Friendly Reserve | - | 180 | (121) | - | 59 |
| ² Foreign, Commonwealth & Development Office (FCDO) | - | 2,413 | (2,413) | - | - |
| UNICEF fundraising development | 221 | 5,339 | (5,473) | - | 87 |
| People's Postcode Lottery | 286 | - | (202) | - | 84 |
| Total restricted funds | 964 | 83,063 | (83,054) | - | 973 |
| Total funds | 3,628 | 141,824 | (139,667) | - | 5,785 |

¹ The IT infrastructure designated reserve relates to investments in information and technology planned for 2022

² FCDO expenditure relates to 2018 UK Aid Match funded projects to help reduce maternal health and child mortality in Eswatini and Lesotho, 2019 UK Aid Match funded projects to improve the health and development for children under five in Sierra Leone and Zambia and a 2020 UK Aid Match funded project to build safe, inclusive and resilient communities for women and children in Malawi

Purpose of funds

The general unrestricted fund of £3,812,000 covers fixed assets and working capital needs.

The UK programmes action research fund is designated to improving strategy across UNICEF UK's domestic programmes.

Restricted funds are used for specific purposes as stipulated by the donor.

UNICEF fundraising development programme funds are provided by UNICEF headquarters to invest in strategic fundraising initiatives.

2020 Movements in funds

| | At the start of the year £'000 | Incoming resources & gains £'000 | Outgoing resources & losses £'000 | Transfers between funds £'000 | At the end of the year £'000 |
|---|--------------------------------------|---|--|--|------------------------------------|
| Unrestricted funds: | | | | | |
| General funds | 2,650 | 53,151 | (53,150) | - | 2,651 |
| Designated funds: | | | | | |
| UK programmes action research | 13 | - | - | - | 13 |
| Total designated funds | 13 | - | - | - | 13 |
| Total unrestricted funds | 2,663 | 53,151 | (53,150) | - | 2,664 |
| Restricted funds: | | | | | |
| Specific UNICEF programmes | - | 47,683 | (47,808) | - | (125) |
| Youth Justice Pilot (Children's Rights In Scotland) | 50 | 50 | (75) | - | 25 |
| Rights Respecting School uptake and programme in UK | 15 | 19 | (8) | - | 26 |
| Rights Respecting School update and programme in North East Region UK | 60 | 55 | (61) | - | 54 |
| Advocacy & Policy Programmes (Child Health Advocacy) | 203 | 372 | (150) | - | 425 |
| Child Rights & Sports Programme | 140 | 69 | (157) | - | 52 |
| ¹ Foreign, Commonwealth & Development Office (FCDO) | - | 1,152 | (1,152) | - | - |
| UNICEF fundraising development | 132 | 4,192 | (4,103) | - | 221 |
| People's Postcode Lottery | 277 | 2,625 | (2,616) | - | 286 |
| Total restricted funds | 877 | 56,217 | (56,130) | - | 964 |
| Total funds | 3,540 | 109,368 | (109,280) | - | 3,628 |

¹ FCDO expenditure relates to 2016 UK Aid Match funded projects to help reduce maternal health and child mortality in Myanmar and 2018 UK Aid Match funded projects to help reduce maternal health and child mortality in Eswatini and Lesotho

23 Related party transactions

The Trustees, President, Vice Presidents and key managerial staff made donations totalling £17,027 to UNICEF UK during 2021 (2020: £6,054). None of these donations had any conditions attached which required the charity to alter the nature of its activities.

Included in the amounts stated as income in the accounts may be payments from persons or organisations who are related to Trustees, other board members and key managerial staff. The nature of certain fundraising activities may mean that donor details are not recorded and therefore it may not always be possible to identify these payments which are within the normal course of the charity's business.

During 2021 UNICEF UK transferred £80.5 million (2020: £60.4 million) to UNICEF as grants for international programmatic work to support children around the world.

Costs of £36,810 are recovered from UNICEF UK Enterprises Limited ('UEL') by the parent charity, UNICEF UK (2020: £32,892). As at the balance sheet date, UNICEF UK has an intercompany balance with UEL of £215,285 (2020: £272,760).

UNICEF UK agreed a revolving credit facility of up to £3.0 million to Soccer Aid Productions Limited. Interest is payable annually based on the bank Base Rate. As at the balance sheet date £448,560 has been drawn down on that facility (2020: £497,264).

There are no other related party transactions to disclose for 2021 (2020: none).

24 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The charity's trading subsidiary UNICEF UK Enterprises Limited gift aids available profits to the parent charity. There is no corporation tax charge in 2021 (2020: nil).

25 Operating lease commitments

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

| | 2021 | 2020 |
|--------------------|---------------|---------------|
| | £'000 | £'000 |
| Less than one year | 1,790 | 1,343 |
| One to five years | 7,162 | 7,162 |
| Over five years | 5,819 | 7,609 |
| | 14,771 | 16,114 |

26 People's Postcode Lottery (PPL) Income

The Society Lottery Licences held by UNICEF UK were surrendered on 26th February 2021. No relevant activity took place on the licences in 2021 ahead of the surrender. During 2020 UNICEF UK received net proceeds of lotteries by PPL recognised as income, which were determined as follows:

| | 2021 | 2020 |
|---------------------------|----------|--------------|
| | £'000 | £'000 |
| Total paid ticket in draw | - | 8,203 |
| Actual prizes total | - | (3,251) |
| Management fee received | - | (2,327) |
| | - | 2,625 |

The United Kingdom
Committee for UNICEF
(UNICEF UK)

Registered Office:
1 Westfield Avenue
London E20 1HZ

Registered Company
Number 3663181

Registered Charity
Number 1072612 (England and
Wales) SC043677 (Scotland)

Front cover image: A girl with her UNICEF school bag is overjoyed to return to school in Niamey, Niger, after the COVID-19 restrictions. In 2021, many millions of children missed out on the benefits of school because of the COVID-19 pandemic.

Recognising that vaccinations are the key to the way out from this global crisis and getting children back to school, UNICEF UK worked with the UK Government, the NHS and faith leaders to develop the VaccinAid campaign to support UNICEF, on behalf of the COVAX Facility, to provide two billion doses of COVID-19 vaccines to vaccinate key workers and vulnerable communities in low- and middle-income countries by the end of 2021.

Education, for every child

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**PLEASE SUPPORT OUR WORK TO BUILD
A BETTER WORLD FOR EVERY CHILD,
EVERY DAY, EVERYWHERE**

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