



MANIFESTO FOR CHANGE

**WE ARE
THE FACE
OF CHANGE**

**CHANGE
COLLECTIVE**

THE CURRENT SITUATION

The fundraising profession is less diverse than the charity sector as a whole, and less diverse than UK society.

Throughout the profession there is under-representation of BAME, LGBT+ and disabled people and men, with unequal progression for women fundraisers.

A full-length portrait of Joyce Fraser, a Black woman with voluminous curly hair, wearing a dark brown fur coat and a black scarf. She is holding a cane in her left hand and standing in front of a multi-colored brick wall. A white geometric graphic element, consisting of a square with diagonal lines extending to the left and bottom-left edges, frames the text on the left side of the image.

**WE ARE
THE FACE
OF CHANGE**

Pictured: Joyce Fraser



**WE ARE
THE UNITED**

Pictured: Sam Butler

A portrait of a woman with dark, wavy hair, wearing a mustard yellow turtleneck sweater. She is looking directly at the camera with a neutral expression. The background is a blurred indoor setting with windows and lights.

**WE ARE THE NEW
REPRESENTATIVES**

Pictured: Harpreet Kondel

OUR VISION FOR AN EQUAL, DIVERSE AND INCLUSIVE PROFESSION

01

The Institute of Fundraising (IoF) is the professional body for fundraisers and fundraising organisations in the UK. Our vision is excellent fundraising for a better world. We believe an equal, diverse and inclusive fundraising community is integral to delivering excellent fundraising. Our Strategy 2017-21 sets out a strategic objective to develop fundraising as a respected career that attracts and retains talent from diverse backgrounds. We believe there is a legal, moral and business case for having a diverse fundraising workforce, and that a more equal and inclusive culture will deliver better overall outcomes for fundraising and excellence in fundraising practice. In order to help us take forward this strategic objective we established an Expert Panel on Equality, Diversity and Inclusion (EDI) to advise us, and develop a long-term strategy. To underpin the strategy the Panel has developed this high level Manifesto for Change, which the IoF Board has adopted, to guide our work over the next 10 years.

THE ISSUE

02

The fundraising community, and our membership, is systemically unequal. Fundraisers are overwhelmingly women, white and middle class. BAME, LGBT+ and disabled people are under-represented, and women, although constituting the majority of the workforce, do not constitute the majority of people in senior or leadership roles. The IoF itself, as the professional body, reflects these inequalities within our membership and governance structures. That needs to change, and it will change.

03

OUR APPROACH

We believe that the IoF must be a thought leader, enabler and catalyst for change – confidently challenging the issues when necessary and showing overall leadership on this issue for the fundraising community. We know that this journey will not always be a comfortable one, and that no matter how hard we try we will get things wrong along the way. We also know that we cannot do this alone.

We need our individual and organisational members, and our corporate partners, to take up the challenge and take positive action to address the existing inequalities. We also need sector leaders, partner organisations, trusts and foundations, charity trustees, chief executives, human resource professionals and recruitment agencies to make this a priority, and allocate the necessary resources to make change happen.

04

OUR DESIRED OUTCOMES

This is a long term project, and there will be indicators of progress along the way. Our long term vision is for an equal, diverse and inclusive profession, where no matter what your personal characteristics, including gender identity, ethnicity, faith, age, class, sexuality, age or disability, or any and all intersectionalities of those characteristics, you will be “the right fit” for the fundraising profession.

Fundraising will be seen as a career of choice for people of all backgrounds. The profession will be equal, diverse and inclusive, and reflective of UK society, and this will be well evidenced and acknowledged. Progression within the profession will be based on merit, and there will be a more equal balance of men and women at all levels throughout the fundraising community.



**WE ARE THE
CREATIVE**

Pictured: Johnathan Ukueku

A portrait of a woman with shoulder-length, wavy, grey hair and bangs. She is wearing a black short-sleeved top and has a serious expression. The background is a solid blue color. A white geometric graphic, consisting of a rectangle with a diagonal line extending from its bottom-right corner, is overlaid on the lower right portion of the image. Inside the rectangular part of this graphic, the text "WE ARE THE OPTIMISTIC" is written in white, bold, sans-serif capital letters.

**WE ARE THE
OPTIMISTIC**

Pictured: Charlotte Fielder

**WE ARE
THE FRESH
PERSPECTIVE**



Pictured: Jonathan Levy

OUR VISION FOR THE PROFESSION

**An equal, diverse and inclusive profession
where everyone is the right fit**

OUR ENABLERS

- The fundraising community at all levels buys-in to the importance of EDI
- IoF has the skills, resources and commitment required to play an impactful leadership role on EDI, unafraid to lead and challenge
- Trustees, Chief Executives and HR professionals buy-in to the importance of EDI both within themselves and within their fundraising teams

OUR DESIRED OUTCOMES

- Entry into the profession is diverse at all levels
- Progression and retention within the profession is based on merit
- Fundraising is, and is acknowledged to be, an equal, diverse and inclusive profession

OUR KEY ACTIVITIES

ENTRY

1. Recruitment toolkit and training developed and available
2. IoF Charter on EDI for fundraising organisations, including banning unpaid internships
3. A powerful campaign to celebrate fundraising as a career of choice
4. Proactive approach to enabling more disabled people to become fundraisers
5. Research on the gender imbalance with a view to attracting more men into fundraising
6. Establish outreach to universities and colleges focussed on engaging diverse graduates

PROGRESSION

7. Establish and support affinity networks, and encourage larger charities to have their own affinity networks
8. Access Fund established to enable diverse fundraisers to take part in conferences, training and qualifications
9. Women into leadership programme researched and developed to ensure women are represented proportionately at senior levels
10. Encourage proactively communicated flexible working policies

INCLUSIVE PROFESSION

11. Deliver a powerful business, moral and emotional campaign for EDI
12. Role model/ambassador programme developed and rolled out of diverse fundraisers, CEOs and Trustees
13. IoF embeds EDI within its governance and programmes, including Fundraising Convention
14. Encourage, support and challenge others to drive forward EDI amongst CEOs and Trustees and charity workforce more broadly
15. Develop and champion case studies of success in relation to diverse and inclusive teams

A woman with shoulder-length brown hair and black-rimmed glasses stands on a city street. She is wearing a dark navy blue blazer over a black top and a thin necklace with a small pendant. Her hands are clasped in front of her. The background shows a blurred city street with brick buildings and a car. A white geometric graphic element, consisting of a rectangle with diagonal lines extending from its corners, frames the text.

**WE ARE THE
INNOVATIVE**

Pictured: Polly Shute

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