

John Ellerman Foundation

Diversity, Equity and Inclusion Policy

Policy statement

We believe that diversity, equity and inclusion (DEI) must be applied to all that we do, which can be summarised as: our recruitment, retention and progression of staff and Trustees; the management of our underlying endowment; our grantmaking; our internal and external communications; and our analysis of the derivation of our wealth through our History Project. This Policy provides a framework (or guiding principles) through which DEI can be applied or considered in these areas. We have opted for a framework approach in recognition of the fact that we are a small organisation and DEI-related work is constantly evolving.

This Policy has been informed and influenced by work happening externally, such as the Association of Charitable Foundation's (ACF) Stronger Foundations [report on DEI](#), our work supporting the [Foundation Practice Rating](#) and the [DEI Data Standard](#), and the learning journey we have embarked upon as a funder of Resourcing Racial Justice, which includes DEI Accountability Plans that we have been implementing since January 2021.

Like many of our peers, we recognise that the failure to prioritise and improve DEI practices within institutional philanthropy and the wider charity and philanthropic sectors has led to the inequitable distribution of funding. As a sector, this failure manifests itself primarily through our non-diverse staff teams and Boards, and the ways in which our funding practices, processes and cultures disproportionately disadvantage marginalised groups – among the very groups we seek to support through our funding in the first place.

Staff and Trustees have a duty work with the Foundation to ensure that this Policy is effective in ensuring equal opportunities and in preventing discrimination. All forms of discrimination are unacceptable, regardless of whether there was any intention to discriminate or not. If staff, Trustees or an external stakeholder working with us have any concerns that suspected discriminatory acts or practices or cases of bullying are happening, they should discuss this with the Director and/or Chair. The Fraud and Whistleblowing policy and the 'Employment' section of the Foundation's policy handbook may also offer support in such scenarios.

How to use this policy

This policy is iterative and has been developed in a way that outlines what is happening already within the Foundation in relation to DEI, as well as demonstrating what we are planning to do for the future. Alongside this Policy, we have a DEI Accountability Plan that we set up in January 2021, which is reviewed and approved by the Board each year, and outlines the practical steps we are taking to progress DEI across our work.

The Director is responsible for ensuring all aspects of this Policy are delivered, with the DEI Lead Trustee on the Board. That said, the success of this Policy ultimately relies on unanimous support from Trustees and staff.

What is DEI

The following definitions have been copied verbatim from [ACF's DEI Report](#) (page 13), and they were adapted by ACF from Grantcraft's 2018 report 'From Words to Action: A practical philanthropic guide to diversity, equity and inclusion'.

"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'.

Recruitment, retention and progression of staff and Trustees

We are striving to be an employer that champions and role models equal opportunities and inclusion, as well as recruiting based on aptitude and ability. From 2022 onwards, we have agreed to collect the diversity data of staff and Trustees (previously we only collected this data for Trustees), and share this information in our Annual Report and Accounts. However, given the small size of our staff team and Trustee Board, we will not share any information that risks identifiable information they may not wish to share becoming publicly known. We will use the data to inform our thinking when going out to recruit to vacancies, and state on adverts if we are looking to encourage applications from particular groups that are not currently well-represented within our organisation. We will also consider whether we would like to develop and publish public facing plans or targets about if or how we might diversify our staff team and Trustees.

When recruiting we will consider best and promising practice in relation to DEI, such as:

- anonymised applications and shortlisting
- promoting roles within networks with reach into groups that are not well-represented in the organisation
- writing adverts, job descriptions and person specifications that are inclusive
- making explicit reference to wanting to encourage applications from people with diverse backgrounds
- offering reasonable adjustments to accommodate interviews and future working needs (e.g. hybrid working).

We ensure that all our staff and Trustee roles are recruited to formally and externally, with all salaries and benefits stated explicitly and a clear reference to the accommodations can be made for example for disabled people or people managing health conditions or caring responsibilities etc. We carry out recruitment both in-house and using external recruiters. On the latter, we ensure that the recruiter has robust and effective processes in place in relation to DEI and that they have a strong track record in placing diverse candidates in organisations.

The staff, Trustees and/or recruiters responsible for shortlisting, interviewing and selecting candidates are clearly informed of the selection criteria, and of the need for their consistent application. All applicants are interviewed by at least two people. All questions that are put to the applicants relate solely to the requirements of the job. If it is necessary to assess whether personal circumstances affect the performance of the job, this are discussed objectively, on the basis of the requirements of the job. For example, if there is an occasional requirement to work during the evening, *all* candidates will be asked whether they can meet this requirement.

When appointing, training, developing and promoting staff (or Trustees) this is on the basis of aptitude and ability primarily. Where someone might require reasonable adjustments, we do all that we can to accommodate these, as we believe that those working for us are entitled to a working environment which promotes dignity and respect to all, and all are responsible for ensuring that such an environment exists. No form of intimidation, bullying or harassment is tolerated. All terms of employment and benefits etc. are reviewed from time to time, in order to ensure that there is no unlawful discrimination on the grounds of any of the protected characteristics.

To support the retention and progression of our staff and Trustees, we ensure that alongside sustaining an empowered and positive organisational culture, they receive a proper induction (including a subsequent probation period), training, regular supervision and appraisals and an up-to-date Policy Handbook. Where there is the opportunity for promotion, we consider all suitable candidates internally and externally regardless of their protected characteristics. Ultimately, all employees are helped and encouraged to develop their full potential.

We are committed to making reasonable adjustments for members of the team and Trustees that require this, including those who find themselves in changed circumstances in relation to the area of disability. Reasonable adjustments are made in partnership with the individuals concerned, and if this is not possible then we seek expert legal and HR advice to determine our best next steps.

Management of our underlying endowment

We adopted our current Investment Policy in 2020, and the management of our underlying endowment forms an important part of our Strategy for 2022-25. The Investment Policy and Strategy challenge us to think deeply about the ways in which we seek to ensure that our investment decisions are not poorly aligned to our organisational aim, values and funding categories.

We are currently invested in a way that takes into account environmental, social and governance (ESG) factors alongside financial returns. These funds do consider DEI

in their decision making on what organisations to invest in on our behalf, e.g. by considering Board and staff diversity of organisations.

However, at present, our focus with our fund managers is to consider the ways in which we can effectively challenge investments that are exacerbating the climate and nature crises and therefore limit our ability to reach global net zero targets.

By 2025, we will have a clearer idea about what responsible investing means to us in terms of DEI too, by learning from what we are already doing and continuing to have much needed conversations internally and with those we work with externally about this.

Our grantmaking

The following initiatives support the ways in which we consider DEI in our grantmaking:

- IVAR's Flexible Funders pledge, of which we are a signatory
- The DEI Data Standard
- ACF's Stronger Foundations pillar on DEI
- The Foundation Practice Rating
- Our work with the Resourcing Racial Justice funder collaboration
- Our independently commissioned perception audits with our grant-holders and applicants.

We also receive a great deal of feedback and insights on our grantmaking and DEI in relation to our grantmaking through our interactions and work with our peer funders, grant-holders and applicants.

These initiatives and interactions feed into our annual formal reviews of our funding literature and processes, in terms of:

- our funding guidelines
- our online application portal
- our website material
- our pre-application advice offer
- our grant support process in terms of a named point of contact, payments and progress reporting.

This review includes a consideration of DEI and how we can make our processes more inclusive. This has resulted in a myriad of changes like offering our funding guidelines in the Welsh language and providing more information on our application process.

We are also committed to learning if we are failing to support particular organisations led by or working with and for communities from different diverse backgrounds within our grantmaking – be that through a lack of applications in the first place from such groups, or the Foundation not progressing their applications. To this end, we are currently collecting numerical data on this and this will be used to inform action in terms of how we promote our funding to these groups, offering guidance and pre-application support in different formats, upskilling ourselves so we are better able to engage with these groups and understand the needs of their sectors, and outlining

on our website more ways in which these groups can get in touch with us (specifically disabled people).

Internal and external communications, including reporting

This is a public policy, as is our strategy, and reflects our commitment to transparency and accountability in relation to DEI. We are active contributors to sector-wide discussions on power, racial justice and DEI, and use these discussions, along with other relevant discussions, to share what we are doing on DEI and to learn from others. We also write about DEI, and what it means to us, externally, through our Annual Report and Accounts, our Strategy for 2022-25, and some of our blogs posted to our 'Updates from the team' webpage.

Origins of our wealth

We are committed to learning about the origins of our wealth, in terms of the business and philanthropic histories and the lives of Sir John Ellerman I, Sir John Ellerman II and Bryher Ellerman. We are conducting this research with transparency, and have externally-commissioned researchers delivering this work since November 2021. The researchers are building on some previous work carried out by the Foundation to learn about our history too. The researchers work with the Director, a Project Advisory Group made up of two external and independent researchers, and Trustees as needed (including a lead Trustee and deputy lead Trustee on our history) to explore any DEI-related matters that arise from this research, including how to share any such information externally and consideration of how to resolve these in the present day.

Monitoring and review

This policy will be reviewed every three years, or as new legislation comes into force.