

Summary report on three-year Diversity, Equity and Inclusion Plan

Introduction

This report is a summary of progress against our three-year Diversity, Equity and Inclusion plan. This plan was first published in December 2020, based on [ACF Pillars of Stronger Foundation Practice](#) structure. We committed to sharing our progress each year; this is the final report.

Since the plan was first written, much has changed in our approach to diversity, equity and inclusion. Our learning programme in 2021 produced a number of points for development and improvement, alongside further recommendations from our People of Colour staff network. We have shared updates in our Annual Report and across our communications channels.

The Board took a more proactive approach in 2021; moving from four to six meetings a year, increasing our budget in this area, and re-stating our central strategic commitment; that diversity, equity and inclusion needs to be at the heart of everything we do as an organisation.

In 2022 we set up a **Coordination and Delivery Group** for our diversity, equity and inclusion work, which involved trustees alongside members of staff. The intention of this group was to prioritise key areas of activity (particularly related to the recommendations of the learning programme and People of Colour group) taking a task-and-finish approach. This group focussed on actions under four key headings – staff experience, communications, coordination and learning and we have a separate learning report on this activity.

These crucial shifts through the progression of the three-year plan mean that it does not capture the full breadth of work taking place in the Foundation, or elements of the ‘Stronger Pillars’ structure, whilst useful as a starting point has not allowed key areas such as culture to be well represented. However, it has been helpful to return to this report and think about what planning tools might be most effective for us in the future to assess our progress.

We have changed the make-up of the Senior Leadership Team, with a Chief Operating Officer role with a greater emphasis on strategic planning and a new Director of People and Culture role. We have started a DEI Staff Forum to provide a different space for staff engagement. We also appointed a new Director of Grants who started in September 2022 who has a remit to reshape our grant-making so that there is even more emphasis on the needs of the groups we serve. This will give us more capacity to help make our work more visible, understand more clearly if we are making progress and ultimately hold ourselves to account. We look forward to sharing our learning with the sector as we go.

Note: The table below is structured on [ACF Pillars of Stronger Foundation Practice](#). The text in the coloured box is the ACF definition of what 'good' looks like

<p>1. INVESTS TIME AND RESOURCES IN UNDERSTANDING AND DEFINING DIVERSITY, EQUITY AND INCLUSION (DEI)</p> <ul style="list-style-type: none">· 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
<p>Over the three years our approach to learning and our strategic commitment have been refined and grown in scale. We have worked with external facilitators and included all staff and trustees in learning. We have also had one-off sessions on key subjects. Increasingly we are building a strong DEI learning theme into all of our corporate and team learning. We have recognised that discrimination and unconscious bias can exist in the Foundation, and we have learnt that it is crucial to get the leadership of this right and to address power, privilege and issues of bias so that it is not a top-down and potentially harmful process. We still have a way to go embed this approach with staff and trustees and the new DEI staff forum will be a crucial vehicle for making this happen, as well as dedicated capacity in the shape of a new post, Director of People and Culture.</p>
<p>2. PRODUCES AND REVIEWS STRATEGIES THAT WILL IMPLEMENT DEI PRACTICES</p> <ul style="list-style-type: none">· 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
<p>There has been consistent engagement at Board level over the three years and the development of a strategic group (of which trustees are a part) to take forward the work. Recruitment procedures have changed radically and we are in the process of reviewing all HR policies. There is still work to be done on procurement and contracting (although we have developed more equitable approaches where possible). We are committed to inclusive leadership/ management training as well as greater focus on effective systems for speaking-up on issues of racism and /or bullying - this work will kick off when our new Director of People and Culture joins in the Autumn. We have done a very comprehensive audit of accessibility of our London office building and are taking accessibility principles into our new website. We have</p>

started to change our grant-making practices (you can read about some of this work [here](#).) and we will build in ways for this to be informed by the differential needs of different communities taking an anti-oppression and antiracist lens.

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)**

PHF has made a significant commitment to data capture over the last three years. We have collected information on the demographics of all applicants and grantees where they have chosen to give it (this is voluntary). We have undertaken the Funders for Race Equality Alliance (FREA) audit of our grant-making in [2020/21](#) and [2021/22](#), and have actively responded to the FREA data by changing our criteria and approach in some funds. We have also audited our board and staff and shared this information publicly (including pay gap data). We undertook a very extensive analysis of all our grant-making through the Center for Effective Philanthropy (CEP) [Grantee and Applicant Perception Report](#) in 2022 which highlighted crucial areas where people from different communities has less good experiences of the foundation - we will respond to these findings to ensure improvement.

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**

We have continued to diversify our staff body over this time, following a commitment to changing recruitment practices and encouraging more diverse applicants. We have also improved our induction processes (in part to help support retention) and we have started to collect reflections on our DEI work through the performance appraisal process. Our Board is also more diverse, and we have undertaken open recruitment to the Board for the first time. We have [shared data](#) on the make-up of our staff and trustees and data on pay gaps.

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**

Over this period our grants teams had made significant efforts to understand their portfolios, how bias may or may not show up and where our processes can be refined. This is reflected in our grant-making which clearly shows we are supporting more groups with leaders with lived experience of the issues that concern social justice. We have also undertaken some radical approaches to listening and convening - such as a residential for organisations working in the migration field, or the [Collaborative Inquiry for Lived Experience](#). We are about to review our grant-making strategy and will build in responsiveness to the CEP strategy and a strong focus on reducing barriers and engaging with our users, taking an equity and trauma-informed lens.

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**

We have tried to regularly publish information on our DEI work including in our trustees' [annual report](#), our [DEI action plan](#) and [annual review of progress](#). We have also shared some of our learning in [blogs](#) and other fora.

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**

We have continued our commitment to understanding how our grantees and applicants see us and try to understand this through a DEI lens. Our recent CEP [Grantee and Applicant perception survey](#) does show differential experiences with some groups and we will look carefully at what sits behind these responses and how we might change. We continue to have different practice in all teams and there is some very well developed engagement and listening practice and in general this is an area where the Foundation is seen as relational, open and responsive.

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**

This is an area where the Foundation has sought to be clearer about our position, more vocal and more likely to speak publicly. We have tried to do this through our social media platforms as well as funding organisations who are expert in this work. We are very active in funder collaboratives and sharing our practice to encourage other to address DEI strategically. We have supported [FREA](#) and the [Foundation Practice Rating](#) as methods of supporting change across the sector.

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**

We have tried to support collaborative initiatives in this space and lead on this where we feel we have competence. We are always keen to promote the importance of this work and to advocate for change across the sector and the system – specifically our support for the Foundation Practice Rating, [Ten Years Time](#), the [Good Ancestor Movement](#), the [Baobab Foundation](#), [Create Equity Fund](#), [NEON](#) all work in this arena.