

Structure, governance and management

Board of Trustees

Christian Aid's Board of Trustees consists of a Chair and Vice Chair, a nominee from each of the national committees for Wales and Scotland, the Chair of Christian Aid Ireland, and up to 15 other trustees appointed by the members (the sponsoring churches in Britain and Ireland). This mix ensures an appropriate balance of lay and ordained people, gender, age, ethnic origin, geographical spread, knowledge and skills relevant to our work. In keeping with good governance practice, one-quarter of the trustees retire at each annual general meeting and are eligible to be re-appointed for further terms of office, usually limited to eight consecutive years. This process does not apply to the nominees from the national committees and Churches Together in Britain and Ireland.

New trustees undertake a comprehensive induction programme, which covers the formal governance arrangements and includes our legal structures and obligations, charitable priorities and work. We recognise the importance of trustees keeping up to date with current regulation and best practice. Information is shared through a monthly trustee briefing and through a secure site that was developed during 2017/18. Trustees are also invited to attend meetings, conferences and seminars which give them a better understanding of their roles and responsibilities.

The board's principal responsibilities include determining overall strategy, policies, direction and goals; protecting and promoting our identity and values; and fulfilling our statutory responsibilities.

The board delegates certain functions to committees including an audit and risk committee; a finance, fundraising and investment committee; a human resources governance and strategy committee; and a remuneration committee.

The nominations and procedures committee is separately constituted under the articles. It is responsible for nominating new trustees for election to members (the sponsoring churches) at the annual general meeting and for reviewing the performance of the board. It also ensures that the board has effective work processes.

The audit and risk committee reviews reports from external and internal auditors, commissions special investigations and advises the board on risk management.

The finance, fundraising and investment committee reviews the annual plans and budget, investment in and performance of fundraising, key financial policies, pension funding and the performance of Christian Aid's investment managers.

The human resources, governance and strategy committee advises on HR policies to ensure that they are aligned with our values and objectives, and helps inform our global people strategy.

The remuneration committee reviews the principles governing pay and benefits at Christian Aid. It also makes recommendations to the board on the broad policy framework and remuneration of the key personnel, including the chief executive and directors.

The National Committees for Wales and Scotland support the board in articulating our work and engaging with churches and other stakeholders.

The Christian Aid board reports to members at the annual general meeting. The members are the 41 sponsoring churches, as listed in the 'Acknowledgements' section on p101.

Organisational structure

We operate through an incorporated charity (“Christian Aid”) registered with the Charity Commission for England and Wales and with Companies House. Various subsidiary and connected charities support us, as described below.

Charitable companies in the Republic of Ireland and Northern Ireland are responsible for the affairs of Christian Aid in Ireland. Although two legal forms exist, Christian Aid Ireland operates as a single pan-Ireland charity. The Irish sponsoring churches, Irish Council of Churches and Christian Aid are members of Christian Aid Ireland.

Christian Aid is registered with the Office of the Scottish Charity Regulator in recognition of our fundraising activities in Scotland.

InspirAction (Spain) is a charitable foundation established in Spain, operating under licence from Christian Aid. It undertakes a range of awareness raising and advocacy aimed at Spanish-speaking audiences.

Change Alliance is a for-profit, wholly owned subsidiary of Christian Aid, established in India to promote fundraising opportunities and new business models.

Christian Aid Trading Limited is a for-profit subsidiary of Christian Aid that pursues commercial fundraising opportunities in Britain and Ireland, and donates its profits to the charity.

The British and Irish Churches Trust Limited acts as a custodian trustee to Christian Aid and Churches Together in Britain and Ireland, an independent charity.

The trust has legal title to Christian Aid’s London office – Interchurch House – on behalf of the two charities, who jointly own the property.

We also have separately registered legal entities in a number of countries in which we have programmes. These entities are consolidated as branches of Christian Aid in the same way as other country offices, since programme management continues to operate within the delegated authority framework of Christian Aid.

InspirAction (US) is a registered not-for-profit organisation incorporated in the state of Missouri undertaking fundraising activities in the United States of America, operating under licence from Christian Aid. Its results are not consolidated into the group accounts.

Governance matters

The demands on trustees to demonstrate effective governance of charities increases year on year. In 2017/18, the board has concentrated on a number of governance priorities; three are explained in more depth below.

Charity Governance Code

The board welcomed the publication of the new Charity Governance Code during 2017/18 and reviewed how far it adheres to each of the 76 recommended practices. Christian Aid meets most of the recommended practices and we are working to improve compliance in a few areas. In two areas, the board agreed that, rather than applying the code’s recommended practices, it would explain why it currently does not do so.

Firstly, we have a large board: our articles of association provide for up to 20 trustees. Our board is constituted to contain representation from our sponsoring churches, as well as a balance of gender, age, ethnicity, geographical spread (UK and international), knowledge and skills. We believe that the size of our board is appropriate for the complexity of the organisation and enabling an appropriate response to business needs.

Secondly, the code recommends that the chair of an audit committee should have recent financial experience. In 2017/18, our committee had this experience within its membership, although not directly with the chair. We have a separate finance, fundraising and investment committee that is chaired by a finance professional. The responsibilities of our audit and risk committee extend more widely than audit functions, to include responsibility for advising the board on risk management and control issues. Our approach to managing risk is explained in detail on p36 to p44; risk management is integral to how the trustees govern Christian Aid. The board is satisfied that the chairs and members of each committee have the competencies to ensure that the committees can discharge their responsibilities effectively. The board will undertake a further review of progress against the code’s recommended practices in 2018-2019.

It has been the board’s practice for many years to undertake an annual review of its own working practices and performance and to agree steps for improvement. In line with the code’s recommendation, the board will commission an external evaluation every three years, starting in late 2018.

Safeguarding

Ultimate responsibility for safeguarding rests with the board, with duties delegated to the audit and risk committee and human resources governance and strategy committee. The board approves the safeguarding policy and receives regular reports on safeguarding. The audit and risk committee monitors the effective implementation of the policy and reviews the case file of reported incidents. The human resources governance and strategy committee ensures that HR policies and procedures support a strong safeguarding culture.

The board has appointed three safeguarding trustees. The lead safeguarding trustee supports the interface between the board and subcommittees. As a named trustee to receive reports of concerns from staff and others, they:

- provide oversight and support of investigations involving those in senior positions
- represent Christian Aid on external forums
- provide one-to-one support to the safeguarding manager.

The chief executive officer directly oversees the organisation's approach to safeguarding. She leads the directorate meetings which consider Christian Aid's response to safeguarding. She also receives reports on safeguarding incidents and attends all board sub-committee meetings, including the closed sessions of the audit and risk committee, where case files are reviewed.

A safeguarding manager has been appointed to further coordinate and strengthen our global approach to safeguarding. We have established a new safeguarding governance group to oversee this work, chaired by the chief operating officer.

Christian Aid has a clear safeguarding policy that is rooted in the protection of those whom we are mandated to serve. We have recently updated our safeguarding policy and procedure to:

- fully take account of the Charity Commission guidance issued in December 2017
- more clearly articulate reporting mechanisms and our responsibilities to all those who represent us in our work.

This update also expanded the scope of the policy to include sexual harassment between staff.

The revised policy was reviewed independently by the charity Thirtyone:eight (formally the Churches Child Protection Advisory Service) and against the Core Humanitarian Standard (CHS). Christian Aid is certified under, and independently audited against, the CHS requirements and was a founding member of its predecessor, the Humanitarian Accountability Partnership. The CHS has at its heart the protection of beneficiaries.

The policy is one of a schedule of key corporate policies that is reviewed by trustees. We have reviewed these policies, where appropriate, to ensure that they align to our new safeguarding policy. We have a serious incident reporting policy and we report all safeguarding incidents to the Charity Commission in line with its requirements.

We also have a whistleblowing policy. Staff, partners and beneficiaries are encouraged to report any safeguarding concerns, using a choice of confidential mechanisms. We have a confidential whistleblowing email on our website.

Safeguarding requirements are included in our Code of Conduct. It is signed by all members of staff and is supported by mandatory online training that is completed annually. Our volunteers are included in the code.

New and refreshed codes of conduct, applicable to our trustees, board advisers and specialist volunteers, were adopted this year. Consultants working on our programmes are also required to sign a code of conduct.

Aligned to this are complaints and feedback mechanisms that meet the Core Humanitarian Standard. There are provisions in our partner contracts related to safeguarding and also in our partner due diligence processes. We also

include gender-sensitive programming in our work with communities.

We are part of sector groups that are working on safeguarding issues and developing safeguarding best practice.

Gender pay

In April 2018 we issued our first gender pay gap report on our website. At the time, 65% of our employees were female and 35% male. Our analysis indicates that we have a mean gender pay gap of 7.5% and median pay gap of 4.2% (in each case in favour of male staff). This was primarily driven by having substantially more female staff in lower pay quartiles.

There is no pay difference between male and female staff who carry out the same job, similar jobs or work of equal value.

We are proud to have appointed women as our current and previous CEOs, and that, at the time of writing, we have gender parity on our Board of Trustees.

Although Christian Aid's gender pay gap is lower than many organisations in our sector and in the UK, we are not complacent. We are committed to addressing our gender pay gap in many different ways, including flexible working, progression, career development and through our global gender strategy.

Gender justice is a key strategic impact area identified by Christian Aid for our work globally. We work to ensure that we are as diverse and inclusive as possible as we work to eradicate poverty.

Public benefit

The trustees confirm that they have referred to the information contained in the Charity Commission's general guidance on public benefit when reviewing Christian Aid's aims and objectives, and in planning activities and setting policies and priorities for the year ahead.

Our objectives are the furtherance of charitable purposes that:

- relieve and combat poverty, malnutrition, hunger, disease, sickness or distress throughout the world
- advance or assist such other charitable work as may be carried out by or with the support of the sponsoring churches.

We carry out these objectives through working towards our essential purpose: to expose the scandal of poverty, to help root it out from the world in practical ways, and to challenge and change the systems that favour the rich and powerful over the poor and marginalised.

The activities that we carry out to further our charitable purposes for the public benefit are concentrated on providing grants to, and otherwise supporting, 495 partner organisations in 37 countries for long-term development and responding to emergencies, as well as vital campaigning, advocacy and education work on the causes of poverty.

Trustee attendance register	Board		Committees	
	Total	Attended	Total	Attended
Hazel Baird	8	8		
Helene Bradley-Ritt ^{2,5}	8	7	2	2
Alexis Chapman ^{2,3,5}	8	8	5	4
Jennifer Cormack ^{2,4}	8	8	8	8
John Davies	8	4		
Robert Fyffe ⁴ (until Oct 2017)	3	3	3	3
Bala Gnanapragasam ¹	8	5	6	5
Pippa Greenslade ^{3,5}	8	8	4	4
Victoria Hardman ¹	8	6	6	6
Tom Hinton ²	8	6	3	3
Mukami McCrum	8	7		
Mervyn McCullagh	8	7		
Alan D McDonald ^{3,5}	8	7	1	1
Amanda Khozi Mukwashi ¹ (until Nov 2017)	3	3	3	2
Wilton Powell	8	4		
Paul Spray	8	7		
Margaret Swinson ^{1,4} (from Oct 2017)	5	3	3	3
Valerie Traore	8	7		
Rowan Williams ^{*1,2,3,4,5}	8	8		
Trevor Williams	8	7		

Legend:

1. Audit and risk committee
2. Finance, fundraising and investment committee
3. HR, governance and strategy committee
4. Nominations and procedures committee
5. Remuneration committee

*Ex-officio

Policies

Under the Charities (Accounts and Reports) Regulations 2008 the trustees have undertaken to give details of various financial policies of the organisation. These are detailed below.

Fundraising Approach

Christian Aid is a Christian organisation that insists the world can and must be swiftly changed to one where everyone can live a full life, free from poverty. It is through the generosity and actions of every supporter that we provide urgent, practical and effective assistance where need is great, tackling the effects of poverty as well as its root causes. This partnership shapes our approach to fundraising.

Christian Aid takes a long-term, values-based and increasingly innovative approach to fundraising. We want people to see consistent values (see p8) motivating our fundraising as well as our relationship-building, campaigning and all other work.

Through fundraising that transforms everyone involved, we aim to so inspire our supporters that more partners join us to bring about a world free from the injustice of poverty. We seek to raise funds from a diverse, appropriate and sustainable range of sources to ensure Christian Aid maintains its independence and does not become dependent on any single source of income.

Christian Aid is registered with the Fundraising Regulator and is committed to legal, open, honest and respectful fundraising. We monitor regulatory developments, review policies and update training for staff and volunteers to ensure we maintain standards. Within the year, the board reviewed and approved a refreshed suite of fundraising policies for the organisation, taking into consideration key requirements of the General Data Protection Regulation and our safeguarding responsibilities. Our suite of fundraising policies includes a Supporter Fundraising Policy, a policy for fundraising and responding to people in vulnerable circumstances or lacking capacity, a Supporter Care Charter, guidance for Christian Aid Week groups, Code of Fundraising Practice, Fundraising Promise and our Privacy and Data Protection Policies. The policies suite covers the standards and principles that underpin

our approach to fundraising by way of voluntary income from individuals, churches and communities. Major gifts and funds from institutions are also covered. Our private sector (institutional) fundraising follows our due diligence process. We apply the same standards to the third parties we work with in our fundraising activity, providing training and routine monitoring to ensure they represent Christian Aid appropriately.

We take protecting supporter data very seriously and our policies comply with – and, in some cases, go beyond – General Data Protection Regulation (GDPR) requirements. Our privacy policy is accessible on our website. We never swap or sell support data and our supporters can change their communication preferences at any time.

Voluntary Scheme for Regulating Fundraising

Christian Aid has a large number of committed and active volunteers, engaged in a variety of activities from teaching in schools, to writing for social media, organising support through fundraising events or promoting our appeals and campaigns. Our volunteers give thousands of hours of time across 30+ different roles each year.

Our 14,000 organisers and church representatives organise fundraising in their churches, particularly in Christian Aid Week when tens of thousands of people come together to raise money through house-to-house collections and other activities. Christian Aid's professional fundraisers provide guidance and resources to support these volunteers.

We're incredibly grateful to our volunteers for all they do for Christian Aid. They make a huge difference for the world's poorest people.

Complaints

Our supporter relationships are paramount, so all feedback is important to us. It is always taken into account when we review or plan activities and is shared with our leadership team to review on a monthly basis. We have revised our Support Care Charter which outlines our promises to supporters and how they can feed back to us.

From 1 April 2017 to 31 March 2018 we sent 900,000 fundraising emails and 1,232,173 addressed direct mail pieces. We received 168 (0.008%) complaints in total.

Protection of Vulnerable People

We want giving to Christian Aid to be a positive experience for all. We recognise that some of the many people that we engage with through our fundraising activity will not always have the capacity, at the point of interaction, to fully understand the nature of the donation they are being asked to give, or the consequences of making that donation.

All staff follow best practice guidelines for dealing with adults at risk or in vulnerable circumstances, and children and young people. We update our Safeguarding Policy to best practice and have specific guidance in place regarding house-to-house collecting and receiving donations from people in vulnerable circumstances. Many of our supporters and collectors are themselves increasingly elderly, and therefore our group organisers, church representatives and volunteers are supported by staff, who receive regular safeguarding training.

Reserves policy

Our reserves fall into two types.

Restricted funds are generated when the donor stipulates how and when their donation may be spent. In most cases there will be a time lag between when such funds are received and when they are expended. In particular, with many of the recent emergency appeals, immediate relief work needs to be followed up with longer-term rehabilitation and development activities, in line with the appeal request. This means part of the appeal money is expended over a number of years.

Deficits on restricted funds arise where grants to partners have been approved against various projects that the trustees expect to be funded by institutional donors, but the criteria for recognition of income have not been met.

Based on reports from partners on the progress of these projects at year end, the trustees determine through the approved income recognition policy whether the associated income should be recognised in the accounts. The status of all projects financed through restricted funds is reviewed corporately every quarter. The trustees are content with the overall level of the deficits in these funds. For further details, please see Reserves (p51) and notes 14 and 15 below.

Unrestricted funds are generated when the donor does not stipulate how the income may be spent. Within

certain operating needs, the trustees' policy is to ensure that such funds are expended as soon as possible, while guaranteeing these resources are used effectively. Unrestricted funds include designated and other funds where the trustees have set aside money for a specific purpose or to cover possible risks. At 31 March 2018, the principal funds were as follows.

The operational reserve is held to cover any temporary shortfall in income, unforeseen rise in spending requirements or other financial contingency, so that the charity – and, in particular, funding to partners – can continue to operate at any time. The level of this reserve is based on the trustees' assessment of the likelihood of such financial contingencies and the impact they might have. Following a review of the reserves policy, the trustees have set a target operational reserve of £16m (previously £20m), with a £2m range either side of that figure.

General funds represent other unrestricted reserves held separately from the operational reserve in connected charities and subsidiary undertakings.

The foreign exchange stabilisation fund of £1.2m was created in 2015/16 to cover the risk of future currency fluctuations and protect against the ongoing devaluation of sterling post-Brexit. It was released during the year to underpin our international programme work and transferred to the operating reserve.

The fixed asset designated reserve comprises the funds invested in fixed assets to allow the organisation to carry out our work effectively. Because this reserve comprises fixed assets, it is not possible to use them elsewhere within the charity.

The pension surplus linked to the closed defined benefit pension schemes is not recoverable and therefore cannot be recognised in the balance sheets under Financial Reporting Standard (FRS) 102. More details can be found in the 'Christian Aid pension schemes' in note 23 to the financial statements.

Investment and foreign exchange policy

We manage our investments within our ethical guidelines. This is done on a combined income-and-capital basis, subject to the need for short-term realisability of funds and a degree of measured risk.

Short-term cash is managed internally and held on overnight and term deposits with a range of approved banks. Longer-term sterling cash is held in an Epworth Affirmative Deposit account. This is a Charity Commission-approved pooled fund, consisting of deposits held with a number of financial institutions.

A proportion of the longer-term cash is managed by investment managers CCLA on a mandate which has as a prime objective the preservation of capital. It is invested in a portfolio of government and corporate bonds that is consistent with our ethical investment standards.

The investment policy set by us requires CCLA to observe restrictions with the aim of controlling financial risk, as well as meeting our ethical criteria.

These restrictions mean that bonds in the portfolio are lower yielding, on average, than those in the benchmark portfolio. Consequently, the portfolio's returns tend to be lower than those of the benchmark.

Our main operating currency is sterling. However, our overseas offices and partners operate with a range of currencies and so face foreign currency exchange-rate fluctuations. When a significant exchange risk is identified, we may enter into forward cover contracts to purchase currencies for planned grants. Responsibility for identifying when to hedge specific currency risks rests with the chief operating officer. At the end of March 2018, we had forward contracts covering risks against US dollar exchange-rate variations. Further details are disclosed in note 18 of 'Notes to the financial statements'.

Grants policy

The majority of our charitable work is carried out by making grants to partner organisations. Grants are made within our agreed strategies.

Grants for development programmes tend to be given on a three-year basis.

Project proposals are subject to a formal approval process before individual grants are approved. All projects are systematically monitored for the duration of their existence, and major projects are subject to a final evaluation process.

In recent years, we have started acting as a sub-contractor for a number of governments, including the

UK Government. Under these contracts, we disburse grants to a range of donor-approved grantees. The selection, monitoring and evaluation of the performance of these grantees are subject to contract-specific performance measures.

Christian Aid pension schemes

The trustees closed the final salary pension scheme to new members and to future accrual in 2007. We offer UK qualifying staff a defined contribution group personal pension scheme. In the Republic of Ireland, we also contribute to an occupational money-purchase scheme.

Contributions to the closed final salary scheme during 2017/18 were based on the triennial valuation at September 2014 and the recovery plan put forward and agreed by the pension trustees. Following the provisional findings of the triennial valuation at September 2017, the agreed recovery plan was completed as planned in February 2018.

In addition, the scheme actuary carries out a separate annual valuation in line with accounting standard FRS 102. This is calculated using different assumptions and may result in a different funding position. The 31 March 2018 valuation under this method showed a surplus of £12.1m (31 March 2017: surplus £5.6m) arising from an increase in the value of the scheme assets. As mentioned above, the surplus cannot be recognised in the balance sheet. Details are shown in full in note 23 of 'Notes to the financial statements'. We continue to set the level of our target operational reserve to reflect risks attached to the pension scheme.

The Pensions Trust (Verity Trustees Limited) acts as trustee to the final salary scheme. Assets in the scheme are managed in line with The Pensions Trust ethical investment policy, which has been developed with our support. The bulk of the equity component of the scheme funds continues to be managed by the Legal and General Assurance Society Limited and invested in an FTSE4GOOD tracker fund.

Communicating with staff and volunteers

Our methods of communicating with staff continue to evolve and the Christian Aid intranet has made it significantly easier for staff to access news and information from across the organisation. The intranet has

opened up fresh opportunities for dialogue and sharing learning, as a new set of internal social media tools are rolled out, including Yammer. The intranet is also a key tool for consultation, with blogs being used to gather staff feedback on proposed organisational changes.

Discussion and information sharing also take place at all-staff meetings and lunchtime talks, which are broadcast on internet radio to all Christian Aid offices. Staff receive Majority World News, a daily information bulletin.

We are committed to open and accountable management of our employees, where development and recognition are acknowledged. Employees can raise concerns through their manager or through senior management, including the Chief Executive, or anonymously through the whistleblowing policy and suggestion box. All staff are regularly informed of and consulted about changes and developments within the organisation. The V2020 process has had a specific engagement plan, supported by a staff member.

UK-based staff are encouraged to join a trade union and overseas staff are represented by elected coordinators. Unite and the National Union of Journalists are the recognised unions at Christian Aid. They help staff and coordinators during key consultations and with employee relations issues.

Volunteers

We seek to work in partnership with volunteers and give them opportunities to make suggestions or raise concerns. All volunteers have a supervisor and there is a clear process for raising any issues. Volunteers receive a quarterly e-newsletter and those based in offices have access to the same news and information as paid staff.

Over the past year we have sought to expand the involvement of volunteers in our work. In addition to the thousands of people who gave time to Christian Aid in their churches and local communities, we also benefited from the contribution of volunteers who offered a range of skills, including speaking, teaching, administration, research, undertaking projects, and a number of specialist roles in our head office. A total of 425 people volunteered in these roles and gave around 10,000 hours of their time.

Health, safety and security

Christian Aid continues to work in developing, fragile and complex countries around the world. Our staff, volunteers and partners are exposed to many risks and uncertainties, which are managed in order to deliver humanitarian and development assistance.

Our system of internal control around health, safety and security aims to ensure compliance with laws and policies, and an efficient and effective use of resources. It employs standard daily operating procedures, minimum standards and management processes, and internal controls and risk management mechanisms.

During 2017/18, we further strengthened our approach to safety and security by updating our security policy and our risk and internal control self-assessment procedures to set out clearer roles and responsibilities for managing safety and security throughout Christian Aid. The new policy and framework are embedded in the organisation through a continued training and awareness programme.

We are committed to working with our partners around health, safety and security to mitigate their risks as far as possible. We invest in programmes to strengthen the capability of country offices and upgrading controls by training staff, volunteers and partners to manage the risks we face in delivering programmes. We support the mental wellbeing of our staff in country and those deployed to humanitarian crises and conflicts through our Employment Assistance Programme, with additional workshops and seminars throughout the year on psychosocial support.

During 2017/18, many aid agencies continued to experience exceptionally challenging working conditions while responding to humanitarian emergencies in places such as South Sudan, Syria, Afghanistan, Bangladesh, the Democratic Republic of Congo, Nigeria and the Chad basin. Christian Aid staff and programmes continue to be tested in these high-risk countries with regular disruption to our programmatic work. Through the effectiveness and resilience of our staff, volunteers and partners in these countries, we are able to mitigate the impact on our staff and programmes and quickly resume our work with little to no impact on our programmes. Elsewhere in the world, insecurity within countries remains a challenge, and we

are constantly reviewing our contingency plans to ensure they are relevant to the context which presents itself.

Health and safety continues to be a success - for example, in reducing the number of incidents, especially road traffic accidents in the UK and overseas. We put much emphasis on awareness and avoidance, ensuring all staff and volunteers have the latest security analysis, so they can take the necessary precautionary measures to maintain their personal security. We have also introduced a new travel app for all staff to ensure they have access to immediate professional support if needed while travelling on Christian Aid business.

The organisational Incident Management Plan is being reviewed in all countries, along with implementing a text messaging system to alert staff when appropriate. This will be adapted to alert regional and overseas staff. We are planning a simulation of the system in September in order to ensure functionality.

Staff matters

Our ability to deliver impactful programmes and activities around the world depends on the capability, skills and wellbeing of our staff.

2017/18 has seen several changes in our senior management structure, including the appointment of our new chief executive. We have continued to challenge ourselves to rethink how we organise and deliver our work, especially as we move to a global partnership.

Highlights of our staff-related activities, interventions and initiatives over the year fall into the following themes.

People Strategy:

- We developed a new People Strategy in consultation with staff and managers and our HR and governance committee to establish the priorities for the newly formed People function.

Employee Engagement and Support:

- We undertook our employee engagement survey and have run a series of meetings with departmental senior management teams to review the results and put in place action plans to improve results.

People Development:

- We continue to give prominence to the development of our staff and managers in the areas of leadership and management.
- We have developed project management training and are rolling this out across the organisation.

Organisational Performance:

- We continue to work to strengthen management decision making through improved people data analytics.
- Our digital transformation programme is gaining traction.

Compliance:

- We proactively respond to a range of UK and international employment and labour legislative requirements - for example, UK gender pay reporting obligations.

Remuneration policy

Our remuneration policy is publicly available on our website and is overseen by the remuneration committee of the board. Specifically, the committee has delegated authority to provide governance oversight and input into principles and policies governing the pay and benefits of Christian Aid staff. Our remuneration policy looks to set salaries at the median quartile of comparators. A 2.6% pay rise was awarded to UK staff for the 2018/19 pay year, effective from April 2018. International staff salaries are adjusted to give increases guided by International Monetary Fund figures and the recommendations of our country offices, within an equivalent funding envelope for our International Department as a whole.

The chief executive's remuneration level is reviewed and decided by the remuneration committee and ultimately the full board in line with Christian Aid's remuneration policy. Remuneration for directors is decided by the committee in concert with the chief executive and in line with our remuneration policy.

The following guiding principles are used in determining chief executive and senior management remuneration:

- transparency
- appropriateness and benchmarking against external comparators
- expertise and experience
- competitive recruitment and talent retention.

Diversity and inclusion

It is our policy to respect the diversity of all employees and volunteers, treating them fairly and equally regardless of characteristics such as physical or mental disability, gender, sexual orientation, race, caste, culture, nationality, ethnic origin, religious belief, or age.

Wherever possible, applications from disabled people are encouraged and their skills are developed, and we advertise annually in Living with Disability Magazine. Every reasonable measure is taken to adapt our premises and working conditions to enable disabled people to work or volunteer at Christian Aid.

We believe that the unequal distribution of power and unfair abuses of power are at the heart of poverty. Furthermore, we believe that the greatest, most pervasive inequality in the world remains the one between women and men. Our corporate gender strategy, 'Gender justice for all', sets out our aims, objectives and programmes in this area.

We are using gender pay reporting requirements in the UK as a platform to work towards more visible organisation-wide gender pay profiling and reporting.

This signals our continued commitment to fairness, equality and consistency across our entire workforce.

Modern slavery

We have a long history of taking action against slavery. During our Trade Justice Campaign, we made the case for tackling modern slavery, identifying poor working conditions as a key driver of global inequality. We have continued to monitor labour conditions in diverse settings. As a founding member of the Ethical Trading Initiative and as a member of the Corporate Responsibility Coalition, we supported the creation of the Modern Slavery Act that became law in 2015.

Last year we produced our first statement outlining the steps we have taken to ensure that slavery and human trafficking does not take place in any part of our business and supply chains. Our statement identified our policies, risk assessment and commitments for the year ahead, to be reported on in subsequent years. It is available on our website.

This past year we have revisited our own procurement policies and practices, developed methods to assess the risk of potential modern slavery in our suppliers and partnerships. We have raised awareness and trained UK businesses on the issue and created a staff portal for procurement policies and guidelines. There is still more to do, especially in building best practice, staff training, raising further awareness and assessing risk more carefully. We will report further in next year's report.