

Paul Hamlyn Foundation Diversity, Equity and Inclusion (DEI) Action Plan 2020 - 2023

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

<i>What we do now</i>	<i>2020 - 2021</i>	<i>2021 - 2022</i>	<i>2022 - 2023</i>
Make an implicit commitment to DEI in the 2015 version of strategy and values	Publish a refresh of our strategy, which will make clear our commitment to diversity, equity and inclusion	Create the space and language to discuss, work on and understand what DEI means for PHF and its work internally and externally	
Have joined the DEI Funder Collaboration to work on and better understand how DEI relates to our work	Publish a DEI statement and action plan to sit alongside our strategy, agreed by the Board	Design and roll out a programme to embed and deepen DEI understanding, reviewing its efficacy with the Board, our DEI Advisory Group and PoC staff network	Continue to refine and roll out training programme, reviewing efficacy with the Board, our DEI Advisory Group, PoC staff network
Have established an internal DEI Advisory group	Invest in an external learning partner to support and challenge to embed and deepen DEI understanding across the organisation, tender 2020		
Provided unconscious bias training for our staff	Selection of learning partner, with involvement of Board and DEI advisory group		

Resources needed

*Budget for learning partners and training providers

*Staff time to attend and participate in advisory group meetings

*Staff time to attend and participate in training

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

<i>What we do now</i>	<i>2020 - 2021</i>	<i>2021 - 2022</i>	<i>2022</i>
HR Committee reviews data and policies relating to staff retention, pay, employment, which includes consideration of DEI impact	Create a formal annual review point at Board to reflect on our DEI performance and practice and progress against our action plan	Review and reflect on our DEI performance and practice against our action plan	Review and reflect on our DEI performance and practice against our action plan
We provide inclusive office and facilities (including workstation assessments, gender neutral and wheelchair accessible toilets; lift access; hearing loop)	In response to staff requests, we will facilitate and adequately resource staff networks that address inclusivity and help us achieve our DEI objectives	With support from our DEI consultant, commission a race equality audit and act upon its recommendations	Continue to implement recommendations from race equality audit
We have a payment schedule for suppliers that recognises the needs of small businesses	Commission an accessibility audit and act upon its recommendation		Commission an accessibility audit and act upon its recommendations
We have an induction process, which includes compulsory basic DEI training	Create an inclusive events policy and check list		

Resources needed

*Budget for accessibility audit

*Budget for race equality audit

*Budget for staff networks

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)

<i>What we do now</i>	<i>2020 - 2021</i>	<i>2021 - 2022</i>	<i>2022 - 2023</i>
Collect and monitor data on diversity of staff	Extend data collection and monitoring to Board and advisers	Continue to publish our DEI staff, advisers and Board data	Continue to publish our DEI staff, advisers and Board data
Collect and monitor on the gender pay gap	Extend to collect and monitor race pay gap		
Publish biographies of our staff, advisers and Board	Publish our DEI staff, advisers and Board data, explaining why it is important to do so – by March 2021		
Collects data on our grant making by topic and geography, and publish in this in our annual accounts and 360Giving	Agree a methodology and collect data in relation to leadership of organisations we fund - to be implemented by end of 2020/2021	Agree a methodology and collect data in relation to communities served by organisations that we fund – for roll out from April 2021	Publish DEI data in relation to our grant making
	Participate in cross sector work with other foundations on best practice in monitoring and data collection	Collect data on speakers at our events	

Resources needed

*Budget for administration for increase in coding and data collection

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

<i>What we do now</i>	<i>2020 - 2021</i>	<i>2021 - 2022</i>	<i>2022 - 2023</i>
Apply DEI practices to our approach to recruitment and retention of staff, and monitors and reviews outcomes (e.g. where we advertise; transparent pay; review job requirements, exit interviews)	Formalise the process of auditing skills and experience in recruiting trustees and advisers	Consider whether we should set targets in relation to representation and if yes, agree those targets	
Review and seek to enhance the diversity of our board, advisers and staff teams (e.g. consider skills and experience when recruiting trustees and advisers; participate in 2027 programme)	Use the opportunity provided by the Governance Charity review to explore the creation of a Vice Chair to provide more support and representation for trustees	With our learning partner, interrogate what tailored support may be useful for trustees	
Have an induction process for all appointments to provide some 'onboarding' support	Nominate a Trustee to champion DEI work at Board level, advocating and overseeing the work of the Executive as well as leading the Board's own change process		
Provides professional development budgets to all staff	Provide budgets for staff networks to access for targeted support		

Resources needed

* Budget for staff network

*Tailored training

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

<i>What we do now</i>	<i>2020 - 2021</i>	<i>2021 - 2022</i>	<i>2022 - 2023</i>
Funding seeks to address structural inequalities through commitment to supporting voice and agency, growing emphasis on asset-based approach and work in the policy/advocacy/comms space	Use DEI principles to examine <i>what</i> we fund and why: <ul style="list-style-type: none"> • Use a range of techniques (including theories of change, landscape scanning, consultation) to determine DEI inequalities for the areas where we focus and use this to inform and refine our grant-making decisions with the explicit aim of seeking to tackle the root causes of these inequalities • Share this information publicly and engage a wide range of stakeholders in these processes. • Make a specific commitment to engaging with people with direct, lived experience of the issues we are concerned with to extend our reach • Maintain our commitment to Backbone funding as a form of funding that we know is crucial to sustaining the infrastructure of our sectors, particularly in respect of groups working for greater equality, and is not readily available from other sources 		
Funding seeks to develop and provide services for those who are most experiencing inequalities and their impact	Use DEI principles to examine <i>how</i> we fund <ul style="list-style-type: none"> • Commission an independent impact assessment of our funding processes to ensure they are open, not susceptible to bias, and accessible to as many people as possible - In 2021 • Commit to implementing the findings of the review in a timely fashion – in 2021 and 2022 • We will work with others across the foundation sector to develop best practice in this area and adopt these principles as they are developed 		
Provide access support for disabled applicants	Improve our communications about the support available		

Resources needed

*Budget for impact assessment of funding processes

*Time and resource to implement recommendation

*grants budgets for DEI projects and programmes

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

<i>What we do now</i>	<i>2020 - 2021</i>	<i>2021 - 2022</i>	<i>2022 - 2023</i>
Some blogs and public speaking that acknowledge the power dynamics and discuss how PHF is beginning to consider its DEI responsibilities and accountabilities	Create and publish a DEI statement and action plan, with clear and measurable targets and outcomes – by Autumn 2020	Undertake an annual review of progress, report it to Board and summarise this as part of the annual report – annual report published in July 2021 and then annually, tracking against previous years	Annual review of progress, report it to Board and summarise this as part of the annual report – annual report published in July 2022
Joined Funder DEI Coalition, which makes a public commitment to DEI principles and acknowledges work needed	Ensure our commitment to DEI and our values are clear through all of our communications online and in print – by Autumn 2020	Review and refresh our website and associated communications platforms to ensure they are simplified, accessible and no-discriminatory – in 2021	Monitor usage of website
Have an open use policy, which enables anyone to access content free of charge	Work with staff to examine and change our language with regard to race and race equality – by Autumn 2020	Develop a communications plan for our DEI approach and use of language – in 2021	
		Develop an outreach strategy using different communications channels, working with umbrella groups and equality organisations to ensure reach – in 2021	

Resources needed

*Budget for website and communication platform redesign

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

<i>What we do now</i>	<i>2020 - 2021</i>	<i>2021 - 2022</i>	<i>2022 - 2023</i>
Participate in the Centre for Effective Philanthropy grantee and applicant survey once every three years and publish findings and response		Participate in the Centre for Effective Philanthropy grantee and applicant survey	
Consult the organisations we fund through residential programmes, learning partners, evaluations in development and delivery of grants programmes		Explore and make a decision about whether we need another/additional feedback, appeals and challenge mechanisms	
Fund and participate in the GrantAdvisor UK programme	Decide whether to continue GrantAdvisor pilot		
Have a complaints process in place	Make our complaints and appeals procedures visible - by end 2020	Report on and publish our response to complaints and feedback	Report on and publish our response to complaints and feedback

Resources needed

* Budget for CEP survey

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

<i>What we do now</i>	<i>2020 - 2021</i>	<i>2021 - 2022</i>	<i>2022 - 2023</i>
Have started to develop a PHF response to key issues e.g. signatories to public letters and campaigns; forwards to policy papers and reviews; commissioning of reports and data analysis	Develop a comprehensive influencing strategy and ensure DEI is at the heart of this – by March 2021	Explore the mechanism for DEI accountability in our supply chains	
Use our membership and support of Share Action to influence for change in our investment portfolio	Take part in partnerships and coalitions that champion DEI in the trusts and foundations sector and beyond	Use our influence to challenge others on representation on panels and events that we are asked to attend	
Use our online platforms to highlight, advocate for and celebrate the work of those we fund	Extend our work with Share Action to create a specific DEI focus to this influencing work		
Fund convening that brings together key actors to hear and learn from others			
Is a Living Wage Funder			

Resources needed

* budget to support DEI influencing with external partners

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

<i>What we do now</i>	<i>2020 - 2021</i>	<i>2021 - 2022</i>	<i>2022 - 2023</i>
Have joined the Funder DEI Coalition and made a commitment to actively participate at the most senior level for the next three years	Work with the emerging ACF Funder Collaboration Hub to respond to the call for collaborative action in response to recovery from COVID19	Continue to be open to partnership, prioritising those that are seeking to implement DEI practices	
Are members of and are funding the funders for Race equality data mapping audit tool	Continue to be open to partnership, prioritising those that are seeking to implement DEI practices		
Are partners in UnLtd's Leaders with Lived Experience work	Active participation in the Funder DEI Coalition	Active participation in the Funder DEI Coalition	
Are funding partners in the Young Trustees Movement, alongside Blagrove Trust, Esmee Fairbairn Foundation, Co-op Foundation and Zing			

Resources needed

* Time and resource for staff to engage in partnerships and collaborations