

DIVERSITY, EQUITY AND INCLUSION



■ THE PILLARS
OF STRONGER
FOUNDATION
PRACTICE

**STRONGER
FOUNDATIONS**

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WHAT IS THE STRONGER FOUNDATIONS INITIATIVE?

A foreword from Janet Morrison, Chair, Association of Charitable Foundations (ACF)

Thirty years ago, at a time of political turbulence, economic uncertainty and growing inequalities, a group of grant-making charities came together to create an independent association that could offer them and others a space for robust discussion about what it meant to be a charitable foundation, to identify best practice and ensure that philanthropy kept pace with social need.

Three decades later, the Association of Charitable Foundations' 380 members collectively hold assets of around £60bn and give more than £3bn each year. As a society we undoubtedly face significant entrenched social and economic challenges so our role remains as critical as ever. The voluntary and community sector is struggling to address rising levels of need and looks

to philanthropy to help it bridge the gaps. At ACF our mission is to support members to be dynamic, ambitious, effective and expert, so that their resources are allocated for social good in a way that maximises the potential benefit to the individuals, causes and communities they serve.

Foundations are ideally placed to take a long-term and independent view, to respond creatively to change and emergent needs, catalysing social good and energising communities. For some, simply giving out awards to good causes is value in itself. For others, making strategic interventions and generating bodies of evidence and learning to bring about change are fundamental. From medical research to children's rights, the arts to environmental activism, community development to international development – many foundations are active agents of change. This plurality generates a funding ecosystem that is as varied as the communities foundations support.

In the last decade, a more intense spotlight has shone on all charities, including on their fundraising, safeguarding and investing practices. Foundations, as charities themselves, are not immune from criticism, and in recent years there has been a noticeable shift from public gratitude to public scrutiny of philanthropy. Doing good by giving financial support to others is not enough. Thinking hard about how we behave and how we embody our values in everything we do is vital. This means asking hard questions about how we work, and adapting and changing – not simply doing what we have always done. As society changes we need to ensure philanthropy evolves too.

DOING GOOD BY GIVING FINANCIAL SUPPORT TO OTHERS IS NOT ENOUGH

MORE THAN 100 FOUNDATIONS HAVE BEEN INVOLVED TO DATE, WHICH WE BELIEVE MAY BE THE LARGEST FOUNDATION ENGAGEMENT INITIATIVE OF ITS KIND IN THE WORLD

ACF launched Stronger Foundations in December 2017, a flagship initiative to help charitable foundations identify and pursue excellent practice. At the heart of the project are six working groups, established and launched between May 2018 and February 2019, each focused on a different aspect of foundation practice:

▶ **DIVERSITY, EQUITY AND INCLUSION**

▶ **IMPACT AND LEARNING**

▶ **TRANSPARENCY AND ENGAGEMENT**

▶ **STRATEGY AND GOVERNANCE**

▶ **FUNDING PRACTICES**

▶ **INTENTIONAL INVESTING**

Every group's principal purpose has been to examine, discuss and debate challenging questions about foundation practice related to its theme, as well as drawing on learning that is emerging from the others. Each group has been comprised of up to 15 senior foundation representatives drawn from across ACF's membership, who have met seven times over a 12-month period. The meetings have varied in format depending on the topic and area of inquiry, and included presentation of evidence by experts from within and beyond the foundation sector, small group discussions, whole group exercises and visits. The working groups' full terms of reference can be found [here](#).

Through this process, staff and board representatives from more than 100 foundations have been involved to date, which we believe may be the largest foundation engagement initiative of its kind in the world. I believe strongly that its findings will play a key role in shaping the priorities – and more importantly, the actions – of the sector in the months and years to come.

As the working groups begin to conclude their inquiries, ACF will be reporting on the groups' discussions and developing pillars of good practice – or what it means to be a 'stronger foundation'. This report is based on the first working group to conclude, which looked at diversity, equity and inclusion. An important and challenging area of inquiry. A summary of the group's seven meetings is presented in part two of this report.

Thanks to the dedication and efforts of the working group, experts from beyond the foundation sector who have contributed, and the wider literature, ACF has been able to gather a huge amount of raw material, which we have used to create this report. The pillars of stronger foundation practice that we present here (and in future reports on other topics) are our initial offering to our sector. We hope that foundations will consider these recommendations carefully in their own context, and take steps to enhance their existing practice. With individual and collective effort, we can achieve a stronger foundation sector to the benefit of all.

A TIME FOR ACTION, AS WELL AS REFLECTION

*An introduction by Carol Mack, CEO,
Association of Charitable Foundations
(ACF)*

Last year ACF commissioned independent research on the nature and scale of the diversity challenge faced by foundation boards. The data, cited in this report, did not make for comfortable reading. Compared to other charities, foundation boards were disproportionately homogeneous, being 99% white, two thirds male and almost 60% over the age of 65. Despite many pockets of excellent and thoughtful practice, it was abundantly clear that foundations are not sufficiently diverse or representative of society.

Beginning this series of reports on stronger foundation practice with Diversity, Equity and Inclusion was therefore a conscious choice. Firstly, these are areas where the foundation sector as a whole needs to take urgent action, and our members rightly expect ACF to support them in this endeavour.

The second reason why this report is so important for foundations is because as civic actors with substantial independence and assets, they are extremely well-placed to play a role in removing barriers and increasing access for communities that have been historically marginalised or underrepresented.

The content of the report is wide-ranging, covering knowledge, strategy, data, process, accountability, advocacy and collaboration. It both highlights some of the academic theory and aims to support practical implementation. That said, there is only ever so much that a report can say, do, and achieve, and I thought it important to outline briefly a few things that this report is not...

**FOUNDATIONS ARE
EXTREMELY WELL-
PLACED TO PLAY A
ROLE IN REMOVING
BARRIERS**

IT IS NOT...

AN ISLAND

Foundation practice touches every area of civic life, and as such our activities, our behaviours and our biases are both shaped and informed by a number of broad historical, cultural and structural drivers. DEI is a pressing issue for the foundation sector, and to make the type of progress that is needed requires us to recognise how our actions relate to and interact with the broader charity sector and a wider society, which remains riven with various forms of inequality, as well as personal, institutional and structural discrimination – including racism, sexism, ableism and homophobia.

A JUDGEMENT

I am confident that every single foundation will recognise positive aspects of their behaviour and their practice in this report, and that every single foundation will find among the recommendations areas in which they could improve and develop further. The way in which the report is interpreted and implemented will depend in some ways on a foundation's mission, history, source and level of resource. But there are foundations of all sizes and remits that exemplify the practice promoted in this report, and no type of foundation has a monopoly on best practice. Stronger Foundations aims to provide a framework through which any foundation can assess where they are in relation to the strongest practice as we currently see it, where they might want to be, and what steps they could take to move in that direction.

ONE-SIZE-FITS-ALL

Pluralism is a strength of the foundation sector, not a weakness. ACF is immensely proud to have members from across the spectrum, from large international funders supporting scientific discovery, to small, regionally-focused family foundations committed to preserving precious local assets. The ways in which this report apply to individual organisations will vary on a case-by-case basis. For some, the direct links to their charitable mission will be clear, while for others the issues will likely be understood within a broader context of the charity's social and civic responsibility. Throughout this report we have attempted to remain alive to this nuance and provide multiple points of entry and engagement for any foundation who might wish to demonstrate, think about and work on these issues.

IT IS NOT...

JUST FOR REFLECTION

Among the organisations that have contributed to this project, and in the sector more widely, there is wide recognition of the need for action to tackle questions of DEI head-on, to hear challenge, examine practice and work towards solutions that will both improve the sector and, crucially, better serve those it exists to support. This report recognises both the urgency of the challenge and the varied approaches and changes that need to take place over the immediate, medium and longer-terms.

THE FINAL WORD

In publishing these emerging findings, we want to prompt a challenging and open conversation across the foundation sector, exploring the implications for all funders, regardless of factors such as size, asset base, focus or location. We consider Stronger Foundations to be in “permanent beta”; in that we expect it to be shaped, re-shaped, challenged and refined through a series of engagement events and longer-term development. In particular we recognise that any programme focused on DEI will be necessarily evolving, emergent and incomplete, and we are committed to delivering additional support on an ongoing basis and welcome suggestions for this.

We recognise that, as a charity ourselves, it is important that we are open and transparent in demonstrating our own commitment to DEI. You can read ACF’s DEI statement on our website. Later in 2019 and during 2020 we will be engaging members to develop our programmes and support offer, which will reflect our commitment to DEI. Like the recommendations presented in this report, our own thinking and actions will develop over time.

I sincerely hope this report, and those that follow in 2020 on other aspects of foundation practice, will play a vital role in guiding us collectively and collaboratively through this process of change. And I know that I speak for everyone at ACF when I say that we look forward to supporting you in this, our joint endeavour to build stronger foundations for social good.

DIVERSITY, EQUITY AND INCLUSION (DEI):

THE PILLARS OF STRONGER FOUNDATION PRACTICE

1

INVESTS TIME AND RESOURCES IN UNDERSTANDING AND DEFINING DIVERSITY, EQUITY AND INCLUSION

2

PRODUCES AND REVIEWS STRATEGIES THAT WILL IMPLEMENT DEI PRACTICES

3

COLLECTS, TRACKS AND PUBLISHES DEI DATA ON ITS OWN PRACTICES AND PERFORMANCE

4

HAS A DIVERSE TRUSTEE BOARD AND STAFF TEAM, BOTH IN TERMS OF DEMOGRAPHICS AND EXPERIENCE

5

REFLECTS AND IMPLEMENTS DEI PRACTICES IN ITS FUNDING ACTIVITIES

6

EXPRESSES ITS DEI COMMITMENT, POLICIES AND PRACTICES PUBLICLY

7

MAKES ITSELF ACCOUNTABLE TO THOSE IT SERVES AND SUPPORTS

8

USES ITS OWN POWER TO ADVOCATE FOR AND ADVANCE DEI PRACTICES

9

COLLABORATES WITH OTHERS TO PROMOTE AND IMPLEMENT DEI PRACTICES

A STRONGER FOUNDATION:

In relation to diversity, equity and inclusion, a Stronger Foundation is one that can demonstrate or is pursuing the following “pillars of practice”. These have been developed by ACF and are based on the evidence gathered by the working group (including case studies of practice by foundations in the UK and elsewhere), the wider literature and the contributions of experts from beyond the foundation sector.

Examples of each pillar do exist in UK foundation practice, but we have not identified any foundation that is demonstrating them all. We anticipate that the majority of foundations will be at an early stage of their journey.

The way the pillars are interpreted and implemented will vary from one foundation to another, but we believe that all of them can be pursued, no matter what a foundation’s size, source of income, or area of focus.

While some foundations may want to pursue all of the pillars, others may want to start with one or two. What matters most is to start, and strive to do more.

The bullet points below each pillar in this summary indicate some of the ways that each one could be implemented in practice. These points are described in more detail in part one of the report.

1

INVESTS TIME AND RESOURCES IN UNDERSTANDING AND DEFINING DIVERSITY, EQUITY AND INCLUSION

- ▶ Considers how DEI relates to the foundation’s history, mission and current work
- ▶ Has a clear understanding and competency in terms of its definition of DEI
- ▶ Recognises that discrimination and unconscious bias might exist within its organisation and takes steps to identify and tackle this
- ▶ Its board and staff receive training and support on DEI issues in order to enable them to carry out DEI practices in an effective and informed way

2

PRODUCES AND REVIEWS STRATEGIES THAT WILL IMPLEMENT DEI PRACTICES

- ▶ Its board and staff teams take time to reflect on, review and develop strategies that specifically seek to implement DEI practice and improve DEI performance against measurable outcomes
- ▶ Extends to the development of policies across the organisation, such as finance, recruitment and human resources, as well as funding support on DEI issues in order to enable them to carry out DEI practices in an effective and informed way

3

COLLECTS, TRACKS AND PUBLISHES DEI DATA ON ITS OWN PRACTICES AND PERFORMANCE, INCLUDING:

- ▶ The diversity of its board and staff
- ▶ The way that its funding is allocated (e.g. by topic, geography and communities)
- ▶ The participants at its own events (both speakers and attendees)

4

HAS A DIVERSE TRUSTEE BOARD AND STAFF TEAM, BOTH IN TERMS OF DEMOGRAPHICS AND EXPERIENCE

- ▶ Applies DEI practices to its approach to recruitment and retention, and monitors and reviews outcomes
- ▶ Regularly reviews and seeks to enhance the diversity of its board and staff teams
- ▶ Continually strives to strengthen its governance, particularly in terms of diversity, and offers tailored support to trustees

5

REFLECTS AND IMPLEMENTS DEI PRACTICES IN ITS FUNDING ACTIVITIES

- ▶ Ensures that DEI issues are identified and addressed at every stage of the funding cycle
- ▶ Incorporates DEI practices in its programme design, application processes and criteria, funding conditions and monitoring
- ▶ Addresses the structural inequalities of gender, race, disability and class, and their intersectionality

6

EXPRESSES ITS DEI COMMITMENT, POLICIES AND PRACTICES PUBLICLY

- ▶ Creates and publishes a DEI statement, and develops clear and measurable outcomes to be pursued
- ▶ Undertakes an annual review of progress towards fulfilling its commitments and summarises this as part of its annual report
- ▶ Shares its approach to DEI with wider audiences

7

MAKES ITSELF ACCOUNTABLE TO THOSE IT SERVES AND SUPPORTS

- ▶ Invites, seeks and actively facilitates feedback from grantees and applicants about its practices
- ▶ Consults its communities as part of strategic reviews and in development and delivery of grants programmes
- ▶ Offers opportunities for challenge, feedback and appeals

8

USES ITS OWN POWER TO ADVOCATE FOR AND ADVANCE DEI PRACTICES

- ▶ Speaks out about key issues affecting civil society and particularly underrepresented groups, including government policy changes, legislative developments and funding programmes that may cause harm
- ▶ Provides platforms for people and communities that are less frequently listened to, and enables them to access the corridors of power
- ▶ Understands and values the role that grassroots and user-led organisations play in securing and advancing social justice and reducing inequality, and actively supports them
- ▶ Applies a DEI lens to its supply chains

9

COLLABORATES WITH OTHERS TO PROMOTE AND IMPLEMENT DEI PRACTICES

- ▶ Understands that DEI is a foundational issue relevant to all areas of work and its partners
- ▶ Supports foundation sector initiatives that seek to implement DEI practices
- ▶ Engages in DEI initiatives taking place across wider civil society

A **rapporteur's report** of the meetings of the DEI working group, which informed the pillars of stronger foundation practice, is presented in part two, followed by a list of **further reading** that contributed to the group's discussions.

PART 1

DIVERSITY, EQUITY AND INCLUSION: THE PILLARS OF STRONGER FOUNDATION PRACTICE

A STRONGER FOUNDATION INVESTS TIME AND RESOURCES IN UNDERSTANDING AND DEFINING DIVERSITY, EQUITY AND INCLUSION

A stronger foundation is able to promote, deliver and represent diversity, equity and inclusion (DEI) in its practice. At the heart of this is a clear understanding of how a foundation defines and interprets these complex issues. There is no single way to approach this, and the task is never complete. Stronger foundations continually strive to learn and constantly challenge themselves (and enable others to challenge them) to do more.

A good place for a foundation to begin, therefore, is to define diversity, equity and inclusion in its own context. As New Philanthropy Capital (NPC) noted in a report on charities and diversity:

“Charities must make their own judgements about what meaningful diversity is for their organisation. Doing so will both help them to work effectively and ensure they are representative of that part of society in which they work”

NPC (2018)

[‘Walking the talk on diversity: How can we increase diversity and inclusion in the charity sector?’](#)

► HOW DOES ACF DEFINE DIVERSITY, EQUITY AND INCLUSION?

Diversity, equity and inclusion can be defined as follows:

“Diversity” is defined broadly to include various elements of human difference, including gender, race and ethnicity, faith, sexual orientation, disability and class. Nuanced definitions of diversity also recognise the intersectional nature of identity and the complex and cumulative ways in which different forms of discrimination (based upon these attributes) combine, overlap, and intersect.

“Equity” involves the promotion of justice and equality of opportunity and outcomes within the procedures, processes and distribution of resources by institutions or systems. Tackling inequity requires an

understanding of the underlying or root causes of disparities, both at the point of access and in terms of outcomes, within our society.

“Inclusion” refers to the degree to which diverse individuals are able to participate fully in all aspects of activity, including decision-making. While a truly ‘inclusive’ group is necessarily diverse, a ‘diverse’ group may or may not be ‘inclusive’

These definitions are based on the work of the D5 Coalition, a five-year initiative in the US to advance philanthropy’s approach to diversity, equity, and inclusion (adapted from Grantcraft [2018] [‘From Words to Action: A practical philanthropic guide to diversity, equity and inclusion’](#))

As part of the process of defining and interpreting DEI in a foundation's own context, there are some questions a foundation might consider asking:

- ▶ If we define diversity as primarily about demographic differences, how does this manifest in board, staff and other decision-making groups?
- ▶ What can a foundation learn about its processes by analysing who is and isn't applying for its funding, who is applying but isn't getting it, and how key decisions are being made by staff?
- ▶ Why is it that some communities and organisations have regular success with funding, while other groups rarely apply and/or are usually unsuccessful?
- ▶ If inclusion is about participation in decision-making, how does the foundation involve those that it serves and supports in the development of its strategy and practices, and what more could it do to enhance this involvement?
- ▶ Can more aspects of our decision-making and budgeting involve those outside the foundation?
- ▶ Is there discrimination and/or unconscious bias within our organisation, and how might this be identified and tackled?

There is a range of ways that foundations can implement DEI practice into their day to day activities, which may ultimately result in a cultural and attitudinal shift. For stronger foundations, these are likely to include:

- ▶ Specific training for staff and trustees on DEI issues to enable them to carry out DEI practices in an effective and informed way
- ▶ Regular learning sessions for staff to discuss DEI topics and challenges
- ▶ Internally showcasing inclusive practice in all aspects of the organisation, from HR to grants
- ▶ Inviting external speakers, including user-led organisations and people with lived experience, to contribute learning sessions at board meetings
- ▶ Tasking an internal DEI working group with examining particular aspects of the foundation's practice
- ▶ Holding a monthly reading group featuring works by a diverse range of authors, including critics of philanthropy
- ▶ Allocating time for staff and trustees to read and digest research reports and analysis

Whatever the size of the foundation, identifying a variety of ways to incorporate a DEI focus to its day to day work can contribute to an organisational culture that supports the implementation of DEI across practice and behaviour. Appointing someone in a senior leadership position and/or a trustee to act as a DEI champion can help to ensure that it remains a priority issue and is integrated across the organisation and within its strategy.

A foundation may need to start with an analysis of its own practices, for example racial discrimination and unconscious bias.

There are many practical DEI resources available, including in a specific philanthropy context. A selection of these can be found at the end of this report.

**A FOUNDATION
MAY NEED TO
START WITH AN
ANALYSIS OF ITS
OWN PRACTICES**

“Before a foundation selects an intervention, it is helpful to conduct a full analysis of how racism is operating at the micro (internalized or interpersonal) level or macro (institutional or structural) level. This will inform the strategies that the foundation selects and develops.”

Philanthropic Initiative for Racial Equity (2008), ‘Fund racial justice strategies, not just diversity’



A STRONGER FOUNDATION PRODUCES AND REVIEWS STRATEGIES THAT WILL IMPLEMENT DEI PRACTICES

Plurality is one of the greatest strengths of the charitable foundation sector. The variety of interests pursued by foundations is vital for supporting a resilient and thriving civil society. They range in size from those among the largest charities in the world to some of the most locally specific and small-scale in the UK. Some have near-ancient origins dating back more than a thousand years, while others were established within the last 12 months. Some have boards that include the founder and/or their family members, while others have boards elected by the communities the foundation serves.

The Stronger Foundations initiative has shown that there are also many commonalities between our members, and cross-cutting principles that can be applied no matter what a foundation’s focus, size, history or structure.

One of these is the application of DEI practices. In 21st century UK, with all its plurality, diversity, societal opportunities and challenges, a stronger foundation is one that understands how its history (including how its wealth was created) and mission relate to DEI.

Another strength of the foundation sector is its independence, which can be a major force for good. Within their charitable objects (which are often broad), they are able to “pivot” away from or towards new priorities and adapt to changing circumstances:

“Independent foundations can exercise an almost unlimited number of choices when it comes to strategy. They can work locally, nationally, or internationally, on a specific topic or population or more broadly. They can choose topics that lend themselves to a DEI lens or they can work in areas where a DEI perspective may be important but is not necessarily the driving issue”

Grantcraft (2018) ‘From Words to Action: A practical philanthropic guide to diversity, equity and inclusion’

For some, DEI can be applied mid-strategy to existing programmes, while for others it may be preferable to start anew. Whatever they do, it is intentional and meaningful, and will eventually evolve to become a holistic and strategic approach across all aspects of the foundation:

“For those foundations in pursuit of DEI goals, it is possible to achieve them without significantly changing their grantmaking strategies... Others have decided that a focus on equity will require an entirely new strategy... If foundations want to go beyond the rhetoric, they will need to seriously examine not only who they work with and how they work, but also what they choose to work on”

Grantcraft (2018) ‘From Words to Action: A practical philanthropic guide to diversity, equity and inclusion’

Given that society is constantly evolving, the foundation will regularly review the impact it is trying to achieve, its strategies and operational plans, and involve people with expertise in aspects of DEI in this.

A stronger foundation can articulate and report on how its work seeks to directly address DEI, including:

- ▶ Funding and programmes
- ▶ Investment practice
- ▶ Convening, advocacy and research
- ▶ Board and staff recruitment
- ▶ Role and relationship to communities experiencing structural inequality
- ▶ How it reports on its progress
- ▶ What data it makes public

The ways a foundation might undertake these activities is described in the remaining pillars.

3

A STRONGER FOUNDATION COLLECTS, TRACKS AND PUBLISHES DEI DATA ON ITS OWN PRACTICES AND PERFORMANCE

DEI data collection and analysis is essential for a foundation to understand, assess and adapt its own practices and behaviour. This is likely to be an essential part of enhancing practice and maximising impact. Before data collection begins, it is crucial that there is board and executive commitment to DEI in relation to the foundation's own context and strategy.

A stronger foundation discusses, decides and articulates a commitment to collecting DEI data. Part of this is to accept that foundations must walk the walk on demographic data, as the US-based D5 Coalition put it:

"For foundations: Are you collecting and sharing your own data? Build your organization's commitment to sharing its own demographic data, explore how best to do it, and get started"

D5 Coalition (2015)

FOUNDATIONS MUST WALK THE WALK ON DEMOGRAPHIC DATA

The next step will be to consider what internal data to collect, why, and ensure that the language, terminology and collection process is appropriate. It is important to ask the right questions and to protect the rights and privacy of individuals, in line with data protection rules.

Having made a commitment and decided on what data to collect, a stronger foundation explains why it is doing this, both internally and externally (see pillar 6). It is likely to be most impactful if a senior member of staff and/or trustee takes on the role of DEI data lead to ensure that this work takes place across the organisation and is integrated into strategic planning.

The insights gleaned from the data should be shared at a board level to help inform decision-making and support recommendations (drawing on the other pillars). The board should agree how any data will be published.

Some foundations may also wish to collect DEI data from their grantees. This may be to better understand the communities that they are and aren't reaching, or to encourage grantees to reflect on their own organisation's DEI. In these cases, it is particularly helpful for foundations to have already been through the process themselves as this will likely have generated useful insight and learning about what this type of data collection entails. Foundations should take care to consult with grantees and ensure they have access to data expertise before developing any new grantee data requirements, to ensure these are proportionate and appropriate.

An example of a grant applicant DEI data collection form from the US is [here](#).

Ultimately, data collection should help foundations to identify any changes they need to make to strengthen their capacity to achieve their charitable objectives and benefit society.

A STRONGER FOUNDATION HAS A DIVERSE TRUSTEE BOARD AND STAFF TEAM, BOTH IN TERMS OF DEMOGRAPHICS AND EXPERIENCE

WHAT DOES THE DATA TELL US ABOUT FOUNDATION BOARD DIVERSITY?

In 2018, ACF published an [analysis of foundation board diversity, using data from the Charity Commission for England and Wales, and carried out by The Centre for Charity Effectiveness at CASS Business School.](#)

The data showed a part of the charity sector that is disproportionately homogenous in terms of race, gender and age (data on disability and sexual orientation was not available):

FOUNDATION BOARDS ARE 99% WHITE.

This compares to 92% in the wider charity sector, and to 87% of the general population in the UK. The preponderance of family-only boards may account for some of the variance, but nonetheless, this is sobering – the needle clearly needs to move. While there is a growing recognition amongst foundations – both in theory and in practice – of the organisational and societal benefits of having boards that more accurately reflect the society in which they work, it is simply not visible in the data at present.

MALE TRUSTEES OUTNUMBER WOMEN 2:1.

This is broadly similar to other charities, but nevertheless raises difficult questions, especially in a sector that has a predominantly female workforce (66%). Issues to consider include, but are not limited to: recruitment methods (see below); flexibility of volunteering patterns; notions of what expertise and leadership ‘looks like’; and the society-wide underrepresentation of women in senior executive roles.

ALMOST 60% OF FOUNDATION TRUSTEES ARE OVER 65.

That foundation boards are 60% over the age of 65 is some 10% higher than the wider charity sector, and may relate to particular kinds of governance arrangements, especially in family foundations. However, with only 3% of foundation trustees under 45, there are considerations regarding uniformity of perspective and the long-term strength of the sector from a governance point of view.

ALMOST THREE QUARTERS OF FOUNDATION TRUSTEES ARE RECRUITED INFORMALLY.

The high rate of informal recruitment of foundation trustees may be unsurprising, given that most foundations operate at a small, entirely voluntary scale, where formal recruitment and advertising processes may not rank particularly highly amongst other pressing priorities. These boards are likely to draw on proximate networks (including, for many, within a single family) and local expertise. But this risks perpetuating a climate in which boards are unrepresentative and under-exposed to the views, expertise and experience of other constituencies. Open recruitment is regarded as a cornerstone of good practice by charity governance experts.

FOUNDATION BOARDS ARE SMALLER, THE TERMS OF OFFICE ARE LONGER, AND THEY MEET LESS FREQUENTLY.

20% of foundation boards have three or fewer members, while half meet only once or twice a year. More than 70% had sat on the same board for five or more years. Some of this may be down to governance requirements and procedural bases such as grant decision cycles or the availability of family members and living donors sitting on boards. But it is certainly worth asking what these particular characteristics mean when it comes to promoting board diversity. For example, if a board is small and there is little churn in personnel, does it put an avoidable limitation on recruitment practices, and are they fulfilling the standards of practice expected of them both in regulation and good practice guidance?

Given the legal and governance role played by trustees, and the fact that the majority of foundations have few or no paid staff, how such issues play out at board level is clearly of crucial importance.

This data does not challenge ACF's view that foundation boards are comprised of a highly-motivated, highly-skilled volunteer trustees with a deep passion for the aims of the organisations they serve. Nevertheless, we are unequivocal in our view that, as a sector, foundations can and must do better in terms of board diversity. The way that individual foundations seek to become stronger on board diversity will vary, with specific considerations required to take account of charitable mission, governance structures and organisational priorities.

There are some clear ways that stronger foundations stand apart from others when it comes to board diversity:

1. Trustee board members are drawn from a range of backgrounds, including people of different ages, genders and ethnicities, disabled people, and from foundation's communities of interest. All trustees are offered appropriate and, if required, additional support
2. The foundation has other mechanisms in place to increase diversity in its funding decision-making (e.g. advisory panels or devolved budgets), particularly where diversity at board level is not yet possible (such as restrictions in governing deeds)
3. Trustee recruitment is conducted to the same standards as staff recruitment and applies the principles of the Charity Governance Code (for example fixed terms, which may be renewable, an appraisal system for board performance, open recruitment, and transparency about the appointment process)
4. These principles are extended to the recruitment and activities of other governance decision-making parts of the foundation, such as finance and investment committees.

The Charity Governance Code

"Diversity, in the widest sense, is essential for boards to stay informed and responsive and to navigate the fast-paced and complex changes facing the voluntary sector. Boards whose trustees have different backgrounds and experience are more likely to encourage debate and to make better decisions.

The term 'diversity' includes the nine protected characteristics of the Equality Act 2010 as well as different backgrounds, life experiences, career paths and diversity of thought. Boards should try to recruit people who think in different ways, as well as those who have different backgrounds.

▶ KEY OUTCOMES

The board is more effective if it includes a variety of perspectives, experiences and skills.

The board ensures that the charity follows principles of equality and diversity, going beyond the legal minimum where appropriate."

Principle 6 (2017)
Charity Governance Code

Ultimately, in addition to having critical consciousness about DEI, a stronger foundation is also able to say “yes” to the question: “Based on a due diligence assessment of our own governance practices, would we fund ourselves?”

Demographic diversity is only part of achieving a diverse board. Diversity of thought and experience are also key, and it is important to understand that not all diversity is visible. In addition, effective governance and decision-making are not only about who is around the table, but also what influence members of the board have on what is discussed and the decisions that are made. Being able to put into practice diversity in decision-making also means that foundations need to review how power is shared at board level and across the organisation.

Comprehensive data on foundation staff diversity are not yet held. The evidence gathered and ACF’s own insights suggest that foundation staff are insufficiently representative of the communities they serve and support. It is often said that foundations have an unusually low turnover of staff and limited career progression compared to other parts of the charity sector. Several recent initiatives have sought to address this, including the [Grant Givers Movement](#) and the [2027 project](#).

“2027 is a new, paid training programme that prepares brilliant professionals from working class backgrounds for decision making roles in the grant-giving sector. The programme, which launched in 2018, will take on 15 associates each year over the course of 10 years. These individuals will start a movement that fundamentally changes the skillset, approach and class makeup of senior teams at foundations and trusts whilst valuing all forms of knowledge needed to create social change in society.

We believe that a broader spectrum of class experience at the top of foundations and trusts will lead to better decision-making, happier workforces and more meaningful relationships with the communities that foundations and trusts serve.”

[2027 project](#)

A STRONGER FOUNDATION IS ABLE TO SAY “YES” TO THE QUESTION: “BASED ON A DUE DILIGENCE ASSESSMENT OF OUR OWN GOVERNANCE PRACTICES, WOULD WE FUND OURSELVES?”



A STRONGER FOUNDATION REFLECTS AND IMPLEMENTS DEI PRACTICES IN ITS FUNDING ACTIVITIES

A stronger foundation can demonstrate how it implements DEI practices in its funding activities. This means intentionally considering how the various stages of the grant-making (as well as other kinds of funding) processes take account of diversity, equity and inclusion.

A STRONGER FOUNDATION WILL CONSIDER THE IMPLICATIONS OF ITS CRITERIA FOR ASPECTS OF DEI

▶ PROGRAMMES

Most foundations divide their available funding and portfolio of existing grants around programmatic areas or themes; for example, around particular groups of people (children, older people, minority communities), geographic, institutional (schools, prisons, libraries), societal problems (homelessness, poverty), or type of recipient (small charities, universities, social enterprises). Stronger foundations will apply a DEI lens to these areas and groups of interest, for example by asking who is under-served, marginalised, over-represented, or most affected. They may also seek to ensure that people with direct

lived experience of these groups, places or issues have informed the design and scope of their programmes. This might be achieved by working in partnership with user-led, grassroots and lived experience organisations, who could support the foundation with advisory panels, and strategic reviews.

▶ CRITERIA

For any foundation, setting criteria for funding is essential. Criteria will often be shaped by the available resources, with restrictions often in proportion to the available budget. A stronger foundation will consider the implications of its criteria for aspects of DEI. For example, it might ask:

- ▶ How can we ensure that applications are assessed on their own terms, and that proposals are not declined because the style, emphasis or terminology is not what we were anticipating?
- ▶ Have we taken into account the value and importance of grassroots and user-led organisations that have expertise through lived experience, such as deaf and disabled people’s organisations (DDPOs), as well as their potential additional needs?

- ▶ If we require those we fund to have strong finances, highly robust governance practices or detailed operational policies, are we potentially ruling out applications from grassroots and user-led organisations, and potentially reinforcing inequalities that already exist within civil society?
- ▶ Can we deliberately promote DEI through our funding by financially supporting those we fund to embed DEI in their own governance and practices?

▶ APPLICATIONS

There is a wide variety of ways that foundations receive applications. Most require either a written or electronic application, usually submitted via their website. Some accept applications by way of a phone interview, an in-person meeting, or a video application.

A stronger foundation will design its application process in a way that goes beyond the Equality Act 2010 duties to make reasonable adjustments, and seek to best meet the needs of all potential applicants. To support this, they may have asked:

- ▶ How might our application processes affect different groups of people or certain communities?

- ▶ Are our application guidance and forms accessible to people with literacy, language or vision needs?
- ▶ Will our communities of interest have access to secure computers and internet connections?
- ▶ Is the burden of completing an application form appropriate and proportionate to the type of project or work we are funding and the organisations we are seeking to fund?
- ▶ Are there certain groups or organisations who never apply for funding, or who regularly fail to complete aspects of the application form?

To answer some of these questions requires collecting and understanding the right data (see pillar 3).

▶ FUNDING CONDITIONS AND MONITORING

Foundations can choose the conditions that go along with their funding. For example, whether the funding is conditional on a match from elsewhere, whether it is unrestricted or restricted, whether the payments are made in advance or arrears, whether the payment is made in full or in instalments, and whether a final payment is contingent on a successful completion of a report.

A stronger foundation will consider these decisions with intentional regard to DEI. For example, they may have asked:

- ▶ Does payment in arrears place an unnecessary burden and potentially cause harm to grassroots groups that may have limited or no reserves?
- ▶ Should we expect all groups and organisations to report on progress with their projects or work in the same way?
- ▶ How can we tailor reporting requirements to reflect the grantee's preferred method?
- ▶ Can we offer unrestricted funding for small grassroots organisations?

- ▶ Can we be flexible about the proportion of funding a grantee can use towards overheads as long as agreed outcomes are met?
- ▶ Do we encourage applicants to identify costs required to make a project accessible, and do we have a policy on meeting access costs that does not disadvantage applications that include these costs?

▶ GENDER, RACE, DISABILITY AND CLASS

Stronger foundations will identify specific structural inequalities in their grant making. Four areas that are most frequently considered by stronger foundations are gender, race, disability and class. This is often because they have identified that the communities, institutions or geographical areas they serve and support have systemic disparities of outcomes along gender, race, disability and class lines that need to be addressed more directly.

There are a variety of ways that a foundation can apply this approach in its funding practices. These may include:

- ▶ Requiring grant applicants to state how their project or organisation will specifically address a particular structural inequality (which the foundation should also be able to articulate about its own work)
- ▶ Asking how the applicant's strategy, decision-making and governance is informed by/involves people with direct lived experience of the issue (as well as setting out how the foundation's own approach achieves this)
- ▶ Creating specialist initiatives or programmes that aim to reduce inequalities, or that promote aspects of DEI
- ▶ Focusing on supporting a leadership pipeline within grassroots and user-led organisations
- ▶ Tailoring funding for small, grassroots, or user-led organisations to suit their needs (such as flexible, unrestricted funding, paid up front and not conditional on proof of concept or outcome)

Many of these issues have been considered by the Stronger Foundations [working group on Funding Practices](#), which will report in 2020.



A STRONGER FOUNDATION EXPRESSES ITS DEI COMMITMENT, POLICIES AND PRACTICES PUBLICLY

The DEI working group heard that the vast majority of the UK's highest spending foundations do say something specific about DEI or equalities in their public mission statement (on their website or in their annual accounts). However, few say anything in relation to how DEI informs their approach to grant-making or governance, and very few in their annual reports. None had a specific statement about its approach to DEI on its website.

It is rare in the UK for charitable foundations to have a published or public statement about their approach to DEI. By contrast, 'DEI statements' are fast becoming the norm among foundations in the US. Often DEI statements will include details such as the foundation's:

- ▶ Interpretation and definition of diversity, equity and inclusion
- ▶ Approach to board and staff recruitment, and in some cases its diversity targets
- ▶ Way of involving its communities of interest in its decision-making
- ▶ Amount, type and duration of funding allocated to particular groups or communities
- ▶ Programmes specifically focused on aspects of diversity
- ▶ Approach to promoting DEI through its wider behaviour, such as supply chains, carbon footprint, and pay policies

- ▶ Policies on events and platforms (e.g. not speaking on all-male panels)
- ▶ Commitment to wider societal issues, such as:
 - sustainable supply chains
 - applying a DEI lens to investments
 - environmental policies

Following the DEI working group's third meeting, at which DEI statements were discussed, one member of the group was inspired to create a DEI statement with his staff team, and publish this on their [homepage](#). In a [subsequent blog](#) about this, the group member noted:

"As much as anything, drafting the statement was a useful way of looking properly at ourselves and how we operate. Do we really do all we can to operate by the values we have set for ourselves? We asked ourselves some pretty tough questions and shone a metaphorical spotlight on aspects of our business that we'd not properly considered through this lens. Sometimes, looking in the mirror really is the best perspective you can give yourself!

We recognise that there's much more we can do but we thought we should still make a start to set our direction of travel. The statement draws a line in the sand for us and a set of expectations against which we can be judged, improving our accountability as a funder. We know that we will need

to build on this statement, getting much crunchier and sophisticated in how we look at and assess progress on these issues. I'm proud that we've made a start."

Jonathan Freeman, CareTech Foundation

Some examples of DEI statements can be found here from [Hewlett Foundation](#) and [Ford Foundation](#).

Many charities now report on their approach and achievements in relation to aspects of DEI in their annual reports. This is something that stronger foundations are also increasingly likely to do, and something that the wider public may increasingly expect to find. An annual review of the foundation's progress towards its DEI statement and objectives could be summarised in its annual report and under the DEI statement on its website.

Stronger foundations are also likely to be actively engaged in other external communications to a wider range of audiences about their approach to DEI. This might include blogs, articles, social media and speaking engagements (see pillars 8 and 9).

A STRONGER FOUNDATION MAKES ITSELF ACCOUNTABLE TO THOSE IT SERVES AND SUPPORTS

The pressure that is created by accountability (such as from customers, shareholders, government, and the general public) can be key for motivating organisations to enhance performance and drive positive change. Foundations, as charities, are regulated by the UK's charity regulators and are required to publish their annual accounts in the public domain. Yet, in most cases, they are accountable to very few others and only in limited ways.

A lack of accountability can be utilised as a positive asset (as independence) given that foundations are not subject to the same pressures and interests of customers, governments or the market as are most other businesses, services or charities.

But it can also be a deficit leading to inertia or poor practice. A lack of accountability, whether perceived or real, can damage a foundation's legitimacy, reputation and therefore impact. It can also result in mediocre performance and a failure to maximise the impact of its assets in pursuit of its mission. If a foundation never hears that it could be doing better, and there is no mechanism in place to seek and receive honest feedback, it is unlikely to identify room for improvement or be motivated to change, even if it recognises that it probably should.

Stronger foundations therefore have mechanisms that ensure they receive feedback on their practice and performance, whether these are engineered or designed into the foundation's structure. One of the main benefits to doing so, in addition to improving the foundation's own processes and practices, is to demonstrate a

willingness to be held to account, and to provide a mechanism for others to do so.

Collecting, analysing and publishing diversity data is a key part of a stronger foundation's approach to DEI, and can help create opportunities for accountability and enhance its performance (see pillar 3). Another route for foundations to do this is to seek grantee feedback about its application and grant management processes. However, given the inevitable power imbalance between funder and fund-seeker, a flow of honest feedback can be hard to secure, and non-anonymised feedback is rarely negative. Even anonymous feedback, if collected directly by the funder, is of limited value due to the concern that many fund-seekers have about how their data may be attributed to them.

A LACK OF ACCOUNTABILITY, WHETHER PERCEIVED OR REAL, CAN DAMAGE A FOUNDATION'S LEGITIMACY, REPUTATION AND THEREFORE IMPACT

Independent, anonymous feedback is therefore the most robust means to secure data of value. Although this may have a degree of cost in terms of money and time, stronger foundations are those that seek to achieve a degree of independently collected, anonymous feedback to inform their understanding of their own practices (for example, [Centre for Effective Philanthropy's](#) report of Paul Hamlyn Foundation's grantee perception survey).

In part due to a frustration that few foundations were seeking feedback of this kind, a group of voluntary sector organisations in Minnesota, USA, initiated [Grant Advisor](#), a review-based platform rating foundations anonymously against a variety of criteria. It states that *"Transparency and trust-based philanthropy are foundational to lasting change and a more equitable future."*

AS WELL AS SEEKING FEEDBACK, A STRONGER FOUNDATION HAS A MECHANISM FOR FUND-SEEKERS THAT ARE UNSUCCESSFUL TO RECEIVE FEEDBACK ON REQUEST, AND TO APPEAL A DECISION

Foundations, if they choose to engage, are able to post a response. Several years on, and expanded to the whole of the United States, it now features reviews and profiles for hundreds of foundations. The majority of [posts](#) are positive, and foundations that have engaged proactively have found it a helpful experience.

In 2018, a group of UK-based charitable foundations invited Grant Advisor to a meeting in London to discuss the potential to expand its operation to the UK. A [pilot phase](#) went live in mid-2019.

Inevitably, the vast majority of foundations receive many more applications than they are able to fund. As well as seeking feedback, a stronger foundation has a mechanism for fund-seekers that are unsuccessful to receive feedback on request, and to appeal a decision. Not all unsuccessful applicants want to receive feedback. Some studies have shown that automatic feedback is not always considered helpful, but those who want feedback or wish to appeal a decision should be given the opportunity to do so.

It was also suggested in the working groups that foundations may want to consider peer review of their grant decisions in partnership with other funders, either on an ongoing basis or as a spot-check. Foundations may also want to consider applying an equality impact assessment on its rejected applications.

A STRONGER FOUNDATION USES ITS OWN POWER TO ADVOCATE FOR, AND ADVANCE, DEI PRACTICES

Power is a key dimension of DEI. Foundations have significant power, derived principally from their financial clout and their independence, and the variety of ways that they can deploy it. They are also able to send a clear signal to other funders and other parts of civil society about issues that require attention, instil a sense of urgency and instigate calls for action.

The US-based National Committee for Responsive Philanthropy (NCRP)'s 'Power Moves' framework is a flexible self-assessment tool that provides a three-stage approach for how stronger foundations can "build, share and wield" their power with communities "with the least wealth, power and opportunity" to achieve a more equitable society and leave a lasting impact

NCRP (2008) '[Power Moves](#)'

Aspects of building and sharing power have been discussed in other pillars. Wielding power effectively requires a foundation to recognise that its voice is one of its key assets. While many foundations may choose to be silent or quiet, this should be viewed as an intentional, strategic choice. A stronger foundation considers how it can use its voice to move the needle on issues of diversity, equity and inclusion, as well as the implications of staying quiet:

**WIELDING POWER
EFFECTIVELY
REQUIRES A
FOUNDATION
TO RECOGNISE
THAT ITS VOICE
IS ONE OF ITS
KEY ASSETS**

"Consider how the absence of public leadership may lead to confusion about your purpose, missed opportunities to collaborate or influence policy and less strategic impact. Silence can provide an open field for institutions on the other side of an issue that have ample resources, a public leadership strategy and an appetite to apply it. Leaving a vacuum to be filled by others with values and objectives at odds with yours and your grant partners' undermines whatever impact you seek through your grantmaking. If your foundation has previously embraced a quiet approach, it's a good time to think about the advantages and disadvantages of staying quiet versus establishing a powerful voice"

NCRP (2018), '[Power Moves](#)', p. 48

A STRONGER FOUNDATION USES ITS VOICE TO SPEAK UP ON BEHALF OF THOSE WHO ARE UNABLE TO DO SO, OR WHO ARE CONSTRAINED, EITHER FOR POLITICAL, FINANCIAL OR SAFETY REASONS

A stronger foundation uses its voice to speak up on behalf of those who are unable to do so, or who are constrained, either for political, financial or safety reasons. This is likely to lend itself more to foundations that are involved with and funding programmes related to social policy issues. However, it may be that foundations involved in a broad range of other sectors, such as education, the arts, international development or

research, find themselves in a position to speak up and speak out on issues relating to diversity, equity and inclusion, for example in amplifying the voices of experts with lived experience. In addition, all foundations, as charities, could have something to say about regulation, the independence of charities, funding pressures and tax reform as they relate to an equitable charitable sector.

As well as using their own voice, foundations can play a role in amplifying the voices of those they fund, highlighting individual and aggregated experiences of grantees or communities of interest, undertaking research into particular issues, or underwriting legal costs of strategic litigation. Foundations can also use their power to convene, gain access to the corridors of power, and create platforms for groups that are not usually heard or listened to.

There are likely to be occasions where it is impactful for a foundation to speak out about government policy developments, legislative changes and funding practices, if they believe these are causing or are likely to cause harm to their communities of interest, particularly to marginalised or vulnerable groups.

Foundations can also take a lead or join wider movements to promote aspects of DEI (see pillar 9), such as become a [Living Wage Friendly Funder](#) or committing to more sustainable supply chains (such as using local and ethical catering providers).

FOUNDATIONS CAN ALSO TAKE A LEAD OR JOIN WIDER MOVEMENTS TO PROMOTE ASPECTS OF DEI



A STRONGER FOUNDATION COLLABORATES WITH OTHERS TO PROMOTE AND IMPLEMENT DEI PRACTICES

While other pillars have focused on what foundations can do individually to pursue DEI, a collective effort is required to achieve greater impact and lasting structural change. There are some collaborative efforts to achieve aspects of DEI in foundation practice, but in general these are small scale or in their early stages. The following case studies stand out as examples of stronger foundation collaboration.

The Funders for Race Equality Alliance holds collective dialogue with key race equality organisations, and is co-creating a number of priority areas to reduce racism and racial inequalities in the UK:

“As well as working collaboratively with the race equality sector, the funder group continues with its own separate cycle of meetings, at which we discuss and reflect on our own processes and learn from each other. Members have responded in a range of ways. For example, some have undertaken equalities audits or reviewed our grant-making practices. Several of us have made ourselves more open to BAME organisations through secondments. We are learning to be comfortable saying we haven’t got it right and we want to improve”

Its secretariat is provided by [Equally Ours](#).

The Australian Women Donors Network, established in 2009, advocates for greater investment in women and girls, and promotes the use of gender-sensitive principles in grant-making. Its mission is:

- ▶ *“To direct attention to the benefits to be gained in addressing the existing economic and social disadvantage of women and girls, both in Australia and globally.*
- ▶ *To highlight the crucial role of women and girls in building stronger economies, families and communities.*
- ▶ *To integrate a practice of gender inquiry into philanthropy so that it addresses the unique circumstances and specific needs of women and girls.*
- ▶ *To encourage the funding of projects that invest specifically in women and girls”*

The US-based **Philanthropic Initiative for Racial Equity (PRE)** *“aims to increase the amount and effectiveness of resources aimed at combating institutional and structural racism in communities through capacity building, education, and convening of grantmakers and grantseekers. Since its inception in January 2003, PRE has directly engaged hundreds of foundation representatives (including program staff, management, board members and individual donors) in discussions of racial equity and, in particular, how they can advance the mission of achieving racial equity through their own philanthropic institutions.”*

The **Strengthening Voices, Realising Rights (SVRR)** funding initiative specifically supports and funds deaf and disabled people's organisations to protect and promote equal rights for deaf and disabled Londoners. Established in 2018, its specific objectives are to:

- ▶ *"Provide funds to increase the availability of accessible, high quality, user-led services and activities to tackle poverty, challenge discrimination, and enable community inclusion across London;*
- ▶ *Invest in the sector's capacity by supporting DDPOs to become more connected, impactful, resilient and sustainable;*
- ▶ *Share learning within the UK funding community to contribute to disability-inclusive funding practices and strategic approaches to supporting the issues championed by DDPOs.*
- ▶ *Pilot the involvement of people who identify as Disabled to provide expertise stemming from lived experiences, to inform and shape decision-making."*

▶ WIDER CIVIL SOCIETY INITIATIVES

Beyond the grant-making community, stronger foundations are likely to be involved in wider civil society initiatives focused on aspects of DEI. In the last year, several prominent projects have been established.

ACEVO has offered sector leadership through its programme of work on diversity, and its vision that *"civil society leaders should be representative of the communities they operate in and the people they support. Anyone who seeks to become a civil society leader, or who is currently a leader, should have the same opportunities for career development"*. In 2018, ACEVO and the Institute of Fundraising produced eight principles to address the diversity deficit in the charity sector. A small number of foundations have signed up to this pledge.

Civil Society Futures *"was an independent inquiry that ran from 2017–2018, a national conversation about how English civil society can flourish in a fast changing world.*

Through community events, academic research and online debate, Civil Society Futures created a space for a much needed conversation among those involved in all forms of civic action – from informal networks to vast charities, Facebook groups to faith groups. Considering how both the nature of civil society and the context it exists in are changing fast, we investigated how to maximise the positive effects of civic action and provide a guide to how to release its potential to drive positive change. The inquiry concluded in December 2018."

It proposed a 'PACT for civil society' – Power, Accountability, Connection and Trust – all of which are fundamental ingredients for DEI practice, and which have been touched on in this report. These are also cross-cutting themes throughout Stronger Foundations, and will also be addressed in reports from the other working groups.

STRONGER FOUNDATIONS ARE LIKELY TO BE INVOLVED IN WIDER CIVIL SOCIETY INITIATIVES FOCUSED ON ASPECTS OF DEI

PART 2

RAPPORTEUR'S REPORT OF THE DEI WORKING GROUP

Between May 2018 and May 2019, the DEI working group undertook a process of inquiry. The group heard significant challenge, provocation and critique from a wide range of external contributors, which acted as evidence to stimulate critical analysis of foundation practice. These discussions held across the group's seven meetings are summarised in this part of the report.

Given the breadth of the issues, the group chose to focus on only some aspects of DEI, particularly those that they considered contested or under-explored. Working group members contributed

their views on a confidential basis, and are not quoted in this report. Although they drew upon their experiences as staff and trustees of foundations, they were not necessarily representing the views of these organisations.

The summaries of the meetings below reflect the range of views expressed, both by members, external contributors and the wider literature. It was not a task of the group to find consensus, nor to identify recommendations for this report, and the concept and content of the pillars were developed by ACF after the group's work concluded.

An introduction from Denise Ramsey, Chair of the DEI working group

Embarking on a year-long project to pursue excellent practice on Diversity, Equity and Inclusion (DEI) in foundations was an interesting experience. On one hand, I had my doubts. I have my own lived experience regarding the barriers in place in terms of DEI. Plus some foundations have long known that, despite pockets of good practice, they have not kept pace with the private or public sectors, or even other parts of the charity sector when it comes to their diversity, equity or inclusion. On the other hand, this was a huge opportunity. We had an opportunity to be bold, challenging, and really get to the heart of why so little progress had been made – and to set about providing detailed guidance to support foundations to be inclusive, to understand intersectionality, power, barriers and to support foundations to be bold enough to not only think about DEI in terms of outputs but to also shine the DEI mirror internally and make lasting change.

Over the course of a year, we were truly challenged and criticised in ways that foundations often aren't, and I'd like to thank the external contributors for their honesty. Their contributions led to rich and at times difficult discussions, and I'd also like to thank my fellow group members for being open and using their lived experience in those discussions, for being brave enough to not tinker around the edges of DEI but to dig deep and discuss the challenges which align with DEI, such as patriarchy, masculinity and white supremacy. These were not easy discussions.

The resulting report from ACF is a significant step. Not only does it articulate a variety of ways in which foundations can improve their DEI practice, it does so in a way that can be interpreted and implemented by foundations of all shapes and sizes. There are no excuses anymore for foundations not to be pursuing excellent practice, and if these pillars are implemented in full, we could see a transformative impact on the foundation sector, the wider voluntary sector, and even beyond.

MEETING 1

INTRODUCTION

The group began by considering the terms of its future engagement. Initially, the group was tasked with interrogating ‘equality and diversity’. It wished to be bold, collaborative, positive, curious and challenging when discussing issues of equality and diversity. In an exercise to define ‘equality and diversity’, ideas ranged from legal requirements and accessible processes, to ideas of social justice, fair distribution, valuing and welcoming difference, combatting exclusion, and dissecting the issue of ‘power’.

However, it was felt that ‘equality and diversity’ was not the most appropriate name for this strand of work. ‘Diversity, Equity and Inclusion’ (DEI), terms that are central to discussions elsewhere in the voluntary sector and among foundations internationally, was proposed, and the group agreed to change its name.

Deeper discussions of these issues highlighted some of the challenges that the working group might face. Foundations have a privileged position in society, which is often connected to the same economic systems that create or exacerbate issues relating to diversity, equity and inclusion. In order to improve practice on DEI, foundations must understand the systems they operate in and their role within them. Another challenge identified was the broad reach of the topic at hand. Issues of DEI span the individual, organisational, societal and conceptual levels.

The theme of accountability arose early on and would become a thread linking discussions across the working group’s meetings – and indeed across the Stronger Foundations initiative. In this first meeting, accountability was discussed in the context of drivers for change. Despite progress in other sectors and data to help understand the issues, foundations face few external pressures that would catalyse action. The group started to give thought to how it might approach bringing about much-needed change.

A primary task of the first working group meeting was to establish its priorities for the following six sessions. These included: how foundations form their strategies with a DEI lens; how foundations can use data to challenge practice and adapt strategy; staff recruitment and board diversity; and developing networks with diversity experts and communities that face inequality while being mindful of tokenism. The group was also keen to look at how to remove barriers for applicants and how foundations can support leadership development and capacity among grassroots and user-led organisations.

DESPITE PROGRESS IN OTHER SECTORS AND DATA TO HELP UNDERSTAND THE ISSUES, FOUNDATIONS FACE FEW EXTERNAL PRESSURES THAT WOULD CATALYSE ACTION

MEETING 2

IMPOSED CHANGE



Jeremy Crook, CEO of Black Training and Enterprise Group

To inform discussions on the theme of data-driven change, the working group heard perspectives outside the foundation sector: Jo Andrews, founder of Equileap; Marcus Bell, Director of the Cabinet Office's Race Disparity Unit; and Jeremy Crook, CEO of the Black Training and Enterprise Group.

Equileap is a social enterprise that aims to accelerate gender equality in the workplace as an important way to reduce poverty and inequality. Its reporting on the top performing 200 global companies has attracted significant media attention. Companies are changing their practices in order to be in the list next year, while those doing well are using the data in marketing. It has even contributed to new legislative requirements in some jurisdictions. In the UK, since 2017, a new law mandates that *“any organisation that has 250 or more employees must publish and report specific figures about their gender pay gap”*.

The group also heard from the Marcus Bell, Director of the Cabinet Office's Race Disparity Unit, and Jeremy Crook, CEO of the Black Training and Enterprise Group who serves on its advisory board. The Unit has used data from

across government to identify race-based disparities in terms of service provision and outcomes. It mandates that all government departments must 'explain' these disparities or 'change' policy and practice accordingly. The group also heard how regulation can play a dual role; it compels organisations to take action, and empowers individuals by giving them a resource of support.

Building on comments from the first meeting, the group discussed how data itself does not drive change; rather, foundations need to take action in response. The group discussed why this may not be happening already. Difficulties they identified included a tendency to put up defensive barriers in response to data, and that some foundations experience differences in opinion between board and staff members on issues of DEI. But they also saw opportunities in

introducing standards on language and in sharing best practice.

Questions arose about the level of data available to and about foundations. Many foundations do not routinely collect DEI data on applicants, those they work with, or even their own organisation. When foundations do collect data, it can often be informal or qualitative rather than systematic or quantitative. While qualitative data was considered essential in hearing from diverse perspectives and informing arguments for addressing issues of DEI (and can be more influential than quantitative data), the working group discussed how it can be harder to collect and share such data, as well as the limitations of using financial arguments to drive diversity. Where there is good data, foundations reported it can be a challenge to ensure boards are kept up to date. But the group asked itself whether these were all excuses; the real issue could be that foundations would rather not know.

MEETING 3

EQUITY IN ACTION



Stephen Bediako, Chair of The Social Innovation Partnership, left; with **Habiba Nabatu**, working group member

Homing in on a specific part of its remit, the working group looked at equity in action for its third meeting. The group discussed the differences between equality and equity, with the recognition that everyone has a different starting point. Working towards equity involves removing barriers along the way and addressing the norms and implicit biases that might prevent individuals from achieving the same outcomes as peers and reaching their potential.

Group member Fozia Irfan presented research undertaken as part of her postgraduate studies on how foundations apply an equity lens both to grant-making and internal practices. The central message was that universal programmes do not reach people equally, and that strategic and distinct interventions are often necessary.

The role of history featured in Fozia's presentation; not just the foundation's own provenance, but the historical context in which ideas of equity and equality have developed. When drawing comparisons with the US, it is important to remember how the social and economic history of the US provides a unique context, against which concepts of equity have developed significantly. Other influencing factors include migration, the role of the state and welfare system, and the shape and size of the philanthropic sector. Although there are many lessons to be learnt, we have to recognise that the UK does not currently have a clear vision of what equity looks like or a support system to help achieve it. There are also issues around how marginalised communities are worked with, for example experiencing implicit bias or problematic cultural norms.

The benefits of taking an equity approach include more effective grant-making, having a holistic view of issues, diverse perspectives incorporated, avoiding 'othering' those we serve, and ultimately contributing towards achieving our mission.

MEETING 3

While the group was clear on the benefits, further discussion delved into who decides what this approach looks like. There is a role for boards, equity 'champions' and beneficiaries in bringing in diverse views, but foundations must also consider whether there are risks, how it may justify its decisions and how accidental bias might affect its approach. The group identified other potential barriers too.

Implementing an equity approach would require some foundations to hear uncomfortable truths, while others may be concerned about 'getting it wrong'. In addition, if we accept that power is finite, it may mean some individuals having to give up their positions to make way for others. A recurring idea was that foundations may be hamstrung by their fundamental values, norms and practices which are not rooted in equity or lived experience.

IMPLEMENTING AN EQUITY APPROACH WOULD REQUIRE SOME FOUNDATIONS TO HEAR UNCOMFORTABLE TRUTHS, WHILE OTHERS MAY BE CONCERNED ABOUT 'GETTING IT WRONG'

Offering examples good practice from another sector, Stephen Bediako, of the Diversity Forum and the Social Innovation Partnership, shared his work to make UK social investment more diverse, which has so far included convening, research, skills development, and information provision. Stephen presented the [Diversity Forum's manifesto](#) which is based on four commitments:

- ▶ To "diversity in our team at a staff and governance level"
- ▶ To "exploring approaches and methods that help to bring equality, diversity and inclusion in how investment decisions are made"

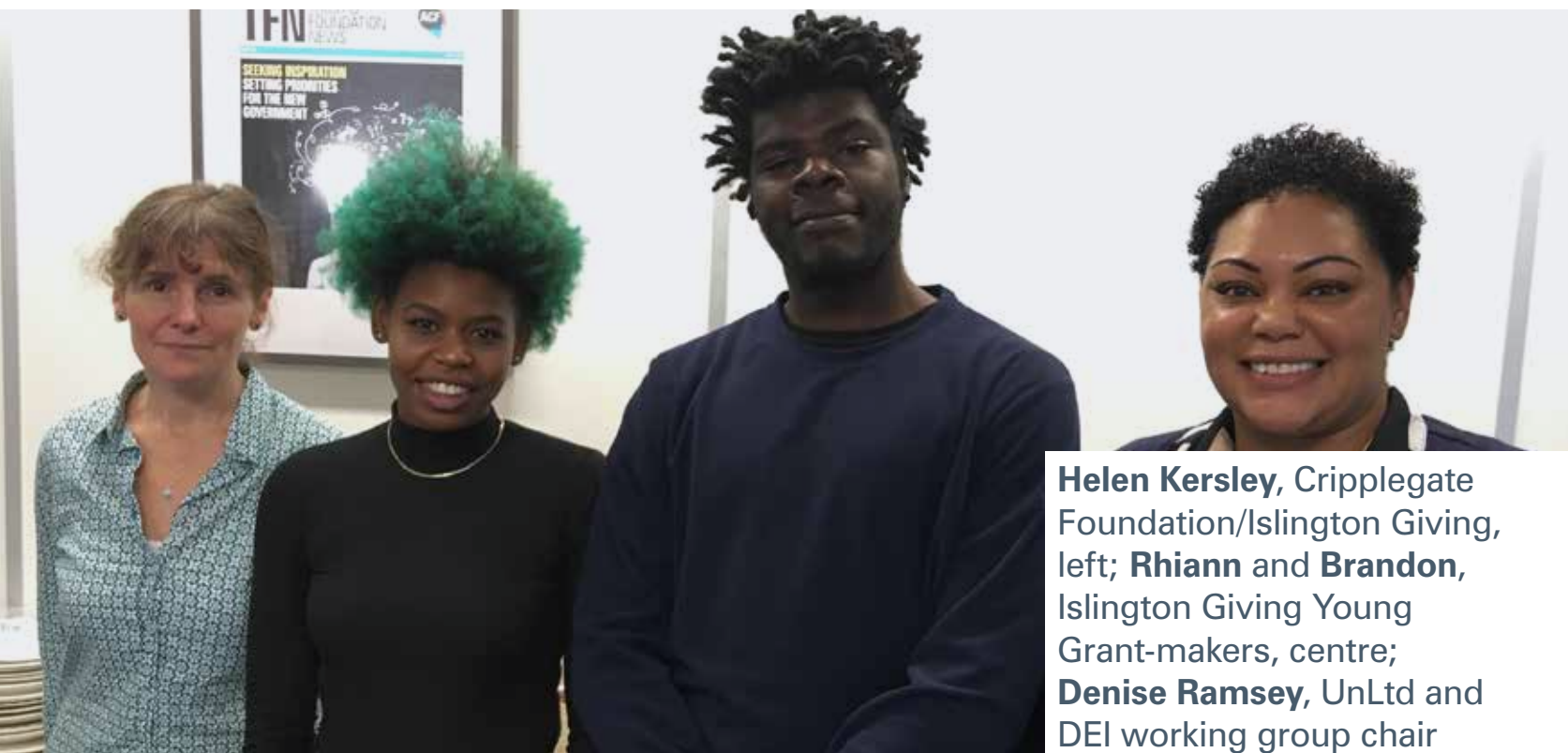
- ▶ To "exploring new mechanisms to support organisations to become more diverse", and
- ▶ To "finding ways to encourage social investments to support the full range of diverse recipients and issues".

Stephen added that these commitments could be realised through a range of approaches and organisations would find the ones they felt most comfortable with.

At the end of this meeting, some members of the working group expressed frustration with the approach taken towards DEI in the foundation sector. They felt it was often tentative, frequently repetitive, and far too slow.

MEETING 4

AN INCLUSION APPROACH TO GRANT-MAKING



Helen Kersley, Cripplegate Foundation/Islington Giving, left; **Rhiann** and **Brandon**, Islington Giving Young Grant-makers, centre; **Denise Ramsey**, UnLtd and DEI working group chair

The fourth meeting looked at a second component of the group's remit – inclusion approaches to grant-making.

The group heard from Kelli O'Brien, a post-graduate student at Cass Business School, who had recently completed research examining how large UK foundations communicate issues relating to diversity, equity, inclusion and equalities in their primary communication platforms (principally their websites). Unlike in the US, where it is common practice for foundations to have a DEI statement on their homepage, in the UK relatively little is stated overtly. Kelli's research found that only a very small proportion of the largest UK foundations had a specific DEI statement, or even made reference to DEI issues in their public communications.

The working group interrogated the usefulness of DEI statements; a public statement does not act as evidence of reality or impact. The theme of accountability re-emerged as the group asked who was holding foundations with DEI statements to account, or indeed for whose benefit such statements were intended. However, some group members found DEI statements to represent a useful signal of intent, a visible commitment to taking DEI issues seriously, and a starting point for further action, even if they are not an exact science.

MEETING 4

The meeting's second contribution came from Islington Young Grantmakers, a programme of Cripplegate Foundation, which began in May 2018 and had recently awarded its first round of grants to local projects. 15 young people from the borough, aged 15–26, were recruited through a local youth organisation, and trained in grant-making practice. They were delegated £80,000 by the board, and tasked with promoting the grants programme, managing the application process and making the decisions about funding (all the young people were paid the London Living Wage for this work). With the support of Islington Giving staff and Youth Bank International, they were able to identify and support a range of groups that may not have otherwise been identified and funded. The foundation had found it hugely valuable (albeit relatively capacity-intensive) to run this programme, and listed a number of ways it had helped the foundation, for example in overcoming unconscious bias and supporting the young people in their career development.

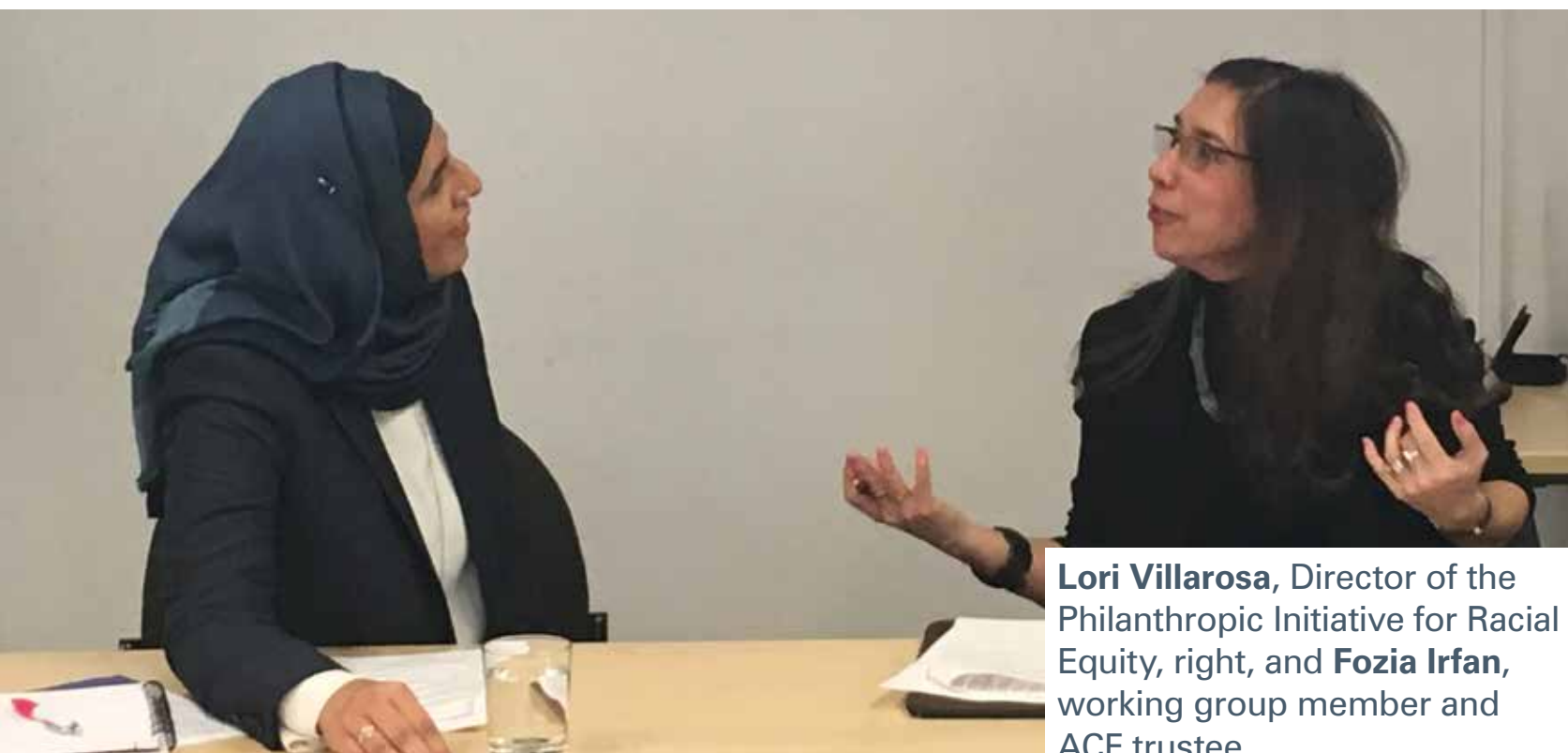
In a discussion of the benefits of an inclusion approach, its role in building trust with the community and the public was cited several times. It can improve relationships with communities by helping to understand their needs, breadth, capabilities and perspectives. However, this raises questions for foundations whose beneficiaries are not defined communities or for those who do not focus on social issues. It may also be challenging for national or international foundations that cover broad geographical areas or face logistical difficulties in connecting with those they serve.

The working group also explored the implicit need to give up power in order to implement an inclusion approach. It could be seen as 'short-term pain for long-term gain', but it was emphasised that without a strategic, integrated and consistent approach, there may not be anything in it for those being included and ultimately would not lead to true inclusion. A starting point to overcoming the disconnect between foundations and beneficiaries could be to encourage board enthusiasm about inclusion, and avoid the use of jargon in foundation communications.

A STARTING POINT TO OVERCOMING THE DISCONNECT BETWEEN FOUNDATIONS AND BENEFICIARIES COULD BE TO ENCOURAGE BOARD ENTHUSIASM ABOUT INCLUSION

MEETING 5

GRANT-MAKING WITH A RACIAL JUSTICE LENS



Lori Villarosa, Director of the Philanthropic Initiative for Racial Equity, right, and **Fozia Irfan**, working group member and ACF trustee

In the fifth meeting, the group was joined by **Lori Villarosa** from the US-based **Philanthropic Initiative for Racial Equity**, which aims to increase the amount and effectiveness of resources aimed at combating institutional and structural racism in communities through capacity building, education, and convening of grant-makers and grant-seekers.

Lori shared her experience of challenging foundations to apply a racial equity lens to their grant-making. This means going beyond giving to communities of colour and asking whether those grants are contributing to upholding the problematic systems that oppress those communities. Lori noted a slight increase in funding for communities of colour and in the use of the language of 'racial justice', but added that progress was not fast enough and data and understanding of this lens remain limited. Lori also highlighted that 'diversity, equity and inclusion' are not a single concept; each one is multi-faceted and must be carefully understood as having personal, interpersonal, institutional and structural dimensions. Nor is racial equity to be seen in isolation from other forms of injustice or diversity; intersectionality is key and a racial justice lens can and should be applied alongside other lenses like gender and disability.

MEETING 5

The complexities of this meeting's focus led to conversations about finding the right starting point for each foundation. Tools exist that can help foundations have conversations and subsequently take actions, but the working group returned to the theme of catalysts for change, the absence of which can mean there is no willingness or drive to consider these issues. Some in the group felt it was mission-critical to address DEI; otherwise the sector could not say it was achieving its mission in the broadest sense.

Ideas for where to start were explored, for example looking at general support grants (or unrestricted funding) as a way to allow organisations led by people of colour to be flexible. Several lines of exploration

ended in discussions about recruitment. It was thought that foundations tend to recruit staff and trustees from within the sector and from traditional networks, perhaps due to the value foundations place on their roots, and that staff tend to stay in roles for a relatively long time, meaning turnover is limited and fresh ideas are not brought in.

It was also highlighted that finding a starting point is not without risks. Change in one area does not necessarily lead to better practice across all the foundation's work, and choosing whether to start where the foundation is most obviously weakest or whether to start with something more achievable was debated.

EVEN WHERE FOUNDATIONS ARE MAKING EFFORTS TO IMPROVE THEIR PRACTICE, THERE IS CURRENTLY NO MECHANISM THAT WOULD HOLD THEM TO ACCOUNT

This led on to questions about the levers for change that foundations have at their disposal. Revisiting ideas from the second meeting, it was felt that the data that exists doesn't reach trustees and so currently isn't an effective driver. Public or peer pressure might be a lever, but this can only exist where foundations understand the issues well enough to know what good and poor practice looks like. Other arguments centred around effectiveness, reputation, and the moral imperative. In each case, case studies can help.

The theme of accountability ran through each case. Even where foundations are making efforts to improve their practice, there is currently no mechanism that would hold them to account and call out poor practice. Some suggested that this could be a role for the regulator or for the products of Stronger Foundations, and others pointed to initiatives like Grant Advisor and the Grant Givers' Movement that draw attention to issues within aspects of foundation practice. One such mechanism might be to create a set of minimum standards for foundation practice, below which was considered unacceptable.

MEETING 6

DO FOUNDATIONS CONSIDER DISABILITY?

At the sixth meeting, the group focused on disability and whether foundations consider it within their approach and practices.

Tracey Lazard from Inclusion London demonstrated the importance of supporting organisations led by deaf and disabled people (DDPOs). Tracey shared her take on how the advances of the disabled rights movement were being dismantled, with the government's policy of austerity reversing progress and with a rise in hostility towards disabled people. She said that DDPOs are the engine for disability rights and have a significant strategic importance, adding *"we need to keep hold of what is disappearing"*.

With specific regard to foundations, Tracey listed the barriers to improving practice as a lack of understanding and awareness, and poor engagement with DDPOs and communities. She

also questioned the extent to which foundations address and reflect the needs of disabled people, and how accessible foundation processes really are. Tracey encouraged foundations to engage with experts (especially experts through lived experience), review processes and funding patterns, work closely with disabled people to take action both internally and in funding programmes, and use their leverage to improve practice in other organisations.

There were some strong challenges arising from the presentation. Some questions pointed to foundations' internal practice, for example whether foundations have recruited disabled people onto their boards in a tokenistic way, and whether mechanisms were in place to truly include the voice of disabled people. Other, though not unconnected, questions related to foundations' funding practices such as: are grants sufficient to cover the costs of adapting projects to support disabled people's needs, including the necessary technology? Are grants made to organisations led by disabled people, rather than acting on their behalf? Is supporting disabled people seen as a social rights issue, or charity?

As with the previous meeting, discussions tried to identify a starting point to apply a disability lens to existing practice. The board was felt to be key – both as a positive driver and as a barrier to exploring new ways of funding or operating – but that the onus often rested with staff to take action. It was suggested that a good first step can be to fund a user-led organisation, and use learning from that experience to inform conversations with the board. However other barriers include a lack of trustees' understanding of the difference between user-led and user-involvement, and a lack

MEETING 6

of spending on the foundation's staff (in favour of greater grants budgets) that can hamper efforts to be more inclusive.

Overall, a change in mindset for the whole organisation was seen as necessary to engage with DDPOs. Processes can help with this, but passion was suggested as the real driver, and having internal champions could be a way to bring about change. The importance of enforcement and – again – accountability were also thought to be necessary, though it was observed that in this area, the law and the strong appetite among the disability movement to see change could both act as mechanisms for accountability.

In terms of processes, there were a number of small changes suggested that could unlock wider conversations about disability, for example: making processes more flexible, looking at how clear guidelines are, checking the technology works (e.g. that forms are compatible with adapted devices and specialist software), making interview questions available in advance, and asking questions on applications that separate those led by disabled people from those that aren't. Making small changes was thought to be a useful way to bring about deeper conversations about applying a disability lens to grant-making and practice. But interventions need to be meaningful, not tokenistic.

The group reflected candidly on the barriers of applying a disability lens. Some felt it was not easy to address issues relating to all forms of diversity, and there was sometimes a tendency to focus on one or two – often leaving disability further down the agenda. Others commented that the volume of applications or the breadth of their coverage meant that it was a challenge to get to know organisations to the depth necessary to truly engage with disability and DDPOs. There was also a sense that when it comes to disability, 'someone else is doing it', or that it might not have the traction or urgency that other issues may present. The group acknowledged that the lack of disabled people's voices in their processes was a contributing factor to these perceptions.

The energy and passion ignited in this session was palpable, and the need to continue conversations around disability internally was felt to be pressing. The group suggested there was a role for ACF in sharing how foundations were approaching the issue and the learning from different interventions.

IN THIS AREA, THE LAW AND THE STRONG APPETITE AMONG THE DISABILITY MOVEMENT TO SEE CHANGE COULD BOTH ACT AS MECHANISMS FOR ACCOUNTABILITY

MEETING 7

USING YOUR OWN POWER



Members of the working group consider how to use their own power to create change

For the group’s final session, there was no external speaker; instead the group reflected on the ground covered so far and focused on how to take individual action within their own roles.

To frame the conversation, the group looked at the ‘Power Moves’ framework, a suite of resources designed by the US-based National Committee for Responsive Philanthropy (NCRP). The framework explores three dimensions of power: building, sharing and wielding, as well as offering practical steps, principles of good practice, and questions to guide discussion.

‘Power Moves’ identifies measures to address issues of power as a journey towards equity on which there are different milestones. In building power, milestones include changing governance arrangements and decision-making, and focusing the foundation’s approach to and priorities for funding. In sharing power, milestones include wider support and engagement beyond the grant, building equitable relationships, and communicating openly. In wielding power, milestones include convening, amplifying the voices of others, and collaborating with a range of stakeholders.

ACF had collated the main issues the group had identified over the course of its meetings. The group then discussed which of the issues required systemic change, which would be hardest to address, and which could be addressed more easily (the ‘quick wins’). It was felt that priorities for systemic change were removing accidental bias in grant-making and other foundation activities and handing over power by bringing in others, and that keeping boards informed on DEI data and improving recruitment policies were priorities as ‘quick wins’.

In later discussions, it was found that the ‘quick wins’ may not be so straightforward, with more thought required as to how to approach both issues in the most effective way that does not meet with resistance. In both cases, however, it was felt that there already existed resources, tools and good practice, and the challenge was to ensure boards engaged with them. To do this, the case needs to be made – whether that is a business case, an incentive for change, or a moral imperative.

MEETING 7

In discussing power sharing, the group considered how boards might feel differently about it to staff, especially in a family foundation where there is a personal connection to the organisation's wealth. Boards might be challenged to recognise that with their power comes responsibility, and 'loosening the reins' may be not just beneficial but necessary to achieve their goals.

However, it was felt that focusing too narrowly on foundation activity missed the wider context of their role and power in society. Foundations thinking of themselves as stewards within an unequal system might help them in understanding their power and responsibility in relation to issues of DEI.

The theme of accountability continued with thoughts around how to identify and call out bad practice. The idea of setting a 'floor' – a minimum standard of acceptable practice for all foundations – was floated in several sessions, but this could only work if there was a way to question unacceptable practice. There may be a role for ACF in doing this, perhaps through Stronger Foundations and its outputs, or other platforms like Grant Advisor (where civil society organisations can leave anonymous reviews of foundations).

The last activity was to develop action plans to take forward the 'quick wins' and to bring about change on the systemic changes identified earlier. Several action plans involved gathering data, sharing best practice, and accessing training and expertise, and would require action from trustees and staff at every level. Barriers to implementing action plans might be internal culture, inertia or complacency, a fear of getting it wrong, and a lack of time and knowledge. The group concluded by acknowledging that conversations on DEI must continue and lead to actions, bringing in foundations that are not currently taking part in conversations.

FOUNDATIONS THINKING OF THEMSELVES AS STEWARDS WITHIN AN UNEQUAL SYSTEM MIGHT HELP THEM IN UNDERSTANDING THEIR POWER AND RESPONSIBILITY IN RELATION TO ISSUES OF DEI

FURTHER READING

► RESEARCH, ANALYSIS AND RESOURCES

- [Fund racial justice strategies, not just diversity \(2008\)](#), Philanthropic Initiative for Racial Equity
- [Reflecting on the Diversity in Philanthropy Project \(2009\)](#), Philanthropy Project
- [Analysis of Policies, Practices, and Programs for Advancing Diversity, Equity, and Inclusion \(2013\)](#), D5 Coalition
- [So You Want to Collect Demographic Data: Getting Started \(2015\)](#), D5 Coalition
- [Charity Governance Code, \(2017\)](#)

- [Diversity in the Charity Sector \(2018\)](#), ACEVO
- [Walking the Talk on Diversity \(2018\)](#), NPC
- [Power Moves: Your essential philanthropy assessment guide for equity and justice \(2018\)](#), National Committee for Responsive Philanthropy
- [From Words to Action: A Practical Philanthropic Guide to Diversity, Equity and Inclusion \(2018\)](#), GrantCraft
- [Making the case for Racial Equality: The potential and limits of 'framing' \(2018\)](#), Runnymede Trust
- [Is Britain Fairer? The State of Equality and Human Rights 2018 \(2018\)](#), Equalities and Human Rights Commission

- [Inclusive Impact: the state of diversity in the social impact sector, \(2018\)](#) Diversity Forum
- [Let's Talk About Race: Lessons from the Civil Society Futures Inquiry, \(2018\)](#), Brap
- [Civil Society Futures: The Independent Inquiry, \(2018\)](#)
- [The Manifesto: A Working Charter for the UK Social Investment Sector \(2018\)](#), Diversity Forum
- [Making diverse count in the charity sector, \(2019\)](#) ACEVO
- [Power dynamics in grant-making \(2019\)](#), New Philanthropy Capital

► ARTICLES AND BLOGS

- [What the Heck Does "Equity" Mean? \(2016\)](#), by Kris Putnam-Walkerly & Elizabeth Russell, Stanford Social Innovation Review
- ["But wait, I'm woke!": The trials of the white male manager \(2017\)](#), Guppi Bola
- [White People in Philanthropy – This Is Our Move \(2018\)](#), Pamela Shifman, Director, NoVo Foundation
- [Why We Need to Stop Talking About Equality! \(2018\)](#), Fozia Irfan
- [Why #CharitySoWhite is a call to action, not an accusation \(2019\)](#) Collette Philip, Third Sector