

Sustainability Report UNICEF Switzerland and Liechtenstein 2025

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for every child



 Haiti

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Preface



2025 was arguably the most difficult year in UNICEF’s history. The dramatic decline in funding – by an estimated quarter within a year – forced UNICEF to adopt strict austerity measures. The new reality is that there is increasingly less funding for children, particularly due to shrinking contributions from member states. And it is happening at a time when the need for development assistance and humanitarian aid has been steadily rising.

The year 2025 was marked by geopolitical shifts, an increasing departure from traditional cooperation within the international community, the systematic erosion of basic democratic values and the growing threats of climate change. This development poses serious risks for millions of children living in fragile contexts.



That is why UNICEF is continuing to do what it has done for nearly 80 years: advocate for the welfare and rights of children in over 190 countries – including Switzerland and Liechtenstein. However, the decline in funding has forced us to narrow our focus. Sustainability remains a core part of our mission: a better world for every child, today and for future generations.

Children are often the first to suffer from the effects of climate change, poverty, armed conflicts and social inequality – and the last to be heard. As an organization committed to the safeguarding of children’s rights, we know that sustainable development requires an approach that is comprehensive, long-lasting and inclusive.

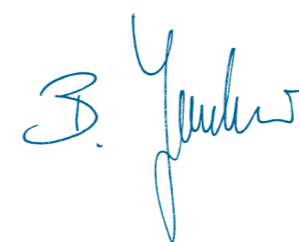
Our programs, fundraising and policy work are designed to be as effective and efficient as possible to achieve the best possible positive change for children.

With the introduction of our first sustainability strategy in 2023, we took the important step of incorporating environmental, social and governance aspects into our business activities.

We have made significant advances since the beginning of implementation. Some targets were given a target timeframe of 2025 – the year that delivered initial results and allowed us to review our performance to date. This report offers insights into the milestones we’ve achieved and shows where UNICEF Switzerland and Liechtenstein stands with respect to the sustainability strategy. It illustrates the measures we implemented, their tangible effects and the challenges that remain.

With our commitment to sustainability, we have adopted a transparent approach toward our partners and stakeholders. We are transparent about both our actions and how we implement them. We at UNICEF Switzerland and Liechtenstein take our responsibility seriously.

This report may not answer all your questions, but it demonstrates our continued commitment to a more just, resilient and sustainable future. We invite you to join in the conversation, share your views and work with us on solutions. We never give up. For a world where every child can live in good health, safety and dignity.



Bettina Junker
Executive Director
UNICEF Switzerland and Liechtenstein



Nicole Hinder
Director Child Rights Advocacy
UNICEF Switzerland and Liechtenstein

At a glance: UNICEF Switzerland and Liechtenstein

The organization

The United Nations Children’s Fund (UNICEF) is mandated to implement the UN Convention on the Rights of the Child for every child around the world. Headquartered in Zurich, we advocate for the interests of children¹ in Switzerland and Liechtenstein and are one of 33 national UNICEF committees that, together with UNICEF International, form a global network.

UNICEF Switzerland and Liechtenstein operates within the framework of a cooperation agreement with UNICEF International and is organized as an association with a delegate structure. The members elect up to 34 delegates to the Assembly of Delegates, the association’s highest body. It oversees the association and the Managing Board. The Managing Board, composed of seven members working voluntarily, is the managing body that is responsible for strategic oversight, while the Executive Board manages operations. At the end of 2025, UNICEF Switzerland and Liechtenstein maintained a workforce of 77 employees (see the Annex for more information).

More detailed information can be found here: [Organization employees](#)

Activities and stakeholders

UNICEF Switzerland and Liechtenstein’s mission is to strengthen and protect the rights of children – in Switzerland, Liechtenstein and around the world. Our core activities include fundraising and communications, the management of international programs, advocacy work and political influence. We maintain ongoing dialog with various stakeholders and expert groups dedicated to children’s rights, health and sustainable development in addition to networks such as Swissfundraising, Child Rights Network Switzerland and Kinderlobby Liechtenstein.

UNICEF Switzerland and Liechtenstein works closely with UNICEF International and its Country Offices as part of the global UNICEF network. This cooperation influences our core activities as well as many upstream and downstream processes in the value chain (see Figure on the next page).

Fundraising and communications

UNICEF Switzerland and Liechtenstein supports international programs ensuring that children can grow up in a safe and healthy environment and have access to education. Funding comes from a variety of sources, including donations by private individuals, companies, foundations, organizations and communities, as well as through corporate partnerships. Donations can be restricted or non-restricted. Restricted donations are used for specified programs, while non-restricted donations allow for flexible responses to crises, support for underfunded programs and the development of innovative new approaches.

We are committed to using every Swiss franc in ways that make the greatest possible impact for children and honor the trust that our donors place in us. Transparency is therefore key. We report transparently on the use of funds, the results they bring and the impact of our programs. We also report on children’s rights and humanitarian disasters where children are especially at risk and urgently need our help – for example, in Sudan, Gaza and Ukraine.

Management of international programs

In close cooperation with UNICEF Country Offices and partners worldwide, UNICEF Switzerland and Liechtenstein develops and contributes to programs that bring sustainable improvement to the lives of children in over 30 countries. The countries and programs supported are selected on the basis of both the UNICEF Switzerland and Liechtenstein strategy and the Strategic Plan (2026–2029) of UNICEF International. Implementation is carried out in cooperation with local government authorities and partner organizations.

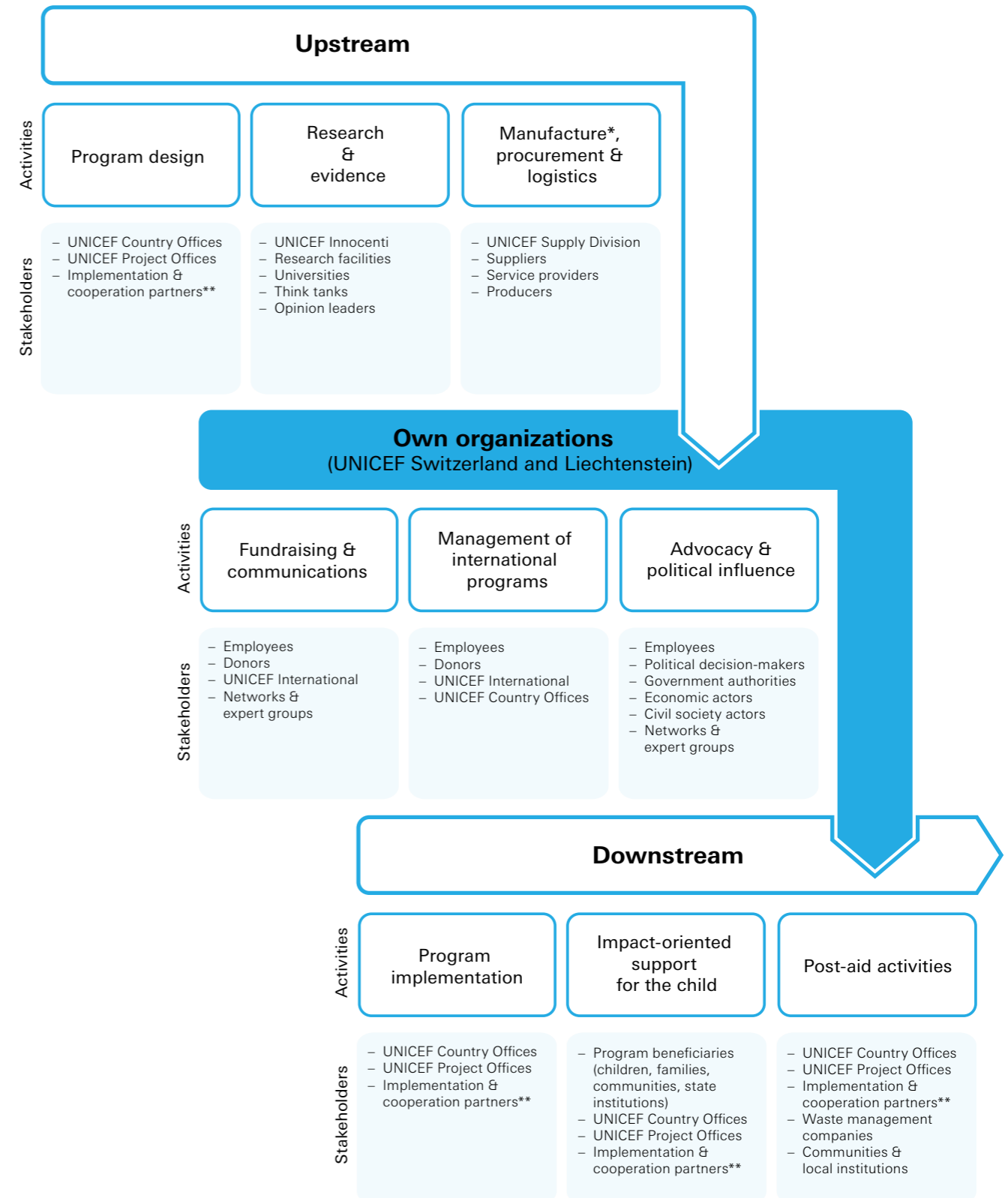
UNICEF Switzerland and Liechtenstein ensures that programs are aligned with children’s rights, allocates funds, oversees implementation, and manages the financial administration and reporting for all financial transactions and donations. The programs focus on education, child protection, health and nutrition, emergency response and cross-sectoral topics.

Advocacy and political influence

We advocate for adherence to the Convention on the Rights of the Child in Switzerland and Liechtenstein. We raise public awareness on topics involving children’s rights, analyze the situation of children and provide evidence to inform policy recommendations.

By working closely with political decision-makers, we work to ensure children’s rights are given greater consideration in political decision-making. We also advocate for the integration of children’s rights in the sustainability and due diligence of companies that contribute significantly to the implementation of children’s rights through responsible supply chains, fair working conditions, living wages, responsible products and digital responsibility.

Value chain of UNICEF Switzerland and Liechtenstein



* of goods and services for programs of UNICEF International and activities of UNICEF Switzerland and Liechtenstein
 ** state institutions, actors in civil society, business and non-profits

¹ The term “child” in this Sustainability Report is based on Article 1 of the Convention on the Rights of the Child, which defines every person from 0 to 18 years of age as a child. This report therefore explicitly refers to both children and adolescents.

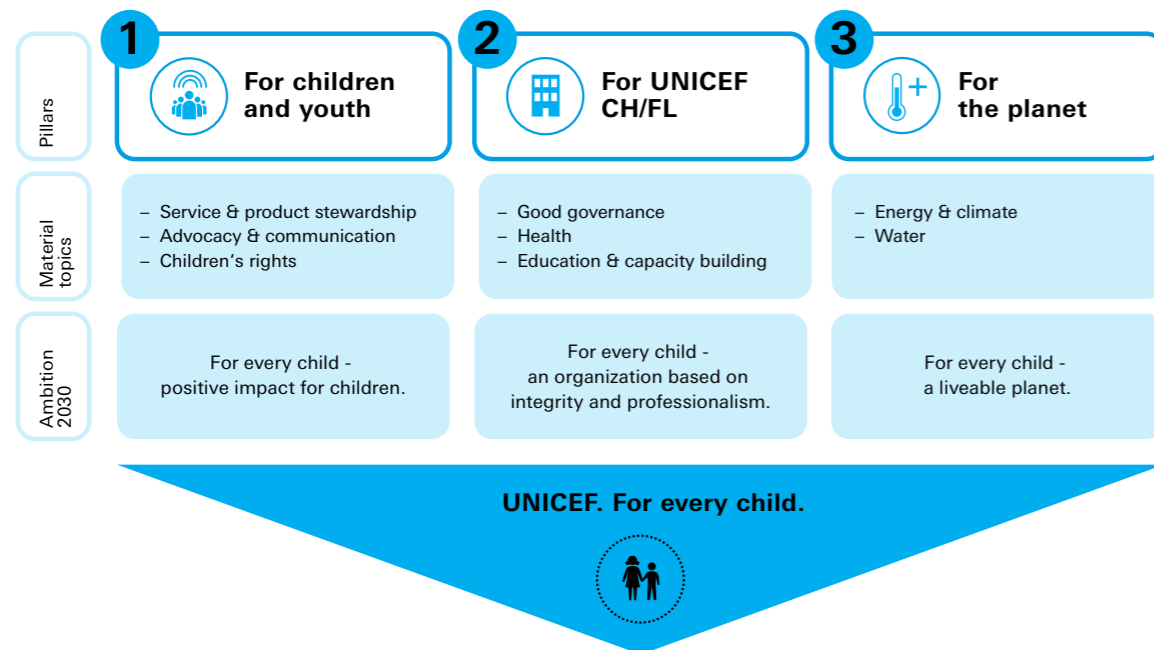
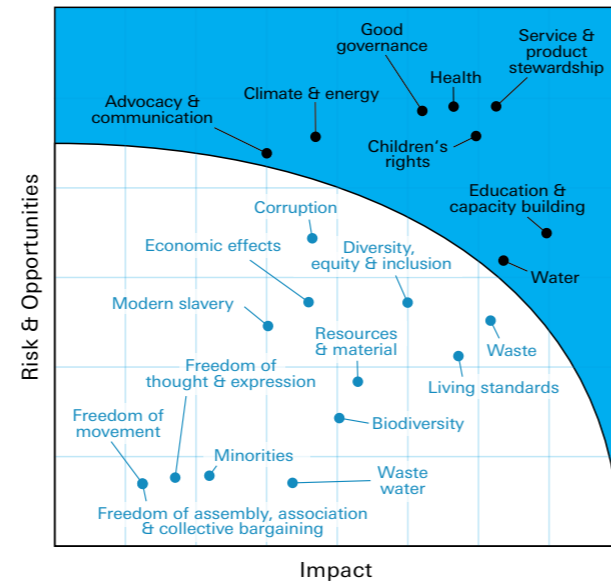
Sustainability at UNICEF Switzerland and Liechtenstein

Sustainability strategy

To ensure that the sustainability management of UNICEF Switzerland and Liechtenstein focuses on the topics most relevant to the organization, a double materiality assessment was carried out in 2023. This involved assessing both the impacts along the value chain on people and the environment and the associated risks and opportunities for UNICEF Switzerland and Liechtenstein. The assessment was based on input from internal experts, the Executive Board, the Managing Board, and external stakeholders and subject-matter experts. The double materiality assessment resulted in the identification of eight material topics (in blue). These have been grouped into three strategic pillars and are discussed in more detail in the following chapters of this report.

Using the double materiality assessment as a basis, UNICEF Switzerland and Liechtenstein developed a sustainability strategy in 2023 with a 2030 time horizon. This strategy provides a structured framework for the integration of sustainability aspects in the organization. Short-term (by 2025) and long-term (by 2030) targets and measures were defined for each of the eight material topics focusing on the areas over which UNICEF Switzerland and Liechtenstein has the greatest direct influence and which we can actively control. As we seek to further develop and expand our commitment in advancing sustainability, the sustainability strategy will be subject to review and modification in 2026 with consideration given to previous experiences and the achievement or status of the targets in 2025.

Our materiality matrix



Sustainability strategy overview

Material topics	Sustainability targets	Target year	Implementation status	
1. For children and youth				
Service and product stewardship	Target 1: In addition to the guidelines of UNICEF International, we adhere to the ethical, environmental and economic principles of UNICEF Switzerland and Liechtenstein in all our fundraising activities.	2025	●●●●○	
	Target 2: The child-centered impact of international programs and national advocacy work is measured systematically and at regular intervals using impact-oriented KPIs.	2030	●●●●○	
	Target 3: Through a thematically balanced program portfolio, which is both knowledge-based and strategic, we support the implementation of the Convention on the Rights of the Child in Switzerland and Liechtenstein as well as the implementation of programs in the program countries and thus measurably strengthen the impact for children.	2030	●●●●●	
Advocacy and communication	Target 4: In our communication, we report transparently and provide evidence on the child-centered impact of the international programs and national advocacy work.	2030	●●●●○	
	Target 5: UNICEF Switzerland and Liechtenstein actively communicates the sustainability criteria and safeguards applied by UNICEF International in its program work.	2025	●●●●●	
	Target 6: We make topics relevant to children's rights quantifiable in Switzerland and Liechtenstein with the new Child Rights Barometer.	2030	●●●●○	
Children's rights	Target 7: We have a management approach to children's rights in accordance with the standards of UNICEF International. This approach takes into account the Children's Rights and Business Principles (CRBPs).	2025	●●●●○	
2. For UNICEF Switzerland and Liechtenstein				
Good governance	Target 8: A data security due diligence process is in place to prevent cases of data loss.	2025	●●●●●	
	Target 9: We systematically integrate sustainability/ESG risks in our risk management.	2025	●●●●●	
	Target 10: A supply chain policy in accordance with the Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO) is in place and UNICEF Switzerland and Liechtenstein's suppliers have signed the Supplier Code of Conduct and comply with the procurement guidelines.	2025	●●●●○	
	Target 11: A corruption prevention process is in place to prevent incidents of corruption.	2025	●●●●○	
	Target 12: We take environmental and social criteria into account in all our investments.	2025	●●●●○	
	Target 13: UNICEF Switzerland and Liechtenstein's annual survey on employee satisfaction shows an average response of "good" to "very good" with a response rate of over 85%.	2025	●●●●○	
	Target 14: 80% of our employees would recommend UNICEF Switzerland and Liechtenstein as a good employer.	2025	●○○○○	
	Target 15: We ensure a stable workforce by retaining our employees in the long term and keeping staff turnover at a healthy level of between 8% and 12%.	2025	●●●●○	
	Health	Target 16: All employees receive awareness training on mental and physical health in the workplace.	2025	●●●●○
		Target 17: The child-centered impact on health in international programs is measured systematically and at regular intervals using impact-oriented KPIs.	2030	●●●●○
Education and capacity building	Target 18: All employees participate in mandatory annual training sessions on selected topics.	2025	●●●●●	
	Target 19: The child-centered impact on education and capacity building in international programs is measured systematically and at regular intervals using impact-oriented KPIs.	2030	●●●●○	
3. For the planet				
Climate and energy	Target 20: In our work related to climate and energy, we adhere to the standards of UNICEF's Sustainability and Climate Change Action Plan (SCAP).	2025	●●●●●	
	Target 21: Within our grant management and fundraising activities, we are committed to directing at least 10% of UNICEF Switzerland and Liechtenstein's international program funding towards initiatives that strengthen climate resilience.	2030	●●●●○	
Water	Target 22: In our work related to water, we adhere to the standards of UNICEF's Sustainability and Climate Change Action Plan (SCAP).	2025	●●●●●	

Governance

UNICEF Switzerland and Liechtenstein has clearly defined responsibilities for implementing its sustainability strategy and regularly monitoring its progress. This ensures that sustainability is an integral part of the organization.

Strategic responsibility lies with the Managing Board. It is responsible for adopting the sustainability strategy and deciding on basic modifications. The Executive Board is tasked with implementation, manages operations, monitors progress and reports to the Managing Board at regular intervals. Upon the identification of new fields of action, the Executive Board works together with the

Sustainability Officer to develop appropriate suggestions and submits these to the Managing Board for approval.

The Sustainability Officer supports the Executive Board in the strategy's implementation and monitoring and takes on a coordinating role. The Sustainability Officer supports interdisciplinary cooperation, initiates processes, supports measures and serves as the (internal and external) contact for sustainability matters.

For children and youth

This strategic area focuses on topics that promote the protection, well-being and rights of children and youth at the center of UNICEF Switzerland and Liechtenstein's work: service and product stewardship, advocacy and communication, and children's rights.

Service and product stewardship

Why is the topic important?

Service and product stewardship involves the responsible use of all services and fundraising formats as well as the management of UNICEF Switzerland and Liechtenstein's program work. It is central to securing the trust of donors, partners and other stakeholders and is therefore key to the organization's lasting impact.

As a national committee, UNICEF Switzerland and Liechtenstein is responsible for the development of ethical and transparent fundraising activities as well as the strategic management of a high-quality program portfolio. Insufficient ethical guidelines or lack of attention to environmental and social aspects can damage the organization's reputation. A consistent approach to service and product stewardship contributes to the effective use of resources and creates the conditions for lasting impacts. These impacts occur primarily downstream as a result of national initiatives and international programs implemented by UNICEF International and local partner organizations.

Management approach

UNICEF Switzerland and Liechtenstein's binding principles, guidelines and steering mechanisms ensure that all fundraising activities and program management are carried out ethically, transparently and with a focus on impact. The aim is to minimize the risks to trust, reputation and impact and to reinforce positive impacts for children.

Fundraising

In its fundraising activities, UNICEF Switzerland and Liechtenstein adheres to the guidelines of UNICEF International as well as its own ethical, environmental and economic principles while taking country-specific circumstances into account. Our financial partnerships with businesses, foundations and major private donors are subject to defined exclusion criteria and thorough due diligence. We abide by UNICEF criteria and standards, which preclude collaboration with certain sectors (such as firearms, tobacco and alcohol) or businesses that are linked with severe violations of environmental, human and labor rights. Additional investigations are launched in cases of doubt.

UNICEF Switzerland and Liechtenstein works with external agencies for the collection of donations from private individuals. The employees of these agencies are subject to our Code of Conduct and the institutional child protection policy, and must undergo training on child protection. Donor data is handled in accordance with applicable data privacy regulations of Switzerland (Federal Act on Data Protection, FADP) and the EU (General Data Protection Regulation, GDPR).

Impact orientation

Systematic measurement of the child-centered impact of our programs is key to ensuring an efficient and impact-oriented use of donation funds.

In the international programs, impact orientation is based on a standardized impact design that defines the underlying impact pathway and reveals key assumptions. Program implementation is carried out as part of a results-based management (RBM) approach using an impact pathway that systematically links inputs, outputs and outcomes. On this basis, we define program-specific, measurable indicators and impact targets, allowing us to continually monitor program performance and report transparently in appropriate communication formats. The findings from the impact measurement are used to continually develop the programs and contribute to improving effectiveness on an ongoing basis.

The impact orientation in our national advocacy work is also being further developed. In addition to recording output indicators (like the number of newly certified Child Friendly Communities (CFCs) or UNICEF Youth activities), outcome-based approaches are increasingly being employed to better illustrate real change in the lives of children and youth.

Program portfolio

UNICEF Switzerland and Liechtenstein maintains separate portfolio strategies for its international programs and its national advocacy work. These ensure that funds are used in an effective and impact-oriented manner. The viewpoints of children and youth are consistently taken into account and form the basis for determining the content of the program portfolio. All programs and advocacy activities aim to drive sustainable, systemic changes, strengthen organizations and institutions, raise awareness and build the capacities of individuals.

More detailed information on international programs and national advocacy work can be found on **p. 2 ff. in the Annual Report.**



Target 1 (2025) In addition to the guidelines of UNICEF International, we adhere to the ethical, environmental and economic principles of UNICEF Switzerland and Liechtenstein in all our fundraising activities. ●●●●○	
Measures in 2025 – Ethical, environmental and economic principles for all fundraising activities were developed in collaboration with the relevant internal stakeholders	Additional information – Achievement of target delayed (approval and incorporation of principles is still pending) – The principles should be applied in all fundraising activities relating to both individual and institutional donors – In specific areas, these principles may be supplemented and further specified through additional documents such as procurement guidelines
Planned measures for 2026 – Approval of the principles by the Executive Board – Communication and integration of the principles in the relevant processes	
Target 2 (2030) The child-centered impact of international programs and national advocacy work is measured systematically and at regular intervals using impact-oriented KPIs. ●●●○○	
Measures in 2025 – Starting in early 2025, use of the revised impact design in the planning and management of international programs – Activities for improving the assessment of child-centered impact in national advocacy work – The national Child Friendly Cities and Communities initiative records 4 newly certified and 9 recertified child-friendly communities (currently totaling 76)	Additional information – The impact design (revised in 2024) ensures uniform standards for impact planning, measurement and reporting, allowing for a more precise measurement and communication of actual impact – The UNICEF CFC Initiative supports communities and cities in Switzerland and Liechtenstein in creating child-friendly conditions. A standard certification procedure paves the way to recognition as a "Child Friendly Community." – Communities must apply for recertification every four years
Planned measures for 2026 – Continued use of the new impact design in new programs	
Target 3 (2030) Through a thematically balanced program portfolio, which is both knowledge-based and strategic, we support the implementation of the Convention on the Rights of the Child in Switzerland and Liechtenstein as well as the implementation of programs in the program countries and thus measurably strengthen the impact for children. ●●●●●	
Measures in 2025 – Implementation of the portfolio strategy (revised last year) for the international programs – Definition of new focus topics as part of the revision of the national advocacy strategy	Additional information – Target remains relevant (revisited annually until 2030) – Focus of international programs: education, child protection, survival (health and nutrition), emergency response (crisis situations), comprehensive programs (such as integrated investment in early childhood development) – The focus of previous national advocacy work was on numerous topics, including participation, migration, child protection, mental health and corporate responsibility
Planned measures for 2026 – Implementation of the portfolio strategies – Development of a theory of change for the new focus topics in national advocacy work	

Allocation of donation income (in geographic terms)	Unit	2025	2024
Portion of donation income going to international program work and national advocacy	%	80.25	81.6
Number of program countries	#	36	32
Number of programs	#	55	88
Allocation of donation income (in thematic terms)			
Unrestricted donations	%	37.4	31.3
Restricted donations	%	62.6	68.7
Education	%	29.4	28
Child protection	%	5.1	14.5
Survival (health and nutrition)	%	4.9	3.2
Comprehensive programs*	%	9.1	6.2
Emergency response	%	14.1	16.8

*Inclusion of people with disabilities, integrated support of early childhood development, etc.

Advocacy and communication

Why is the topic important?

Advocacy and communication are key instruments through which UNICEF Switzerland and Liechtenstein strengthens children's rights. Relevant topics are placed on the public and political agenda through policy advocacy and transparent and responsible communication. As an organization that focuses on children's rights, UNICEF Switzerland and Liechtenstein bears a special responsibility for factual, credible and ethical communication.

UNICEF Switzerland and Liechtenstein contributes to improving regulatory, political and societal conditions for children through dialog with policymakers and public authorities and with its national and international partners. At the same time, public communication raises awareness of children's rights, humanitarian crises and structural disadvantages, thereby fostering understanding of the need for long-term, impact-oriented support.

Transparent reporting on use of funds and impacts also strengthens accountability, credibility and trust, while imprecise or exaggerated presentation can damage the organization's reputation.

In communication, special protection must be given to children. The responsible handling of personal data, images, quotes and stories of children is essential for safeguarding their dignity and avoiding harm. Ethical communication practices increase stakeholders' trust in the UNICEF brand.

Management approach

In its advocacy and communication work, UNICEF Switzerland and Liechtenstein follows an approach grounded in transparency, evidence, a focus on impact, and ethical responsibility. This provides the foundation for credible advocacy and sustainable impacts on behalf of children.

Communication relating to impacts is tailored to different target groups in order to meet their specific information needs. Donors and partners receive transparent information on the use of funds, the results achieved and the impact of programs. In addition, UNICEF Switzerland and Liechtenstein communicates

the Environmental and Social Standards (ESS), the sustainability criteria and safeguards that UNICEF International applies to its program work. The ESS define the systematic consideration of environmental and social risks and impacts in the program work. They aim to avoid or minimize negative impacts on people (especially children) and the environment while maximizing positive impacts.

External communication – for example in advertising campaigns – follows responsible and ethical standards. UNICEF Switzerland and Liechtenstein consistently follows its own guidelines on institutional child protection and regularly reviews its communication materials with regard to data privacy, the dignity of the child and potentially harmful forms of presentation. We actively address topics like manipulative narrative techniques and white saviorism. We also ensure that our communication focuses on the entire program portfolio and not just headline-grabbing emergency response campaigns, which can lead to "silent" crises and conflicts being forgotten.

The development of the Child Rights Barometer project strengthens our evidence-based advocacy work. This instrument systematically captures and quantifies the implementation of children's rights in Switzerland and Liechtenstein, allowing us to identify weak gaps and formulate policy recommendations. Children and youth are actively included in the process so that their viewpoints are integrated into our monitoring, analysis and advocacy work.

Children's rights

Why is the topic important?

Children and youth have universal, inalienable rights that are laid down in the UN Convention on the Rights of the Child. These include protection, provision and participation rights and form the normative basis of UNICEF Switzerland and Liechtenstein's work.

As a national UNICEF committee, UNICEF Switzerland and Liechtenstein is mandated to raise awareness of, protect and promote the implementation of the UN Convention on the Rights of the Child in Switzerland and Liechtenstein. This is the core of its advocacy work (see preceding chapter). UNICEF Switzerland and Liechtenstein is also responsible for respecting children's rights both in its own activities and as part of international program work.

The greatest positive impacts on children's rights occur downstream through the worldwide implementation of child-centered programs in the program countries. These programs, supported by UNICEF Switzerland and Liechtenstein and implemented by UNICEF International, contribute to improving access to education and health care, protecting children from violence, exploitation and discrimination, and encouraging their participation and civic engagement.

At the same time, potentially negative impacts on children's rights can also arise at points along the entire value chain. Risks may occur upstream in procurement processes (child labor, poor working conditions), downstream in program work (insufficient safeguards) or within our own organization (relating to events or in the handling of personal data).

Inadequate consideration of children's rights can result in significant reputational, legal and trust-related risks and negatively affect UNICEF Switzerland and Liechtenstein's credibility as a children's rights organization. Conversely, the consistent integration of a child-rights perspective in the management, processes and decision-making strengthens the integrity of the organization.

Management approach

As an organization, UNICEF Switzerland and Liechtenstein takes a structured approach to children's rights that emphasizes a strong awareness of its special responsibility toward children, systematic attention to children's rights, the early identification of risks and the prevention of potential negative impacts. Findings from risk assessments, internal audits and cooperation with external competence centers are utilized in the continued development of processes and measures.

UNICEF Switzerland and Liechtenstein has incorporated children's rights within its own organization through binding guidelines, clearly defined responsibilities and awareness-raising measures. UNICEF Switzerland and Liechtenstein adheres to the UN Convention on the Rights of the Child (UN CRC) and the Children's Rights and Business Principles (CRBPs). The integration of a systematic children's rights perspective is being gradually expanded. One key aspect is institutional child protection, which aims to protect children in all interactions with the organization through binding guidelines, clearly defined responsibilities and training.

The organization addresses potential risks for children's rights, which can arise in both upstream and downstream activities (especially as part of procurement and international program work). UNICEF Switzerland and Liechtenstein conducts risk-based audits to identify and subsequently minimize these risks.

Target 4 (2030) In our communication, we report transparently and provide evidence on the child-centered impact of the international programs and national advocacy work.		
Measures in 2025 <ul style="list-style-type: none"> – Communication on impact to individual and institutional donors – Ongoing evaluation and testing of potential new communication formats and refinement of information on child-centered impact available on the website Planned measures for 2026 <ul style="list-style-type: none"> – Further development of communication regarding child-centered impact (also offline) 	Additional information <ul style="list-style-type: none"> – Target remains relevant (revisited annually until 2030) – Information on impact is communicated to individual and institutional donors through the Annual Report (use of funds, fundraising and administrative costs) – Impact is communicated to major donors, foundations and businesses in reports specifically pertaining to programs 	
Target 5 (2025) UNICEF Switzerland and Liechtenstein actively communicates the sustainability criteria and safeguards applied by UNICEF International in its program work.		
Measures in 2025 <ul style="list-style-type: none"> – The sustainability criteria and safeguards applied in international program work were reviewed and adapted for program-specific communication and are now being actively communicated 	Additional information <ul style="list-style-type: none"> – This illustrates how risk minimization, impact orientation and the protection of people and the environment are systematically incorporated in program design 	
Target 6 (2030) We make topics relevant to children's rights quantifiable in Switzerland and Liechtenstein with the new Child Rights Barometer.		
Measures in 2025 <ul style="list-style-type: none"> – Development of a survey (including pretests with children and youth in order to incorporate their feedback on the survey and its design) – Development of a sampling strategy, so that representative statements can be formulated on the basis of survey responses – Preparation for surveys (applying to cantons, contacting schools) – Conducting the first surveys Planned measures for 2026 <ul style="list-style-type: none"> – Completion of surveys – Processing of results, publication of report – "Go live" platform 	Additional information <ul style="list-style-type: none"> – The Child Rights Barometer uses indicators to provide answers to key questions on children's rights. Its focus is on the most important areas of the Convention on the Rights of the Child from the perspective of children and youth. The project was developed in response to the call of the UN Child Rights Committee to rectify the lack of systematic data collection in Switzerland. – Further information: Child Rights Barometer website (in German, French and Italian) 	

Target 7 (2025) We have a management approach to children's rights in accordance with the standards of UNICEF International. This approach takes into account the Children's Rights and Business Principles (CRBPs).		
Measures implemented in 2025 <ul style="list-style-type: none"> – Decision to formally establish a commitment to respect children's rights according to the UN CRC and CRBPs in the Code of Conduct – Introduced integration of formal obligations into guidelines and processes – Internal training for all employees on the integration of children's rights in their daily work (workshop, 4 hours) Planned measures for 2026 <ul style="list-style-type: none"> – Adopt updated Code of Conduct – Complete integration of responsibilities in relevant guidelines and processes 	Additional information <ul style="list-style-type: none"> – Achievement of target delayed (due to a comprehensive revision of existing guidelines and other concurrent updates to related documents) – The 10 Children's Rights and Business Principles provide guidance on how businesses and organizations should respect, protect and support children's rights in their business activities 	

For UNICEF Switzerland and Liechtenstein

The strategic area “For UNICEF Switzerland and Liechtenstein” highlights topics that ensure the organization’s integrity, effectiveness and efficiency: good corporate governance, health, education and capacity building.

The topics of health, education and capacity building are also relevant for our international program work. Operational implementation is carried out through UNICEF International and the Country Offices, while UNICEF Switzerland and Liechtenstein’s greatest direct influence in these areas is in its own operations. They are, accordingly, allocated to the strategic area “For UNICEF Switzerland and Liechtenstein,” even if the impact for children and youth is indirect.

Good governance

Why is the topic important?

Good governance is the foundation for an organization that is credible, transparent and impact-oriented. It ensures transparent decision-making, a clear definition of responsibilities and the efficient use of resources. It establishes a clear framework for employees, provides structure and fairness in the workplace and has positive effects on employee motivation, satisfaction and retention.

Responsible governance is key to an organization financed by donations in order to avoid risks related to the acceptance of donations and the use of funds, ensure compliance, and safeguard the trust of donors, partners and the general public. Inadequate management and organizational structures can compromise efficiency, transparency and credibility and lead to rule infractions or conflicts of interest.

This topic is relevant along the entire value chain – in the procurement of goods and services, employee retention, management of international programs, and many other areas. A lack of sufficient human rights due diligence may lead to violations of standards relating to human rights or children’s rights and can result in significant legal consequences, damage to reputation and loss of trust. Conversely, consistently applied good governance practices strengthen the organization’s integrity and support the achievement of targets.

Management approach

UNICEF Switzerland and Liechtenstein is committed to high ethical standards, transparency and integrity. Our organization’s core values are excellence, responsibility, integrity, respect and well-being. These values are laid down in our Code of Conduct, which contains central guidelines for daily business activities and provides guidance on key topics such as conflicts of interest, child protection, ethical fundraising and whistleblower protection. These values also form our normative framework for governance, decision-making and cooperation within the organization.

As the leading children’s rights organization in Switzerland and Liechtenstein, we strictly adhere to all legal requirements, the Convention on the Rights of the Child, the Universal Declaration of Human Rights and the UNICEF Principles of Good Governance. To ensure that its processes are clearly structured and continuously optimized, UNICEF Switzerland and Liechtenstein has been ISO 9001 certified since 2014. This certification supports systematic process management, promotes transparency and enables the early detection and mitigation of risks.

Regular assessment of potential risks along the value chain – particularly in procurement and international program work – is conducted as part of human rights due diligence. Building on this, appropriate measures and safeguards are developed, implemented, monitored and modified where needed.

Target 8 (2025) A data security due diligence process is in place to prevent cases of data loss.		
Measures in 2025 – Process implemented for privacy and data security due diligence – Data security awareness training for all employees – Phishing simulations and penetration testing – Depending on individual test results, additional training may be required	Additional information – 175.5 training hours completed across the entire workforce – Process to be reviewed annually and modified as needed	
Target 9 (2025) We systematically integrate sustainability/ESG risks in our risk management.		
Measures in 2025 – Sustainability risks are included in the risk management: New risk matrix was established, whereby sustainability risks are addressed both directly and indirectly	Additional information – The risk matrix contains risks that are relevant for the organization. It is reviewed annually, modified as needed and submitted to the relevant bodies – In addition, a thorough human rights due diligence (conducted annually) and internal control system	
Target 10 (2025) A supply chain policy in accordance with the Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour (DDTrO) is in place and UNICEF Switzerland and Liechtenstein’s suppliers have signed the Supplier Code of Conduct and comply with the procurement guidelines.		
Measures in 2025 – Audit of procured goods and services together with external experts with regard to risks related to human rights and children’s rights (including child labor and conflict minerals) – Revisions to internal procurement policy (including minimum criteria)	Additional information – Achievement of target delayed (Supplier Code of Conduct ist still pending) – Evaluation of risks related to human rights and children’s rights is conducted annually – The findings from these evaluations are used for the continued optimization of internal processes and structures – UNICEF Switzerland and Liechtenstein is currently exempt from the due diligence and reporting requirements, as there is no reasonable suspicion of child labor in its supply chain and conflict minerals bear no relevance for UNICEF Switzerland and Liechtenstein	
Planned measures for 2026 – Adoption and entering into force of revised procurement policy – Finalization and integration of the Supplier Code of Conduct		
Target 11 (2025) A corruption prevention process is in place to prevent incidents of corruption.		
Measures in 2025 – Continued proactive management of corruption risk – One-hour training sessions for seven participants for fighting and preventing corruption	Additional information – Achievement of target delayed (approval of Rules of Procedure is still pending) – Training participants come from the Executive Board and Accounting – At the strategic level, anti-corruption regulation is contained in the Statutes, Bylaws, Signatory Policy and Code of Conduct and is firmly established in the internal control system	
Planned measures for 2026 – Further development of anti-corruption process: Rules of Procedure, which address the topic, will be updated		
Target 12 (2025) We take environmental and social criteria into account in all our investments.		
Measures in 2025 – Investment policy was revised in collaboration with the foundation, the association and an external partner organization, and takes environmental and social criteria into account – Positive criteria and a child-rights perspective were added alongside the existing exclusion criteria	Additional information – Achievement of target delayed (approval of investment policy is still pending) – The investment policy is a binding set of rules that defines how our assets are invested as well as the principles, criteria, targets, responsibilities and limits relating to the investment of assets – With the new investment policy, we are implementing the recommendations found in our study entitled “Children’s Rights and Finance”	
Planned measures for 2026 – Approval of new investment policy by association and foundation		
Target 13 (2025) UNICEF Switzerland and Liechtenstein’s annual survey on employee satisfaction shows an average response of “good” to “very good” with a response rate of over 85%.		
Measures in 2025 – First explicit survey on employee satisfaction – Employee satisfaction: 6.9/10 – Response rate: 80% – Various measures aimed at improving satisfaction, including: – Inclusion of the management level in leadership formats – Addressing topics that received below-average feedback in the employee survey – Intensive exchange and cooperation with the Personnel Committee	Additional information – Target remains relevant; not achieved in 2025 – Values over 7 are viewed as “good” (scale: 9–10 very good, 7–8 good, 5–6 average, 3–4 poor, 1–2 very poor) – Creation of a basis for planned long-term increase in employee satisfaction – Findings cannot be compared to those from the last survey (in 2023), as satisfaction levels had been derived from various other metrics and not measured directly	
Target 14 (2025) 80% of our employees would recommend UNICEF Switzerland and Liechtenstein as a good employer.		
Measures in 2025 – Integration of the Employee Net Promoter Score (eNPS) in the employee survey; survey conducted for the first time – eNPS 2025: –7 (referral rate 26%) – Various measures aimed at improving working conditions (see Target 13)	Additional information – Target remains relevant; not achieved in 2025 – Creation of basis for planned long-term collection of eNPS data – Result of –7 points to a need for action. Of note is the high number of passives (41%) – The eNPS correlates positively, but not completely, to employee satisfaction – The survey was conducted during a period of organizational change, which may have influenced the results	
Target 15 (2025) We ensure a stable workforce by retaining our employees in the long term and keeping staff turnover at a healthy level of between 8% and 12%.		
Measures in 2025 – Turnover rate in 2025: 13% – Various measures aimed at improving the attractiveness of working conditions (see Target 13)	Additional information – Target remains relevant; not achieved in 2025 – The turnover rate has increased from the previous year (2024: 10.2%) – The increase is partly due to structural changes and the restructuring of two departments	

Health

Why is the topic important?

Health – both physical and mental – is fundamental for people’s well-being and quality of life. For UNICEF Switzerland and Liechtenstein, health is key, both within our organization as well as downstream in our program work.

The health of the organization’s employees affects motivation, performance and long-term retention. Health-related issues such as exhaustion and burnout can lead to missed work, higher turnover and financial risks. A more responsible handling of employee health contributes to the stability and efficiency of the organization and increases the attractiveness of UNICEF Switzerland and Liechtenstein as an employer.



Through its program work, UNICEF Switzerland and Liechtenstein generates positive impacts on the health of children, adolescents, pregnant women and families. Operational implementation (in the areas of nutrition, hygiene and mental health, for example) is carried out through UNICEF International and the Country Offices, while UNICEF Switzerland and Liechtenstein primarily influences the allocation of funds, impact-oriented program designs, monitoring and reporting.

Access to a balanced diet, high-quality primary health-care and essential supplies is ensured. Mental health is also important, particularly for staff in UNICEF Country and Project Offices who work on the ground and are exposed to various stress factors such as challenging living conditions and high work demands.

Management approach

UNICEF Switzerland and Liechtenstein takes a preventive and comprehensive approach to health. It focuses on promoting good health to minimize risks, maintain long-term work capacity and support sustainable development of the organization. Occupational health measures include creating and regularly monitoring healthy working conditions, including ergonomic workplace design and programs promoting mental and physical health. In addition, employees have access to internal and external support services that are easily accessible.

In the downstream value chain, the focus lies on the systematic optimization of recording and measuring health-related impacts within the programs. These findings are used to identify opportunities to further develop the programs and ultimately create positive health impacts for more children and youth.

Target 16 (2025) All employees receive awareness training on mental and physical health in the workplace. 	
Measures in 2025 – Development of a new continuing professional development plan which incorporates the topic of health – Awareness of health topics and workload assessment – Voluntary flu shots and the provision of fresh fruit	Additional information – Achievement of target delayed (courses are still pending) – The continuing professional development plan addresses the systematic development of employee competences, for example in the area of occupational health
Target 17 (2030) The child-centered impact on health in international programs is measured systematically and at regular intervals using impact-oriented KPIs. 	
Measures in 2025 – New impact design (see Target 2) integrated into all new programs relating to health	Additional information – 8 of 55 supported international programs address aspects related to health (such as nutrition and hygiene); 3 use the new impact design or a donor-stipulated design of equal value – Tangible changes will take time, as programs usually last two to three years
Planned measures for 2026 – Continued use of the new impact design in new programs	

Education and capacity building

Why is the topic important?

Education and capacity building are key to personal and professional development and are relevant to UNICEF Switzerland and Liechtenstein as an organization as well as for the international program work.



Targeted continued education activities strengthen the organization’s effectiveness and promote employee motivation, satisfaction and retention. Conversely, inadequately managed educational activities can have negative impacts on quality of work, process efficiency and the achievement of the organization’s strategic targets.

UNICEF Switzerland and Liechtenstein indirectly generates positive impacts in the downstream value chain through the educational programs implemented by UNICEF International and the Country Offices, for example in early childhood development, primary school education and the strengthening of educational systems. UNICEF Switzerland and Liechtenstein’s contribution lies mainly in the strategic orientation of the program portfolio, program design, allocation of funds, and monitoring and reporting.

Management approach

Our organization follows a systematic and long-term approach to promoting education and capacity building. Its aim is the ongoing development of our employees’ professional and personal competences. Programs are available both on an individual basis and to all employees. A professional development plan serves as the basis, with defined learning targets, subject areas and suitable formats. Competence building is planned, implemented and subject to regular review as needed.

In the downstream value chain, UNICEF Switzerland and Liechtenstein focuses on optimizing the recording and measurement of education-related impacts within the programs. The findings from these activities are used to make targeted adaptations and improvements to the programs and help make sustainable improvements to educational access and competence building for more children and youth.

Target 18 (2025) All employees participate in mandatory annual training sessions on selected topics. 	
Measures in 2025 – A new professional development plan was prepared – General training and informational events on various topics like artificial intelligence, political developments, cybersecurity, IT systems (60 hours per person) – In addition, support for individual employee professional development (e.g., CAS for 5 people)	Additional information – All employees must attend training and informational events – All employees receive annual performance reviews – All employees are provided with an individual development plan – Interviews for completed training and future professional development opportunities
Target 19 (2030) The child-centered impact on education and capacity building in international programs is measured systematically and at regular intervals using impact-oriented KPIs. 	
Measures in 2025 – The new impact design (see Target 2) was used for all new programs relating to education and capacity building	Additional information – 18 of 55 supported international programs address aspects related to education; 3 use the new impact design or a donor-stipulated design of equal value – Tangible changes will take time, as programs usually last two to three years
Planned measures for 2026 – Continued use of the new impact design in new programs	

For the planet

The strategic area “For the planet” focuses on environmental topics. UNICEF Switzerland and Liechtenstein is committed to working for a sustainable planet, as topics like climate, energy and water are of special relevance to the organization.

Climate and energy

Why is the topic important?

Climate change is a major challenge for the world and affects all areas of our lives, including the rights of children. A responsible handling of the topics of climate and energy is essential for protecting the environment and laying the foundation for a sustainable future. UNICEF views climate change as a crisis for children’s rights, as children suffer gravely from its negative effects.

The topic is relevant to us in the entire value chain. Direct and indirect impacts arise through energy consumption in our offices, business travel, procurement and disposal of goods and services, and through international programs.

Management approach

Our approach to the topics of climate and energy aligns with the UNICEF Sustainability and Climate Change Action Plan (SCAP), which aims to integrate sustainability and climate protection aspects into all areas of UNICEF’s work. We monitor our carbon footprint and aim to minimize it through measures like reduced energy consumption, promotion of climate-friendly mobility and ongoing optimization of internal processes.

Upstream in the value chain, we focus on safeguarding the sustainable procurement and production of materials and services for our organization and our programs. We have developed a procurement policy and factor sustainability into the selection of products, services and vendors. Major procurements are subject to binding minimum standards which are reviewed

annually and updated where necessary. Computer hardware must fulfill certain certification requirements, and providers with documented due diligence processes or management systems are given preference when selecting print shops.

In the downstream value chain, we focus on the systematic integration of aspects relating to climate and environment in the programs as well as on supporting the resilience and adaptability of children and communities that are being affected by climate change.

Carbon footprint 2025

Detailed results on the carbon footprint, as well as data from previous years’ assessments, can be found in the Annex.

Category	Emissions in t CO ₂ e
Scope 1	0.0
Scope 2 (location-based)	0.7
Scope 2 (market-based)	0.3
Scope 3	1044.0
Total (location-based)	1044.8
Total (market-based)	1044.4
Emissions (market-based) in t CO ₂ e per FTE	17.71

Water

Why is the topic important?

Water is the basis of all life. Global challenges like water scarcity, inadequate sanitation and poor hygiene practices call for specific, long-term solutions.


The relevance of this topic for UNICEF Switzerland and Liechtenstein primarily lies upstream and downstream in the value chain – in the manufacture and procurement of goods for the international programs and for the organization as well as in the positive impacts of programs for children and communities in the program countries.



Activities in upstream processes and in the organization emphasizes a careful and resource-efficient handling of water. The international programs focus on ensuring and structurally improving access to safe water, sanitation and hygiene (WASH). This is an integral component of UNICEF’s mission and contributes significantly to the health, development and resilience of children and families around the world.

Management approach

In the context of our sphere of influence, we are actively committed to helping address the above-mentioned challenges. Our work relating to water is in accordance with the UNICEF Sustainability and Climate Change Action Plan (SCAP), which serves as the overarching framework for topics relating to sustainability and climate protection. Along with reducing water consumption within the organization, our primary focus is on promoting WASH measures in downstream program work.

The international programs and emergency response measures supported by UNICEF Switzerland and Liechtenstein enable sustainable water solutions that safeguard access to clean drinking water and increase the resilience of communities with regard to water scarcity, for example in the context of floods, droughts and climate-related events. We are also reducing water usage within our own organization.

Target 22 (2025) In our work related to water, we adhere to the standards of UNICEF’s Sustainability and Climate Change Action Plan (SCAP). 	
Measures in 2025 – Formal integration of aspects related to water (directly and indirectly) in internal procurement policy and vendor selection – WASH-related aspects present in the majority of emergency response measures undertaken	Additional information – A supported international program which promotes direct impacts relating to WASH, whereby aspects of WASH are found in a majority of the programs

Target 20 (2025) In our work related to climate and energy, we adhere to the standards of UNICEF’s Sustainability and Climate Change Action Plan (SCAP). 	
Measures in 2025 – Updated measurement of the carbon footprint, showing a slight increase compared to the previous year – Formal integration of climate aspects in internal procurement policy and vendor selection – Purchase of Half Fare Travelcards for all employees – Revision to travel guidelines (avoidance of high-emission forms of travel)	Additional information – The calculation of the carbon footprint was further refined for 2025, incorporating more precise primary data
Target 21 (2030) Within our grant management and fundraising activities, we are committed to directing at least 10% of UNICEF Switzerland and Liechtenstein’s international program funding towards initiatives that strengthen climate resilience. 	
Measures in 2025 – Measures identified and implemented for strengthening programs that promote climate resilience (greater emphasis in the program design going forward)	Additional information – 2 of 55 supported international programs promote climate resilience (3.6%) – These two programs account for 7.7% of the entire financial volume for international programs – Programs usually last two to three years; tangible changes resulting from the implemented measures will therefore take some time
Planned measures for 2026 – Increased consideration of this topic in new programs and gradual expansion of related program offerings	

About this report

This Sustainability Report has been prepared with reference to the GRI Standards. It was developed together with the external sustainability consulting and assurance firm LRQA and reviewed and approved by the Executive Board of UNICEF Switzerland and Liechtenstein. The Managing Board was informed of the process. The report did not undergo an external audit.

The GRI Index and Annex can be found [here](#).



Please direct all questions about this report or the information contained therein to our Sustainability Officer, Linda Deflorin-Karrer (l.deflorin@unicef.ch).

UNICEF Switzerland and Liechtenstein
Pfungstweidstrasse 10
8005 Zurich