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Vision

Sightsavers' vision is of a world where no one is blind from avoidable causes and where visually impaired people participate equally in society.

Mission

We are an international organisation working with partners in developing countries to eliminate avoidable blindness and promote equality of opportunity for disabled people.

Values

- Blindness is an important cause and effect of poverty. We work with poor and marginalised communities in developing countries.
- We achieve much more when we collaborate. We forge alliances and partnerships to ensure a positive and long term impact on people's lives.
- People should not go blind unnecessarily.
 We prevent, treat and cure avoidable blindness and promote eye health.
- People with visual impairment should be able to develop their potential to the full. We work with disabled people and others to promote equal rights and opportunities.
- With the right resources, people can find their own solutions. We strengthen organisations and communities to develop practical and enduring solutions.
- Learning and innovation are essential in order to improve the quality of what we do. We underpin our work with the best available evidence and research.
- Our supporters are a key part of the solution. We work together to accomplish our goals.



Why a sustainability statement for Sightsavers?

All organisations need to ensure that they operate in such a way as to ensure that in delivering against their objectives they are mindful of the needs of all their stakeholders (beneficiaries, partners, supporters, donors, employees and other interested parties) both those of today and those in the future.

In this way, they ensure that their organisation will endure long term and be 'sustainable'. Of course, Sightsavers' ultimate aim is for us no longer to be needed. If our vision is realised we can wind up, satisfied in the knowledge that we have achieved our goals. Unfortunately, we do not expect that situation to arise for many, many years, and in the meantime we want to ensure we are a sustainable organisation which is properly accountable.

What does sustainability mean for Sightsavers?

There are many academic definitions of sustainability in a range of contexts. For us, it means that we need to be

- a. A responsible global citizen
- b. An organisation that people trust
- c. A great place to work

We need to be clear about what we want to achieve, both in the long term and over shorter time periods, and report openly and honestly about how we are doing against these objectives, and how we will improve and learn as we progress.

Our commitment to sustainability

We have spoken of the need for our programmes to be sustainable for many years, and this remains of critical importance. We are now looking at Sightsavers as an organisation and are committed to ensuring that we improve our own sustainability.

To provide external verification of this, we have joined the International Non-Governmental Organisations (INGO) Accountability Charter, an independent, internationally recognised standard, and will report regularly as set out in that charter. These reports will be publicly available. More details are available at:

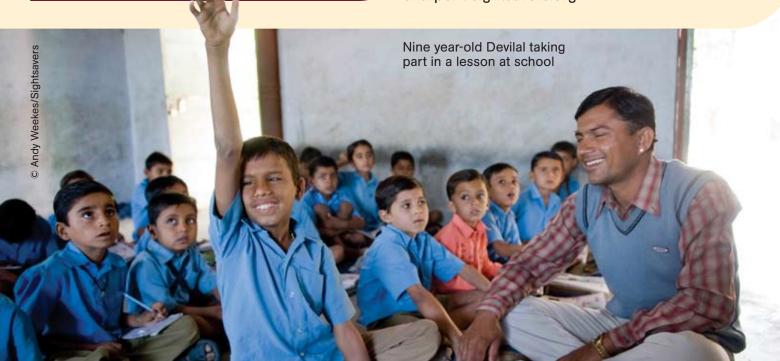
www.ingoaccountabilitycharter.org

We intend to make as much information about our policies and practices available on our website as we can, and have introduced an 'in depth' section which will include this information.

Comments on this statement are welcome, and should be addressed to

Caroline Harper

Chief Executive Officer charper@sightsavers.org



What are our aims and objectives?

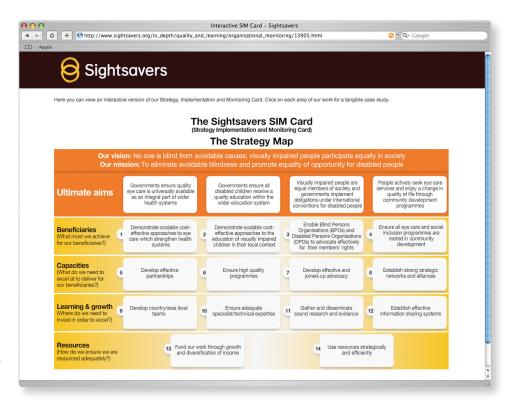
We have four change themes – these are changes Sightsavers wants to see in the world to deliver against the vision. They are in two parts – the ultimate aim (which if achieved would mean that Sightsavers would no longer be needed) and the aim over the current planning period. These were developed after extensive consultation. Our current plan runs from 2009 until 2013, although we are having a mid term review of our strategy implementation in 2011 (looking at changes in the external environment and obstacles to execution of the strategy) which may lead to some changes.

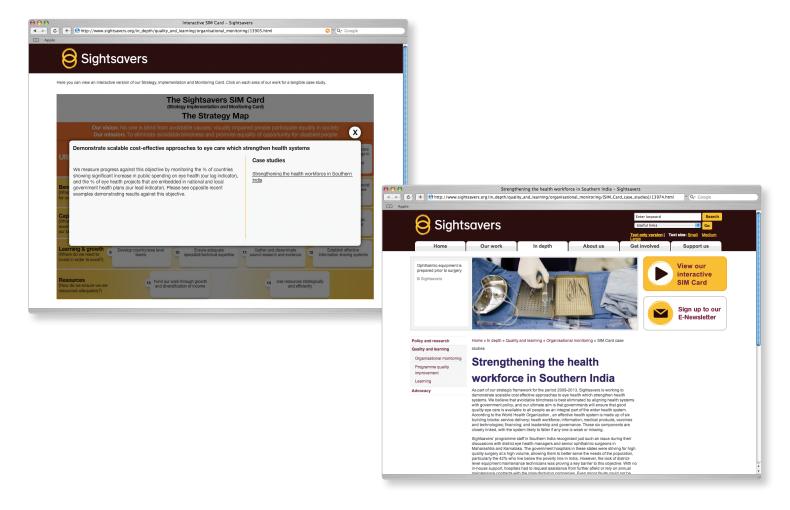


Change themes	Ultimate aims	Short to medium term aims 2009 – 2013
Health	Governments ensure quality eye care is universally available as an integral part of wider health systems.	Demonstrate scalable cost- effective approaches to eye health which strengthen health systems.
Education	Governments ensure all disabled children receive a quality education within the wider education system.	Demonstrate scalable cost- effective approaches to the education of visually impaired children in their local context.
Social Inclusion	Visually impaired people are equal members of society and governments implement obligations under international conventions for disabled people.	Enable BPOs (Blind People's Organisations) and DPOs (Disabled People's Organisations) to advocate effectively for their members' rights.
Community Development	People actively seek eye care services and enjoy a change in quality of life through community development programmes.	Ensure all eye care and social inclusion programmes are rooted in community development.

We use a balanced scorecard methodology to help us articulate those objectives we need to meet if we are to achieve our change theme aims - this consists of a strategy map and a scorecard (which includes indicators and targets). We call this our Strategy Implementation and Monitoring card (or SIM card), and it drives everything we do. We have an internet based dashboard representation of the SIM card, available to everyone in the organisation and regularly updated, which shows progress against all the objectives in the strategy map. An interactive version is available on the website:

www.sightsavers.org/interactivemap



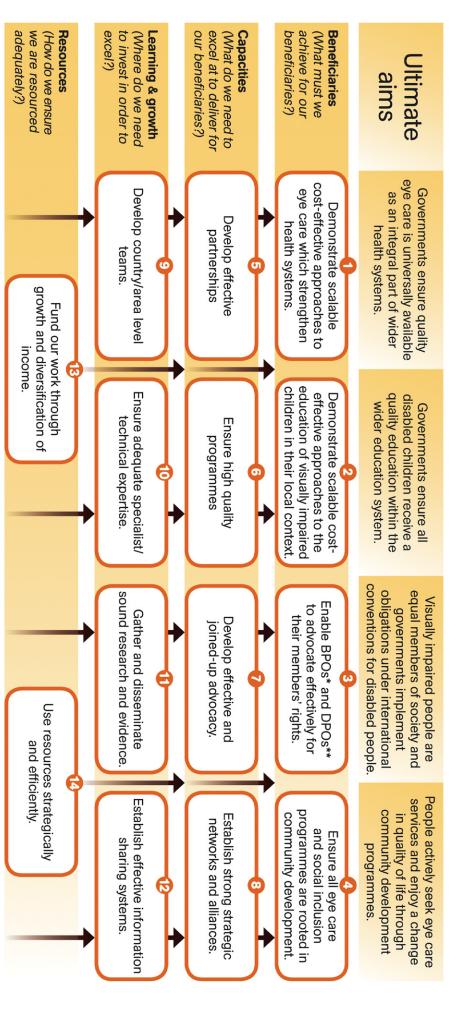


The Sightsavers SIM card

(Strategy Implementation and Monitoring card)

The strategy map

Our vision: No one is blind from avoidable causes; visually impaired people participate equally in society. Our mission: To eliminate avoidable blindness and promote equality of opportunity for disabled people.



A responsible global citizen

There are three key areas to be considered here:

- a. Our impact on the communities where we work
- b. Our impact on the environment
- c. Promotion of ethics and sustainability in our engagement with others

Communities

Sightsavers has a major impact on the communities where we work – all our work is done by working with local partners whom we support not just with money but with training and technical support. We always endeavour to align our work with national government plans. Only a handful of our employees in the countries where we have programmes are from outside that country – we avoid employing expatriates if we can. We believe nationals make more effective advocates within their countries, and this contributes to the development of new leaders.



Environment

We believe that our impact on the environment is an issue that beneficiaries, donors, supporters and the public will increasingly expect us to be addressing and reporting on in the future.

We make every effort to ensure we comply with the requirements of local environmental legislation and approved codes of practice in all the countries in which we work.

Our duties to our beneficiaries and our strategic organisational objectives remain our first and foremost priorities, and we recognise that as an international organisation a degree of travel is essential to achieve this. With due consideration to these imperatives:

we are committed to assessing the environmental impact of our operations.

we are committed to seeking to improve our environmental performance and thus reduce our impact in the following ways:

- Reduce waste and recycle wherever possible
- Reduce the use of all raw materials, energy and supplies
- Reduce travel by increasing use of video conferencing and teleconferencing especially for internal meetings
- Raise awareness of employees in environmental matters and encourage their involvement
- Expect similar environmental standards from our suppliers
- Encourage our partners to deliver services in environmentally sensitive ways
- Much of the work of reducing our environmental impact will be centred on limiting our greenhouse gas emissions and our use of natural resources, such as fossil fuels, wood and water and on ensuring these come from renewable and sustainable sources where affordable and practicable
- We will monitor our progress and review our environmental performance on a regular basis

Ethics and our supply chain

We procure goods from a wide range of suppliers, and are members of the IAPG (the Inter-Agency Procurement Group) which sets out standards we expect our suppliers to follow. These include matters such as ensuring that goods are not produced through child labour, workers are not exploited and good environmental practices are adhered to.

We have a corporate engagement policy which states that we will not take money from companies who undertake activities which actively prejudice our mission – notably tobacco companies and defence companies.

Equally our investment policy precludes us directly investing in these companies. We hold some of our reserves in equities, and non UK based equities and hedged funds are managed through pooled arrangements. Our trustees have discussed social, environmental and ethical factors with our fund managers and are satisfied that they are taking a responsible approach.

We have two pension schemes – a defined benefit scheme which was closed to new entrants in 2001, and a defined contribution scheme where members choose which fund they want to invest in. The first scheme is managed by an independent group of pension trustees and invests in pooled funds. Sightsavers is satisfied that these trustees are taking a responsible attitude to social, environmental and ethical factors. The second scheme enables members to choose funds for themselves, and one of the options is a Friends Provident Stewardship Fund, which aims to invest only in companies which have a positive impact on the world, whilst avoiding those causing damage or harm.



An organisation that people trust

Unless we are trusted, people will not want to partner with us, to support or fund us or to join our staff or volunteers. It is that fundamental.

There are some key questions that people ask in assessing whether to trust an organisation:

- a. Who are the leaders of the organisation, what is its governance structure and how does this work with management?
- b. How are you accountable to your different stakeholders to supporters, beneficiaries, partners, and staff?
- c. How do you root out fraud, protect against money laundering and corruption and do you have a process to enable whistleblowers to be heard safely?
- d. What do you do to ensure your work is of a high quality (with sustainable programmes) and that programmes and campaigns are properly monitored and evaluated?

- e. What do you do to ensure you are delivering against your strategy in a cost effective way?
- f. How do you manage the risks inherent in your work to protect your beneficiaries and the organisation?
- g. What financial controls and arrangements have you put in place to manage decision making?



Babul Miah pictured with best friend Shaikat

Leadership and governance

The organisation is led by Lord Crisp (Nigel) as Chair, and Dr Caroline Harper as Chief Executive. Full details of the governance structure including committees and biographies of trustees and the Strategic Management Team (SMT) are available on our website. In essence we have a Council of trustees from various countries including Nigeria, Sri Lanka and Ireland. They are chosen primarily for their skills using a matrix agreed by the Council, taking account of diversity and location. We believe it is important to include trustees based internationally as they are closer to our work. We have two trustees who are visually impaired, ophthalmologists, an optometrist, development specialists, and people with business, legal and fundraising expertise.

The Council meets five times a year, with the Senior Management Team (SMT) also in attendance other than for one trustee only session each year. Staff are often invited to present on issues relevant to their area of work. Council members are appraised every other year, as is the performance of the Council as a whole.

We have formal committees looking at audit (i.e. risk and control), investments, governance and remuneration (setting the salary of the CEO and SMT)

The Chair and CEO meet regularly and are both dedicated to delivering the strategy of the organisation, which was agreed with Council in 2008.

Biographies



Lord Crisp

Nigel was appointed Chairman in November 2007. He has an independent crossbench member of the House of Lords since 2006.

He is involved in a number of projects and organisations

concerned with international development and global health. During 2007 and 2008 he cochaired an International Task Force on scaling up the training and education of health workers with Commissioner Bience Gawanas, the African Union Commissioner for Social Affairs. It published its report, Scaling up, Saving Lives, in May 2008. He published a report for the Prime Minister in February 2007 on Global Health Partnerships: the UK contribution to health in developing countries.

Previously, he was Chief Executive of the NHS and Permanent Secretary of the Department of Health from 2000 to 2006. Prior to this he was Chief Executive of the Oxford Radcliffe Hospital NHS Trust, one of the country's leading academic centres.

He is a Cambridge philosophy graduate, an Honorary Professor at the London School of Hygiene and Tropical Medicine and a Senior Fellow at the Institute for Healthcare Improvement, based in Harvard, USA.



Caroline Harper

Dr Caroline Harper graduated in Physics from Bristol University, and went on to Churchill College, Cambridge to do a PhD in Energy Studies. She then worked in the oil and gas industry for many years.

As Managing Director of Amerada Hess Gas Ltd, she built a gas and electricity business from scratch (trading on the spot market and selling to industrial and residential customers in Great Britain) which was sold for £120 million in 2002. She was awarded the OBE for services to the gas industry in 2000.

Following the sale of the company, Dr Harper spent six months travelling in developing countries, before setting up her own interim management and consultancy business. She became Vice Chair of Notting Hill Housing Group, a housing association in west London, where she served for 6 years.

Dr Harper joined Sightsavers in 2005, having made the decision that the time had come to move away from the private sector to work in the not-for-profit sector, inspired by having several blind family members. A decision she has never regretted!

How are we accountable to our stakeholders?

Apart from being signatories of the INGO Accountability Charter mentioned earlier, there are a number of other ways in which we strive to be accountable

Accountability to beneficiaries

We have a number of policies which are specifically designed to protect the most vulnerable of our beneficiaries, including a child protection policy signed by all employees who deal with children. We are developing a gender policy which will be in place during 2011 to ensure that our programmes reach women, especially in those countries where historically they have had less access to health care than men.

We are committed to ensuring that beneficiary groups are involved in the design, implementation and monitoring of programmes which we support.

Accountability to supporters

We produce a variety of publications for supporters and provide a review and a set of audited accounts every year. Our website has a great deal of information which we keep refreshed and up to date. We set out our aims each year and report against these annual objectives as well as our overall SIM card ones. We provide case studies and make a range of evaluation reports available. Many of our supporters provide funding directly for projects, and we agree the contents of reports directly with them. All supporters are able to tell us what communication (if any) they want to receive from us, and we have a complaints procedure should they have concerns. Over the last few years we have received only a handful of complaints. We are registered with the Fundraising Standards Board.



"The aim of the Tienfala project is to integrate blind people into society. These people were not always considered as people in their own villages, but now I have noticed that they are now integrating into society as the communities are changing socially and politically. There are even now blind people who stand at the local elections.

As a rehabilitation worker, the best thing about my job is that people are able to live independently. This changes lives. Before the project, blind people in the community went to Bamako to beg. Now they no longer do that. They are able to work and make their living independently."

Dougou Fana CoulibalyRehabilitation worker in Mali

Accountability to partners

All our work is done with partners, and without them we would be unable to achieve our aims. All partnerships are conducted under a written Memorandum of Understanding which sets out what the partnership is intending to achieve and what the two parties will contribute. We have a series of partnership tools which we use to help us evaluate how the partnership is working (enabling the partner to feedback views of Sightsavers performance), the capability of the partner including any areas of development and its financial strength. These, together with our partnership policy, help us ensure we are working in the right way with the right partners.

"From my experience, Sightsavers continuously strives for excellence in everything it does. It is regularly at the forefront of the development of best practice whilst remaining open to new recommendations for improvements. It is also a generous organisation – one which is happy to share its experiences with the wider development and humanitarian sector for the benefit of all."

Tom Davies

Manager – Not for Profit Unit, Crowe Clark Whitehill LLP

Accountability to employees

We are as transparent as possible with our staff – minutes of Council and SMT meetings are posted on our intranet, along with monthly management accounts and evaluation reports. Staff can use our interactive SIM card dashboard to see how the organisation is performing in different areas.

We have a bi-ennial employee survey which asks a wide range of questions enabling employees to feedback any concerns in an anonymous manner. Over the last few years the participation rates have been around 95% of all employees globally. Satisfaction rates have been high, and we benchmark several of the questions with other similar organisations. We scored well in comparison, although there were a few areas for improvement including dealing with poor employee performance.

Fraud, money laundering, corruption and whistleblowing

We have comprehensive policies to counter fraud, money laundering and corruption and a commitment to carry out business fairly, honestly and openly. We do not tolerate any of these activities and all employees are made aware of this both when they join and via annual reminders. Any incident of theft or fraud, whether within Sightsavers or one of our partners is reported to the audit committee including actions taken. We take the most stringent view of any fraudulent activities.

We have a rigorous process for introducing new partners, and visit them regularly. Policies are important, but we believe there is no substitute for knowing the people and working closely with them. We take great care to ensure that we maintain no links to organisations or persons involved in illegal or unethical practices.

All employees are regularly reminded of the whistleblowing policy, whereby they can alert their manager (or if appropriate the CEO or Chair) to any malpractice.



14. An organisation that people trust



Quality, monitoring and evaluation

Quality is particularly important in our eye health work, where ensuring high standards of clinical governance can be the difference between sight and blindness. We are particularly watchful of potential outbreaks of infection in hospitals, and have quality standards which cover clinical governance and good practice both in our eye health work and within education and social inclusion programmes. All our partners are expected to adhere to them.

We have quality standards for all aspects of our work, developed in consultation with staff and independent experts, and these standards guide the planning and implementation of all programmes.

We have developed the 'Sightsavers Adaptive Monitoring and Evaluation system' which will help us assess our programmes and improve them over time. This looks explicitly at the sustainability of our programmes.

Delivering against the strategy

As mentioned above, we have an internet based dashboard which enables us to collect information regularly about how we are doing in achieving our objectives, using the indicators we have agreed. Each objective has a lag indicator (which shows whether we are achieving the desired outcomes) and a lead indicator (which shows whether we are executing the activities needed to achieve the outcomes). One of the objectives is to use resources strategically and efficiently, with indicators which cover areas such as support costs.

In addition we collect information about the outputs from our programmes – numbers of operations, numbers of people trained, number of children in education programmes, numbers reached with river blindness drugs etc. These are broken down by gender, by adult/child and other appropriate disaggregations. We publish a summary of these each year.

Risk management

We have created a risk log of the top 12 risks we believe face our organisation and have devised mitigation strategies for each one. SMT reviews the risks and mitigation strategies quarterly to ensure they remain the right risks and the right strategies. Council does this annually. Risks as at the date of this statement include currency fluctuations (which we actively manage through hedging), loss of voluntary income (especially in the current environment) and loss of key members of staff. Every country does its own risk log, recognising that each will have a different risk profile.

"We are a partner of Sightsavers working in the field of disability and believe that the partnership is based on mutual respect and strong expertise in the needs of disabled people. Sightsavers staff members are completely committed to our work in the area of disability, fully sharing our concerns and looking together for sustainable solutions: they are encouraging and hopeful. Our strong wish is that our partnership with Sightsavers lasts and grows into the future."

Ondoua Abah Gabriel

Chairperson of Central Africa Federation of the Disabled (CAFOD) and Director of Union Nationale des Associations et Institutions de et pour Personnes Handicapées du Cameroun

Financial controls and management

Sightsavers financial management and control framework is multifaceted incorporating governance; organisational structure; appropriately skilled, qualified, accountable and supervised managers and staff; documented corporate policies, established internal procedures and processes and external monitoring including audit. We publish a financial framework document on the website which pulls together key information on the main areas of financial management and control within Sightsavers.

The main objectives of the financial framework document are:

- To outline the globally applicable financial policies and procedures
- To incorporate supplementary local processes applicable in the context of each office
- To be a central reference point for all Sightsavers staff
- To convey an important message to our external stakeholders that Sightsavers has sound financial controls and accountability as part of our day-to-day activities as an organisation

Aside from those policies already mentioned above, the framework includes things such as conflict of interest, delegated decision making authorities, money handling, segregation of duties, legal compliance and our planning and performance calendar.



A great place to work

It is commonplace to say that our people are our greatest asset, but in our organisation this is true. Success in our programme work depends on having great people to work with partners and influence decision makers to take on our approaches, and knowledgeable advisors (including strategic partners) to ensure our work is of the highest quality. The old fundraising adage 'people give to people' is absolutely true, so without good people in funding and marketing our income is at risk. And finally without management and support staff to keep the lights on, the IT functioning and make sure everything and everyone is pulling together with tight processes and a focused approach, the organisation wouldn't achieve much.

If we are to have great people, we need an inspiring vision and we need to be a great place to work. We are certified by People in Aid (an organisation which accredits international development organisations).

In our 2011 Global employee survey 92% of employees responded that they were proud to work for Sightsavers

Sightsavers celebrate being selected by Comic Relief

75% felt Sightsavers gave a high priority to health and safety, with 76% believing the same for employee security

Health, safety and security

Some of our work is in countries where conflict, political instability and natural disasters are a fact of life. All our offices must have clear, up to date crisis management and emergency procedures. We have tested these at our UK office, with a dry run organised by an external company. Our internal auditor checks these wherever she goes, including fire safety provisions.

We have a policy for supporting employees with HIV/Aids, ensuring that they are not discriminated against, and that they are empowered to take up all appropriate available support, including the provision of anti-retroviral drugs where necessary.

We have a comprehensive travel and security policy which applies to everyone who travels outside their own country. We report all incidents in health, safety and security to our Council, and give an update of the security situation in all our countries at every Council meeting.



Approach to equal opportunities and disability access

We have a clear equal opportunities policy statement which applies across the whole organisation. It includes provisions for dealing with any allegations of bullying or harassment (sexual or otherwise) which we absolutely will not tolerate. Sightsavers maintains statistics on gender, ethnicity and disability of our staff. We have a reasonably good gender balance (although we are very female in the UK) including at senior levels (the CEO, two members of SMT and most regional directors are women). Very few of our staff in countries where we work are expatriates, so overall we have a good ethnic mix.

We do not have as many disabled employees as we would like, especially given our mission. We encourage disabled people to apply for jobs through various means. For example, in the UK we have been accredited with the disability symbol 'Positive about Disabled People' and job advertisements are placed online globally.

We offer work placements for visually impaired people. In developing countries where we work we seek to attract disabled people by using our networks with disabled people's organisations.

We have taken all reasonable steps to make our building in the UK accessible, and are now prioritising ensuring this is the case in our buildings outside the UK. We have a group which is looking at how we can ensure that information is accessible for blind employees – this isn't always easy as many software packages are incompatible with screen readers.

82% of employees felt that people at Sightsavers are treated equally irrespective of ethnicity, gender, disability, age, sexual orientation or religion



Recruitment, learning and development

Our recruitment processes are rigorous, and we normally advertise SMT positions externally. We are keen to promote from within for other positions where people have the relevant skills, as this provide career development for individuals. All our SMT have succession plans.

We consider learning and development to be very important, and have set ourselves the target of spending 7% of our salary budget on training. We prioritise employees in country offices, as our strategy is to build up their capability to enable us to devolve more decision making.

In order to manage costs, we have developed a suite of e-learning tools.

"The introduction of e-learning is excellent to complement training and development." (quote from our recent staff survey)

Staff engagement

As mentioned above, we have a bi-ennial employee survey which has a very high completion rate, and has shown high levels of satisfaction and engagement – higher than the benchmark for other similar organisations.

Our strategy was developed with full consultation with staff – one of the most comprehensive engagement exercises in the sector, with everyone having a chance to feed in their views on what we should do both at the organisation and local level. We must be one of the few organisations who have a driver quoted in their strategic framework document!

"In comparison with other INGOs: our scores are in the 1st quartile for many areas including recommending the organisation as a great place to work, people are proud to work for Sightsavers, and senior management provide effective leadership." (results from ORC report 2009)

Performance management and reward

We have a comprehensive appraisal process that looks at both performance and development. This includes performance against objectives and core behaviours, and there is an annual assessment. Each year the SMT reviews senior people in the organisation and potential high fliers as part of a talent review. Poor performers are also discussed.

Reward is based on benchmark surveys of comparable organisations, and our package is placed at the median level. We have a range of flexible benefits (depending on what is typical at the relevant location) such as flexible holidays, a defined contribution pension scheme (or equivalent overseas) and life insurance.

"As always, it's the people that make this organisation what it is." (quote from our recent staff survey)

> Katy Dore and staff of the Islamia Eye Hospital in Dhaka, Bangladesh pictured with Mrs Rita Akter the after her cataract surgery



What people say about us

"We began to support Sightsavers quite a few years ago. Eye problems like trachoma, river blindness and cataracts are devastating to individuals and communities, but are so easy and cheap to cure; paying a few pounds a month and knowing we were making a big difference to people's lives was just a nobrainer...We have got to know the organisation well and we go to their functions whenever we can. They are such an inspiring and committed bunch of people and they do such fantastic work, this is almost the perfect charity to give money to. In a perfect world, Sightsavers would not exist, but we intend to continue giving until Sightsavers makes itself obsolete."

David & Christina Kershaw

Shahara smiling after her

When we support a Sightsavers project we know that the impact that our money makes goes further than just the individual beneficiary: the benefits ripple out to all the people whose lives touch the individual whose sight is restored. I am proud that this partnership between the Bank and Sightsavers shows how the public and private worlds can work together with a common objective of curing avoidable blindness.

Richard Meddings
Group Finance Director
& Chairman of Seeing is Believing
Standard Chartered

"The programme operates in difficult circumstances. Not withstanding this, it demonstrates clear state-level ownership and works because of the strong partnership between local authorities and Sightsavers."

John Gibb

DFID's NTD lead joined a Sightsavers monitoring visit to the Zamfara state neglected tropical disease programme in December 2010.



