

THE 40 PILLARS OF STRONGER FOUNDATION PRACTICE

DIVERSITY, EQUITY AND INCLUSION

1. Invests time and resources in understanding and defining DEI
2. Produces and reviews strategies that will implement DEI practices
3. Collects, tracks and publishes data on its own practices and performances
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

► DIVERSITY, EQUITY AND INCLUSION

IMPACT AND LEARNING

10. Understands its mission and the impact it is seeking to achieve
11. Bases its decisions on evidence, including meaningful feedback and lived experience
12. Believes that everyone in the organisation has a role in the pursuit of impact and enables a culture of learning
13. Considers the whole toolbox in pursuit of impact
14. Proactively seeks to understand how its operations affect others, and seeks to avoid and redress harm
15. Learns from failure
16. Thinks collaboratively to pursue impact and advance its learning

► IMPACT AND LEARNING

STRATEGY AND GOVERNANCE

17. Has a deep understanding of its vision, mission and values and articulates them publicly
18. Continually strengthens its governance, including its diversity
19. Informs its strategy with diverse perspectives and a range of evidence
20. Designs its strategy to make the most of all available resources, and supports good governance in those it funds
21. Recognises the importance and implications of time
22. Is aware of the external context and its role in the wider ecosystem
23. Is accountable, open to feedback and responsive to challenge

TRANSPARENCY AND ENGAGEMENT

24. Understands the importance of transparency and engagement, and articulates its approach
25. Embeds transparency and engagement across all its activities
26. Enables an internal culture of transparency and engagement
27. Proactively engages external audiences
28. Makes the most of opportunities and initiatives that enable transparency and engagement

INVESTMENT

29. Understands that responsibility for its investments sits with each and every member of the trustee board
30. Prioritises its mission when setting investment objectives
31. Engages with and holds to account those managing its investments
32. Pursues transparency and responds to scrutiny
33. Actively seeks a variety of research and views to inform its approach to investment
34. Reviews its own time-horizon
35. Seeks to positively influence the behaviour of others in relation to its investment

FUNDING PRACTICES

36. Identifies and selects funding practices that are most likely to fulfil its mission, and designs its processes in accordance with its values
37. Recognises the unique and vital role of grant funding and is aware of the variety of grants that can be made and the implications of each type
38. Seeks to achieve positive impact beyond a financial contribution
39. Proactively strives to understand the effects of its funding on others, and seeks to avoid and redress harm
40. Regularly reviews its funding practices as part of a culture of learning, and thinks collaboratively to enhance its impact