

Nour, centre, reunited with her daughters Suad (12) and Sewar (10) after believing they had been killed in a bomb attack on their home in northern Gaza. The girls' father and uncles were killed in the attack, and they both sustained injuries. Sewar bravely helped the rescue team locate her older sister trapped under the rubble.

With the support of UNICEF, Suad and Sewar were eventually reunited with their mum in southern Gaza.

"Whenever I hear about another mother losing a child, my heart breaks. I understand that shock and pain." Nour

UNITED KINGDOM

unicef 

for every child



**THE UNITED  
KINGDOM  
COMMITTEE  
FOR UNICEF**

**2024 ANNUAL  
REPORT**

# **THE UNITED KINGDOM COMMITTEE FOR UNICEF 2024 ANNUAL REPORT**

## **2024 Trustees Report and Consolidated Financial Statements**

The UNICEF UK Board of Trustees (herein referred to as the 'Trustees') are pleased to present their annual report, strategic report and audited consolidated financial statements of UNICEF UK and its trading subsidiary, UNICEF Enterprises Limited.

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# THANK YOU

## **UNICEF UK President**

Olivia Colman CBE

## **UNICEF UK Vice-Presidents**

Marc Bolland

Lord Hastings of Scarisbrick CBE

Dame Carolyn McCall

Lord Jack McConnell

Mark Makepeace

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David Beckham OBE

Orlando Bloom

Vanessa Redgrave CBE

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Charley Boorman

Emma Bunton

Gemma Chan

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James Nesbitt OBE

Dermot O'Leary

Rita Ora

Arlo Parks

Lord David Puttnam CBE

Claudia Schiffer

Michael Sheen

Jessie Ware

Robbie Williams

Levison Wood

## **Youth Advisory Board**

Shafa, Tiana, Macey, Finn, Jonathan,

Ruby, Kaius

## **UNICEF UK High Profile Supporters**

Alex Brooker

Martin Compston

Baroness Tanni Grey-Thompson DBE

Lee Juggernaut

Alex Scott MBE

Cel Spellman

Dr Chris van Tulleken

## **Board of Trustees (at December 2024)**

Shatish Dasani (Chair)

Sarah Davies (Vice Chair)

Alex Connock (Vice Chair)

Sean Carney (Treasurer)

Usama Al-Qassab

Maggie Atkinson

Matt Ferguson

Richard Hawkes

Zamila Skingsley

## **Major partners**

Accenture

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AstraZeneca

The Band Aid Charitable Trust

Eric and Kirsty Bendahan

Brighton and Hove Albion FC

BT

The Children's Investment Fund Foundation  
(CIFF)

Clipper

Clyde & Co

The Constance Travis Charitable Trust

EA Sports

easyJet

Eleanor Crook Foundation

Eleva Foundation

ETP

Foreign, Commonwealth and Development  
Office

Formula 1

Formula E

The Gates Foundation

B & P Glasser Charitable Trust

Guernsey Overseas Aid and

Development Commission

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Isle of Man International Development  
Committee  
Jersey Overseas Aid  
Jo Malone  
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The Mayor's Office for Policing and Crime  
Aditya and Megha Mittal  
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Oak Foundation  
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Rangers FC  
Paddington  
Pandora  
The Power of Nutrition  
PwC  
Revolut  
Royal National Lifeboat Institution  
Squarepoint Foundation  
Stelios Philanthropic Foundation  
Unilever  
ViiV Healthcare Positive Action  
Vitality  
The Wellcome Trust

And all those who wish to remain anonymous.  
Thank you.

### **Scotland Advisory Board**

Malcolm Robertson (Chair)  
Catherine Currie Browne  
David Duke MBE  
Fiona McFarlane  
Liz Reilly  
Selvarani Selvaraja

In December 2024, we were saddened by the passing of Dr Selvarani Selvaraja. We would like to note our appreciation of the contribution of Dr Selvaraja as a valued member of our Scotland Advisory Board.

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.

### **Every Child Fund and Every Child Circle**

Thank you to the supporters of UNICEF's Every Child Fund. By placing your trust in us, you are creating a brighter future for an entire generation of children.

### **UNICEF Next Gen**

UNICEF Next Generation is a committed group of young leaders who pledge their financial resources, time, networks, and skills to UNICEF's life-saving work. Thank you.

### **UNICEF UK Once Upon Our Time Event Committee**

#### **7 Fund Giving Club**

Paul Edwards (Chair)  
Peter and Charlotte Bolland  
Ray Browne and Beverley Russell Browne  
The Carlile Foundation  
Clive and Helene Gillmore  
Richard Grethe and Michelle Sochor  
Nigel, Sarah, Annabel, Amelia & Olivia Hammond  
Johan and Claire Levavasseur  
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.

### **Gifts in Wills**

Legacies continued to provide a large proportion of vital core funding for UNICEF in 2024. We are so grateful to all our supporters for helping to build a better world for children. In 2024, 377 supporters left a gift in their Will to our work for children, totalling £8.7 million. More than 800 gifts were made in memory of a loved one. A further 507 supporters pledged to include a gift in their Will to UNICEF.

Each of these affirming, generous acts will go toward our programmes empowering children across the world to reach their potential.

To thank our supporters for including UNICEF's work in their Wills, we held our 11th Annual Summer Garden Party in July. More than 150 supporters attended.

# 2024 STRATEGIC GOALS



## INCOME

Continue our efforts towards our goal of raising **£650 MILLION** over four years (2023–26), with a focus on insight-led innovation and donor experience.



## UK IMPACT

Transform systems and services for children across **HEALTH, EDUCATION, SPORT AND LOCAL COMMUNITIES** that directly improve the outcomes and life chances of millions of children in the UK.



## INFLUENCE

Influence the priorities of major political parties across the devolved nations to **CENTRE UPON CHILD RIGHTS** in the run up to the General Election, establish influential relationships with the new Government, and continue to deliver our international and domestic campaigns and our foundational advocacy work.



## OUR ORGANISATION

Meet or exceed our targets for an effective, engaged, inclusive, and high-performing workforce who **LIVE OUR VALUES** and feel safe and supported to do their best work for children.

# 2024 KEY ACHIEVEMENTS



## INCOME

Income of **£135 MILLION** to build a better world for every child.



## UK IMPACT

**3.25 MILLION** children reached through our UK-wide programmes.



## INFLUENCE

**CHILDREN'S RIGHTS** became part of Scottish law, as the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024 came into force.



## OUR ORGANISATION

We progressed our plans to become a **MORE EQUITABLE AND INCLUSIVE** organisation, with colleagues from the global majority now making up 30% of our workforce.





# MESSAGE FROM THE YOUTH ADVISORY BOARD

**Our Youth Advisory Board and its influence are at the heart of UNICEF UK's work. We amplify their voices in our work and on children's rights. Our Youth Advisers help us by:**

- **Being a voice on children's rights**
- **Providing insight about what matters to children and young people**
- **Raising awareness to help other young people understand our work**

In a world where children's rights are increasingly under threat, a commitment to protecting their wellbeing is more crucial than ever. Every child deserves a chance to explore, create, express, enjoy, and become the best version of themselves.

**Top: 2024 Youth Advisory Board members Shafa, Tiana, Macey, Finn, Jonathan, Ruby, Kaius and Youth Voice Specialist Misha.**



UNICEF UK is leading initiatives to embed these fundamental rights into every aspect of the local community, and we are passionate about doing our part to turn this into reality. Having joined UNICEF as a new cohort of the Youth Advisory Board in November 2023, it has been an impactful and productive year.

Early in 2024, we participated in the recruitment process for the Chief Strategic Development Officer and Chief Executive positions at UNICEF UK, ensuring youth perspective would be integral to leadership appointments and their future decisions. We have enjoyed working with the new Chief Executive, Dr Philip Goodwin.

In April, we met with Children's Minister David Johnston to advocate for domestic issues affecting young people today, such as mental health and the cost-of-living crisis. Our involvement in Soccer Aid for UNICEF brought us lots of excitement, and we had the honour to select the winner of the Mascot Design Competition.

Later in the summer, we attended the Summer Garden Party, engaging with legacy supporters. Throughout the year, we had the pleasure of meeting with new faces, including former MPs Munira Wilson and Helen Hayes, to discuss their role in advocating for the rights of young people. Through continued positive actions, we hope we can inspire more young people to participate in civic exchange and bring children's rights into fruition!

In 2025, we are eager to continue advocating for children's rights and championing UNICEF UK's work in a variety of ways. We hope to work with the government and other UK elected officials to ensure that children's rights are central to their decision making. We are also delighted to be part of Soccer Aid for UNICEF again, as well as continuing to play a key role in influencing UNICEF UK's decisions and engage even deeper with supporters. We hope that youth voice will continue to be at the heart of UNICEF UK.

# INTRODUCTIONS

## **SHATISH DASANI, CHAIR**

The world was an incredibly challenging place to be a child in 2024, with protracted conflicts, political instability, the ongoing cost-of-living crisis and climate change impacting the lives of children. In the UK, we saw a highly polarised political landscape and a change in government following the General Election in July, while inflation continued to lower the real value of our donations.

In this context, UNICEF UK delivered critical funding and programmes to reach children living in some of the toughest places across the world. This was only possible due to the generosity of our supporters and partners.

Our teams worked together to secure new multi-year, multi-million partnerships, raising £15 million from Soccer Aid for UNICEF campaign and expanding our Baby Friendly programme across the UK. We also launched our new equity, diversity, and inclusion (EDI) strategy, began embedding inclusive storytelling across all our communications, and continued to strengthen our digital and financial infrastructures, introducing a new finance system in January 2025.

This report covers the second year of our 2023–2026 strategy and our ambitious shared goals across Income, Influence and Impact, underpinned by Our Organisation. We are proud to share some of the actions taken and how they impact children globally and in the UK. We also describe the risks identified and the measures we took in mitigation, often unlocking innovation and opportunities in the process.

I am pleased to report that the Board of Trustees continued to operate effectively, with an emphasis on strategic oversight whilst also carrying out our governance role. One of the main tasks in the year was the recruitment of a new Chief Executive, and we were delighted to

welcome Philip Goodwin in September 2024. Philip has extensive leadership and international development experience, coming from VSO where he was Chief Executive since 2015. We strengthened our senior team with a new role of Chief Strategic Development Officer, responsible for innovation, strategy and organisation.

Following six years on the Board, most of which he served as Treasurer, Sean Carney has decided to step down at the AGM this year. I would like to recognise the significant contribution made by Sean, including in setting an ambitious strategy and supporting its delivery. Other changes on the Board saw the resignation of Aneil Jhumat due to ill health and I would like to convey our best wishes to him. As part of our Board succession planning, we are proposing the election of new Trustees at the AGM, including a Treasurer and an emerging young leader who can offer fresh perspectives and ensure our work remains relevant and responsive to younger generations. Across all our recruitment, we are committed to an equitable and inclusive approach and delivery.

At UNICEF UK, we recognise that current global challenges can seem daunting and that we can only address these challenges through the vision and expertise of our partners, the dedication and skills of our colleagues, the generosity and hope of our supporters, and the determination of the communities, children and young people we work alongside. I would like to convey my sincere thanks to everyone for coming together to make a better world for every child.



A handwritten signature in black ink that reads "Shatish Dasani". The signature is written in a cursive style and is underlined.

## **PHILIP GOODWIN, CHIEF EXECUTIVE**

I became Chief Executive of UNICEF UK in September 2024, joining a remarkable worldwide network working for a better world for every child. I am determined to use my 25 years of international experience on issues of equity and social justice to amplify the astounding work by local communities and partners, governments, and the dedication of our UK partners, supporters and colleagues.

Last year was one of the most dangerous years to be a child. One child in five lives in conflict and the number of children displaced by violence has reached record levels. The brutal ongoing conflicts in Gaza, Ukraine, and Sudan had a truly devastating impact on children's lives. Escalating conflicts have intensified the dangers facing humanitarian workers, 2024 was tragically the deadliest year on record. For these emergencies and dozens more, our worldwide network pulled together to deliver urgent child-centred humanitarian support.

UNICEF UK support for humanitarian work faced unprecedented pressures. The fundraising context remains extremely challenging, yet as you'll read, our supporters stepped up and got involved in so many ways including: Soccer Aid for UNICEF, our new online shop, our Paddington Postcards, arduous challenge events, writing UNICEF into their wills, responding to emergency appeals, and so much more.

Our private sector partnerships continued to drive change with communities so that children can gain skills and opportunities to shape their lives through initiatives such as Learning Passport that reached over 9.8 million learners in 45 countries. Even in crisis situations, we're using technology to tackle the injustices that hold millions of children back.

In the UK one child in five is living in poverty and we called on the UK Government to commit to a National Baby and Toddler Guarantee of basic services for every young child to counter the impact of poverty on babies and young children.

The UK General Election outcome is pivotal for children in the UK and around the world. We intensified our advocacy work for early childhood everywhere. Across the four nations, our UK programmes now reach 3.25 million children in the places where children are born, learn or live. Children and young people joined OutRight, our programme for future changemakers, and we saw Scotland now putting the UN Convention on the Rights of the Child into its laws.

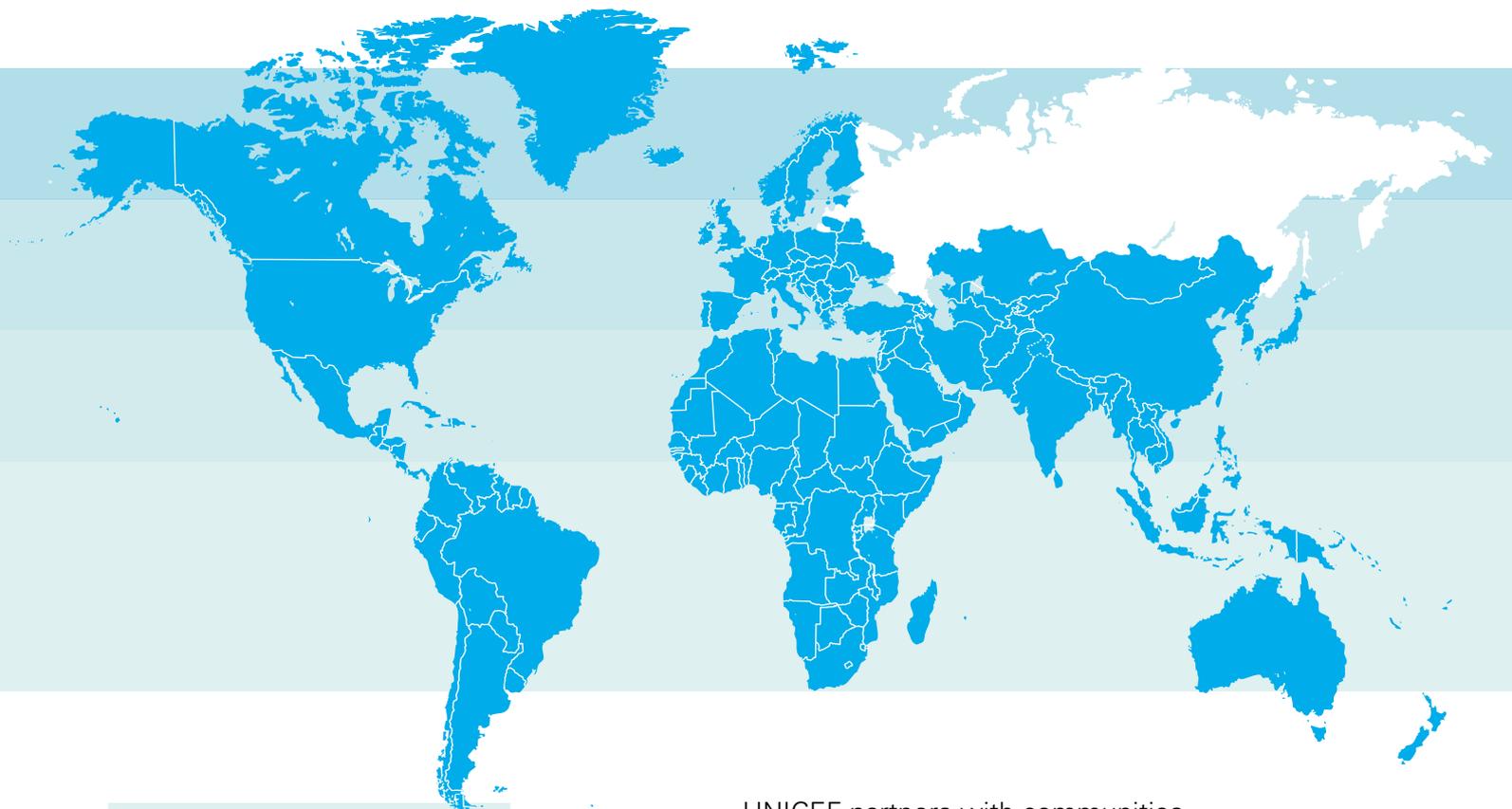
We also strengthened our internal systems, culture, and values to enable our talent to thrive and to ensure we are equipped to deliver our best work for children. We continued to deliver on our commitment to create a working environment and culture that supports and promotes equity, diversity and inclusion, with colleagues from the global majority now making up 30% of our workforce.

Leading UNICEF UK and our mandate to uphold and defend child rights is an incredible honour and responsibility. Thank you for all the dedication, commitment and generosity of colleagues, supporters and partners everywhere. Together, we keep working for a better world for every child.



A handwritten signature in black ink that reads "Philip Goodwin" with a stylized flourish underneath.

# ABOUT UNICEF



**UNICEF works to  
build a better world  
for every child.**

**A world that upholds  
the rights of every child  
to achieve their potential  
and grow up healthy  
and safe.**

UNICEF partners with communities, organisations, local and national governments to improve children's lives in more than 190 countries. Together, we respond to emergencies and build long-term resilience. We work to protect children's lives with vaccines, clean water, and therapeutic food. We seek to tackle the violence, exploitation, and abuse of children and young people. We bring partners and communities together to improve the quality of education. And we strive to create a safe and sustainable world where children can live, learn and grow – empowered to shape their own lives.

Our humanitarian network operates round the clock to reach the most vulnerable children when and where they most need support. Our global network of supporters assists families and communities to withstand crises, recover, and prepare for future events. We advise governments, influence businesses, and lobby leaders to create lasting change for children. United with our partners, UNICEF is determined to build a better world for every child.

# ABOUT UNICEF UK

The United Kingdom Committee for UNICEF (UNICEF UK) is one of 32 UNICEF National Committees.



## **Our vision**

A better world for every child



## **Our charitable objectives**

We put children first.

We inspire and engage supporters to raise funds, promote children's voices, and create lasting change for children

UNICEF UK is a UK registered charity that raises funds for UNICEF's work for children around the world and advocates for lasting change for children worldwide.

Our diverse, passionate, and determined team upholds the UN Convention on the Rights of the Child for children all over the world, including the UK.

UNICEF UK has been delivering programmes for children in the UK for more than 25 years. We reach around 3.25 million children each year through our Baby Friendly Initiative, Rights Respecting Schools Award, and Child Friendly Cities and Communities programmes. We work with the hospitals where children are born, the schools where they learn and grow, and the services that shape their lives.

# UNICEF: THE C STANDS FOR CHILDREN

**Since the launch of the *C stands for Children* campaign in 2022, UNICEF UK has seen a significant improvement in audience knowledge of UNICEF’s work for children around the world. The understanding that UNICEF UK is a children’s charity has had the most significant boost.**

In 2024 the campaign shared stories of childhood all over the world, including Abasse, an eight-year-old boy who fled his village in Burkina Faso.

Our campaign won its second award – Best Not for Profit campaign at the Independent Agency Awards. The film ranked in the top 15% of charity adverts in the UK in 2024. By bringing

our brand message to live TV for the first time, we reached a diverse primetime audience.

## Partnership support

Long-standing collaborations played a key role in encouraging audiences’ understanding and knowledge of UNICEF’s work. The partnerships highlighted how working together can help amplify children’s voices and reach new audiences.

- Outernet London showcased children’s stories, immersing 6 million people in UNICEF’s work
- easyJet’s in-flight fundraising campaigns since 2012 have inspired millions of passengers to contribute directly to UNICEF’s work
- On World Children’s Day (20 November), BT Tower amplified the campaign, reaching millions more people
- Revolut and AXS’s innovative apps enabled direct donations and support
- Academy Music Group amplified the campaign through their channels, venues and events.

© UNICEF/Houkpaïm



## ABASSE ISN'T AFRAID ANYMORE

**“We left home because we were chased away.”**

Abasse, age 8, had to flee his home in south-eastern Burkina Faso. He was five when his school was shut down by an armed group.

With no money for transport, Abasse and his family walked over 150 miles to Tanguieta, a major hub for Burkinabe refugees in north-east Benin. The community gave them food and drink and a place to sleep.

Abasse’s father found farm work, but after the rains and harvest ended, the family went hungry. Abasse’s mother Yonli says, **“We can go two to three days without eating. That makes the children cry and we can’t do anything. Food is our greatest need.”**

UNICEF supports Burkinabe refugee families through the Social Promotion Centre in Tanguieta. This includes clothing, basics for cooking and washing, health care and support for school enrolment.

After three years of lost learning, Abasse is back at school. He loves his new teacher Sophie and says he enjoys learning French most. He has made new friends in Benin.

**“I’m not afraid anymore,”** Abasse says.

**Above: Abasse sits with his family outside of their home in northern Benin.**

# STRATEGIC CONTEXT

**The world has undergone profound changes over the past few months and years, with escalating political and social conflict and instability across the world. This volatility, combined with a global decline in government funding for aid, is creating a major threat to child rights and wellbeing.**

Domestically, behind the headline result of the UK General Election, the vote share distribution revealed a highly polarised political landscape. Appealing to all voters has become a priority of this government as well as reacting to the heightened increase in the potential for global instability. Consequently, we have seen a reduction in the commitment to Official Development Assistance (ODA) in 2025–26 of £500 million and in 2026–27 of £4.8 billion.

The 2024 UK Giving Report revealed that donors are giving more per person, yet the number of regular givers is declining. Since 2017 the real value of the average UK regular monthly gift has decreased from £20 to £15. Although UK inflation has reduced over the past year, prices of goods and services have not returned to pre-pandemic levels. There may also be further pressure on the prices of goods and profits of UK companies following the increase in global tariffs. This requires UNICEF UK to work harder to encourage donors to increase their regular donations, to seek out new sources of income, and to innovate. It has placed pressure on our cost base at a time when investment has been required to replace legacy systems.

Our work remains as vital as ever and we hope our existing and future supporters join us to create a better world for children. Charities, like ours, remain among the most trusted organisations by the British public.

## STRATEGIC PLAN AND ACTION

In 2023 we launched our four-year strategic plan, focusing on four strategic pillars:

### 1. INCOME, 2. INFLUENCE, 3. UK IMPACT, 4. OUR ORGANISATION

In 2024 we progressed significantly towards our goals in these areas. Pages 16–79 detail examples of the work and outcomes achieved against these strategic pillars.

Highlights included:

- securing several new multi-year partnerships
- raising £15 million from Soccer Aid for UNICEF
- the implementation of an effective UK election campaign strategy
- a successful Early Moments Matter campaign
- expansion of the Baby Friendly Initiative programme across the UK.

We also launched our new Equality, Diversity, and Inclusion (EDI) strategy, began embedding our inclusive storytelling across all our communications, and continued to strengthen our digital and financial infrastructures.

The end of 2024 marked the halfway point in our four-year strategic plan. We have reviewed our targets for the remaining strategic period (to 2026), addressing the significant shifts in the external landscape. The revised goals will sharpen our focus on how to deliver effectively. We will work to be more adaptive, sustainable and efficient, to keep progressing towards a better world for every child.

### Our key aims for 2025 are:

#### INCOME

Raise £145 million of income to support a better world for every child.

#### UK IMPACT

Continue to work towards reaching 5 million children through UNICEF UK programmes.

#### INFLUENCE

Influence the UK Government to ensure children's rights are realised and protected, in the UK and around the world, through our international and UK campaigns.

#### OUR ORGANISATION

Meet or exceed our targets for an effective, engaged, inclusive and high-performing workforce.

# INCOME

We have ambitious income generation targets, maximising the funds available for children in a challenging fundraising climate.

In 2024, we continued working towards our four-year income goal of £650 million, focusing on insight-led innovation and donor experience.

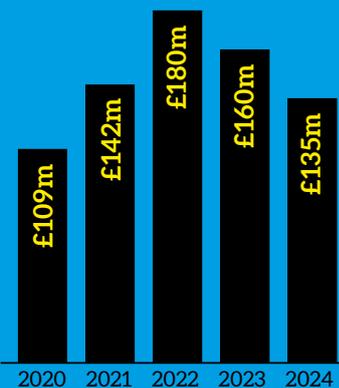
The income raised has funded global programmes and emergencies response for children. Programme examples are provided in this section and income performance is on **pages 64–66**.

# 2024 KEY ACHIEVEMENTS

# £135m

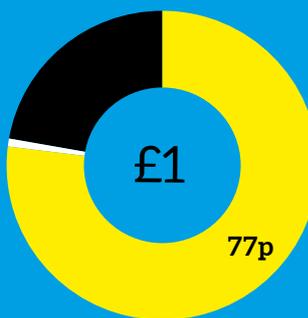
## TOTAL INCOME

In 2024 we raised **£135 million** for our work for children.



How every **£1 of your gift** to UNICEF UK helps children.

- 77p for programmes
- 1p governance
- 22p to raise next £



Shelling forced brothers Mykyta (10) and Serhiy (6) to flee their home in Donetsk, eastern Ukraine. Wearing new warm winter clothes from UNICEF, they travelled with their mum Tanya west by bus to Dnipro.

"I've never been to a big city. I'm curious about it. But I hope it's peaceful. I miss my toys, they had to stay behind." Serhiy





# HUMANITARIAN ACTION FOR CHILDREN

**UNICEF works for children in more than 190 countries and has robust and successful systems that enable us to respond rapidly and effectively wherever and whenever an emergency happens.**

During an emergency, UNICEF's role is to deliver life-saving support for children and communities through water, sanitation and hygiene, health and nutrition, education, and child protection. Our humanitarian assistance always supports our long-term programmes that build local capacity and provide sustainable solutions, all in the continuous pursuit of a better world for every child.

**In 2024, UNICEF UK committed £16.6 million for children in emergencies. This supported humanitarian efforts in more than 75 countries and territories.**

## 2024: UNICEF ACTION

Working with communities and partners:

- > **Helped more than 26 million children and women** to access primary healthcare in emergencies.
- > Screened more than **12 million children** for severe acute malnutrition.
- > Reached **over 17 million people** in crisis with safe drinking water.
- > Supported services to prevent, reduce and respond to gender-based violence for **6.3 million women and children**.

# STATE OF PALESTINE: CONFLICT IN GAZA

**The war in Gaza has taken an unconscionable toll on children. More than 15,600 children have been reported killed, with thousands more injured. Families have been torn apart. Schools, homes and hospitals destroyed.**

Nearly every child in Gaza knows what it is to be displaced. Around 90% of children (1 million) require urgent humanitarian assistance. In 2024, displacement of children and families and the destruction and disruption of services led the Famine Review Committee to confirm famine-like conditions in northern Gaza.

Children remain out of school. For hundreds of thousands of people, threats to their safety and lack of access to healthcare, safe water and nutritious food have been a daily reality. Against this backdrop, children and families have shown extraordinary courage and resilience. And humanitarian organisations like UNICEF, thanks to the generosity of supporters, have continued to work with local communities and partners in this most challenging environment.

UNICEF continues to call for a lasting ceasefire,

and we are massively expanding efforts to reach children and families in all accessible areas.

## **UNICEF's response for children and families**

UNICEF has been working in Palestine since 1948 and has been delivering a full-scale, multi-sector response since conflict in Gaza escalated in October 2023.

The operating environment in Gaza is highly volatile, and UNICEF is delivering a full package of humanitarian assistance where it can. Restricted access and movement, coupled with increasing pressure on sparse resources, exacerbates the complexity and challenges.

**In 2024, UNICEF UK raised £9.5 million for children and families affected by the crisis in the State of Palestine.**

As always, we are working with local organisations and partner agencies to ensure humanitarian action for children is effective and efficient. While UNICEF emphasises the importance of sustaining and rebuilding quality services in our emergency work, currently the emergency response in Gaza is necessarily focused on supplies. And at the end of 2024, the availability of food, water and medical supplies was still critically low.

UNICEF estimates that almost all of Gaza's 1.2 million children need mental health and psychosocial support. Of special concern are children who have been exposed to repeated traumatic events, have been maimed, have lost parents and close family members, or are disabled.

## **2024: UNICEF ACTION**

Working with communities and partners:

- > **2.6 million people** accessed clean water for drinking, cooking and washing.
- > **Almost 1 million people** reached with humanitarian cash assistance.
- > **More than 820,000 children** and their caregivers reached with mental health and psychosocial support messages.
- > Around **560,000 children** under the age of 10 vaccinated through a major polio vaccination campaign in Gaza.
- > Restored learning and play for **52,000 children** through 99 learning spaces.
- > Screened **63,000 children** for acute malnutrition, resulting in over 4,000 children being identified and treated with lifesaving nutrition.



**STATE OF PALESTINE**

**AREA**  
6,020 KM<sup>2</sup>

**CHILD POPULATION**  
 **2,415,888**

In 2025, UNICEF continues to underscore the urgency of putting children first. No child will emerge from the horrors of bombardment without the imprint of trauma, and there is no meaningful scenario in Gaza that does not include trauma-informed, child-centred services and development.

### Media landscape

Since the conflict escalated, UNICEF UK has worked to ensure the devastating impact on children and their families has been at the forefront of the news agenda, securing daily coverage about how children are being affected across mainstream UK news outlets. With over 1.4 million pieces of news that place children's experiences at the centre of this crisis, UNICEF UK also worked with BBC's *Panorama* programme on a one-hour documentary

*October 7th: One Year On* that interviewed children and families and bore witness to the experience of UNICEF's emergency response teams. UNICEF staff working in Gaza have been interviewed on BBC Radio 4's agenda-setting *Today* programme on a bi-weekly basis, shaping the UK news agenda and influencing parliamentary discussions on the UK response in Gaza.

### The Stelios Philanthropic Foundation

The Stelios Philanthropic Foundation generously donated £640,000 to support UNICEF's State of Palestine appeal. This grant is ensuring UNICEF can reach children with a range of vital services and life-saving supplies, including ready-to-use therapeutic food for acutely malnourished children in Gaza.

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## RAHAF WANTS TO RETURN TO HOME AND SCHOOL

Rahaf is 11 years old. Five days into the war, her family left Gaza City. When they spoke to UNICEF staff in September 2024, they were staying in a tent in Deir al-Balah, central Gaza.

**“We cannot stay in the tent due to the intense heat. We face difficult conditions. A queue for water, a queue for bread, and a queue for food. It’s very exhausting.”** Rahaf

Rahaf spoke about returning to lessons, held in a tent. With schools destroyed or being used as shelters, UNICEF supports temporary learning spaces in Gaza.

**“I am very happy at school because I remember information I had forgotten,”**

Rahaf said, glad to remember colours in English.

After helping her parents to tidy their tent, she said, **“I miss our home, my bed, and my books. I hope the war stops, and we can return to our homes and schools.”**

Above left: Rahaf helps her mum look after the tent where the family now live.

# SUDAN: CONFLICT

**The conflict in Sudan is a children's crisis – 13.6 million children urgently need humanitarian assistance. 4.4 million children have fled their homes. It is the world's largest displacement crisis.**

Persistent fighting by armed groups, displacement, disease, hunger and limited humanitarian access are a lethal combination. Across Sudan, there are 730,000 children with severe acute malnutrition, with especially high numbers in North Darfur and the Nuba Mountains of South Kordofan. Extreme conditions have led to famine in Zamzam displaced persons camp in North Darfur. The disruption to basic health services means 1.7 million children are at risk of missing life-saving vaccinations.

With schools shut, a generation of children are missing out on education, and millions have experienced, or are at risk of, gender-based violence, abuse and exploitation.

**In 2024, UNICEF UK raised £2 million for children and families affected by conflict in Sudan.**

UNICEF UK continues to raise public awareness about the humanitarian needs in Sudan and how UNICEF is working with others to support affected children and families.

## UNICEF's response for children and families

Since war broke out in 2023, many UNICEF staff have been displaced from their homes and workplaces, while seeking to coordinate an expanded response to meet emergency needs.

Despite these and other challenges, UNICEF continues to respond for children in three broad areas in Sudan: delivering critical supplies and services in conflict and hard-to-reach areas; working with community members and partner organisations to provide urgent assistance for displaced people and their host communities; and working with authorities to maintain and protect systems that deliver basic services across Sudan.

## Eleva Foundation support to protect children from violence

With financial support from UNICEF UK partner Eleva Foundation, UNICEF has expanded work in Sudan to help protect children from violence, abuse and other violations.

- **256 children** accessed vital services and support, including family tracing and reunification, and psychological first aid.
- **53 social workers** trained to support children in the current humanitarian context.
- **99 survivors of maiming** from shelling have been referred to medical facilities and provided with essential support.

## Media coverage

The crisis in Sudan remains particularly difficult for journalists to access. UNICEF UK has been working with newsdesks to ensure the horrendous impact of this conflict on children and their families is on the news agenda.

## 2024: UNICEF ACTION

Working with communities and partners:

- > **9.8 million people** accessed water for drinking, cooking and washing.
- > **2.8 million women and children** received primary healthcare at UNICEF-supported facilities.
- > **2.8 million children** and caregivers accessed mental health and psychosocial support services.
- > **2.3 million children** were able to access formal and non-formal education, including early learning.
- > More than **960,000 children** were vaccinated against measles.
- > More than **430,000 children** under 5 were screened for severe acute malnutrition.



### SUDAN

**AREA**  
1,886,068 KM<sup>2</sup>

**CHILD  
POPULATION**  
 23.67M



## LEARNING AND FRIENDSHIP IN WAR

Two years ago, 13-year-old Aya and her family fled Khartoum, Sudan's capital city. They left their lives behind. **"I was afraid, but my sister went into shock and couldn't even speak for days. I always thought that I would share my childhood photos with my children one day. I wish I had taken those albums with me,"** says Aya.

The family settled in Kassala, eastern Sudan. With schools closed, Aya and her siblings missed a year-and-a-half of education, as did 17 million children in Sudan – one of the world's largest education crises.

Eventually, with support from UNICEF and partners, a local school set up a Safe Learning Space in Kassala, providing classes and learning materials for local and displaced children. Aya is delighted to be learning again and making friends. Her closest is also called Aya. **"She is kind, always smiling, and I hope we remain friends even after the war."**

**Above: Aya (left) walks with her friend Aya at school breaktime in Kassala, eastern Sudan.**

# UKRAINE: CONFLICT

**The prolonged conflict in Ukraine continues to have devastating consequences for children and families. Children face increased risks of disease, family separation, trafficking, and exposure to unexploded ordnance and violence – including gender-based violence.**

Since the conflict escalated in February 2022, more than 2,500 children have been killed or injured. A third of Ukraine is contaminated by explosive remnants of war. More than 5.9 million women and child refugees are hosted across Europe and beyond. Over 3.5 million people are internally displaced.

The conflict is having a lasting effect on children's mental health and physical wellbeing. Access to learning, and services including healthcare, water, electricity, and heating are continually disrupted.

**In 2024, UNICEF UK raised £1 million for children and families affected by the conflict in Ukraine.**



©UNICEF/Yevtushenko

## **UNICEF's response for children and families**

The needs in different regions of Ukraine are diverse. UNICEF is working with Government and local partners to sustain critical humanitarian assistance where war continues in the south and east, while supporting locally led recovery and resilience in the east, centre, and western regions.

UNICEF is also complementing national efforts to provide humanitarian assistance for Ukrainian refugees and vulnerable groups in several countries, primarily those bordering Ukraine. These include Belarus, Bulgaria, Czechia, Hungary, Moldova, Poland, Romania, and Slovakia.

**Above: Olha holds her nine-month-old son Demian in Lviv, western Ukraine. Mother and son are being visited by Nadiia, a nurse in a home visit programme initiated by UNICEF to support parents and newborns.**

## **2024: UNICEF ACTION**

Working with communities and partners:

- > **4.3 million people** received vital information on staying safe and how and where to access services and assistance.
- > Mental health and psychosocial support was provided for **757,807 children, caregivers and frontline workers**.
- > **123,014 children** benefitted from catch-up education programmes organised by UNICEF and local partners. Student learning support centres expanded to 410, including 125 digital learning centres and 285 catch-up centres.
- > Emergency cash support for more than **69,000 households**, including many close to the frontline.



## **UKRAINE**

**AREA**  
603,628 KM<sup>2</sup>

**CHILD  
POPULATION**  
6.61M



## GOING UNDERGROUND

Eight-year-old Alona's school in Zaporizka, south-east Ukraine, is going underground. Not just a symbolic resistance to the war in Ukraine, it is being built below ground to protect children from shelling and from fear and isolation. UNICEF is helping to build five of these 'underground schools' in Zaporizka, enabling 3,000 students to learn and socialise despite the war.

Much of Alona's learning has been online until now.

**"When I was in kindergarten, the coronavirus started. And when I was in first grade, the war broke out.**

**"My friend lives in another village and we can only see each other at school. We both like maths. But it's hard to learn maths online because of the frequent power cuts. Sometimes you can't hear or see the teacher. At school, the teacher will come to help me. Here, I can strengthen my knowledge."** Alona

Top: Alona, 8, plays in class at her school in Zaporizka, Ukraine. The school is being rebuilt underground by UNICEF and partners to protect children and teachers from the war.

# LEBANON: CONFLICT

**Clashes on the Lebanon–Israel border escalated sharply in September 2024, leading to the deadliest period of conflict that Lebanon has experienced in decades, with more than 3,961 people killed, including 248 children.**

The conflict led to mass displacement across Lebanon, the closure of schools, disruption to public services, and widespread damage to homes and critical infrastructure.

**In 2024, UNICEF UK raised £1 million for children and families affected by the war in Lebanon.**

## CHRISTINE AND ZEINAB FIND SAFETY IN FRIENDSHIP

The war in Lebanon changed forever the lives of Christine and Zeinab. An airstrike destroyed Zeinab's village in South Lebanon. And Christine and her family also had to flee their home.

After long and exhausting separate journeys, both girls (age 11) found sanctuary at a school shelter in Beirut. Here they found comfort and joy in their new friendship. They make bracelets together and talk about having a small shop to sell their products. The girls dream of returning home.

**"I just want the war to stop."** Christine

**"I believe I'll see my village again someday. It will always be my home."** Zeinab



Above: Christine (left) and Zeinab have become firm friends.

© UNICEF/Choutfany



### LEBANON

AREA  
10,452 KM<sup>2</sup>

CHILD  
POPULATION  
1.2M

### 2024: UNICEF ACTION

Working with communities and partners:

- > 557,000 people accessed safe water.
- > Mobile medical teams supported 236,000 people.
- > 117,000 displaced children received education and play materials.
- > 24,500 children, adolescents and caregivers accessed community-based mental health and psychosocial support.

# CHILDREN'S EMERGENCY FUND

**In 2024 the Children's Emergency Fund supported emergency preparedness and response in more than 75 countries, including the Democratic Republic of Congo, Sudan, Afghanistan, Bangladesh, South Sudan, Lebanon, Ethiopia, Myanmar, Nigeria and Haiti.**

Donations to UNICEF UK's Children's Emergency Fund provide flexible, reliable funding to make the greatest difference for children. It enables UNICEF to respond as soon as disaster strikes, providing vital funds, supplies and services in the first few critical hours and days. And it helps UNICEF continue to support communities long after the crisis has ended, supporting families to build resilience and be better prepared for any future shocks.

Globally, one in five children are living in or fleeing conflict zones, with their lives and safety in immediate danger. Natural disasters, disease outbreaks, and the impact of climate change are further disrupting life for entire communities. In 2024, an estimated 200 million children – more than one in ten children worldwide – needed urgent humanitarian assistance.

**£3.8 million donated to the Children's Emergency Fund in 2024.**

Donations to the Children's Emergency Fund allow UNICEF and our partners to respond in any crisis – even in emergencies that don't make the headlines. Every supporter helps to make a vital difference.

These donations contribute to a pooled global fund that allocated \$58.4 million for critical emergencies work around the world (as of October 2024), meaning even more support for children. UNICEF UK was the highest National Committee donor to this fund in 2024.

© UNICEF/Mukut



**Above: Rahul and Ruksana receive UNICEF water and hygiene kits after their village flooded in Sylhet, north-eastern Bangladesh.**

## RAHUL'S VILLAGE SUBMERGED BY RAIN

In June 2024, for the third successive summer, monsoon rains – intensified by climate change – submerged 12-year-old Rahul's village in north-eastern Bangladesh. It was Eid al-Adha night. Families abandoned their celebrations and homes to get everyone to safer ground.

**"I miss school. I miss homework. I miss running on the hill and playing football. I lost my shoes and my football during the flood."**  
Rahul

UNICEF and the Bangladesh Government had been preparing for the rains, but the sudden intensity of the deluge left nearly 2 million people stranded with limited food or clean water. UNICEF helped distribute hygiene kits and water purification tablets, reaching 230,000 people by the end of the first week. Rahul went with his friend Ruksana to collect their families' kits. **"The water tastes good,"** they declared.

# EDUCATION IN EMERGENCIES

More children than ever are affected by emergencies, are not learning, and are out of school. In 2024 UNICEF provided access to education for almost 10 million children in emergencies. This included children in underreported crises, such as the Democratic Republic of the Congo and Sudan.

- **224 million crisis-affected children** need support to access learning. This includes 72 million children out of school.
- More than **90% of children** living in countries affected by fragility, violence and conflict are unable to read by age 10.
- **40 million children** have their education disrupted every year because of climate-intensified disasters.

Provided almost **10 million children** with access to education in emergencies.

“This year has been marked by unprecedented interruptions to learning for children affected by emergencies.

“However, these challenges have also presented new opportunities for innovation and collaboration. We have witnessed the power of technology to bridge divides and deliver education to remote and marginalised communities. We have seen the resilience of



educators who continue to inspire and empower their students in the face of adversity. And we have been inspired by the determination of young people who are demanding change and advocating for their right to learn.”

**Pia Rebello Britto**,  
UNICEF Global Director,  
Education and Adolescent Development



Above: Nawi (right) and her friend are catching up on missed classes and studying hard.

## NAWI RETURNS TO SCHOOL AFTER THE FLOODS

In South Omo, southern Ethiopia, the changing climate brings drought and intensifies seasonal floods, displacing whole communities.

Nawi and her family now live in a displacement camp in Dasenech. “**I don’t know much about climate change, but I understand its impact very well. We left everything behind and came here because of the flood.**” Nawi

Although 10 years old, Nawi is in grade two following years of disrupted schooling. She attends an alternative learning centre every day. The centres provide learning, protection, and life-skills opportunities. Psychosocial support helps children cope with trauma.

Accelerated learning means next year Nawi could enrol in school. “**I love learning and want to continue until I graduate with a degree and become a teacher,**” she says. And her mother is fully behind her. “**I want her to continue her education and achieve great things.**”

Education is often one of the first services to be disrupted by emergencies and is one of the last to restart. Yet, children in crises specify education as their priority. Surveys have revealed that children and their parents or caregivers value education as much as food, water or money.

Access to education is a vital first step, but the challenges in crisis-affected countries go beyond the staggering 72 million children who are out of school. A further 127 million children currently in school face significant barriers to quality learning and are not achieving minimum proficiency levels in reading and maths. It is essential to prioritise the quality of education, ensuring that every child can learn, grow, and succeed, even in the most difficult circumstances.

### East and Southern Africa

Education in emergencies has been at the core of UNICEF UK's partnership with the People's Postcode Lottery since we began working together in 2017, supporting children to keep learning during crises. And since 2021, the Postcode Education Trust has supported our education in emergencies work in all 15 countries in East and Southern Africa that are responding to emergencies.

Postcode Education Trust funds have supported UNICEF East and Southern Africa to expand access to and improve the quality of education

and strengthen the resilience of systems, schools and learners in the 21 countries in the region.

In six conflict-affected regions of **Ethiopia**, it supported the creation of safe spaces where 31,432 children received accelerated learning, skills development and child protection resources. In **Kenya**, funding helped 10,215 children in drought-affected regions to access education, while also improving school water, sanitation and hygiene facilities.

The partnership has also enabled the development of vital guidance on continuing education safely during cholera outbreaks, a toolbox to improve data and measurement of education in emergencies, and climate-resilient school construction prototypes.

### Afghanistan

In Afghanistan, decades of conflict, economic collapse and human rights violations have left over half the population in need of humanitarian support. For millions of girls, it is also now more than three years since they were barred from attending secondary school.

In 2024, with backing from our partnership with the Eleva Foundation, UNICEF supported almost 3.5 million children to continue their learning through access to textbooks, learning materials, and teaching through Accelerated Learning Centres. This is life changing for many.

## MARYAM FINDS HOPE IN EDUCATION

Before the Accelerated Learning Centre was established in her village, in north-west Afghanistan, Maryam\* had not been to school. **"I have never been to school because there has never been one near my home. Time passes so quickly here because we love being in class. We learn, we laugh, and we keep our dreams of a bright future alive. This class is a beacon of hope for me."**

\*name changed to protect identity

**Right: Maryam has been able to learn for the first time at a centre in western Afghanistan.**



©UNICEF/ Khan



# PARTNERSHIPS AND PHILANTHROPY

**UNICEF UK proudly collaborates with leading businesses, foundations, and philanthropists across the UK. In 2024, our united efforts raised over £62 million. These ambitious and innovative partnerships work to deliver the greatest impact for the largest number of children.**

**In 2024 partnerships and philanthropy raised over £62 million.**

## CORPORATE PARTNERSHIPS

Working with more than 30 leading UK businesses, we raised more than **£22 million** in 2024 to deliver enduring and transformative results for children.

- A new phase began of Accenture's support for UNICEF's Generation Unlimited #GenU, connecting 580,000 young people to skilling and earning opportunities.
- We celebrated the renewal of our partnership with Nord Anglia Education, for a further three years.
- In 2024 we welcomed two new sports partnerships, Brighton and Hove Albion FC and EA Sports.

## FOUNDATION PARTNERSHIPS

Through our strategic partnerships with trusts, foundations, statutory bodies, and development agencies, we successfully raised over **£29 million**, driving significant impact and change.

- As part of their support for Soccer Aid 2024, the Gates Foundation donated \$4.5 million for childhood vaccinations and the Children's Investment Fund Foundation provided matched funding up to £4 million to UNICEF's Child Nutrition Fund. **See pages 38–39**
- A new £1.4 million partnership was launched with the Mayor of London's Violence Reduction Unit to offer the Rights Respecting Schools Award to state-funded education settings in all London boroughs. **See page 48–49**
- The Eco-Zone project, funded by Jersey Overseas Aid, continued to improve family health, boost livelihoods and help prevent deforestation in six regions across Nepal. **See page 44**

## PHILANTHROPY

By building bespoke relationships with philanthropists and their families, we worked with over 100 philanthropists to raise more than **£10.5 million**, helping to support long-term development programme initiatives, as well as emergency responses.

- We celebrated 10 years of family philanthropy with the Eleva Foundation, reaching a landmark £25 million. **See pages 35–36**
- 7: The David Beckham UNICEF Fund supported 406,400 children. **See pages 40–41**
- Our circle of like-minded, committed supporters of the Every Child Fund, provided vital unrestricted funding. **See page 45**

# FUNDRAISING HIGHLIGHTS

## Once Upon Our Time

On World Children's Day (20 November), we held an exclusive *Once Upon Our Time* fundraising event at Frameless, London. Around 200 UNICEF supporters and ambassadors, including High-Profile Supporters and Ambassadors, entered an immersive world of children's stories. As the space turned from sunrise to sunset, daily rituals were shared by children around the world. Their stories showed how every day, everywhere, UNICEF is striving to support every child with the care and opportunities they need to fulfil their potential and enjoy happy, healthy childhoods.

## Paddington's Postcards

Our popular Paddington's Postcards subscription product continued to delight children across the UK and raise vital funds for children around the world. In 2024, we sent postcards to over 2,000 customers and offered a limited-edition Paddington in Peru pack to celebrate the release of the film *Paddington 3*.

## Ecommerce

In 2024 we launched our new UNICEF online shop, giving UNICEF UK more control over the products we're able to offer our supporters.

Opening on 10 October, just in time for the holiday season, the shop fulfilled 5,500 orders by year end for a variety of products including greeting cards, Advent calendars, Paddington gifts, and Inspired Gifts. The relaunch of the site has offered more ways for our supporters to give to UNICEF while also bringing in vital unrestricted income.

© UNICEF/Chikondi



Mike, age 13, shows us the unsafe water that his village used to rely on.

## MIKE'S STORY OF WATER

The *Once Upon Our Time* event shared stories told by children from around the world. One of these stories was from Mike in Blantyre, southern Malawi. Perched on the edge of a well, Mike shared his village's experience of having unsafe water to drink.

**"We used to draw water from this well. It is not safe. In our village, cholera was rampant. When animals came to drink water, they would leave it contaminated. After two to three days, we would get sick and develop diarrhoea.**

**"Now with safe water, we're no longer absent from school, and children no longer get sick."**

# BRIDGING THE DIGITAL DIVIDE

## LEARNING PASSPORT

**The digital divide is widening. Most school-aged children around the world lack internet access at home. Only one in five platforms include accessibility features for learners with disabilities.**

**In 2024 the Learning Passport programme reached over 9.8 million learners in 45 countries.**

Launched in 2018, the Learning Passport is UNICEF's flagship digital learning programme. It seeks to democratise access to quality education resources through a highly flexible and portable digital platform that enables children and young people to continue learning anywhere, at any time. The platform provides a full range of educational content – from foundational learning to skills development – in different contexts, including formal and non-formal educational settings, and with or without internet connectivity.

Thanks to the dedication and passion of UNICEF UK supporters, including Formula 1 and donors in Scotland, UNICEF has been able to innovate and increase access to quality digital learning through the Learning Passport.

In 2024, the programme expanded to 7 new countries, adding 3.8 million new learners, and empowering 2.7 million educators with digital tools and resources.

### 2024's remarkable milestones include:

- Expansion to new countries, including Libya, Myanmar, Cabo Verde, Equatorial Guinea and more.
- Addition of over 3.5 million learners, 6,000 courses, and recorded an additional 2.3 million new course completions, amplifying its impact.
- Development and launch of the Learning Passport Blended Learning Handbook, equipping educators with practical tools for integrating digital learning into classrooms.
- Establishment of the Learning Passport Leadership Council, ensuring strategic guidance and sustainability for the platform. As Founding Chair of the Council, UNICEF UK Vice President Marc Bolland is supporting strong governance and growth of the initiative.

### Formula 1 support in Brazil and Mexico

Formula 1 is contributing to the development of the Learning Passport in Brazil and Mexico as well as globally.

Children in Brazil face an acute learning crisis, with huge educational inequalities depending on location, race, gender, or socio-economic background. Through our partnership, UNICEF is aiming to reach 19,000 learners, with a focus on remote rural communities lacking internet access. Although the programme is at an early stage, the platform is already being integrated into teacher-training activities, enabling teachers to begin using the platform with students.

In Mexico, millions of young people are currently out of school, due to socio-economic background, long distances to travel, and missed learning due to extended school closures. Since the programme's launch in June 2023, we have established the Offline Learning Passport in 105 schools across 10 states, engaging over 45,000 new learners throughout Mexico.



**Trixie outside her school in Mexico.**

## TRIXIE TEACHES

Trixie Nayeli Segura Padilla has dedicated her life to supporting young people in her home state of Michoacán, central Mexico. She is a teacher at CBTIS18 school in remote Angangueo, one of 105 schools piloting the Learning Passport across Mexico. **“Each student can use [the platform] at home, advancing at their own pace and to the level they are comfortable with.”** Trixie



## HARNESSING THE POWER OF AI

Since 2015 UNICEF and Arm's partnership has been democratising technology, so children and young people can lead richer lives. With a shared vision of a digital future that every child can access, our partnership is committed to closing the digital divide and tackling global inequalities.

So far, over 605,000 children and their families have directly benefited from the partnership, and indirectly, over 11 million people worldwide.

Our collaboration is currently focused on using artificial intelligence (AI) to address some of the toughest challenges faced by children in this and future generations. The partnership has two aims: to build impactful and scalable AI solutions, and to accelerate the development and sharing of resources to influence responsible global AI efforts.

The partnership supports three projects:

- Unlocking U-Report in Burkina Faso**  
 U-Report is UNICEF's mobile messaging platform for young people to express their views. But young people with limited literacy or who speak only local languages face barriers on this text-based platform. Speech-to-text and text-to-speech technology will be piloted in Burkina Faso for Mooré and French speakers.
- Uplifting literacy in Indonesia**  
 In Indonesia, Arm and UNICEF are expanding Bookbot, a gamified app, to strengthen pronunciation, comprehension, and reading skills in primary school children, using real-time, on device, speech recognition technologies.
- Tracking air quality in Laos**  
 Our partnership is also tackling the impact of climate change on children's health and education. In Laos, air quality monitoring systems are using an open-source model to track and predict air quality. The data will inform policy decisions and help protect children's health.

Top: Girls at school in Chomphet, Luang Prabang, north-central Laos, discuss air quality in their area.

## GIGA CONNECTS SCHOOLS

**One in three people don't have access to the internet around the world. Around half of the world's schools are offline. Without access to the internet, children miss the chance to learn and flourish in an increasingly digital world.**

Giga is a partnership between UNICEF and the International Telecommunication Union (ITU), working to connect every school in the world to the internet by 2030 and every young person to information, opportunity and choice.

### Mapping and increasing connections

Telecommunications company IHS Towers' three-year partnership with UNICEF is strengthening Giga's work to map schools and their connectivity levels on an open-source map, using machine learning and satellite imagery.

With the support of IHS Towers and other partners, Giga has **mapped 2.1 million schools** across 142 countries and **increased access to connectivity for more than 14,500 schools**, benefiting around 7.79 million students. Giga's global footprint covers more than 50 countries, including 34 countries where it provides advanced connectivity support.

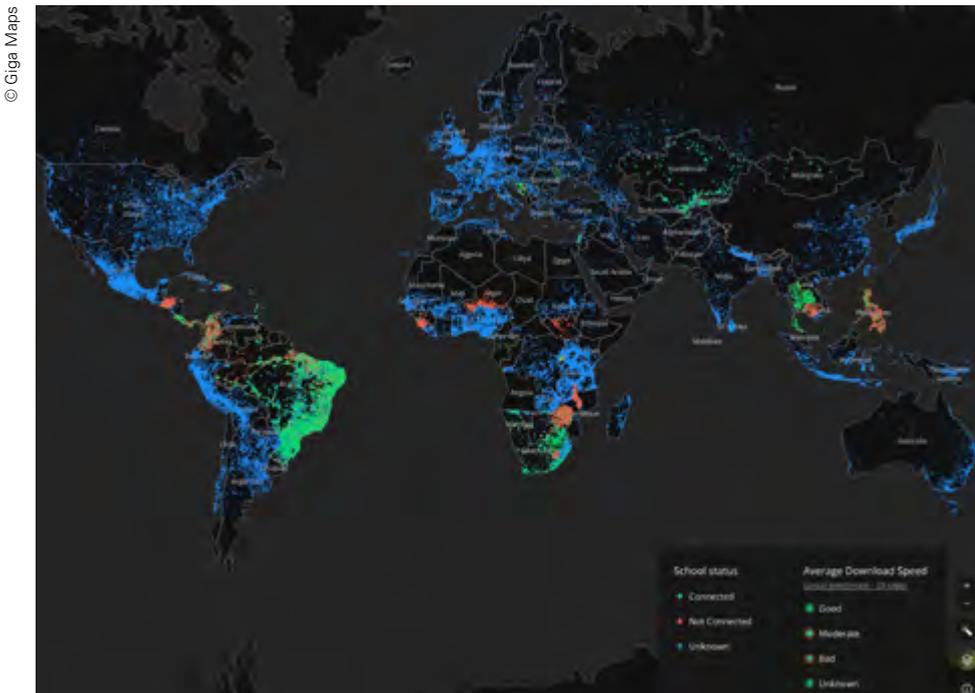
IHS also supports Giga by providing relevant tower data, accelerating Giga's work to identify which schools are connected to the internet. IHS' data also supports Giga's analysis of the most appropriate technology to connect offline schools, as well as the potential cost of connectivity.

### Connecting schools in Rwanda

In Rwanda, a collaboration between Giga, IHS Towers, the Government of Rwanda, and other partners has enhanced school connectivity and digital inclusion.

Using IHS Towers' data, Giga determined that in Rwanda the average distance from a school to the closest visible tower is 1.5 miles, with 98% of schools visible from at least one tower and 95% from two towers. Rwanda can now identify relevant technologies and connectivity solutions.

Giga combined the demand for connectivity from schools in Eastern Province and supported a common bid to connect 63 schools – 13 hosting refugee students – to the internet. On the outskirts of the capital Kigali, G.S. Nyagihunika is one of the connected schools. **"The internet gives us access to videos and songs, which not only makes it easier for the children to learn but also to focus on the content,"** Jeanine Mutesi, teacher at G.S. Nyagihunika.



**Left: Global schools connectivity map. Below: Schools connectivity map for Rwanda.**





## ELEVA FOUNDATION

In 2024, we celebrated 10 years of incredible achievements through our Eleva Foundation partnership.

Eleva's support has surpassed £25 million.

### PAPUA NEW GUINEA: COMMUNITY-BASED NUTRITION

Papua New Guinea has one of the highest rates of child malnutrition in the Pacific region. Almost half of children under five are stunted – a severe form of malnutrition that has long-term consequences for a child's survival and development. To address the high rates of malnutrition in the country, UNICEF supported by the Eleva Foundation is providing increased access to preventative support and life-saving treatment.

### KEY HIGHLIGHTS

- > More than 2.3 million children gained access to nutrition services and support, exceeding our target number of children reached by 1 million.
- > 331 health workers and 456 village health assistants trained to deliver essential nutrition services in rural communities.
- > Almost one million children were reached with vitamin A supplements and more than 133,000 adolescents with iron folate supplements.

The success has led the Papua New Guinea government to seek UNICEF technical support in planning the National Nutrition Survey and in the development of strategies to expand access to treatment for severe acute malnutrition and micronutrient supplements.

Top: Mary, a nutrition officer and trained village health assistant, provides deworming tablets for children at a school in the Western Highlands of Papua New Guinea.

## CENTRAL AFRICAN REPUBLIC: NEONATAL CENTRE OF EXCELLENCE

In Central African Republic, support from the Eleva Foundation has helped to establish the first neonatal Centre of Excellence for tackling the country's high stillbirth and newborn mortality rates.

The Centre, completed in December 2023, provides cutting-edge training in maternal and neonatal care, as well as essential equipment for five district hospitals.

### KEY HIGHLIGHTS

- > The stillbirth rate in the target areas dropped from 4.9% in 2022 to 3.8% in 2024.
- > Since April 2023, 2,050 babies have been delivered safely by 90 trained community health workers.
- > 18 medical specialists from the Bangui Paediatric Hospital and 30 health workers at five district hospitals have completed newborn management and resuscitation training.

## GLOBAL: DIGITAL TEXTBOOKS FOR CHILDREN WITH DISABILITIES

There are around 240 million children with disabilities worldwide. They are among the most likely to be out of school. They face persistent barriers to education, stemming from discrimination, stigma, and the routine failure of decision makers to incorporate disability in school services.

With support from the Eleva Foundation and other partners, UNICEF is driving an innovative solution called Accessible Digital Textbooks for All, making textbooks available, affordable and accessible for children with disabilities in all contexts. The initiative brings together writers, publishers, teachers, organisations of persons with disabilities, technologists and Ministry of Education representatives. They jointly set standards for features like narration, sign language, interactivity and the audio description of images.

Together, we have produced and distributed Accessible Digital Textbooks in Colombia, Dominican Republic, Jamaica, Nicaragua, Paraguay, and Uruguay. We have now expanded activities into Bhutan and Nepal. And we are exploring how the use of AI can accelerate production and reduce costs.

Integrating these textbooks into mainstream schools can be game-changing. Children with and without disabilities can learn from the same book, enriching the learning experience for all.

**See also *Humanitarian action*, pages 22 and 29**



Above: Benita and her baby boy receive care at Bangui Paediatric Hospital, southern Central African Republic.



## CRISTINA GOES TO SCHOOL

Nine-year-old Cristina has cerebral palsy. She has difficulty speaking and communicates via gestures and sound. This meant that Cristina hadn't been able to attend school in her hometown of Itapúa, southern Paraguay. However, in 2024 this all changed thanks to the digital textbook programme and the wider *Let's go to school!* initiative in Paraguay.

At her new school, Cristina's teacher Elizabeth helps her to learn using Accessible Digital Textbooks. These digital resources facilitate Cristina's learning and participation. Listening to stories, doing motor skills exercises, and enjoying music with her classmates are now some of Cristina's favourite moments of the day.

**"She feels good and happy since she goes to school. She has the same rights as other children."**  
Ceferina, Cristina's mother

**Above: Cristina learning at school in Paraguay with her teacher Elizabeth.**



## SOCCER AID FOR UNICEF

**Created by UNICEF UK Ambassador Robbie Williams in 2006, Soccer Aid for UNICEF is the world's biggest celebrity football match, raising money to help give children the best start in life.**

Once a year, England takes on the Soccer Aid World XI FC. Supported by passionate fans in an iconic stadium and broadcast live on ITV1, ITVX and STV, the event harnesses the power of football so that children can grow up happy, healthy and able to play.

**Over £106 million raised for children since the first Soccer Aid for UNICEF in 2006.**

### IN 2024

- > Raised more than **£15 million** for children around the world.
- > Peak of **3.8 million viewers** on ITV1.
- > **16 television programmes** shown across Soccer Aid Week.
- > **Sold-out stadium** with 40,000 fans enjoyed the game live at Stamford Bridge.
- > **15 corporate partnerships.**

Top: Soccer Aid World XI FC takes to the pitch for the 2024 Soccer Aid for UNICEF match.

Soccer Aid for UNICEF 2024, broadcast live on ITV1, STV and ITVM from Chelsea's Stamford Bridge stadium, raised over £15 million. All supporting UNICEF's vital work helping children around the world have happy, healthy, play-filled childhoods.

The Soccer Aid for UNICEF match on Sunday 9 June attracted peak television viewing figures of 3.8 million and a 40,000 crowd at Chelsea's Stamford Bridge stadium. A thrilling contest ended in a 6-3 win for England over the Soccer Aid World XI FC.

**The Gates Foundation** donated \$4.5 million for childhood vaccinations. While the **Children's Investment Fund Foundation** provided matched funding up to £4 million to support UNICEF's Child Nutrition Fund. **Primark** raised a record £469,000 from in-store fundraising. Primark also donated £50,000 from the sale of Kem Cetinay's summer suit range, worn by the players on matchday. This was our first product-based fundraising activation with Primark.

Soccer Aid for UNICEF 2024 also saw the launch of a programme partnership with **EA Sports**. The partnership aims to support 16,000 young people to develop life-skills through sport for development in Namibia, and 30,500 young people to develop skills in science, technology, engineering and maths (STEM), and vocational skills through in- and out-of-school learning opportunities.



As part of our nationwide Soccer Aid for UNICEF Academy campaign in UK schools, we ran a competition to design the 2024 Soccer Aid for UNICEF mascot. The winner, Nahla, joined us as one of our matchday mascots, and was interviewed on the live pre-match show with Alex Scott and Dermot O'Leary. She was surprised by the life-size costume of her 'Soccer Seren' caterpillar design, as well as a video message from her hero, Lioness keeper Mary Earps.

## JILL SCOTT VISITS UKRAINIAN FAMILIES

Soccer Aid for UNICEF England team captain Jill Scott visited Romania to meet Ukrainian refugees forced to flee their homes because of the war in Ukraine.

Jill met families living in UNICEF-supported centres, where they have found a sense of safety and normality. She heard how UNICEF is supporting children to enrol in local schools, so they can catch up on lost learning time, make new friends and get back to playing.

Jill spoke to Halyna, whose youngest children Arina and Daria were just four and five when the war broke out. The family had planned to visit the seaside in summer 2022, but instead they had to escape to Romania in a car packed with eight people and no room for their belongings.

**"One moment we had our life, and then it vanished in a second. It was so painful to leave everything, but our children's lives were the most important thing.**

**"We met all these people who wanted to help us somehow. They gave us food, first aid,**



**anything we needed. They gave toys to our children. We know that our children are safe here, and they are so happy to be here."** Halyna

As well as providing a safe space to live, UNICEF supports a school where Arina and Daria are learning and thriving.

**"I could really see the lasting effect the war in Ukraine has had on Halyna and her family. It was a real privilege for me to meet them and hear their story and to get an insight into how money raised by Soccer Aid for UNICEF really is changing lives."** Jill Scott

**Above: Halyna with her children Arina, Daria and Julia. War forced the family to leave Ukraine. They have found safety at a UNICEF-supported refugee centre in Bucharest, Romania.**

# 7: THE DAVID BECKHAM UNICEF FUND

Since 2019, the 7 Fund has been helping children, especially girls, break down the barriers that hold them back. Tackling issues such as violence, bullying, child marriage and missed education, the 7 Fund has supported programmes for the most vulnerable children in the poorest communities in Uganda, Nepal, Indonesia and El Salvador. 2024 marked the final year for the current 7 Fund projects. All projects have exceeded their initial targets and their impact for children and their communities will be felt for generations to come.

Supported 406,400 children.

**UNICEF would like to express our deepest thanks to our Global Goodwill Ambassador David Beckham and all the donors who have supported this vital work, particularly the 7 Fund Giving Club for their incredible contribution.**

## UGANDA

In Uganda, over 1,000 schools across the country are using the Life Skills Toolkit. This is the first comprehensive, adolescent centred, 21st-century skills programme in Uganda, addressing the critical skills that young people need to thrive.



Above: Patricia at school in northern Uganda.

## PATRICIA MAKES PLANS

In northern Uganda, 21-year-old Patricia is taking every opportunity to develop her life skills as well as her academic work. She faces financial barriers in attending school but leans on the resilience she has forged in the Life Skills Club at school.

**“I’ve learned innovation, creativity, leadership, and problem-solving. The club helps us understand ourselves better and choose the right friends to make a difference in life,”** she says. Her school is also embedding the Zero Tolerance on Violence Against Children approach to make sure schools are safe spaces. Patricia is determined to put her skills to work for her community and plans to qualify as a nurse.

## NEPAL

In Nepal, 21,723 out-of-school girls in southeastern Madhesh Province have completed SAGE (Supporting Adolescent Girls’ Education), a nine-month programme providing essential literacy and numeracy skills to support girls to enrol in formal schooling and continue their education. Over 50,000 children and adolescents have received information and support on mental health and the harmful effects of child marriage. In total, 162,064 children and adolescents have benefited from this programme.

## ANTIMA OPENS A SHOP

Antima, a 16-year-old from Rajdevi, southern Nepal, runs a bustling business, selling popular snacks. One of seven siblings, Antima could not afford to stay in school.

The Rupantaran programme supports girls who are out of school to resume education or gain



Above: Antima makes food at her shop.

life skills. Its focus on economic empowerment sparked Antima's taste for enterprise and she started her shop with Rupantaran seed funding. Antima now supports her family and her siblings' education.

**"My parents used to own a small eatery, and I grew up watching my father make these dishes and even helped him."**

**"My parents couldn't afford to send us to school. My older sisters are already married. But my younger ones still have a chance."** Antima

## INDONESIA

In Indonesia, a schools-based programme aimed to increase the number of children continuing education, improve the quality of education and learning outcomes, and protect girls and boys from violence in 22 primary and lower secondary schools. It also included a student-led, anti-bullying ROOTS programme. The percentage of students believing that teachers now take harassment reports seriously has increased from 9% to 87%. In recognition of the programme's success, Indonesia's national and local governments have begun to embed and expand elements of it within and beyond West Papua, to teachers and students across Indonesia.

## OCHI'S PASSIONATE ABOUT JUSTICE

Fourteen-year-old Ochi from West Papua plans to become a judge to promote justice and fairness. Her teachers in junior school encouraged her to join the Supporting Girls to Thrive programme and then the Roots antibullying programme.

**"I used to be a timid person. I was always nervous and clumsy. But I wanted to be different and confident enough to speak my mind."** Ochi

Ochi befriended a girl who was targeting other students, supporting her to change that behaviour. She took her skills to senior school too. **"By realising that bullying is wrong, we can make friends with everyone. Roots can help us to face problems now and in the future. We can change to be better and stronger."**

Ochi

## EL SALVADOR

In El Salvador, working in six communities with the highest rates of violence, the project has helped strengthen local child protection systems and support social programmes focusing on parenting, education, health and recreation. More than 27,300 children have participated in sports, cultural and artistic activities designed to improve mental health and develop skills such as teamwork and communication. These activities also help to foster inclusion, eliminate gender stereotypes and strengthen community bonds. In total, 41,351 children and adolescents have benefited from this programme.

## EDWARD ENJOYS EXTRA LEARNING

Edward is 7 years old and lives in a district of the capital San Salvador. After school, he likes to study at the Community Outreach Centre. He particularly enjoys painting and solving puzzles.

**"I like to come here because there are toys and I have lots of friends."** Edward

**"I am a single mother who must work, but my son is struggling to learn how to read and write. Now he has improved with the academic support he is receiving."**

Sonia, Edward's mother

© UNICEF/ Ijazah



Above: Ochi, 14, plays with her younger brother Tommy at their home in Sorong, West Papua.

© UNICEF/Leiva



Above: Edward, 7, enjoys playing at his local Community Outreach Centre in San Salvador.

# BUILDING SELF-ESTEEM

**UNICEF and the Dove Self-Esteem Project have partnered to help improve body confidence and self-esteem in children and young people. Our shared vision is to help empower children and adolescents around the world to overcome existing barriers and build skills and self-esteem so they can reach their full potential. Positive self-esteem enables young people to gain the skills needed to succeed in school, work, and life.**

**In 2024, we reached nearly 8.9 million adolescents.**

**Phase 1** (2019–2022) of the partnership reached 16.5 million young people with body confidence and self-esteem messages in India, Indonesia and Brazil.

**Phase 2** (2023–2026) focuses on expanding our work in India to reach a further 16.4 million young people with body confidence and self-esteem messages. We are adapting and digitising the content created in phase 1 and disseminating it through the Ministry of Education’s e-learning platform in India, increasing access to key education and life-skills resources for children aged 11–14.

As part of phase 2, UNICEF has produced a series of innovative digital comic books for the 15+ age category, included as supplementary teaching materials in the existing life-skills curriculum across eight states in India. The comics address common concerns about the effects of social media, body image and functionality, sexual and self-objectification, and appearance-based discrimination. UNICEF has also campaigned to encourage parents, siblings and teachers to act as self-esteem champions in support of children.

**Right: Nandini and Nilam from Bihar, eastern India, are part of the Dove Self-Esteem Project to build confidence and empowerment among young adolescent girls.**



©UNICEF/Das

# CHILD PROTECTION ON TEA ESTATES, ASSAM

**Since 2014, the Improving Lives partnership between ETP (Ethical Tea Partnership) and UNICEF UK has supported children and families across 205 tea estates in Assam, north-eastern India. It has reached over 300,000 community members, including over 137,000 children and young people.**

The partnership aims to drive sustainable change and support children in realising their potential. It provides training for Child Protection Committees and Mothers Groups to educate young people about the dangers of gender-based violence, including child marriage, and to promote positive masculinity.

Between 2018 and 2022, the programme has helped avert 98 cases of child marriage.

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## SUMITA'S STORY

Sumita\*, aged 17, lives with her parents and siblings in northern Assam. While at high school last year, Sumita met a young man aged 20 who proposed marriage after a few weeks. Although she initially refused his proposal, an argument with her dad led her to run away from home with him. She immediately realised it was a mistake.

In response, members of the Child Protection Committees and Mothers Groups came together to help Sumita return home. They explained to her the potential consequences of running away, reinforced the importance of education, and provided her with support and counselling. Sumita returned to school and is hoping to become a nurse.

**Above: Sumita cycles at the tea estate where she lives in northern Assam.**

\* name changed to protect identity.

# ECO-ZONES IN NEPAL

**The Eco-Zone project, funded by Jersey Overseas Aid and implemented in six remote municipalities in Nepal, aims to improve family health, boost livelihoods and help prevent deforestation. It provided eco-cookstoves to 11,000 households to replace the inefficient stoves that use large amounts of firewood and cause indoor air pollution.**

**Provided eco-cookstoves to 11,000 households**

70% of Nepal's population rely on firewood to meet their energy needs, including fuelling cookstoves. According to the World Health Organization (WHO), households using traditional cookstoves can be exposed to as much as 40 times more particulate matter and 30% more carbon monoxide than recommended international guidelines.

© UNICEF



**Left: Ganga Shahi cooking with her daughter Khadachakra at their home in western Nepal.**

## **GANGA CAN BREATHE EASIER**

Ganga Shahi from Kalikot, western Nepal, explains that the eco-cookstove has made her life a lot easier. "When we were using the traditional stove, we needed much more firewood," It's a seven-hour walk for firewood collection, which she used to do around eight times a month. The eco-stoves require five times less firewood, allowing Ganga more time for other activities.

**"I have so much more time now to care for my children, make sure they get ready for school on time, and do other things, like tend to the vegetables in our garden." Ganga**

The traditional stove also emitted heavy smoke causing respiratory issues. **"Before, when I stayed in the kitchen too long when cooking, my eyes would get sore, I would struggle to breathe properly, and my head would start to hurt because of all the smoke. Since using the new stove, I haven't had these issues."**

# UNRESTRICTED FUNDS

**Unrestricted funds are the cornerstone of UNICEF's commitment to build a better world for every child.**

This type of funding provides UNICEF with three key tools:

- 1. predictability** to plan and implement long-term programmes for children
- 2. flexibility** to address challenging and often rapidly changing contexts to achieve real, lasting results, and
- 3. efficiency** that comes from reducing transaction costs and thereby maximising the resources that can go directly to children.

Around 80% of the unrestricted funds received by UNICEF goes directly to country programmes around the world, equitably and precisely allocated based on where children are in greatest need. The allocation of the remaining 20% is directed to strategic and innovative activities, advocacy and global and regional programmes, and UNICEF's emergency programme fund.

This is the most valuable source of funding for UNICEF, and we have been laying the foundations to increase the amount of unrestricted funding we can raise to deliver better results for children.



## Every Child Fund

In 2024, we launched UNICEF's Every Child

Fund to support unrestricted funding. Supporters of the Fund and members of the accompanying Every Child Circle – an exclusive group for supporters who make a three-year commitment – have helped us to deliver life-saving support for children and their families.

From medicine and clean water in Gaza, to screening and treating children for malnutrition in Sudan, and psychosocial support for children at child-friendly spaces in Haiti, the Fund supported vital emergency work. It also enabled new work with many government partners. In India, communities are breaking the silence around menstruation, and in Ghana, strengthened birth registration means more babies can access essential services like child protection, health care, and education.

©UNICEF/Elfratih



## OHAG PLANTS A VEGETABLE GARDEN

In Amara village, northern Sudan, Ohag is one of 500 women tackling malnutrition by growing crops to feed her family.

Ohag learned how to set up a vegetable garden as part of a initiative supported by UNICEF. While protecting her family's health, she can also pass on her growing skills.

**"The market where I bought vegetables was very far away and I couldn't go every day. But I made the garden to provide vegetables rich in vitamins for my children."**

Ohag

**Left: Ohag tends her vegetable garden.**

# UK IMPACT

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 currently work in all four nations of the UK, reaching around 3.25 million children each year through our Baby Friendly Initiative, Rights Respecting Schools and Child Friendly Cities and Communities programmes.

Our aims for 2024 were to continue influencing and transforming systems and services for children.

## 2024 KEY ACHIEVEMENTS

3.25m

Reaching around 3.25 million children each year in the UK.



**Rights Respecting Schools**

1.75m

Reached 1.75 million children in 5,000 schools in UK and Channel Islands.

### Registrations and accreditations in 2024

- 784 schools in the UK newly registered
- 248 schools achieved *Gold: Rights Respecting*
- 423 schools accredited *Silver: Rights Aware*



**THE BABY FRIENDLY INITIATIVE**

600,000

newborn babies in the UK supported.

- 99% of maternity services
- 89% of health visiting services
- 74% of neonatal units working towards Baby Friendly accreditation in the UK



**Child Friendly Cities & Communities**

1m

Nearly 1 million children in areas taking part in Child Friendly Cities and Communities.

- **Expert training in children's rights for 1,134** elected members, council staff and other professionals
- **100 young leaders and decision-makers** received training and support to help them advocate for their rights and those of their peers



## Rights Respecting Schools

**The Rights Respecting Schools Award (RRSA) puts children’s rights at the heart of schools in the UK. Using the UN Convention on the Rights of the Child as our guide, UNICEF UK works with schools across the UK to create safe and inspiring places to learn, where children are respected, their talents are nurtured, and they can become empowered, responsible and active citizens.**

**RRSA reaches over 1.75 million children and young people in more than 5,000 schools across the UK and Channel Islands. The UK programme has the most participant schools of the many child rights schools’ programmes run by UNICEF National Committees around the world.**

### **Commitment to child rights in Scotland**

Thanks to funding from the Scottish Government, the Rights Respecting Schools Award is now on offer to every state primary and secondary school in Scotland. By the end of 2024, 83% of schools in Scotland were engaged – a huge reach for a non-statutory programme. The Gold Award has been achieved by 299 schools and 635 have achieved Silver.

### **London Mayor reducing violence through rights**

In February 2024, the Mayor of London announced £1.4 million Violence Reduction Unit funding for UNICEF UK to offer the Rights Respecting Schools Award to state-funded education settings in all London boroughs. The funding runs until March 2028, creating opportunities for lasting impact for children in London, including children with special educational needs and disabilities. By December 2024, 581 London schools had registered for the programme. More than 100,000 children and young people in London are attending schools that have achieved either the Gold or Silver Rights Respecting Schools Award.



### London secondary school sign ups

Five secondary schools in the London Borough of Camden signed up for the Award after the Mayor’s funding was announced, including Acland Burghley – a large mixed comprehensive school. **“I feel very confident in applying for Bronze now and I am looking forward to speaking with other Camden secondaries about their plans to embed children’s rights into policies and practice.”** Dixie McLean, RRSA coordinator at Aclan Burghley.

### Measuring impact for children

When a school attains Silver or Gold stage of the Award, the impact on schools and children’s lives is apparent. Between September 2022 and June 2024, we reviewed this impact. We found that:

- 92% of Gold schools and 83% of Silver Schools report noticeable or significant impact on children and young people being **more engaged in their learning**.
- 97% of Gold and 93% of Silver schools report noticeable or significant impact on children and young people **developing positive relationships**.
- 98% of Gold and 93% of Silver schools report noticeable or significant impact on pupils **feeling empowered to respect the rights of others**, and to uphold their own rights.

### Resilience in Pantysgallog

Every morning, Max the Wellbeing dog and headteacher Darren Thomas greet pupils as they arrive at Pantysgallog Primary School in South Wales. Max joins lessons and assemblies and provides vital emotional support for some pupils as part of the school’s resilience approach which is closely linked to their work on children’s rights. Registered with RRSA since 2019, Pantysgallog Primary School has found that as rights have become more embedded, so has a culture of mutual respect, enhanced behaviour, and pupils’ readiness to learn.

### Feeling safe in Longstone

The community of Longstone Special School in Dundonald, east of Belfast, values dignity, non-discrimination and the best interests of the child. Young people made a video about safeguarding, and posters to introduce safeguarding staff. Pupils on the school council completed leadership training and took part in the safeguarding project. They report feeling more confident from knowing they made a real difference to school life.

**Top: Children and young people at Rights Respecting Schools around the UK celebrate World Children’s Day (20 November).**



© UNICEF/Maule-Ffinch



## THE BABY FRIENDLY INITIATIVE

**UNICEF UK’s Baby Friendly Initiative works in UK maternity, neonatal, community and hospital-based children’s services and universities to give babies the best start in life. We promote and support breastfeeding, and we focus on safe, responsive bottle-feeding and responsive caregiving for every baby.**

Above: Zoe and her three children enjoy a mix of family and discovery time at Pine Cones Family Hub in Bedford, with space for breastfeeding, play and cuddles. Activities include ‘stay, weigh and play’ sessions. The Bedford Borough Children’s Centres have been engaged with Baby Friendly since 2015 and achieved re-accreditation status in 2023.

**Over the past 30 years, the programme has transformed healthcare for families in the UK as part of a wider, global partnership between the World Health Organization (WHO) and UNICEF.**

## Accreditations

Our staged accreditation programme enables services to support families with feeding and help parents/primary caregivers build a close and loving relationship with their baby.

In 2024 we awarded

- 19 Gold Awards and 18 Gold re-validations
- 10 Certificates of Commitment
- 25 Stage 1 accreditations
- 19 Stage 2 accreditations
- 16 full accreditations
- 44 re-accreditations

## Four Trusts unite

The NHS Long Term Plan recommends that all maternity services work towards full Baby Friendly accreditation.

Four neighbouring NHS Trusts of Southampton, Hampshire, Isle of Wight, and Portsmouth make up the SHIP Local Maternity System. All are working to become fully Baby Friendly and are collaborating on their common goal.

Their collaboration builds camaraderie among health professionals across and beyond the four trusts, benefiting more babies and families.

Baby Friendly interviewed the Trusts' Infant Feeding Leads, and in 2024, published their insights on improving standards of care and support for babies and their parents or caregivers.

**“We are doing such powerful work. Doing it together has reached that wider audience.”**

**“Breastfeeding initiation rates have improved ... We have an educated workforce, and we are working to Stage 3, where we will see the biggest changes because we are auditing parents and embedding practice.”**

Infant Feeding Lead

## 2024 Annual Conference

Our two-day, online Baby Friendly Annual Conference reached nearly 2,000 UK and international delegates with the latest research and innovations in infant feeding and relationship building.

Starting on World Children's Day (20 November), the Conference marked 30 years of Baby Friendly in the UK. One delegate shared, **“I have loved every single UNICEF UK Baby Friendly Conference I have attended, and this was no exception.”**

## Education and outreach

Baby Friendly supports health professionals to implement best practice in infant feeding and relationship building. Our suite of evidence-based courses, resources, guidance materials and Qualifications Framework distance-learning programme are valued by health practitioners across the UK. In 2024, our collection of widely accessed e-learning resources was updated in line with the latest evidence.

© UNICEF UK/BFI



**Left: Sajanthini shares a loving gaze with her six-month-old son Aaron, who is receiving care at the Alder Hey Children's Hospital in Liverpool. Alder Hey is currently engaged in the Baby Friendly pilot programme for hospital-based children's services.**

Derry City and Strabane District

● Existing Child Friendly local authorities  
★ UNICEF Child Friendly City

Manchester

Liverpool

Nottingham

Sandwell

Birmingham

Cardiff

Redbridge

Lambeth

Torbay



## Child Friendly Cities & Communities

**Almost 1 million children in the UK are growing up in areas taking part in Child Friendly Cities and Communities. The programme is working in 10 locations across the UK, including with some of the biggest local authorities in the UK like Birmingham and Manchester, to put children's rights into practice.**

**The programme aims to create cities and communities in the UK where all children – whether they are living in care, using a children's centre, or simply visiting their local library – have a meaningful say in, and truly benefit from, the local decisions, services and spaces that shape their lives.**

**Our training is based on the UN Convention on the Rights of the Child. We support councils, their partners, and children and young people, as they work together on an ambitious three-to-five-year journey towards international recognition as a Child Friendly City or Community.**

### **Child rights at the heart of our cities and communities**

In every community where we work, we are seeing children's rights woven into council and community-wide initiatives, and the ways in which decisions are made. And we see children and young people contribute to creating solutions to local issues, so that their needs are met, and their rights are upheld.

In Liverpool, children and young people have contributed to a new housing design guide that will ensure new homes built in the city feel safe for children and contribute to their health and wellbeing.

In Derry City and Strabane District, children's rights have been embedded into the tendering process for initiatives like the cross-community peace-building programme PeacePlus. This means that decisions about where to prioritise support and funding explicitly consider children's needs.

In the London Borough of Redbridge, there is now a requirement for all Cabinet papers to make clear the implications for children of any decision that is made.

### **Delivering training**

In Manchester, spearheaded by the city's leadership, the council has committed to training its entire workforce. This will have a far-reaching impact: contributing to children feeling safer in their communities, being better protected from discrimination and harm, and enjoying services and spaces that are designed to meet their needs.

**“As a result of today’s training, I am focused on ensuring that decisions made for looked-after children emphasise their rights and provide appropriate care and support for them.”**  
Training participant

### Meaningful role for children

In 2024, new initiatives such as Liverpool’s Schools Parliament made sure that children of all ages could talk directly to decision-makers on a huge range of topics: from raising concerns about the environment to how safe they feel in their communities.

In the London Borough of Lambeth, only a small number of children and young people being looked after by the council were attending their review meetings. To address

the issue, the council identified the barriers that were preventing children and young people from participating. The council took a child rights-based approach to finding ways to overcome these barriers, which included providing more consistent support, making information more accessible and child friendly, and creating tools to help children and young people feel more confident to attend. The result was that the number of children and young people attending their review meetings increased significantly, rising to 68%.

In Manchester, young carers recently contributed to the city’s new Young Carers’ Strategy that included their commitments to making Manchester “a place where all young carers can be safe, happy, healthy and successful.”

©TranaiTodd



**Left: Tranai works to make Nottingham a safer and better place for young people.**

## TRANAI, CHILD FRIENDLY NOTTINGHAM CHAMPION

As a Child Friendly Nottingham champion, Tranai, aged 20, uses his experience of growing up in Nottingham and overcoming challenges to inspire and empower other children and young people.

When he was 14 years old, Tranai noticed some of his friends being targeted and manipulated by criminal gangs. Tranai found distraction in sport. Through boxing, he learnt how to be resilient and channel his frustrations. He began volunteering for local community projects, including the Nottingham City Youth Cabinet. Here, he discovered his passion for helping children and young people overcome adversity and find their voice.

Aged 17, Tranai set up the Support Through Sport organisation. Three years on, Tranai has helped thousands of local young people by being a mentor, signposting to other support services, and working with organisations and community groups across Nottingham. In 2024, Tranai became the youngest person to be recognised in the prestigious Nottingham Awards, honouring people who are making a difference in their communities.

**“It was a proud moment in my own journey of resilience, learning and leadership, and further motivation to build brighter futures and create safer communities, through the power of sport and youth work combined.”**  
Tranai

# INFLUENCE

In 2024, we sought to influence the priorities of major parties across the devolved nations to centre upon child rights in the run up to the General Election, establish influential relationships with the new Government, and continue to deliver our international and domestic campaigns and our foundational advocacy work.



89,000

people sign our petition in support of a  
National Baby and Toddler Guarantee.

I'M PROUD TO

STAND FOR  
CHILDREN

## 2024 UK GENERAL ELECTION

**The 2024 UK General Election was a pivotal event. In May, with six weeks' notice of the election date, we accelerated our engagement with the major political parties so that, whatever the outcome, UNICEF UK would be well positioned to influence the new Government.**

### **This included:**

- Our *General Election Briefing*, with our domestic and international campaign points, reached Ministers, Shadow Ministers, and MPs. We sought to influence parties to prioritise the needs of children.
- **120,000 campaigners reached 4,500 candidates in 450 constituencies**, so that 200 candidates signed our pledge for children – making new connections with prospective MPs.

- Our Youth Advisory Board reviewed the main parties' manifestos and wrote to the main party leaders to spotlight youth views and concerns.
- We amplified our priority issues for domestic and international child rights through all our communication channels and in coalitions with other organisations.

On 5 July, a new Labour Government was elected, and we continued to press to prioritise children's needs with the new Government and Parliament. We focused on:

- Strengthening relationships through welcome letters from our Chief Executive Philip Goodwin, MP packs, party conference events, and discussions with civil servants.
- Publicly calling for child rights to be at the heart of Government actions and decisions.
- Working with sector colleagues to centre children in public debate and decision-making.
- Creating the conditions to push child rights up the political agenda with our two campaigns – *Early Moments Matter* and *Futures at Risk* – in the first 100 days of the new Government.

Our groundwork seeks to secure support coverage for our priorities. Now we are pursuing our change goals for child rights by the end of this Parliament.

**Top: Ahead of the 2024 General Election, we called on politicians and the public to stand for children and put children first.**

# YOUTH VOICE AND INFLUENCE

**We continued to grow our youth work with children and young people across the UK and around the world in 2024, elevating their voices and supporting their active participation in our work:**

- Raising awareness of all children's rights through our youth advocacy campaign OutRight and our Youth Advisory Board (**pages 8–9**)
- Facilitating exchanges with decision-makers and supporters, including strengthening youth engagement across the Foreign, Commonwealth and Development Office (FCDO), the UN system, the Minister for Children, and with other children during Soccer Aid for UNICEF.
- Members of the Youth Advisory Board participated in and informed colleague recruitment, and strategy development processes in 2024 (**see page 9**). We are proud to continue to challenge ourselves to open processes to, and be influenced by, children and young people.



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## Community Building with Gen Z

Building a relationship with Gen Z in the UK is a priority for UNICEF UK. In 2024, we undertook extensive research and competitor analysis. Taking a youth-centred approach is paramount, so research was commissioned with young people aged 13–25 across the UK, with a focus on listening to under-represented groups. We're excited to shape this new initiative in 2025.

## OutRight campaign

In a year when so many countries went out to vote, our OutRight campaign celebrated changemaking – encouraging children and young people to speak up about issues that matter to them. High-Profile Supporter Cel Spellman, and champion for children Paddington Bear, supported new campaign resources.

With over 2,000 settings across the UK taking part in OutRight, more than 60,000 children and young people learned about democratic processes and their right to be heard. Our campaign was filled with hope and encouragement.

We encouraged children and young people to write directly to decision makers and highlight the importance of the UN Convention on the Rights of the Child. Several decision makers and politicians who received these letters visited schools to meet the authors.

On World Children's Day (20 November), more than 200 settings joined our interactive webinars, featuring inspiring Youth Advisory Board members Dev and Tiana. Board member Finn spoke insightfully on the incorporation of the UN Convention on the Rights of the Child into Scottish law.

**Children learn about their rights at a UNICEF Rights Respecting School in east London, England.**

# EARLY MOMENTS MATTER CAMPAIGN

**Early Moments Matter calls on the UK Government to commit to a National Baby and Toddler Guarantee of basic services for every young child, including education and mental health support. In 2024 our campaign focused on the impact that child poverty has on early childhood outcomes and called for more financial support for parents, including an end to the two-child limit and benefit cap that currently keeps thousands of children in poverty.**

Our third annual parent poll, launched in July, found 90% of parents with children under five are worried for their children's future life chances. It was picked up by Sky News, GMB, Hello! and others.

**Below: Jocelyn and her daughters play a card game at their home in Watford, England.**

**“Mental health, education, accessing opportunities, the foundations for all of this is set by early years’ development.”** Jocelyn

We used the moment to relaunch our petition, calling on the newly formed Government to prioritise early childhood development. More than 89,000 people have now signed. UNICEF UK Chief Influence and Impact Officer Anna Kettley discussed child poverty with Work and Pensions Secretary Liz Kendall.

In December we launched joint new research with the NSPCC. *Opening Doors: Access to early childhood services for families impacted poverty in the UK* sets out how essential early childhood services can counter poverty's impact on babies and young children. It flags how families living in poverty face barriers accessing these services. This research was discussed with Government officials writing the new Child Poverty Strategy and shared with MPs and Ministers. Over 300 people across local authorities, the NHS, Government, academia and NGOs joined our webinar on the findings.

UNICEF UK has influenced the development of the Government's Child Poverty Strategy, which includes a pillar on best local services for early childhood. The day after our research launched, Prime Minister Kier Starmer announced that ensuring the best start in life for every child is one of the Government's six national milestones – a major success for our campaign.



# FUTURES AT RISK CAMPAIGN

**Following years of cuts to the UK aid budget, we worked to influence the UK Government to continue its support for the basic services that children need to survive and flourish.**

We followed up on the Global Food Security Summit (November 2023) with evidence to the International Development Parliamentary Committee's inquiry into the UK Government's progress on achieving Sustainable Development Goal 2: Zero hunger. Seizing opportunities like World Immunisation Week, we briefed MPs on strengthening health services, and co-ordinated UNICEF campaigners to reinforce our messages.

## **Gemma Chan visits UNICEF Humanitarian Supply Division**

Post-election, we brought our campaign to party conferences with colleagues from UNICEF Democratic Republic of Congo. Our open letter calling for investment in the poorest children and a return to 0.7% has gained nearly 25,000 signatures. Actress and UNICEF UK Ambassador Gemma Chan visited UNICEF's Humanitarian Supply Division in Denmark to promote the campaign.

**Right: Our *Leave No Child Behind* report detailed how child-focused aid has been cut disproportionately and how the UK could better support children.**

## **Leave no child behind**

In November, we launched *Leave No Child Behind: Analysing Cuts to UK Child-Focused Aid*. The report details how child-focused aid has been cut disproportionately and how the UK could better support children. Our new Chief Executive Philip Goodwin discussed the findings and recommendations at a World Children's Day dinner with MPs. UNICEF campaigners shared the report with their constituency MPs. This report will underpin much of our advocacy through 2025.

On World Children's Day, we shared UNICEF's *State of the World's Children* report with political and government stakeholders, warning how climate change threatens child rights. Philip Goodwin met with Climate Minister Kerry McCarthy. A Public Affairs colleague attended the UN Climate Change Conference (COP29) in Baku, and our campaigners contacted 398 MPs, yielding two parliamentary questions on the Government's commitment to finance climate adaptation for the poorest countries.



# FOUNDATIONAL ADVOCACY

## Bringing stakeholders together to advance children's rights

2024 was a landmark year for UNICEF UK's foundational advocacy, with the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024 gaining Royal assent and coming into force. We are proud to have played a part in the adoption of child rights in Scottish law, working closely with the Scottish Government and civil society partners.

We also intensified our efforts to bring together key stakeholders to secure incorporation and implementation of the Convention across the UK.

In February our House of Lords event, co-hosted with the Children's Rights Alliance for England (CRAE) and the Equality

and Human Rights Commission (EHRC), brought together parliamentarians and civil society organisations on the need to implement recommendations made to the UK by the UN Committee on the Rights of the Child in 2023. A member of our Youth Advisory Board shared her experience of giving evidence to the UN Committee. We also published three joint briefings to help parliamentarians and civil society groups hold the Government to account.

As a steering group member of the Rights of the Child UK (ROCK) Coalition, we supported a conference exploring progress on incorporation across the UK and Jersey for policymakers and civil society groups. Hosted by Together (Scottish Alliance for Children's Rights) in September, speakers represented governments, children's commissioners and non-governmental organisations. UNICEF Iceland shared lessons and insights from incorporation of the UN Convention on the Rights of the Child in Iceland.

**Below: Scottish Youth Parliament celebrate the incorporation of the UN Convention on the Rights of the Child into Scottish law.**



# SPORT AND CHILDREN'S RIGHTS

**UNICEF recognises the importance of sport and play in children's lives. UNICEF UK's work focuses on protecting and promoting children's rights in, around, and through sport – for children everywhere.**

## **Children's sport in the UK**

As part of the Children's Coaching Collaborative, our training covered the pivotal role that coaches play in making sure sport promotes children's rights, helping them create rights respecting environments for children in sport.

With our new partner, Brighton and Hove Albion Football Club, we began to map the club's child rights impacts and develop its child rights action plan, working with the girls' and boys' academies.

We developed an online course on e-sports and children's rights with the British Esports Federation (BEF). Part of the BEF's new 'Duty to Care' training package, coaches trained under the programme should understand how to respect and promote the rights of children they work with in e-sports.

## **Embedding child rights in sport internationally**

We supported some of the world's leading International Sport Federations in 2024, inputting into research and development of a child rights framework for elite athletes, and advised on standards for talent development environments, to prompt stronger alignment with the UN Convention on the Rights of the Child.

## **International Safeguards for Children in Sport**

In 2024, we launched online Safeguarding Practice and Effective Safeguarding courses in English, Spanish and French, for people with enhanced responsibility for safeguarding in sport. Developed alongside key International Sport Federations, the courses support better understanding of child rights and safeguarding. More than 3,000 learners from around the world have already taken the courses.

The Safer Culture programme and online tool also launched in 2024: aiming to support sports organisations to develop a stronger culture of child rights and embed behaviours that prioritise child athlete engagement and safety.

**Left: On a pre-season tour in Japan, Brighton and Hove Albion FC men players Joel Veltman, Tariq Lamptey and Kaoru Mitoma met children from a local football club. They discussed the kind of world the children would like to grow up in and how the climate crisis is changing their daily lives.**

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# OUR ORGANISATION

In 2024, our aims were to work towards meeting our target for an effective, engaged and inclusive workforce, who live our values and feel safe and supported in our work for children.

In addition, we continued work on the transformation programmes for our digital and financial infrastructure.

## 2024 KEY HIGHLIGHTS



30%

Colleagues from the global majority now make up 30% of our workforce.

Our colleague engagement and satisfaction scores from our quarterly surveys were at near record highs.



# FINANCIAL REVIEW

## Income

We raised an incredible **£135 million** of income in 2024, thanks to the generosity of our donors and supporters. This is 16% down compared to the £160 million raised in 2023: a key driver for this being the exceptional response to the 2023 earthquake in Türkiye and Syria, particularly from our corporate partners.

2024 saw a challenging fundraising environment, with the high costs of living and political and economic uncertainty continuing to impact our donors and supporters. We also experienced a reduction in income raised for emergencies, following a trend of increases since 2020. The combined impact of these factors resulted in UNICEF UK falling short of our ambitious income target for 2024 by 8%.

Despite the challenges, performance across our core activities (excluding emergency activation) with our Partnership and Philanthropy team remains strong and has seen an increase compared to 2023. And the launch of our new e-commerce site towards the end of 2024 sees new routes to establish connections with regular donors.

In 2024 our income profile was as follows:

- 46% (2023: 48%) of our income was raised by our Partnerships and Philanthropy teams (including Corporate Partnerships, Major Donors, Foundations and Trusts and Government Grants as per Note 2)
- 42% (2023: 39%) of our income was raised by our Public Engagement Teams (Direct

Marketing, Fundraising Initiatives and regional fundraising, Legacies per Note 2)

- 12% (2023: 12%) of our income is from other sources, including our UK Programmes, UNICEF fundraising development grant and events.

The diversity within our income portfolio provides financial resilience, particularly important at the current time of significant uncertainty in the world.

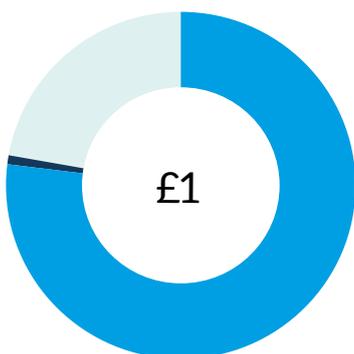
## Costs of raising funds

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 22 pence to raise the next pound.

This covers the costs of raising funds through mail campaigns, supporting our existing donors and recruiting new donors. By aiming to maximise the return on our fundraising investment, we ensure each pound raised goes further to support children around the world.

We are part way through a period of investment in some of our key systems that support the efficient functioning of the organisation and help it to adopt more efficient work practices. This includes a financial transformation project to replace our old legacy system, which went live at the beginning of 2025, and a review of the digital and data practices within the organisation. 2023 and 2024 have been higher spend years as the organisation seeks to build a stronger platform to grow, evolve, take advantage of new technology, and embed efficient processes.

Overall, our total costs of raising funds have increased by £2.6 million. This includes



## UNICEF UK fundraising breakdown

- 77p for programmes
- 1p governance
- 22p to raise next £

£1.7 million for these planned infrastructure projects, which were funded by use of designated reserves. We also felt the full impact of the past few years of higher inflation as our suppliers caught up with their pricing. It is our ambition to continue to reduce the cost of fundraising but without sacrificing innovation and transforming to be more digital and data led.

**Charitable expenditure**

Of the total income raised in 2024, £94 million was available for programmes to benefit children. This was down £25 million (21%) compared to 2023, largely due to reduced emergency responses – in 2023, the strong response to the Türkiye and Syria earthquake boosted income. Of the total available, £63 million was for specific overseas programmes or countries chosen by our donors, £21 million for UNICEF core programmes funded through unrestricted donations, and £10 million for UNICEF UK’s advocacy and programmes in the UK, such as our Baby Friendly Initiative and Rights Respecting Schools Award.

**Funds available for children**

Excluding fundraising development costs provided by UNICEF, on average, over the past five years, 77 pence in every pound of UNICEF UK’s gross income was available for programmes, after costs of fundraising, sales, and administration.

**Governance costs**

On average over the past five years, governance costs have amounted to 1% of total income and was 1% in 2024.

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**

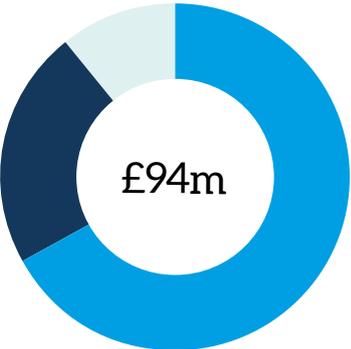
The charity’s wholly owned trading subsidiary carries out commercial trading activities for the charity. During the year, income of £66,000 (2023: £41,000) was raised from sales of goods through our new e-commerce shop selling cards and gifts, which launched in October 2024. After taking account of relevant costs, UNICEF UK Enterprises has not made a surplus in 2024. 2025 is forecast to see a further loss, with surpluses arising in future years. The net position of the company is consistent with the expectations of the UNICEF UK and is not considered to be cause for concern.

**Financial Position and Reserves**

The results for 2024 produced a deficit of £1.3 million, following planned application of restricted funds and utilisation of designated funds which were being held to fund significant technology infrastructure projects. Effective use of reserves has enabled this essential investment.

At 31 December 2024, total funds at the year-end amounted to £8 million (£5.6 million unrestricted, £1.5 million designated for specific purposes, and £0.9 million restricted).

UNICEF UK’s policy on reserves is to maintain a general fund at a level that ensures UNICEF UK can meet its financial commitments and obligations as they fall due, fund unexpected expenditure when unplanned events occur,



**UNICEF UK expenditure breakdown**

- £63m for specific overseas programmes or countries chosen by our donors
- £21m for UNICEF core programmes funded through unrestricted donations
- £10m for advocacy and programmes in the UK

and safeguard the charity from uncertainty over future income. In determining the value of reserves to be held, income has been categorised and assessed based on 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 £5.6 million, covering the net book value of our fixed assets and four months of unfunded expenditure from our unrestricted funds in the event of a 40% fall in income, which is consistent with the reserves policy.

To drive even better outcomes for children, a designated reserve of £1.5 million is being held for investment in information and technology, including improved data and digital capabilities (£0.5 million), and investment in strategic innovation projects (£1 million), to identify new ways of generating income and impact.

### **Prior Period Adjustment**

We have changed our accounting policy for the recognition of legacy income in the year and have consequently restated our comparative 2023 numbers within the Financial Statements. This change is further explained in Note 1(e) and Note 27 to the Financial Statements.

### **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 £21.4 million, compared to £25.5 million at the end of 2023. A large percentage of income is received in the last month of the accounting period and year-on-year fluctuations in the bank balance 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.

Our net cash outflows from operating activities are due to the planned investment in technology infrastructure in the year, as well as, during December 2024, processing and paying a higher level of invoices than usual to facilitate the launch of our new Finance System in January 2025.

### **Going concern**

The financial statements have been prepared on a going concern basis that the Trustees consider to be appropriate. The Trustees have considered the following when arriving at this conclusion:

- Level of reserves
- Cash position
- Four-year strategy and financial plans
- Systems of financial and risk management, including the financial reforecast process

The Trustees are confident that UNICEF UK will have adequate resources to continue to meet its liabilities for the foreseeable future and therefore have prepared the financial statements on a going concern basis.

# RISK MANAGEMENT

## **Risk oversight and management**

We strive to maximise opportunities for children in the UK and around the world and recognise that a set of risk principles is required to support this aim. We continually review our risk awareness, management and robust safeguarding procedures as part of our approach to good governance.

The Board of Trustees is responsible for overseeing the effective management and control of risks for UNICEF UK. The Board has a standing item on risk at each of its meetings, and reviews UNICEF UK's risk appetite statement every year. The Board is supported in these duties by the Audit and Risk Committee, who scrutinise and advise on risk and internal control policies and procedures.

Day-to-day risk management is led by the Executive, duly supported by the Risk Management Group (RMG), who in turn also report into the Audit and Risk Committee (ARC). The RMG maintains a risk register that is shared with the Executive Team and Board of Trustees.

Additionally, risk management is an integral part of planning processes at a strategic, departmental and project level.

## **Risk mitigation in 2024**

The principal risks and uncertainties impacting UNICEF UK in 2024 were as follows:

### ***1. Ongoing cost of living challenges***

The high inflation levels over the past few years have impacted UNICEF UK on multiple levels. UK consumers and corporate organisations have grappled with rising costs and this has put pressure on giving budgets. At the same time, UNICEF UK's cost base has increased due to inflationary pressure.

New income initiatives include artificial intelligence (AI) enabled selection testing to improve the cost effectiveness of marketing

campaigns and testing extensively to make donor journeys simpler and more rewarding. We have launched a new corporate emergency giving fund and opened an e-commerce platform with an updated product range.

To control expenditure and improve productivity, we have introduced a new work prioritisation programme, sublet spare office space and introduced a new-hire freeze.

### ***2. Rights outcomes***

The outlook for children in the UK and globally is possibly the worst it has been for generations. We continue to highlight the deteriorating situation for children in an environment characterised by polarisation and global instability.

During 2024 we influenced the main UK political parties to promote policies for children in their election manifestos and in the programme for government beyond the election. We will continue to campaign for the Government to tackle child poverty in the UK, play an important role in sector debates on child rights in the UK and around the world, and advocate for the Government to protect its commitment to the world's children in decisions about overseas aid.

### ***3. Global macro-economic environment***

The current macro-economic environment is fraught with risks stemming from conflicts, protectionism, and increasing uncertainty. This increases the risk of a global recession or, at the very least, places pressure on the profits generated by our corporate partners and may reduce the wealth of our supporters. To counter such threats, we continue to diversify our funding sources, identify potential new donors, and work on new products that may widen our appeal. At the same time, we prioritise cost efficiency through improved ways of working, automating tasks, and a review of the strategic objectives for the final two years of our current strategy.

### ***4. Cyber***

The risk of cyber attacks is increasing as cybercriminals become more sophisticated, frequently leveraging AI to enhance their tactics. In 2024, we prioritised the introduction of a raft of new advanced security measures to protect against these evolving cyber threats.

# 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 32 National Committees – one of which is the United Kingdom Committee for UNICEF (UNICEF UK). A Co-operation Agreement sets out how UNICEF and its National Committees work together.

UNICEF UK is a charitable 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 business of the charity is governed by a Board of Trustees, which is elected by UNICEF UK's members.

The Trustees, who are all volunteers, 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.

## **Registered Charity details**

United Kingdom Committee for UNICEF (UNICEF UK), Registered Charity Number 1072612 (England & Wales), SC043677 (Scotland) Company number 03663181

## **Trading subsidiary**

UNICEF Enterprises Limited,  
Company number 02736690

## **Registered Office**

1 Westfield Avenue, London E20 1HZ

## Trustees

The Trustees who served during 2024 were as follows:

| Trustees                            | Committees*       |
|-------------------------------------|-------------------|
| Shatish Dasani (Chair)              | F, N, R (Chair)   |
| Sarah Davis (Vice Chair)            | F, R              |
| Alex Connock (Vice Chair)           | N (Chair), R      |
| Sean Carney (Treasurer)             | F (Chair), ARC, R |
| Usama Al-Qassab                     | N, ARC            |
| Richard Hawkes                      | ARC               |
| Maggie Atkinson                     | ARC (Chair)       |
| Matt Ferguson                       | F                 |
| Aneil Jhumat (resigned 9 July 2024) | ARC (Chair)       |
| Zamila Skingsley                    | N                 |

\* Committee membership on 31 December 2024 (F = Finance Committee, ARC = Audit and Risk Committee, N = Nominations and Engagement Committee, R = Remuneration Committee)

## Executive team

|   |                                     |
|---|-------------------------------------|
| Philip Goodwin (from September 2024)    | Chief Executive                     |
| Jon Sparkes (from January to June 2024) | Chief Executive                     |
| Girish Menon (from July to August 2024) | Interim Chief Executive             |
| Steven Waugh                            | Chief Financial Officer             |
| Anna Kettley                            | Chief Influence and Impact Officer  |
| Mohini Raichura-Brown                   | Chief Partnerships Officer          |
| Louise Lane (from March 2024)           | Chief Marketing Officer             |
| Ben Ramalingam (from September 2024)    | Chief Strategic Development Officer |

## 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, 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, 10 Queen Street, London EC4R 1BE; Dentons UK and Middle East LLP, 1 Fleet Place, London EC4M 7WS

## Company Secretary

Steven Waugh

# GOVERNANCE

## Statement of compliance with section 172(1) of the Companies Act 2006

The Board of Trustees have acted in the way they consider, in good faith, would be most likely to promote the success of the charitable company for the benefit of the organisation as a whole. In doing so, the Trustees have had regard to the matters set out in section 172(1) (a–f) of the Companies Act 2006, as detailed below; page references have been provided for information to support the Trustees' compliance to their duties in these areas.

a) The likely consequences of any decision in the long term: **Pages 15 and 67** (Strategy, Finance and Risk Management)

b) The interests of the company's employees: **Pages 76–79** (Our People and the Community)

c) The need to foster the company's business relationships with suppliers, customers and others: **Pages 73–75** (Management and Supporter experience)

d) The impact of the company's operations on the community and the environment: **Pages 76–79** (Our People and the Community)

e) The desirability of the company maintaining a reputation for high standards of business conduct: **Pages 70–72** (Governance)

f) The need to act fairly as between members of the company: **Pages 70–72** (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.

## Trustees' responsibilities

The Trustees 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 that give a true and fair view of the situation 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 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 on 31 December 2024 was 33 (2023 – 36). The Trustees have no beneficial interest in the charity or the group.

### **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 are 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 2024, the Board held five formal meetings with the Executives to review performance against the four-year strategy, to assess the charity's financial health, and to consider policies and procedures in areas such as risk management and legal and regulatory compliance.

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 assuring the Board of planning rigour and financial propriety. It oversees assets and significant investments, reviews financial policy and procedure, and assesses major donations and proposals.
- **The Audit and Risk Committee** reviews the audited financial statements of the charity and recommends them to the

Board. It supports the Board in oversight of the risk management process within UNICEF UK. 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, independence and objectivity. The work of the Committee is supported by an Independent Member, James Allen.

- **The Nominations and Engagement 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 Committee has responsibility for oversight of the People strategy and actions to enhance Diversity, Equity and Inclusion, reporting to the Board.
- **The Remuneration Committee** assists the Board in determining pay awards to staff and Executive remuneration. It oversees remuneration strategy reporting to the Board.

### **Maintaining a reputation for high standards of business conduct**

In addition to a strong set of 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 sets out how we protect children's rights, respect the rights of others, promote and protect UNICEF UK, stay safe and ensure that others are safe and speak up to raise concerns.

### **Trustees' succession and development**

Aneil Jhumat, who joined UNICEF UK as the Chair of Audit and Risk Committee in 2022, resigned in July 2024 due to personal circumstances. The Board would like to thank him for his dedicated service to the charity. Maggie Atkinson has kindly agreed to take on the role as the Chair of Audit and Risk Committee.

After six years on the Board, most of which he has served as Treasurer, Sean Carney will be stepping down from that role at the AGM. The Board would like to thank Sean for his dedicated service to the charity and recognise his contribution in developing and supporting the implementation of the strategy.

In 2024, the Board of Trustees has agreed a forward-looking Board succession plan to ensure smooth leadership transitions in the future and achieve a Board composition that supports the growth of the organisation aligned with the strategy. Following an extensive recruitment process, the Board is recommending new Trustees for election at the AGM, including a new Treasurer and an emerging young leader who can bring a fresh perspective.

New Trustees will undergo an induction programme that includes meetings with the Chair, Trustees and the Executive Team members, 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 required to give an independent perspective on a specific matter, or if the required skills or experience are of a specialist nature.

Trustees have also been given opportunities to see UNICEF programmes in action. During 2024, this included visits to the Supply Division in Copenhagen, a Rights Respecting School in the UK, Baby Friendly Initiative at an NHS hospital, and induction visits to the Europe regional UNICEF office in Geneva. The Chair and the Chief Executive also attended the annual global meeting of all UNICEF National Committees.

The Chair and the Chief Executive hosted the annual global meeting of all UNICEF National Committees and the senior leadership team in

London in May 2024, providing an opportunity to showcase the work of the UK Committee and develop stronger relationships across the global UNICEF organisation.

The Board and Executive team also held an externally facilitated session on developing ways of working between the Executives and Trustees.

### **Engaging with our stakeholders**

We believe that to have the greatest impact for children we must understand what is important to our stakeholders. We proactively engage each of our key stakeholders in a way best suited to them and consider their needs and concerns, in accordance with s172 of the Companies Act 2006. By understanding our stakeholders, we can factor the potential impact of our decisions on each stakeholder group into Board discussions.

### **External audit**

A resolution that Crowe U.K. LLP will continue as the group and charity auditors for the next financial year will be proposed at the forthcoming annual general meeting.

### **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 attract 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 90**).

# 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 the Executive Team with responsibilities across fundraising, advocacy, communications, finance, technology and programme work.

## Managing our fundraising

Throughout 2024, UNICEF UK continued with its diversified approach to fundraising to secure the greatest amount of income possible for children worldwide.

In 2024, our main sources of income were as follows:

- Public Engagement fundraising activities included digital fundraising on paid social media and online, television appeals, direct marketing and public fundraising activities. We regularly review our return on investment in these activities to ensure we are investing in the best performing fundraising channels. By being flexible and reactive to changes, we can maximise the return on our spend and in turn the funds available for children.
- Corporate and foundation partner income had a strong year with new, long-term programmes, as well as new emergency partnerships. This included sums donated by the partners, their employees and clientele.
- Individual philanthropists and their families supported a large variety of restricted and unrestricted programmes.
- The annual Soccer Aid for UNICEF event, held at Stamford Bridge stadium in 2024, was another record-breaking televised event that raised £15 million.

## Fundraising compliance

UNICEF UK is committed to ensuring the highest standards in all our fundraising and fundraising delivered on our behalf by third-party fundraising agencies. We are registered with the Fundraising Regulator, adhere to the Code of Fundraising Practice, and follow

best practice guidance from the Charity Commission and other bodies such as the Chartered Institute of Fundraising, the Prepaid Phone Services Authority, the Advertising Standards Association, the Data and Marketing Association, and the Information Commissioner's Office.

We participate in advisory groups and compliance forums to ensure that we are aware of and in compliance with current regulatory obligations and to help better shape the changing regulatory landscape to serve charities and their supporters. Fundraising compliance supports across UNICEF UK by providing an advisory service as well as training and monitoring to reduce reputational and financial risk to the charity.

## Safeguarding

Keeping children, adults, and our colleagues safe is core to UNICEF UK's vision to build a better world for every child. To acknowledge the importance of this work, our Director of Safeguarding and Youth Voice is part of our Senior Leadership Team.

Safeguarding continued to increase in visibility and impact across the organisation. We updated and re-launched our safeguarding policies, toolkit, risk assessment templates, and reporting forms; launched a new Safeguarding for Managers training; and completed our Safeguarding Audit, sharing the executive summary with the organisation and launching a cross-organisational working group to embed recommendations.

To mark Adult Safeguarding Week 2024, we designed and launched our Domestic Abuse Guidance, training a core group of colleagues to support those experiencing domestic abuse.

Safeguarding leaders attended Designated Safeguarding Officer training led by the NSPCC to ensure that their respective teams continue to fulfil their safeguarding responsibilities. Safeguarding Specialists supported global UNICEF Private Fundraising and Partnerships in designing and facilitating training, as well as leading areas of UNICEF UK's inclusion network and anti-racism programme teams as a key pillar of UNICEF UK's equity, diversity, and inclusion work.

# SUPPORTER EXPERIENCE

## Supporter experience

> 4 out of 5 supporters rate our service as excellent.

> 860 complaints received

> Responded to over 44,000 direct enquiries

At UNICEF UK, our supporters are the core of our fundraising efforts. We are dedicated to delivering the highest quality supporter experience while showcasing the incredible impact of their donations.

**“I called yesterday to increase my monthly contribution. The person on the other end of the line was very helpful and managed my request without hassle (especially as I could not find any paperwork as to when I set up my account many years ago). Thanks.”**

UNICEF UK Supporter

We are registered with the Fundraising Regulator and adhere to their Code of Fundraising Practice. While we are dedicated to delivering a supporter service to the highest standard, there may be times when we fall short. When this happens, we are committed to investigating every complaint and learning from it in accordance with our Complaints Policy.

In 2024, UNICEF UK received 860 complaints, this represents an increase of 63% compared to 2023, when we received 527 complaints. This increase came in quarter four and related to a subscription fundraising product that encountered problems with deliveries during a peak period of activity. We have worked with all parties involved to resolve these complaints and will closely monitor this area.

Each year, we report all fundraising-related complaints to the Fundraising Regulator to ensure full transparency about our supporter's experiences with our fundraising activities. Our Executive Team and Trustees review and approve this report based on our complaint data. In 2024 we had no complaint investigations by the Fundraising Regulator.

We adhere to the Charity Commission's Serious Incident Reporting Process to fulfil our Charity governance obligations. At UNICEF UK, our transparent accountability for legal, compliance, and fair operations is maintained by our Trustees. We also take our responsibility for our supporters' data very seriously in accordance with UK GDPR. This includes consent to hold our supporters' data, as well as their permission to be contacted for fundraising and marketing purposes. In 2024, as part of our commitment to privacy we received and honoured 56 requests from people to stop future contact via the Fundraising Preference Service.

## Equal and fair treatment of supporters

At UNICEF UK, we strive to provide the best possible experience for every supporter, donor, and campaigner. To realise this commitment, we follow a robust policy framework that is guided by our Complaints and Privacy Policies. These policies are publicly available on our website and set out the high standards we strive for and what supporters can expect from their experience with UNICEF UK.

At UNICEF UK we are proud of our wide-ranging and diverse supporter base, and we are committed to treating our supporters fairly and with respect. Our supporters believe in UNICEF's mission to create a better world for every child and they support UNICEF UK within a broad range of circumstances. This commitment is embodied by our Adults in Vulnerable Circumstances Policy and Returning Donations Policies. Our Vulnerable Circumstances Policy, incorporating updates and guidance published by the Chartered Institute of Fundraising, outlines our process when we become aware of a supporter in a potentially vulnerable situation. It covers the steps we take to assess this and instances where we may cancel or return a donation.

To maintain our commitment to fair and ethical fundraising, we provide comprehensive training to our staff and fundraisers on best practices for engaging with adults in vulnerable circumstances, including recognising key indicators. If a supporter meets these key indicators and is experiencing vulnerable circumstances, our fundraisers are trained to end the conversation without accepting a donation when appropriate. All telephone interactions are recorded to support a peer review process, and any concerns regarding a donor's circumstances are escalated to our Supporter Care Team. In such cases, we reach out to the donor to confirm their understanding of any commitment they have made, ensuring that their decision was fully informed and voluntary. We are supported in this work by our Safeguarding Team, whose expertise helps to inform our best practice and ensure that we look after our supporters' needs.

In all our fundraising efforts, we strive to demonstrate the transformative power of donations, while providing clear and transparent information to help supporters make informed decisions. We set clear expectations and training for both UNICEF UK and our agency staff to ensure the highest level of supporter engagement.

### **Supporter care**

At UNICEF UK, we are committed to providing exceptional supporter care, ensuring that every interaction is meaningful and transparent. We aim to make supporting and engaging with UNICEF UK simple and accessible. We continuously monitor the channels our supporters use and invest in improving their experience. Our 24/7 contact service allows supporters to reach us when it suits them best and we learn from our supporters' feedback and stories.

In 2024, we responded to more than 44,000 enquiries from supporters and the public. These covered everything from our emergency appeals and how to support us, to questions on how young people can be involved in our work, and guidance on child rights.

**"I was born in Afghanistan and witnessed your life-saving support first hand. THANK YOU and your brave on-site colleagues for helping ALL the children in dire need all over the world indiscriminately."**  
UNICEF UK Supporter

# OUR PEOPLE AND THE COMMUNITY

## Our Shared Commitment

Our goal is a highly effective, engaged, and diverse workforce that live our values, and is supported to deliver their best work for children. This is key to our continued success and enables us to meet our income, impact, and influence goals. To continue to attract and retain the best talent, UNICEF UK needs to be an organisation that enables our workforce to thrive.

In 2024, we introduced many new and improved initiatives to further support our colleagues. This included the launch of a new Reward Policy, improving equity and transparency. And a new, flexible benefits system brought all our benefits into one user-friendly platform, and offers additional benefits to colleagues.

We improved our Learning and Development offer, introducing an array of new training. All our learning and career development opportunities are in our new Learning and Development Guide. We supported many leaders in completing management development and apprenticeship courses. As part of our work with the EY Foundation and its Impactful Futures Programme, several colleagues mentored young students, an opportunity both for colleagues' development and direct support for young people.

We recognise the continued essential role of our colleague networks. Their positive impact includes celebrating diversity, advocacy, driving change, creating safe spaces for colleagues, raising awareness, and learning.

We continue to build upon our wellbeing support for colleagues, with new initiatives – such as capacity planning – focusing on tackling the root causes of poor mental health.

## Employee engagement

To ensure we listen to our colleagues' views, we survey our workforce six times a year, tracking engagement levels and acting on the findings. Our engagement scores in 2024 have tracked at close to record scores since we started using our survey platform Peakon in 2018. This has been fuelled by colleagues' engagement with our strategic direction, strong appreciation of management support, peer relationships, and connection with our organisational values.

In addition to regular team meetings, all colleagues are invited to monthly organisation-wide briefings to keep them informed, achieve a common awareness of the factors affecting UNICEF UK's performance, and to give them an opportunity to ask questions. In September 2024, we saw a record attendance at our annual in-person All Colleague Away Day providing an important opportunity for interaction between colleagues.

## Equity, diversity and inclusion

UNICEF UK is committed to creating a working environment that supports and promotes equity, diversity and inclusion (EDI).

In 2024, we developed a new EDI strategy to help us ensure UNICEF UK is a courageous, safe and inclusive organisation. To support this, we have delivered comprehensive learning and development and have supported each team to continue to develop and deliver their own inclusion action plans.

We also produced a guide to inclusive language at UNICEF UK, building on our values to find the inclusive and respectful language we want to use. Colleagues now have a shared framework that aims to help them to feel more confident in engaging in EDI discussions, promoting collective understanding across the organisation.

Our work towards becoming an anti-racist organisation has also continued to progress. Towards the start of the year, we shared the findings and recommendations from an Anti-racist Communications Research Report, alongside guidance to support colleagues in applying the recommended principles and practices in their work.

Our Communications Team has also led a significant cross-organisational piece of work on Storytelling, looking at how we co-create with young people and embed anti-racism through the stories that we tell.

In 2024, we also officially became a Disability Confident Employer, embedding disability equity into our recruitment process, guaranteeing interviews for disabled candidates who meet the minimum criteria and making sure that appropriate adjustments can be made at every step of the recruitment process.

### **Our facilities**

In August 2024, we leased almost 4,000 square feet of our London office's 19th floor to a new tenant, while we continue to market the remaining 7,637 square feet. If we succeed in subletting the space, we will invest cost savings in initiatives to improve our work for children.

### **Remuneration statement**

Remuneration arrangements for all colleagues at UNICEF UK are aligned with the principles of Our Shared Commitment (our values). Pay and benefits are reviewed annually to support the recruitment and retention of talent and promote equality, diversity and inclusion, while balancing the responsibility to deliver the best possible results for children.

We benchmark salaries against similar roles in comparable organisations in the voluntary sector to support fairness. Pay and benefits for the Chief Executive and Executive Team are determined by the Remuneration Committee. When deciding their pay, the Remuneration Committee considers benchmark data, increases provided across UNICEF UK and more widely, and affordability.

Individual Executive team member salaries and employee costs are set out in note 13 of the accounts. In April 2024, a 4% across-the-board increase was provided to eligible colleagues – and around 100 colleagues received an additional pay increase to align with the external market, bringing everyone at UNICEF UK to a salary at or above the market median.

## **IMPACT OF OPERATIONS ON THE ENVIRONMENT**

Climate change is changing our world and the lives of children. The climate crisis is a child rights crisis which harms children's rights to health, education, and protection. At UNICEF UK, we understand that we must act urgently to reduce our own environmental impact and play our part in supporting the just transition to a sustainable world.

### **Progress in 2024**

In November 2024, we proudly achieved ISO14001 certification for our Environmental Management System. This certification provides a robust framework to embed sustainability into our organisation, empowering us to reduce our environmental impact, year after year.

Other notable achievements from 2024 include the launch of essential sustainability training for all colleagues, enhancements to our procurement process with updated sustainability and climate questions for suppliers, and the introduction of a Sustainable Events Policy to guide the creation of environmentally responsible events.

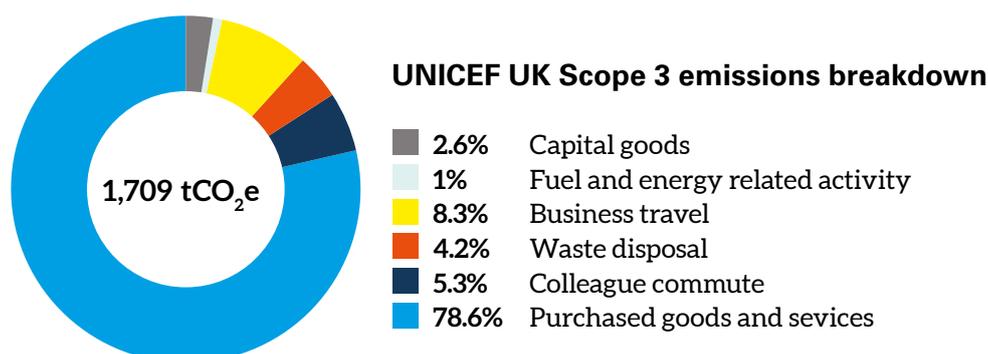
### **Reducing our energy use and carbon footprint**

In line with the Streamlined Energy and Carbon Reporting (SECR) requirements, UNICEF UK has disclosed its energy usage and emissions for 2024, as detailed in the table below. Beyond the mandatory SECR reporting, we have also voluntarily included emissions data for business travel, waste disposal, upstream emissions from purchased energy and colleague commuting.

Our reporting methodology adheres to the 2019 HM Government Environmental Reporting Guidelines and the GHG Reporting Protocol – Corporate Standard. Calculations are based on the 2024 UK Government Conversion Factors for Company Reporting.

| <b>Streamlined Energy and Carbon Reporting (SECR)</b>  | <b>2024</b> | <b>2023</b> | <b>2022</b> |
|--|-------------|-------------|-------------|
| <b>Energy consumption (kWh)</b>  |             |             |             |
| Electricity  | 45,550      | 62,407      | 90,879      |
| Heat and steam – district heating  | 136,320     | 167,710     | 206,740     |
| Transport fuel   | 21,666      | 23,616      | -           |
| Total energy consumption in kWh  | 203,536     | 253,733     | 297,619     |
| <b>Emissions (tCO<sub>2</sub>e)</b>  |             |             |             |
| <b>Scope 1 &amp; 2</b>   |             |             |             |
| Electricity (location-based)   | 9.431       | 12.923      | 17.574      |
| Heat and steam – district heating (location-based)   | 24.490      | 30.129      | 35.297      |
| <b>Scope 3</b>   |             |             |             |
| Transport fuel   | 5.228       | 5.726       | -           |
| Total gross emissions for mandatory reporting (location-based)                                     | 39.149      | 48.778      | 52.871      |
| Intensity factor (location-based) tCO <sub>2</sub> e per FTE                                       | 0.109       | 0.141       | 0.172       |
| <b>Other emissions - voluntary reporting (tCO<sub>2</sub>e)</b>                                    |             |             |             |
| Category 3: Upstream emissions from purchased fuel and energy                                      | 9.180       | 12.646      | 15.460      |
| Category 5: Waste generated in operations  | 34.566      | 71.407      | 68.607      |
| Category 6: Business travel - air  | 136.013     | 138.207     | 91.614      |
| Category 7: Employee commuting   | 91.394      | 91.394      | 28.021      |
| Total gross emissions including voluntary reporting (location-based) (tCO <sub>2</sub> e)          | 310.302     | 362.432     | 256.573     |
| Total intensity factor including voluntary reporting (location-based) (tCO <sub>2</sub> e per FTE) | 0.861       | 1.047       | 0.836       |

\*Location-based electricity (Scope 2) emissions use the average grid fuel mix in the region or country where the electricity was purchased and consumed. For SECR, location based is mandatory.



In 2024, our total carbon footprint was 310.302 tonnes CO<sub>2</sub>e, with the intensity metric reduced to 0.864 tCO<sub>2</sub>e per full-time employee (FTE). This is largely a result of energy-saving initiatives and the consolidation of our Stratford office space. Additionally, a significant reduction in the UK Government conversion factors for waste disposal contributed to a notable decrease in our waste emissions.

Energy-saving measures undertaken at our Head Office included the introduction of seasonal temperature set points, daylight-responsive lighting, and adjustments to the server room temperatures. The landlord purchases renewable, green energy backed by Guarantees of Origin and certified through the EKOenergy scheme.

To better understand where our greatest greenhouse gas (GHG) emissions impacts are, in 2024 we conducted an in-depth assessment of emissions from purchased goods and services. As expected, purchased goods and services constitute over 75% of our GHG emissions profile, amounting to 1,343 tonnes CO<sub>2</sub>e. A comprehensive breakdown of our scope 3 emissions, based on 2023 data, can be seen below. Looking ahead, we are prioritising efforts to reduce our emissions from both purchased goods and services and business travel, given that they represent the most significant contributions to our carbon footprint.

### **Impact of the charity's operations on the community**

Our extensive programmes in the UK (see **pages 46–53**) 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 10,185 children in 18 schools in Newham, and we work with local NHS Trusts 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.

### **Volunteers**

Our volunteers contribute in many important ways to UNICEF UK's success and achievements. Volunteers – including our Trustees, regional UNICEF groups, special advisers, Ambassadors and High-Profile Supporters – donated thousands of hours of their time during 2024. Thank you.

**The report of the Trustees including the Strategic Report was approved by the Trustees on 14 May 2025 and signed on their behalf by Shatish Dasani.**



Shatish Dasani,  
Chair of the Board of Trustees

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF THE UNITED KINGDOM COMMITTEE FOR UNICEF

## 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 2024 which comprise 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 2024 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 trustee's 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 charitable company's or 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](http://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) 2019. 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 General Data Protection Regulation (GDPR),

Anti-fraud, bribery and corruption legislation, and Taxation legislation.

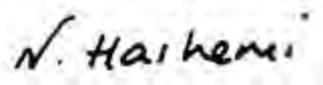
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within to be within the timing of recognition of grant, voluntary and legacy 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.



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

29 May 2025

## Consolidated statement of financial activities

(incorporating an income and expenditure account)

### For the year ended 31 December 2024

|  |       |                       |                     | 2024           |                       | 2023                         |
|--|-------|-----------------------|---------------------|----------------|-----------------------|------------------------------|
|  | Notes | Unrestricted<br>£'000 | Restricted<br>£'000 | Total<br>£'000 | Unrestricted<br>£'000 | Restricted<br>£'000          |
|  |       |                       |                     |                |                       | (Restated)<br>Total<br>£'000 |
| <b>Income from:</b>                            |       |                       |                     |                |                       |                              |
| Donations and legacies                         | 2     | 57,143                | 69,192              | <b>126,335</b> | 53,525                | 95,252                       |
| Charitable activities:                         |       |                       |                     |                |                       |                              |
| UK Programmes                                  | 3     | 2,490                 | -                   | <b>2,490</b>   | 2,676                 | -                            |
| Other trading activities                       | 4     | 85                    | 6                   | <b>91</b>      | 14                    | -                            |
| Investments                                    | 5     | 1,028                 | -                   | <b>1,028</b>   | 983                   | -                            |
| Other income                                   | 6     | 79                    | 5,240               | <b>5,319</b>   | 1,166                 | 6,743                        |
| <b>Total income</b>                            |       | <b>60,825</b>         | <b>74,438</b>       | <b>135,263</b> | <b>58,364</b>         | <b>101,995</b>               |
| <b>Expenditure</b>                             |       |                       |                     |                |                       |                              |
| <b>Expenditure on:</b>                         |       |                       |                     |                |                       |                              |
| Raising funds                                  | 7     | 31,729                | 4,990               | <b>36,719</b>  | 27,248                | 6,831                        |
| Charitable activities                          |       |                       |                     |                |                       |                              |
| Core UNICEF programmes                         | 8     | 21,300                | -                   | <b>21,300</b>  | 24,716                | -                            |
| Specific UNICEF programmes                     | 8     | -                     | 62,666              | <b>62,666</b>  | -                     | 85,735                       |
| UK programmes, advocacy & programme engagement | 8     | 8,041                 | 1,946               | <b>9,987</b>   | 6,366                 | 2,611                        |
|  |       | <b>29,341</b>         | <b>64,612</b>       | <b>93,953</b>  | <b>31,082</b>         | <b>88,346</b>                |
| Other expenditure                              | 9     | 833                   | 5,055               | <b>5,888</b>   | -                     | 6,395                        |
| <b>Total expenditure</b>                       |       | <b>61,903</b>         | <b>74,657</b>       | <b>136,560</b> | <b>58,330</b>         | <b>101,572</b>               |
| <b>Net (expenditure)/income for the year</b>   |       | <b>(1,078)</b>        | <b>(219)</b>        | <b>(1,297)</b> | <b>34</b>             | <b>423</b>                   |
| Transfers between funds                        |       | 35                    | (35)                | -              | -                     | -                            |
| <b>Net movement in funds</b>                   |       | <b>(1,043)</b>        | <b>(254)</b>        | <b>(1,297)</b> | <b>34</b>             | <b>423</b>                   |
| Total funds brought forward                    |       | 8,046                 | 1,169               | <b>9,215</b>   | 8,012                 | 746                          |
| <b>Total funds carried forward</b>             |       | <b>7,003</b>          | <b>915</b>          | <b>7,918</b>   | <b>8,046</b>          | <b>1,169</b>                 |

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 2024

|  | Notes | Group         |                             | Charity       |                             |
|--|-------|---------------|-----------------------------|---------------|-----------------------------|
|  |       | 2024<br>£'000 | 2023<br>(Restated)<br>£'000 | 2024<br>£'000 | 2023<br>(Restated)<br>£'000 |
| <b>Fixed assets</b>                            |       |               |                             |               |                             |
| Tangible assets                                | 14    | 1,403         | 1,409                       | 1,403         | 1,409                       |
| Investments                                    | 15    | 23            | -                           | 43            | 20                          |
|  |       | <b>1,426</b>  | 1,409                       | <b>1,446</b>  | 1,429                       |
| <b>Current assets</b>                          |       |               |                             |               |                             |
| Debtors  | 17    | 11,076        | 9,344                       | 11,347        | 9,371                       |
| Inventory                                      |       | 28            | -                           | -             | -                           |
| Cash at bank and in hand                       |       | 21,441        | 25,498                      | 21,220        | 25,451                      |
|  |       | <b>32,545</b> | 34,842                      | <b>32,567</b> | 34,822                      |
| <b>Current Liabilities</b>                     |       |               |                             |               |                             |
| Creditors: amounts falling due within one year | 18    | 13,881        | 14,000                      | 13,876        | 14,000                      |
| Amounts due to UNICEF                          |       | 11,577        | 12,441                      | 11,624        | 12,441                      |
|  |       | <b>25,458</b> | 26,441                      | <b>25,500</b> | 26,441                      |
| <b>Net current assets</b>                      |       | <b>7,087</b>  | 8,401                       | <b>7,067</b>  | 8,381                       |
| <b>Total assets less current liabilities</b>   |       | <b>8,513</b>  | 9,810                       | <b>8,513</b>  | 9,810                       |
| Creditors: amounts falling due after one year  | 19    | 595           | 595                         | 595           | 595                         |
| <b>Total net assets</b>                        | 21    | <b>7,918</b>  | 9,215                       | <b>7,918</b>  | 9,215                       |
| <b>Funds</b>                                   | 22    |               |                             |               |                             |
| <b>Unrestricted funds</b>                      |       |               |                             |               |                             |
| General funds                                  |       | 5,552         | 5,552                       | 5,552         | 5,552                       |
| Designated funds                               |       | 1,451         | 2,494                       | 1,451         | 2,494                       |
| <b>Restricted funds</b>                        |       | <b>915</b>    | 1,169                       | <b>915</b>    | 1,169                       |
| <b>Total funds</b>                             |       | <b>7,918</b>  | 9,215                       | <b>7,918</b>  | 9,215                       |

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 expenditure of the charitable company for the year was £1,297,000 (2023: net income £457,000).

The notes on pages 140 to 156 form part of these financial statements.

These financial statements were approved and authorised for issue by the Trustees on 14 May 2025 and were signed on their behalf by:



**Shatish Dasani**  
Chair



**Sean Carney**  
Treasurer

## Consolidated statement of cash flows

For the year ended 31 December 2024

|   | 2024           | 2023                |
|---|----------------|---------------------|
|   | £'000          | (Restated)<br>£'000 |
| <b>Net income for the reporting period (as per the Statement of Financial Activities)</b> | <b>(1,297)</b> | 457                 |
| Adjustments for:  |                |                     |
| Interest from investments   | (1,028)        | (983)               |
| Depreciation charges  | 315            | 287                 |
| Loss/(profit) on the disposal of fixed assets   | -              | 5                   |
| Foreign exchange rate (gains)/losses  | (23)           | 473                 |
| (Increase)/decrease in debtors  | (1,732)        | 8,426               |
| Increase/(decrease) in creditors  | (983)          | (10,654)            |
| Decrease / (increase) in inventory  | (28)           | -                   |
| <b>Net cash provided by operating activities</b>  | <b>(4,776)</b> | (1,989)             |
| <b>Cash flows from investing activities</b>   |                |                     |
| Interest from investments   | 1,028          | 983                 |
| Purchase of fixed assets  | (309)          | (136)               |
| Purchase of investments   | (23)           | -                   |
| <b>Net cash provided used in investing activities</b>                                     | <b>696</b>     | 847                 |
| Effect of foreign exchange rate fluctuations on cash and cash equivalents                 | 23             | (473)               |
| <b>Increase in cash and cash equivalents</b>  | <b>(4,057)</b> | (1,615)             |
| Cash and cash equivalents at the beginning of the year                                    | 25,498         | 27,113              |
| <b>Cash and cash equivalents at the end of the year</b>                                   | <b>21,441</b>  | 25,498              |

## Notes to the financial statements

For the year ended 31 December 2024

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### 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.
- The recognition and valuation of legacy income requires significant judgement and estimation techniques - see note 1e for further details.
- In assessing the lease obligations related to office space we have reviewed the extent to which unavoidable costs exceed the economic benefits and assessed that it is not currently necessary to provide for onerous lease obligations.

#### **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 bequests are recognised when the conditions of entitlement, probability and measurement are met. Entitlement is dependent on the type of legacy. For pecuniary legacies entitlement is deemed to be the point of notification of a legacy or when probate has been granted. For residuary legacies entitlement is deemed to be the earliest of the funds being received or when estate accounts are finalised. Please note this is a change from our previous policy where entitlement was deemed to be the point of notification or a legacy or when probate was 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 (Gifts in kind)**

Donated services and facilities are treated as gifts in kind and are included as income (with an equivalent amount in resources expended) at the estimated value to the Charity. Income is recognised if the benefit to the Charity is reasonably quantifiable, measurable, and material, the Charity is entitled to the donation in that control over the expected economic benefit has passed and it will more than likely flow to the Charity.

Judgement has been applied in the consideration of what gifts in kind are included in the Charities accounts. Gifts in kind are accounted for where the actual expenditure incurred by a supporting organisation/partner can be measured reliably and the Charity has received the benefit. If elements of support cannot easily be quantified as they are not discrete activities but embedded within wider arrangements, full value of support is not included in the Charity's Statement of Financial Activities.

#### **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 estimates' (based on space, usage or time spent) of the amount attributable to each activity.

- Raising funds 74% (2023: 74%)
- UK programmes and advocacy 16% (2023: 16%)
- Governance costs 10% (2023: 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 12 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) Stock**

Goods purchased for resale are valued at the lower of cost and net realisable value.

**o) 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.

**p) 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.

**q) Pensions**

Charitable company operated one defined contribution pension scheme during the year. The assets of the scheme are 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.

**r) 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.

**s) 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.

**t) 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. During 2024 UNICEF UK subscribed to 2,346,000 non voting deferred shares, details of which are provided in Note 15.

**u) 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

|   |               |               | 2024           |               |               | 2023           |
|---|---------------|---------------|----------------|---------------|---------------|----------------|
|   | Unrestricted  | Restricted    | Total          | Unrestricted  | Restricted    | Total          |
|   | £'000         | £'000         | £'000          | £'000         | £'000         | £'000          |
| Gifts (by source):                                  |               |               |                |               |               | (Restated)     |
| Direct marketing                                    | 36,829        | 10,755        | 47,584         | 35,580        | 19,789        | 55,369         |
| Corporate partnerships                              | 2,383         | 20,169        | 22,552         | 2,208         | 32,981        | 35,189         |
| Major supporters, charitable trusts and foundations | 2,763         | 36,000        | 38,763         | 3,072         | 37,840        | 40,912         |
| Fundraising initiatives and regional fundraising    | 556           | 551           | 1,107          | 431           | 609           | 1,040          |
| Special events                                      | 5,929         | 50            | 5,979          | 5,458         | 5             | 5,463          |
| Other   | 20            | 25            | 45             | 66            | -             | 66             |
| Legacies  | 8,663         | 128           | 8,791          | 6,710         | 66            | 6,776          |
| Government grants:                                  |               |               |                |               |               |                |
| Foreign, Commonwealth & Development Office (FCDO)   | -             | -             | -              | -             | 2,236         | 2,236          |
| Jersey Overseas Aid (JOA)                           | -             | 192           | 192            | -             | 163           | 163            |
| Guernsey Overseas Aid & Development Commission      | -             | 30            | 30             | -             | 60            | 60             |
| Isle of Man International Development Committee     | -             | 350           | 350            | -             | 678           | 678            |
| The Scottish Government                             | -             | 300           | 300            | -             | 310           | 310            |
| Donated services                                    | -             | 642           | 642            | -             | 515           | 515            |
| <b>Total income from donations and legacies</b>     | <b>57,143</b> | <b>69,192</b> | <b>126,335</b> | <b>53,525</b> | <b>95,252</b> | <b>148,777</b> |

## 3 Income from charitable activities

|   |              |            | 2024         |              |            | 2023         |
|---|--------------|------------|--------------|--------------|------------|--------------|
|   | Unrestricted | Restricted | Total        | Unrestricted | Restricted | Total        |
|   | £'000        | £'000      | £'000        | £'000        | £'000      | £'000        |
| UK Programmes:  |              |            |              |              |            |              |
| Fees for Baby Friendly Initiative materials and services  | 1,399        | -          | 1,399        | 1,473        | -          | 1,473        |
| Fees for Rights Respecting Schools materials and services | 843          | -          | 843          | 923          | -          | 923          |
| Child Rights Partners fee                                 | 248          | -          | 248          | 280          | -          | 280          |
| <b>Total income from charitable activities</b>            | <b>2,490</b> | <b>-</b>   | <b>2,490</b> | <b>2,676</b> | <b>-</b>   | <b>2,676</b> |

#### 4 Income from other trading activities

|   | 2024                  |                     |                | 2023                  |                     |                |
|---|-----------------------|---------------------|----------------|-----------------------|---------------------|----------------|
|   | Unrestricted<br>£'000 | Restricted<br>£'000 | Total<br>£'000 | Unrestricted<br>£'000 | Restricted<br>£'000 | Total<br>£'000 |
| UNICEF cards and gifts                            |                       |                     |                |                       |                     |                |
| Sales of cards and gifts                          | 85                    | 6                   | 91             | 14                    | -                   | 14             |
| <b>Total income from other trading activities</b> | <b>85</b>             | <b>6</b>            | <b>91</b>      | <b>14</b>             | <b>-</b>            | <b>14</b>      |

#### 5 Income from investments

|                                      | 2024                  |                     |                | 2023                  |                     |                |
|--------------------------------------|-----------------------|---------------------|----------------|-----------------------|---------------------|----------------|
|                                      | Unrestricted<br>£'000 | Restricted<br>£'000 | Total<br>£'000 | Unrestricted<br>£'000 | Restricted<br>£'000 | Total<br>£'000 |
| Interest on bank deposits            | 1,028                 | -                   | 1,028          | 983                   | -                   | 983            |
| <b>Total income from investments</b> | <b>1,028</b>          | <b>-</b>            | <b>1,028</b>   | <b>983</b>            | <b>-</b>            | <b>983</b>     |

#### 6 Other income

|                                  | 2024                  |                     |                | 2023                  |                     |                |
|----------------------------------|-----------------------|---------------------|----------------|-----------------------|---------------------|----------------|
|                                  | Unrestricted<br>£'000 | Restricted<br>£'000 | Total<br>£'000 | Unrestricted<br>£'000 | Restricted<br>£'000 | Total<br>£'000 |
| Foreign exchange gains           | -                     | -                   | -              | -                     | -                   | -              |
| UNICEF fundraising development   | -                     | 5,240               | 5,240          | -                     | 6,743               | 6,743          |
| Share of profit in joint venture | -                     | -                   | -              | 904                   | -                   | 904            |
| Rental Income                    | 79                    | -                   | 79             | 262                   | -                   | 262            |
| <b>Total other income</b>        | <b>79</b>             | <b>5,240</b>        | <b>5,319</b>   | <b>1,166</b>          | <b>6,743</b>        | <b>7,909</b>   |

## 7 Expenditure on raising funds

| 2024 Expenditure                                    | Staff costs  | Direct costs  | Support costs | Governance costs | 2024 Total    |
|---|--------------|---------------|---------------|------------------|---------------|
|   | £'000        | £'000         | £'000         | £'000            | £'000         |
| Direct marketing                                    | 3,311        | 9,155         | 4,242         | 613              | 17,321        |
| Corporate partnerships                              | 2,579        | 907           | 3,198         | 245              | 6,929         |
| Major supporters, charitable trusts and foundations | 1,930        | 359           | 2,901         | 191              | 5,381         |
| Fundraising initiatives and regional fundraising    | -            | 35            | -             | 1                | 36            |
| Special events                                      | 1,612        | 2,490         | 1,402         | 202              | 5,706         |
| Legacies  | 257          | 377           | 530           | 43               | 1,207         |
| UNICEF cards and gifts                              | -            | 134           | -             | 5                | 139           |
| <b>Total expenditure on raising funds</b>           | <b>9,689</b> | <b>13,457</b> | <b>12,273</b> | <b>1,300</b>     | <b>36,719</b> |

| 2023 Expenditure                                    | Staff costs  | Direct costs  | Support costs | Governance costs | 2023 Total    |
|---|--------------|---------------|---------------|------------------|---------------|
|   | £'000        | £'000         | £'000         | £'000            | £'000         |
| Direct marketing                                    | 2,820        | 9,866         | 4,083         | 654              | 17,423        |
| Corporate partnerships                              | 2,267        | 606           | 3,092         | 233              | 6,198         |
| Major supporters, charitable trusts and foundations | 1,635        | 267           | 3,029         | 193              | 5,124         |
| Fundraising initiatives and regional fundraising    | -            | 41            | -             | 2                | 43            |
| Special events                                      | 1,426        | 1,296         | 1,200         | 153              | 4,075         |
| Legacies  | 266          | 370           | 526           | 45               | 1,207         |
| UNICEF cards and gifts                              | -            | 9             | -             | -                | 9             |
| <b>Total expenditure on raising funds</b>           | <b>8,414</b> | <b>12,455</b> | <b>11,930</b> | <b>1,280</b>     | <b>34,079</b> |

## 8 Expenditure on charitable activities

| 2024 Expenditure   | Staff costs  | Direct costs  | Support costs | Governance costs | 2024 Total    |
|--|--------------|---------------|---------------|------------------|---------------|
|  | £'000        | £'000         | £'000         | £'000            | £'000         |
| <b>Core UNICEF programmes:</b>                             | -            | <b>21,300</b> | -             | -                | <b>21,300</b> |
| <b>Specific UNICEF programmes:</b>                         |              |               |               |                  |               |
| Humanitarian emergencies                                   | -            | <b>16,659</b> | -             | -                | <b>16,659</b> |
| Health   | -            | <b>5,086</b>  | -             | -                | <b>5,086</b>  |
| HIV & AIDS   | -            | <b>1,080</b>  | -             | -                | <b>1,080</b>  |
| Water, sanitation and hygiene                              | -            | <b>854</b>    | -             | -                | <b>854</b>    |
| Nutrition  | -            | <b>28,712</b> | -             | -                | <b>28,712</b> |
| Education  | -            | <b>6,838</b>  | -             | -                | <b>6,838</b>  |
| Child protection   | -            | <b>2,330</b>  | -             | -                | <b>2,330</b>  |
| Social inclusion   | -            | <b>567</b>    | -             | -                | <b>567</b>    |
| Safe and clean environment                                 | -            | <b>355</b>    | -             | -                | <b>355</b>    |
| Gender equality  | -            | <b>185</b>    | -             | -                | <b>185</b>    |
|  | -            | <b>62,666</b> | -             | -                | <b>62,666</b> |
| <b>UK programmes, advocacy &amp; programme engagement:</b> |              |               |               |                  |               |
| Development education and youth work                       | 2,033        | 398           | 890           | 122              | <b>3,443</b>  |
| Baby Friendly Initiative                                   | 942          | 305           | 453           | 62               | <b>1,762</b>  |
| Campaign and parliamentary work                            | 1,793        | 780           | 825           | 125              | <b>3,523</b>  |
| UNICEF programme engagement                                | 722          | 41            | 451           | 45               | <b>1,259</b>  |
|  | <b>5,490</b> | <b>1,524</b>  | <b>2,619</b>  | <b>354</b>       | <b>9,987</b>  |
| <b>Total expenditure on charitable activities</b>          | <b>5,490</b> | <b>85,490</b> | <b>2,619</b>  | <b>354</b>       | <b>93,953</b> |

Expenditure included in Core and Specific UNICEF programmes represents grants paid to UNICEF for international programmes.

| 2023 Expenditure   | Staff costs  | Direct costs   | Support costs | Governance costs | 2023 Total<br>(Restated) |
|--|--------------|----------------|---------------|------------------|--------------------------|
|  | £'000        | £'000          | £'000         | £'000            | £'000                    |
| <b>Core UNICEF programmes:</b>                             | -            | <b>24,716</b>  | -             | -                | <b>24,716</b>            |
| <b>Specific UNICEF programmes:</b>                         |              |                |               |                  |                          |
| Humanitarian emergencies                                   | -            | <b>39,432</b>  | -             | -                | <b>39,432</b>            |
| Health   | -            | <b>12,576</b>  | -             | -                | <b>12,576</b>            |
| HIV & AIDS   | -            | -              | -             | -                | -                        |
| Water, sanitation and hygiene                              | -            | <b>3,478</b>   | -             | -                | <b>3,478</b>             |
| Nutrition  | -            | <b>23,880</b>  | -             | -                | <b>23,880</b>            |
| Education  | -            | <b>3,848</b>   | -             | -                | <b>3,848</b>             |
| Child protection   | -            | <b>397</b>     | -             | -                | <b>397</b>               |
| Social inclusion   | -            | <b>603</b>     | -             | -                | <b>603</b>               |
| Safe and clean environment                                 | -            | <b>1,189</b>   | -             | -                | <b>1,189</b>             |
| Gender equality  | -            | <b>332</b>     | -             | -                | <b>332</b>               |
|  | -            | <b>85,735</b>  | -             | -                | <b>85,735</b>            |
| <b>UK programmes, advocacy &amp; programme engagement:</b> |              |                |               |                  |                          |
| Development education and youth work                       | 1,738        | 449            | 865           | 119              | <b>3,171</b>             |
| Baby Friendly Initiative                                   | 769          | 400            | 456           | 64               | <b>1,689</b>             |
| Campaign and parliamentary work                            | 1,397        | 502            | 844           | 107              | <b>2,850</b>             |
| UNICEF programme engagement                                | 706          | 33             | 481           | 47               | <b>1,267</b>             |
|  | <b>4,610</b> | <b>1,384</b>   | <b>2,646</b>  | <b>337</b>       | <b>8,977</b>             |
| <b>Total expenditure on charitable activities</b>          | <b>4,610</b> | <b>111,835</b> | <b>2,646</b>  | <b>337</b>       | <b>119,428</b>           |

## 9 Other expenditure

| 2024 Expenditure                         | Staff costs | Direct costs | Support costs | Governance costs | 2024 Total   |
|--|-------------|--------------|---------------|------------------|--------------|
|  | £'000       | £'000        | £'000         | £'000            | £'000        |
| UNICEF fundraising development (note 12) | 301         | 4,754        | -             | -                | 5,055        |
| Share of loss in joint venture (note 15) | -           | 833          | -             | -                | 833          |
| <b>Total other expenditure</b>           | <b>301</b>  | <b>5,587</b> | <b>-</b>      | <b>-</b>         | <b>5,888</b> |

| 2023 Expenditure               | Staff costs | Direct costs | Support costs | Governance costs | 2023 Total   |
|--------------------------------|-------------|--------------|---------------|------------------|--------------|
|                                | £'000       | £'000        | £'000         | £'000            | £'000        |
| UNICEF fundraising development | 244         | 6,151        | -             | -                | 6,395        |
| Share of loss in joint venture | -           | -            | -             | -                | -            |
| <b>Total other expenditure</b> | <b>244</b>  | <b>6,151</b> | <b>-</b>      | <b>-</b>         | <b>6,395</b> |

## 10 Analysis of support and governance costs

| 2024 Expenditure                          | Basis of allocation    | Core team costs | Governance costs | 2024 Total    |
|---|------------------------|-----------------|------------------|---------------|
|   |                        | £'000           | £'000            | £'000         |
| Finance                                   | Income and expenditure | 3,124           | 347              | 3,471         |
| Information technology                    | Headcount              | 4,595           | 511              | 5,106         |
| People and development                    | Headcount              | 2,150           | 239              | 2,389         |
| Facilities management                     | Headcount              | 2,354           | 262              | 2,616         |
| Supporter care                            | Staff time             | 515             | 57               | 572           |
| Directorate                               | Staff time             | 2,154           | 239              | 2,393         |
| <b>Total support and governance costs</b> |                        | <b>14,892</b>   | <b>1,655</b>     | <b>16,547</b> |

Support and governance costs include £7,611k of staff costs.

| 2023 Expenditure                          | Basis of allocation    | Core team costs | Governance costs | 2023 Total    |
|---|------------------------|-----------------|------------------|---------------|
|   |                        | £'000           | £'000            | £'000         |
| Finance                                   | Income and expenditure | 4,124           | 458              | 4,582         |
| Information technology                    | Headcount              | 3,946           | 438              | 4,384         |
| People and development                    | Headcount              | 1,727           | 192              | 1,919         |
| Facilities management                     | Headcount              | 2,096           | 233              | 2,329         |
| Supporter care                            | Staff time             | 459             | 51               | 510           |
| Directorate                               | Staff time             | 2,222           | 247              | 2,469         |
| <b>Total support and governance costs</b> |                        | <b>14,574</b>   | <b>1,619</b>     | <b>16,193</b> |

## 11 Net income for the year

This is stated after charging:

|                                  |                | 2,024 | 2023  |
|----------------------------------|----------------|-------|-------|
|                                  |                | £'000 | £'000 |
| Depreciation                     |                | 315   | 287   |
| Loss on disposal of fixed assets |                | -     | 5     |
| Operating lease rentals:         | Property       | 1,458 | 1,438 |
| Auditors' remuneration:          | Audit          | 52    | 49    |
|                                  | Other services | 23    | 20    |
| Foreign exchange losses/(gains)  |                | 33    | 424   |

## 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.

|  | <b>2024</b>  | <b>2023</b>  |
|--|--------------|--------------|
|  | <b>£'000</b> | <b>£'000</b> |
| Fundraising development programme      |              |              |
| Legacy development                     | 918          | 1,023        |
| Major donor development                | 311          | 207          |
| Other donor recruitment                | 3,875        | 5,047        |
| Mid-level donor recruitment            | -            | 52           |
| Business development                   | 70           | -            |
| Other funding                          | 65           | 414          |
| Total funding given in year            | <b>5,240</b> | <b>6,743</b> |
| Unutilised funding to return to UNICEF | 56           | -            |
| Total funding in year (Note 6)         | <b>5,296</b> | <b>6,743</b> |

Movements on UNICEF fundraising development programme funds:

|                             | <b>Total</b> | <b>Total</b> |
|-----------------------------|--------------|--------------|
|                             | <b>2024</b>  | <b>2023</b>  |
|                             | <b>£'000</b> | <b>£'000</b> |
| At the start of the year    | 360          | 12           |
| Funding received            | 5,296        | 6,743        |
| Funding available           | 5,656        | 6,755        |
| Funding utilised (Note 9)   | (5,055)      | (6,395)      |
| Funding to return to UNICEF | (56)         | -            |
| At the end of the year      | <b>545</b>   | <b>360</b>   |

### 13 Staff costs

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

|                            | 2024       | 2023       |
|----------------------------|------------|------------|
|                            | Number     | Number     |
| Fundraising                | 142        | 134        |
| UK Programmes and Advocacy | 152        | 132        |
| Support teams              | 106        | 92         |
| <b>Total</b>               | <b>400</b> | <b>358</b> |

\*2023 staff numbers realigned with categories in 2024.

Staff costs were as follows:

|                                  | 2024          | 2023          |
|----------------------------------|---------------|---------------|
|                                  | £'000         | £'000         |
| Salaries and wages               | 18,792        | 16,111        |
| Redundancy and termination costs | 13            | 92            |
| Social security costs            | 2,033         | 1,745         |
| Pension contributions            | 1,318         | 1,138         |
| <b>Total salary costs</b>        | <b>22,156</b> | <b>19,086</b> |
| Other staff costs                | 1,013         | 527           |
| <b>Total staff costs</b>         | <b>23,169</b> | <b>19,613</b> |

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 employer's pension contributions) paid to key management personnel was £873,902 (2023: £966,306). 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:

|                     | 2024   | 2023   |
|---------------------|--------|--------|
|                     | Number | Number |
| £240,001 - £250,000 | 0      | 1      |
| £160,001 - £170,000 | 0      | 1      |
| £140,001 - £150,000 | 0      | 0      |
| £130,001 - £140,000 | 2      | 0      |
| £120,001 - £130,000 | 1      | 3      |
| £110,001 - £120,000 | 2      | 0      |
| £100,001 - £110,000 | 9      | 0      |
| £90,001 - £100,000  | 5      | 10     |
| £80,001 - £90,000   | 3      | 6      |
| £70,001 - £80,000   | 13     | 4      |
| £60,001 - £70,000   | 43     | 33     |

There were 78 employees in the year (2023:58 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 £451,263 (2023: £355,161)

### 13 Staff costs (continued)

#### Executive Remuneration

The executive team's actual remuneration (gross pay and employers pension contributions) in 2024 was as follows:

| Name                              | Position                                   | Gross Pay | Employer's Pension Contribution | Employer's Social Security costs | 2024 Total £ |
|-----------------------------------|--|-----------|---------------------------------|----------------------------------|--------------|
| <sup>1</sup> Joanna Reawood       | Interim Chief Influence and Impact Officer | 11,895    | 1,563                           | 1,290                            | 14,747       |
| Mohini Raichura-Brown             | Chief Partnerships Officer                 | 131,250   | 10,815                          | 15,436                           | 157,501      |
| Anna Kettley                      | Chief Influence and Impact Officer         | 111,614   | 6,626                           | 13,804                           | 132,044      |
| <sup>2</sup> Prathaban Ramalingam | Chief Strategic Development Officer        | 43,333    | 650                             | 5,517                            | 49,500       |
| Steven Waugh                      | Chief Financial Officer                    | 133,900   | 11,248                          | 16,447                           | 161,595      |
| Louise Lane                       | Chief Marketing Officer                    | 125,615   | 10,342                          | 15,366                           | 151,323      |
| <sup>3</sup> Menon, Girish        | Interim Executive Director                 | 45,072    | 3,786                           | 5,540                            | 54,398       |
| <sup>4</sup> Goodwin, Philip      | Executive Director                         | 47,425    | 3,984                           | 5,851                            | 57,260       |
| <sup>5</sup> Jonathan Sparkes     | Executive Director                         | 79,067    | 6,642                           | 9,825                            | 95,534       |

<sup>1</sup> Joanna Reawood in post until 4 March 2024

<sup>2</sup> Prathaban Ramalingam appointed as Chief Strategic Development Officer on 2 Sept 2024

<sup>3</sup> Girish Menon appointed as Interim Executive Director on 6 June 2024 to 6 Sept 2024

<sup>4</sup> Phillip Goodwin appointed as Executive Director 16 Sept 2024

<sup>5</sup> Jonathan Sparkes resigned 18 June 2024

The executive team's actual remuneration (gross pay and employers pension contributions) in 2023 was as follows:

| Name                  | Position   | Gross Pay | Employer's Pension Contribution | Employer's Social Security costs | 2023 Total £ |
|-----------------------|--|-----------|---------------------------------|----------------------------------|--------------|
| Joanna Rea            | Deputy Executive Director, Advocacy, Programmes and Safeguarding | 122,500   | 7,350                           | 15,222                           | 145,072      |
| Mohini Raichura-Brown | Deputy Executive Director, Partnerships and Philanthropy         | 124,904   | 10,290                          | 14,891                           | 150,085      |
| Anna Kettley          | Deputy Executive Director, Advocacy, Programmes and Safeguarding | 38,516    | 5,983                           | 4,269                            | 48,768       |
| *Michael Flynn        | Deputy Executive Director, Public Engagement                     | 246,281   | 20,688                          | 17,472                           | 284,441      |
| Steven Waugh          | Chief Financial Officer  | 127,500   | 10,230                          | 15,717                           | 153,447      |
| Jonathan Sparkes      | Executive Director   | 152,613   | 12,819                          | 19,061                           | 184,493      |

\* The above disclosure for Michael Flynn includes termination payments. His annual salary for the year was £105,454

#### Remuneration Ratio

The remuneration of the highest-paid employee in UNICEF UK was 3.1:1 (2023: 3.7:1) times the median remuneration of the workforce.

#### Pension and retirement benefits

The charity operated one salary sacrifice pension scheme during the year with Hargreaves Lansdown. The pension cost charge for the year represents contributions payable to the scheme and amounted to £1,318,000 (2023: £1,138,000).

There were £nil outstanding contributions at the end of the financial year (2023: £nil).

#### Trustees

The charity trustees were not paid and did not receive any other benefits from employment with the charity in the year (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £2,113 (2023: £8,617) incurred by 4 (2023: 7) members relating to attendance at meetings of the trustees.

## 14 Tangible fixed assets

### The group & charity

|                               | Short<br>leasehold<br>property<br>£'000 | Fixtures and<br>fittings<br>£'000 | Computer<br>equipment<br>£'000 | Total<br>£'000 |
|-------------------------------|---|-----------------------------------|--------------------------------|----------------|
| <b>Cost</b>                   |   |                                   |                                |                |
| At the start of the year      | 2,208                                   | 582                               | 689                            | 3,479          |
| Additions in year             | -                                       | -                                 | 309                            | 309            |
| Disposals in year             | (15)                                    | (1)                               | (13)                           | (29)           |
| At the end of the year        | 2,193                                   | 581                               | 985                            | 3,759          |
| <b>Depreciation</b>           |   |                                   |                                |                |
| At the start of the year      | 972                                     | 582                               | 516                            | 2,070          |
| Charge for the year           | 184                                     | -                                 | 131                            | 315            |
| Eliminated on disposal        | (15)                                    | (1)                               | (13)                           | (29)           |
| At the end of the year        | 1,141                                   | 581                               | 634                            | 2,356          |
| <b>Net book value</b>         |   |                                   |                                |                |
| <b>At the end of the year</b> | <b>1,052</b>                            |                                   | <b>351</b>                     | <b>1,403</b>   |
| At the start of the year      | 1,236                                   |                                   | 173                            | 1,409          |

## 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).

|   | 2024<br>£'000 | 2023<br>£'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:

|   | 2024<br>£'000 | 2023<br>£'000 |
|---|---------------|---------------|
| Turnover  | 66            | 41            |
| Cost of sales   | (13)          | -             |
| Gross profit  | 53            | 41            |
| Administrative expenses                                       | (101)         | (10)          |
| Operating profit  | (48)          | 31            |
| Profit on ordinary activities                                 | (48)          | 31            |
| Gift Aid payment to parent undertaking under deed of covenant | -             | (31)          |
| <b>Net result for the financial year</b>                      | <b>(48)</b>   | <b>-</b>      |
| The aggregate of the assets, liabilities and funds was:       |               |               |
| Assets  | 250           | 57            |
| Liabilities   | (278)         | (37)          |
| <b>Funds</b>  | <b>(28)</b>   | <b>20</b>     |

### Soccer Aid Productions Limited

|                         | No. of shares | 2024<br>Carrying<br>Amount<br>(£000) | 2023<br>Carrying<br>Amount<br>(£000) |
|-------------------------|---------------|--------------------------------------|--------------------------------------|
| Ordinary shares         | 1             | -                                    | -                                    |
| Deferred shares         | 2,346,000     | 23                                   | -                                    |
| <b>Total Investment</b> |               | <b>23</b>                            | <b>-</b>                             |

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 ordinary voting shares in Soccer Aid Productions Ltd is £1. On 1st October 2024 UNICEF UK applied for 2,346,000 non-voting deferred shares of £1 each in Soccer Aid Productions Limited. As at end of 31 December 2024 the carrying value of this investment is £23,460 with further commitment to additional £2,322,540 not yet called up. The accounts of Soccer Aid Productions for the period ending 30 June 2024 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 2024 is a net loss of £833k which has been recognised as UNICEF UK's share of the loss for the year ended 31 December 2024 (2023: net profit £903k).

## 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:

|                         | 2024    | 2023    |
|-------------------------|---------|---------|
|                         | £'000   | £'000   |
| Gross income            | 135,197 | 160,318 |
| Net income for the year | (1,249) | 457     |

## 17 Debtors

|   | Group         |                    | Charity       |                    |
|---|---------------|--------------------|---------------|--------------------|
|   | 2024          | 2023<br>(Restated) | 2024          | 2023<br>(Restated) |
|   | £'000         | £'000              | £'000         | £'000              |
| Trade debtors                           | 300           | 501                | 300           | 501                |
| Other debtors                           | 1,951         | 2,820              | 1,949         | 2,820              |
| Prepayments                             | 6,372         | 1,944              | 6,372         | 1,944              |
| Accrued income                          | 2,453         | 4,079              | 2,453         | 4,069              |
| Amounts due from subsidiary undertaking | -             | -                  | 273           | 37                 |
| <b>Total debtors</b>                    | <b>11,076</b> | <b>9,344</b>       | <b>11,347</b> | <b>9,371</b>       |

## 18 Creditors: amounts falling due within one year

|                              | Group         |               | Charity       |               |
|------------------------------|---------------|---------------|---------------|---------------|
|                              | 2024          | 2023          | 2024          | 2023          |
|                              | £'000         | £'000         | £'000         | £'000         |
| Trade creditors              | 1,930         | 5,266         | 1,930         | 5,266         |
| Taxation and social security | 644           | 652           | 644           | 652           |
| Provisions                   | 89            | 215           | 89            | 215           |
| Other creditors              | 13            | 169           | 13            | 169           |
| Accruals                     | 3,631         | 4,816         | 3,626         | 4,816         |
| Deferred income              | 7,574         | 2,882         | 7,574         | 2,882         |
| <b>Total creditors</b>       | <b>13,881</b> | <b>14,000</b> | <b>13,876</b> | <b>14,000</b> |

## 19 Creditors: amounts falling due after one year

|                             | Group |       | Charity |       |
|-----------------------------|-------|-------|---------|-------|
|                             | 2024  | 2023  | 2024    | 2023  |
|                             | £'000 | £'000 | £'000   | £'000 |
| Provision for dilapidations | 595   | 595   | 595     | 595   |
|                             | 595   | 595   | 595     | 595   |

### Provisions for other liabilities

| The group & charity                                       | Dilapidations | Other | Total | Total   |
|---|---------------|-------|-------|---------|
|   |               |       | 2024  | 2023    |
|   |               |       | £'000 | £'000   |
| <b>Provisions falling due under one year (note 18)</b>    |               |       |       |         |
| At the beginning of the year                              | -             | 215   | 215   | 1,354   |
| Additions   | -             | 89    | 89    | 15      |
| Releases  | -             | (215) | (215) | (1,154) |
| Provisions at the end of the year                         | -             | 89    | 89    | 215     |
| <b>Provision falling due more than one year (note 19)</b> | 595           | -     | 595   | 595     |

Dilapidations provision represents an obligation to cover the cost of restoring office property to its original condition when the lease terminates. The provision is expected to be utilised in 2030, the year the lease terminates.

Other provisions include return of restricted funds to the donor and termination costs. These provisions are expected to be utilised in the next 12 months.

## 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 |         |
|---------------------------------------|---------|---------|---------|---------|
|                                       | 2024    | 2023    | 2024    | 2023    |
|                                       | £'000   | £'000   | £'000   | £'000   |
| Balance at the beginning of the year  | 2,882   | 5,837   | 2,882   | 5,837   |
| Amount deferred in the year           | 7,421   | 2,900   | 7,421   | 2,900   |
| Amount released to income in the year | (2,729) | (5,855) | (2,729) | (5,855) |
| Balance at the end of the year        | 7,574   | 2,882   | 7,574   | 2,882   |

## 21 Analysis of group net assets between funds

|   | General<br>unrestricted<br>£'000 | Designated<br>funds<br>£'000 | Restricted<br>funds<br>£'000 | Total funds<br>£'000 |
|---|----------------------------------|------------------------------|------------------------------|----------------------|
| Tangible fixed assets                         | 1,409                            | -                            | -                            | 1,409                |
| Current assets (Restated)                     | 31,179                           | 2,494                        | 1,169                        | 34,842               |
| Current liabilities (Restated)                | (26,441)                         | -                            | -                            | (26,441)             |
| Non- current liabilities                      | (595)                            | -                            | -                            | (595)                |
| <b>Net assets at the end of the year 2023</b> | <b>5,552</b>                     | <b>2,494</b>                 | <b>1,169</b>                 | <b>9,215</b>         |
| Tangible fixed assets                         | 1,403                            | -                            | -                            | 1,403                |
| Investments                                   | 23                               | -                            | -                            | 23                   |
| Current assets                                | 30,179                           | 1,451                        | 915                          | 32,545               |
| Current liabilities                           | (25,458)                         | -                            | -                            | (25,458)             |
| Non- current liabilities                      | (595)                            | -                            | -                            | (595)                |
| <b>Net assets at the end of the year 2024</b> | <b>5,552</b>                     | <b>1,451</b>                 | <b>915</b>                   | <b>7,918</b>         |

## 22 Movements in funds

### 2024 Movements in funds

|  | At the start<br>of the year<br>£'000 | Income &<br>gains<br>£'000 | Expenditure<br>& losses<br>£'000 | Transfers<br>between<br>funds<br>£'000 | At the end of<br>the year<br>£'000 |
|--|--------------------------------------|----------------------------|----------------------------------|--|------------------------------------|
| Unrestricted funds:                                  |                                      |                            |                                  |  |                                    |
| General funds  | 5,552                                | 60,825                     | (60,193)                         | (632)                                  | 5,552                              |
| Designated funds:                                    |                                      |                            |                                  |  |                                    |
| IT Infrastructure reserve                            | 1,229                                | -                          | (778)                            | -                                      | 451                                |
| Strategic investment                                 | 1,265                                | -                          | (932)                            | 667                                    | 1,000                              |
| Total designated funds                               | 2,494                                | -                          | (1,710)                          | 667                                    | 1,451                              |
| Total unrestricted funds                             | 8,046                                | 60,825                     | (61,903)                         | 35                                     | 7,003                              |
| Restricted funds:                                    |                                      |                            |                                  |  |                                    |
| Specific UNICEF programmes                           | -                                    | 68,423                     | (68,423)                         | -                                      | -                                  |
| Youth Justice Pilot (Children's Rights In Scotland)  | 35                                   | -                          | -                                | (35)                                   | -                                  |
| Rights Respecting Reserve (Nord Anglia)              | -                                    | 12                         | (12)                             | -                                      | -                                  |
| Rights Respecting Reserve (Scotland)                 | -                                    | 300                        | (300)                            | -                                      | -                                  |
| Rights Respecting Reserve (MOPEC)                    | -                                    | 210                        | (210)                            | -                                      | -                                  |
| Advocacy & Policy Programmes (Child Health Advocacy) | 285                                  | 78                         | (341)                            | -                                      | 22                                 |
| Advocacy & Policy Programmes (Early Years)           | 25                                   | -                          | (25)                             | -                                      | -                                  |
| Child Rights & Sports Programme                      | 151                                  | 112                        | (119)                            | -                                      | 144                                |
| Baby Friendly Reserve                                | 313                                  | -                          | (142)                            | -                                      | 171                                |
| UNICEF fundraising development                       | 360                                  | 5,240                      | (5,055)                          | -                                      | 545                                |
| Children's Rights in Scotland                        | -                                    | 63                         | (30)                             | -                                      | 33                                 |
|  | 1,169                                | 74,438                     | (74,657)                         | (35)                                   | 915                                |
|  | 9,215                                | 135,263                    | (136,560)                        | -                                      | 7,918                              |

### Purpose of funds

The general unrestricted fund of £5,552,000 covers fixed assets (NBV £1.4m at end of 2024) and working capital needs for a period of four months, in line with our reserves policy.

The IT Infrastructure designated reserve relates to investment in information technology, including transformation programmes, planned for 2025.

The strategic investment reserve relates to additional resource, expertise, or investment in activities that support expansion, diversification, capability and furthering children's rights.

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.

## 2023 Movements in funds

|  | At the start<br>of the year<br>£'000 | Income &<br>gains<br>£'000 | Expenditure<br>& losses<br>£'000 | Transfers<br>between<br>funds<br>£'000 | At the end of<br>the year<br>£'000 |
|--|--------------------------------------|----------------------------|----------------------------------|--|------------------------------------|
| Unrestricted funds:                                  |                                      |                            |                                  |  |                                    |
| General funds  | 5,552                                | 58,364                     | (57,099)                         | (1,265)                                | 5,552                              |
| Designated funds:                                    |                                      |                            |                                  |  |                                    |
| IT Infrastructure reserve                            | 2,460                                | -                          | (1,231)                          | -                                      | 1,229                              |
| Strategic investment                                 | -                                    | -                          | -                                | 1,265                                  | 1,265                              |
| Total designated funds                               | 2,460                                | -                          | (1,231)                          | 1,265                                  | 2,494                              |
| Total unrestricted funds                             | 8,012                                | 58,364                     | (58,330)                         | -                                      | 8,046                              |
| Restricted funds:                                    |                                      |                            |                                  |  |                                    |
| Specific UNICEF programmes                           | -                                    | 91,797                     | (91,797)                         | -                                      | -                                  |
| Youth Justice Pilot (Children's Rights In Scotland)  | 35                                   | -                          | -                                | -                                      | 35                                 |
| Rights Respecting Reserve (Clarks)                   | 15                                   | -                          | (15)                             | -                                      | -                                  |
| Rights Respecting Reserve (RLWC)                     | 6                                    | -                          | (6)                              | -                                      | -                                  |
| Rights Respecting Reserve (Nord Anglia)              | -                                    | 12                         | (12)                             | -                                      | -                                  |
| Rights Respecting Reserve (Scotland)                 | -                                    | 310                        | (310)                            | -                                      | -                                  |
| Advocacy & Policy Programmes (Child Health Advocacy) | 157                                  | 381                        | (253)                            | -                                      | 285                                |
| Advocacy & Policy Programmes (Early Years)           | -                                    | 50                         | (25)                             | -                                      | 25                                 |
| Child Rights & Sports Programme                      | 225                                  | 286                        | (360)                            | -                                      | 151                                |
| <sup>1</sup> Baby Friendly Reserve                   | 281                                  | 180                        | (148)                            | -                                      | 313                                |
| Foreign, Commonwealth & Development Office (FCDO)    | -                                    | 2,236                      | (2,236)                          | -                                      | -                                  |
| UNICEF fundraising development                       | 12                                   | 6,743                      | (6,395)                          | -                                      | 360                                |
| People's Postcode Lottery                            | (1)                                  | -                          | 1                                | -                                      | -                                  |
| Children's Rights In Scotland                        | 16                                   | -                          | (16)                             | -                                      | -                                  |
| Total restricted funds                               | 746                                  | 101,995                    | (101,572)                        | -                                      | 1,169                              |
| Total funds  | 8,758                                | 160,359                    | (159,902)                        | -                                      | 9,215                              |

<sup>1</sup> 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

### 23 Related party transactions

The Trustees, President, Vice Presidents and key managerial staff made donations totalling £30,906 to UNICEF UK during 2024 (2023: £60,781). 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 2024 UNICEF UK transferred £66.3 million (2022: £89.2 million) to UNICEF as grants for international programmatic work to support children around the world.

Costs of £91,493, are recovered from UNICEF UK Enterprises Limited ('UEL') by the parent charity, UNICEF UK (2023: £9,942). As at the balance sheet date, UNICEF UK has an intercompany balance with UEL of £273,017 (2023: £36,533).

In 2024 a new 3 year funding agreement was signed with Soccer Aid productions Ltd and UNICEF UK agreed a revolving credit facility of up to £2.5 million to Soccer Aid Productions Limited. As at the balance sheet date £1,639,586 has been drawn down on that facility (2023: £428,399). As part of a new funding agreement UNICEF UK subscribed to 2,346,000 deferred shares in Soccer Aid Productions Ltd. Details of the deferred share subscription, including amounts called up, are provided in Note 15. During year Soccer Aid productions recharged UNICEF UK £730,899 (2023: nil) for media, management, staff and marketing expenses. These charges were made in the normal course of business and as at balance sheet date, there was £106,675 outstanding balance for these charges.

There are no other related party transactions to disclose for 2024 (2023: 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 charge to corporation tax in 2024 (2023: 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:

|                    | 2024         | 2023          |
|--------------------|--------------|---------------|
|                    | £'000        | £'000         |
| Less than one year | 1,835        | 1,835         |
| One to five years  | 7,341        | 7,341         |
| Over five years    | 459          | 2,294         |
|                    | <u>9,635</u> | <u>11,470</u> |

### 26 Contingent Assets

During the year, UNICEF UK reviewed its accounting policy for the recognition of income from legacies. Previously, legacy income was recognised at the earliest of the point of notification of a legacy or when probate was granted. Under the revised policy, legacy income is now recognised at the earliest of funds being received or when the estate accounts have been finalised, as this is the point at which entitlement can be measured reliably and receipt is probable.

As a result of this change, legacies notified but not yet finalised in estate accounts are now treated as contingent assets. As at 31st December 2024, contingent assets amounting to £7.3m (£6.1m in 2023) have been identified. These relate to legacies where probate was granted or notification received but the estate accounts were still under administration and uncertainties remained regarding the value and timing of receipt.

The change in policy has been applied retrospectively with details of impact on 2023 disclosed in Note 27- Prior period adjustment.

UNICEF UK will recognise income from these legacies at the earliest of funds being received or when estate accounts are finalised and the amount can be measured reliably.

### 27 Prior period adjustment

During the year, UNICEF UK reviewed its accounting policy for the recognition of income from legacies. Previously, legacy income was recognised at the earliest of the point of notification of a legacy or when probate was granted. Under the revised policy, legacy income is now recognised at the earliest of funds being received or when the estate accounts have been finalised, as this is the point at which entitlement can be measured reliably and receipt is probable.

As a result of this change, a prior period adjustment has been made. The impact of this adjustment on the comparative figures is as follows:

|  | 2023 (restated) (£'000) | 2023 (previously reported) (£'000) | Adjustment (£'000) |
|--|-------------------------|------------------------------------|--------------------|
| Legacy income                                  | 6,532                   | 7,023                              | (491)              |
| Charitable activities (Core UNICEF Programmes) | 24,716                  | 25,207                             | (491)              |
| Net (expenditure)/ income for the year         | 457                     | 457                                | -                  |
| Debtors (Accrued income)                       | 9,344                   | 15,466                             | (6,122)            |
| Amounts due to UNICEF                          | 12,439                  | 18,561                             | (6,122)            |
| Net Assets                                     | 9,215                   | 9,215                              | -                  |

The change in accounting policy of legacy income recognition has resulted in a reduction of income previously recognised in the prior periods. As all Net income for the year is owed to UNICEF, this adjustment has reduced the amount due to UNICEF as at 31/12/2023.

**PLEASE SUPPORT  
OUR WORK TO BUILD  
A BETTER WORLD  
FOR EVERY CHILD.**

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)

[unicef.org.uk](https://www.unicef.org.uk)