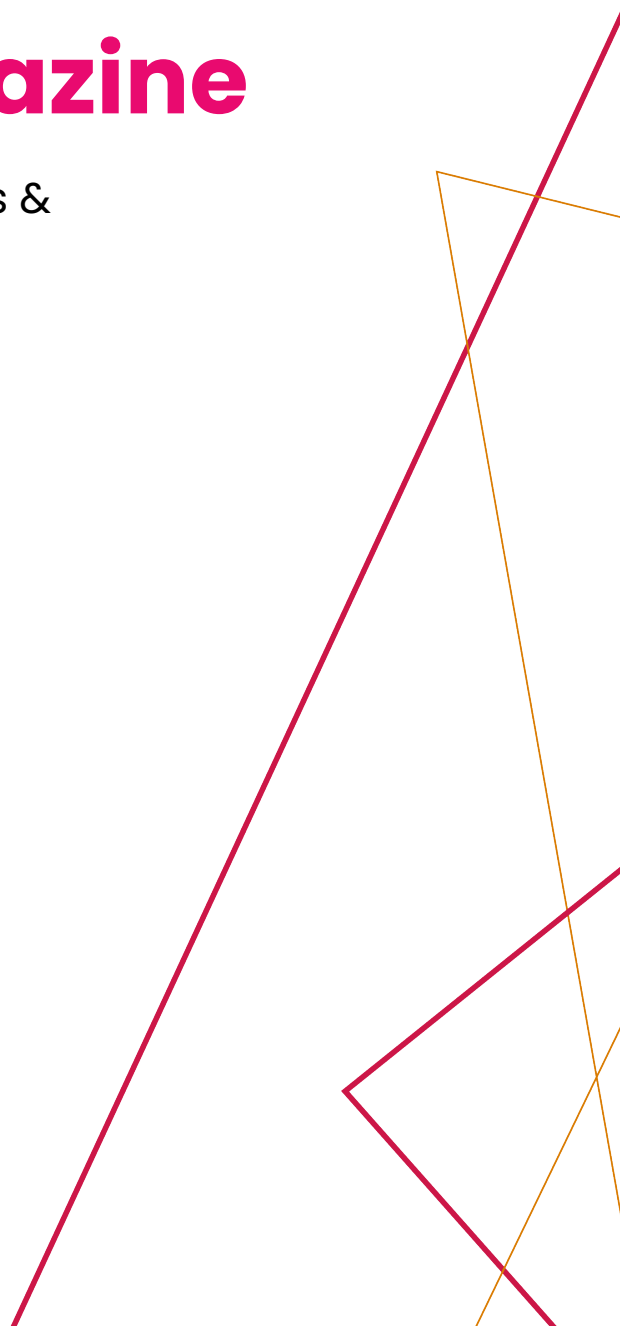


# EDI Audit for *Alliance Magazine*

Equity, Diversity, and Inclusion Findings &  
Recommendations

July 2023



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# Alliance Magazine EDI Audit Report

## Table of Contents

<b>INTRODUCTION</b> .....	<b>3</b>
<b>Key Findings</b> .....	<b>4</b>
<b>METHODOLOGY</b> .....	<b>6</b>
<b>GLOSSARY</b> .....	<b>8</b>
<b>FINDINGS</b> .....	<b>9</b>
Belonging and Culture.....	9
Diversity of Voices .....	18
Barriers for Contribution.....	22
Power, Purpose and Processes.....	26
Contributions.....	32
<b>RECOMMENDATIONS</b> .....	<b>35</b>
Recommendations for Belonging and Culture: .....	35
Recommendations for Diversity of Voices:.....	35
Recommendations for Barriers for Contributions:.....	35
Recommendations for Power, Purpose and Processes: .....	36
Recommendations for Contributions .....	36
Recommendations for Internal Policies.....	37
<b>APPENDIX 1 –Methodology:</b> .....	<b>41</b>
Qualitative Sampling .....	42
Interviews .....	42
Focus Groups .....	43
Document & Communication Strategy Reviews.....	43
<b>APPENDIX 2 – Demographic Survey information</b> .....	<b>46</b>

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## INTRODUCTION

*Alliance* magazine commissioned Impact Culture and the Social Justice Collective to conduct an Equity, Diversity and Inclusion (EDI) audit. The approach of the consultants is rooted in uncovering systemic and structural problems that are manifested in an organisation and centre the voices of marginalised people and let their experience shape priorities.

The objective of this audit was to understand current good practice, as well as challenges and barriers to fostering an equitable and inclusive culture and diverse contributions at *Alliance* magazine. This report provides the findings and recommendations from the EDI Audit, which took place from February 2023 till May 2023.

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## KEY FINDINGS

Overall, there was an overwhelming positive response on current EDI efforts from *Alliance* magazine

*"I think Alliance is an impressive organization, making a considerable impact with limited resources."*

*"Our trust's values are closely aligned with Alliance's, the quality of their publications is high, and they are easy to work with. Alliance achieves high impact with a small team."*

Working relations between contributors and *Alliance* Team was rated as very positive.

*"Staff is very open to suggestions and collaboration in general, making it easy to offer new angles and elaborate on them."*

*"Alliance always hears contributors; you ready to hear the arguments why particular topic is important, so it's always a dialogue about it."*

Some participants mentioned that they felt that working with *Alliance* increased their knowledge, skills and career opportunities.

*"My experience with Alliance has been excellent. They published one of my first articles, something I had worked on off-and-one for several years. I was grateful both for their willingness to publish my work, and the high quality of editorial support they provided - significantly better than other places I have been published."*

*"The experience has been very enriching. I have learnt a lot and met some fabulous people while working with Alliance."*

Most participants mentioned that they feel EDI is at the heart of all efforts of *Alliance* magazine

*"It prioritizes these [EDI] values, encourages open discussion, runs good articles and well-designed online events."*

*"Alliance is raising awareness, highlighting work done by people from disadvantaged backgrounds, promoting good practice."*

Language and financial barriers were flagged as a main problem for some participants. Participants flagged that it was difficult to access information for their wider community.

*"Language justice is not prioritized which makes it difficult to ensure information is spread widely."*

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“Many local leaders are experts, but they are not considered an expert because they are not to write in colonialism languages.”

*“You've got to pay contributors appropriately for their work. This is a basic principle of addressing barriers to participation.”*

Some participants asked for clearer values for contributions and for more transparency in decision-making processes.

While the contributions showed a lot of EDI content and good practice, particularly topics from and about disabled people, LGBTQ+ people and indigenous people.

Community engagement and diversity of the team was raised as a point of opportunity. Some participants felt that regional representatives didn't reflect the diversity of their communities.

*“In my experience, contributions depend on personal relationships. That can lead to bias in who has access.”*

*“Reflections/introspection on whether the marginalised are given the opportunity to lead even in the structure of the organisation, looking at how the structure looks, does it truly represent diversity, equality and inclusion.”*

*“How diverse is your team and close circle of advisors?”*

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## METHODOLOGY

*Alliance* magazine engaged Impact Culture and the Social Justice Collective to undertake an EDI audit of the organisation in January 2023. Impact Culture and the Social Justice Collective are a team of EDI consultants who work passionately to further equitable practice in communities and workplaces. Over the course of the following months with a core inquiry phase from February 2023 to April 2023, the consultants spent time with the project steering group, trustees, staff, and contributors in semi-structured interviews, focus groups and survey as well as analysing contributions over the last two years to develop an understanding of the culture and level of EDI at *Alliance* magazine.

The audit centres and amplifies the voices of the participants and lets their experience shape learning priorities. By centring those voices, we listen to their experiences and learn from them.

A framework for the EDI audit was developed based on the inception meeting and documents shared as well as being informed by previous EDI audits led by Impact Culture and the Social Justice Collective. This framework informed the methodology of the audit.

The framework included the following inquiry themes:

- **Belonging and Culture:** whether *Alliance* magazine is a place where marginalised people feel comfortable, feel supported, heard, and valued.
- **Collaboration:** to determine how the wider external sector is impacted by EDI efforts at *Alliance* magazine, as well as understanding the experience of contributors when engaging with *Alliance*.
- **Decision Making, Representation and Power:** the extent to which there is diverse representation throughout the workplace.
- **Processes:** do processes proactively provide a supportive environment, guarantee fair treatment, and make it easy to understand how to address instances of oppression or discrimination.

These inquiry themes have been developed into narrower indicators used to create the questions and focus group outline. The report sets out a range of recommendations based on experiences shared by participants. Chapter titles differ partially from these themes to help with the narration of the findings and ease for the reader.

The audit research was divided into four parts: focus groups, semi-structured interviews, a survey and a contribution review.

### The audit consisted of:

- 14 interviews
- 4 focus groups (with a total of 24 participants)
  - Staff focus group
  - Board of Trustees focus group
  - Editorial Advisory Board focus group
  - Wider contributors focus group

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- 120 written feedback submissions, of which 78 were valid entries
  - 280 contributions were reviewed
  - Internal staff handbook and policies

Data was reviewed through a high-level thematic analysis. The framework was used as a coding base for the analysis, into which all interviews and focus groups were fed. The responses were anonymised, and, in some cases, specific references were omitted from quotes or findings to protect the identity of participants. Quotes are cleaned verbatim transcriptions. Impact Culture's research methodology rests on a qualitative approach, for further details about the methodological approach, see appendix 1. For further information on the demographic information of survey participants, see appendix 2.

Quantitative data was analysed and added. No findings were statistically significant. Due to low numbers for some-sub cohorts, umbrella cohorts were created where possible. If we had less than 7 participants in a demographic sub-category, except for region, an umbrella cohort was created.

It needs to be acknowledged that there are certain limitations to this audit. While existing contributors were contacted, it was out of scope to reach out to prospective contributors. It was also out of scope to reach out to the wider readership, which could be a discreet follow up work.

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## GLOSSARY

**Participants:** When the word “participants” is used in the audit without any further description, it refers to a range of people who have stated the same or a similar experience (e.g., the finding has been mentioned by employees and previous employees).

**Staff and employees:** Staff and employees are used for all participants that are/were employed by *Alliance* magazine.

[...]: In direct quotes, “[...]” is used for editorial clarification, to put the quote into context and make it easier to understand what the participant was referring to.

**Diversity:** Diversity in an organisation means that the organisation employs, engages, and serves a diverse group of people that’s reflective of the society in which it exists and operates.

**Inclusion:** Inclusion in an organisation means that every employee or contributors feels welcome and valued. This happens because organisations have taken active steps to ensure this.

**Equality:** Equality in an organisation is when the organisation ensures that every employee and contributors have an equal opportunity to access and progress in an organisation. It means that everyone has the same opportunities and receives the same support and treatment.

**Equity:** Equity is a different concept than equality. Equity acknowledges systemic oppression and inequality and therefore an organisation that wants to create an equitable workplace and platform gives employees and contributors what they need, which is proportionate to their circumstances, to create fair opportunities and experiences.

**Marginalised:** Marginalised groups are often side lined or separate from mainstream social, economic, cultural, or political life—for example, POC, LGBTQI+ people, people who practice minoritised faith. There are more marginalised groups than the nine characteristics protected under the Equality Act, for example, those with varying body types or marginalised classes. For an organisation to be truly equitable, it needs to be inclusive of all marginalised characteristics, protected or not.

**Intersectionality:** This is a lens through which identity is understood via intersecting forms of discrimination, showing how oppressions change once they overlap; compounding and transforming the experience of marginalisation. For example, if racial justice doesn’t have an inclusive narrative of the patriarchy, standard racial justice frames aren’t adequately addressing the diverse ways in which people of differing genders experience racism.



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## FINDINGS

### Belonging and Culture

The belonging and culture section explores whether *Alliance* magazine is a place where people feel comfortable, feel supported, heard, and valued. This section outlines the current good practice and wider feedback that was received through the engagement process.

Overall, *Alliance* magazine has received overwhelmingly positive feedback in the survey, focus groups and interviews. *Alliance* magazine is seen as an organisation that is professional and well-run. Participants repeatedly shared their appreciation of the high quality of the magazine and its contributions.

*“A very good experience though I sometimes feel bad for not being able to contribute as much as I used to due to job changes. I appreciate the professionalism of the team and the high-quality outputs.”*

*“I think very highly of Alliance magazine. They are journalists first and foremost. They are preparing a vital publication. Their website is the go-to for people in philanthropy and fundraising. They get great interviews. I am a subscriber. I recommend them to all our clients and I have introduced them to people in my circles.”*

Participants acknowledged the impact *Alliance* magazine has on the wider sector, despite limited funds and a small team.

*“I think Alliance is an impressive organization, making a considerable impact with limited resources.”*

*“Our trust's values are closely aligned with Alliance's, the quality of their publications is high, and they are easy to work with. Alliance achieves high impact with a small team.”*

*Alliance* is seen as an organization with strong values and a focus on inclusion and diversity.

*“It prioritizes these [EDI] values, encourages open discussion, runs good articles and well-designed online events.”*

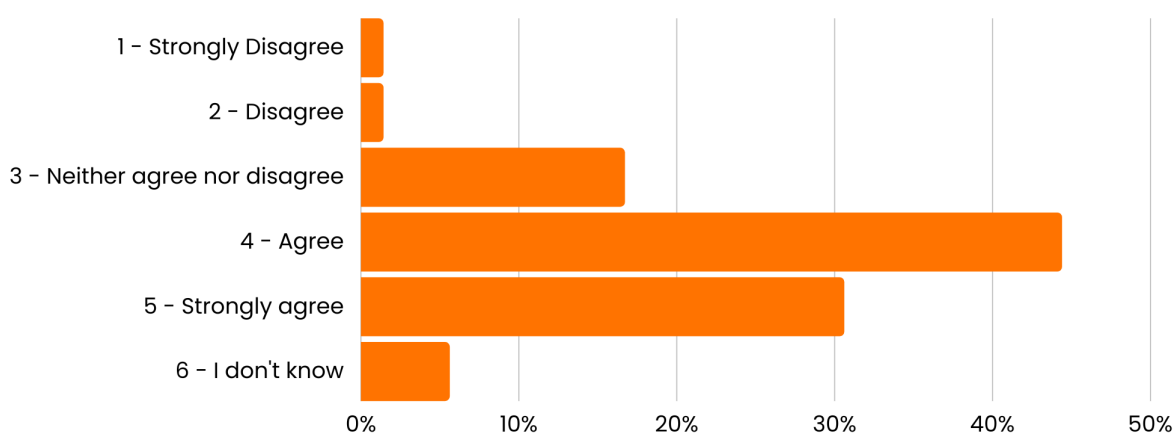
*“It's a well-run organization with a clear vision and values.”*

*“We have always enjoyed contributing to this publication and have a deep respect for its mission and outreach.”*

*“During the 2nd wave of COVID, which was particularly terrible, Alliance reached out to us (and probably others) to see how they could amplify needs and narratives.”*

These findings were reflected in the survey, with 75 per cent of respondents either agreeing or strongly agreeing that *Alliance* is a magazine that prioritises EDI themes. Women are less likely to agree or strongly agree that *Alliance* is a magazine that prioritises EDI themes, 76.5 per cent, compared to 90.5 per cent of male participants. However, LGBTQ+ are more likely to say that *Alliance* is a magazine that prioritises EDI themes, 100 per cent, compared to cis straight people, 75 per cent.

*Alliance is a magazine that prioritises EDI themes*



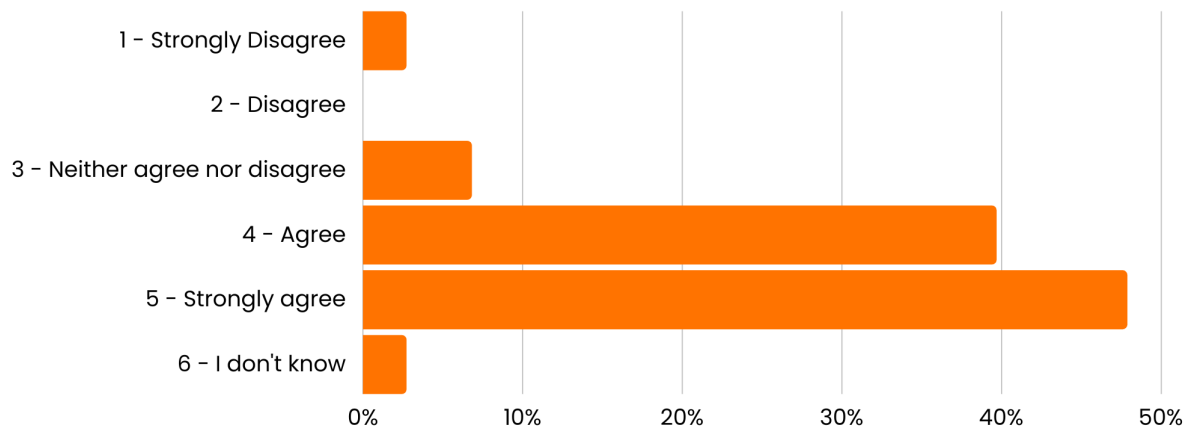
<i>Alliance is a magazine that prioritises EDI themes</i>	Percentage
1 - Strongly Disagree	1.4
2 - Disagree	1.4
3 - Neither agree nor disagree	16.7
4 - Agree	44.4
5 - Strongly agree	30.6
6 - I don't know	5.6

Most participants highlighted the collaborative nature of *Alliance*. Many participants shared that this was an important factor for them to continuously contribute to *Alliance*. This was also reflected in the survey when looking at indicators probing for agency and if people feel that they are taken seriously.

Survey results showed that 47.9 per cent strongly agreed and 39.7 per cent agreed that their opinions are taken seriously at *Alliance*. Only 2.7 per cent strongly disagreed with this statement. Participants in the age group 25-34 are more unsure if their opinions are taken

seriously at *Alliance*, 25 per cent neither agreed nor disagreed, compared to other age groups where it ranges between 0 per cent - 7.7 per cent.

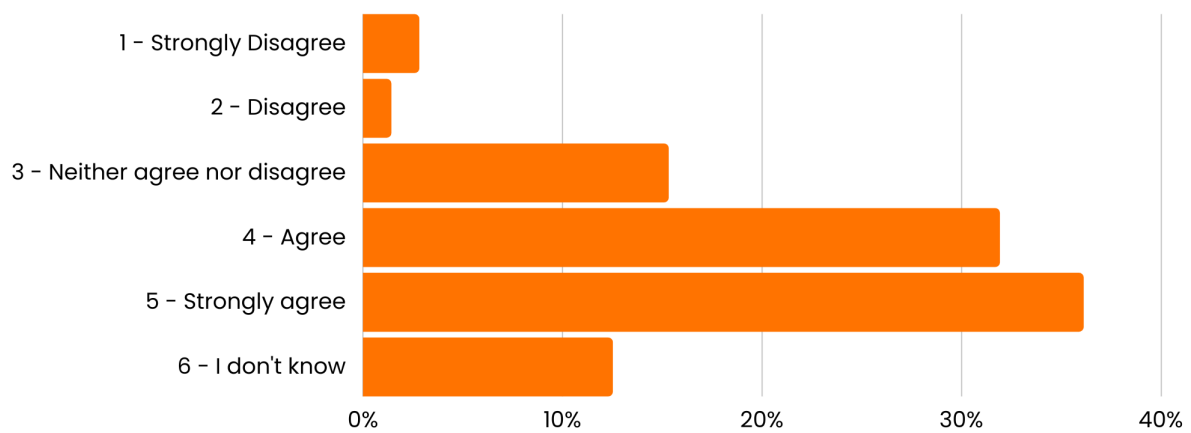
*I feel my opinions are taken seriously at Alliance.*



<i>I feel my opinions are taken seriously at Alliance</i>	Percentage
1 - Strongly Disagree	2.7
2 - Disagree	0
3 - Neither agree nor disagree	6.8
4 - Agree	39.7
5 - Strongly agree	47.9
6 - I don't know	2.7

Similarly, 35.6 per cent strongly agreed and 31.5 per cent agreed that their voice was heard when making suggestions. 4.1 per cent disagreed or strongly disagreed with that statement. Disabled participants were more likely to strongly agree or agree that they feel heard when making a suggestion to *Alliance* (85.7 per cent), compared to non-disabled participants (68.2 per cent).

*I feel my voice is being heard when making suggestions to Alliance.*



<i>I feel my voice is being heard when making suggestions to Alliance</i>	Percentage
1 - Strongly Disagree	2.8
2 - Disagree	1.4
3 - Neither agree nor disagree	15.3
4 - Agree	31.9
5 - Strongly agree	36.1
6 - I don't know	12.5

When asking participants if they felt they had agency over the content that they contributed to *Alliance*, 49.3 per cent strongly agreed and 32.9 per cent agreed with this statement. Women are less likely to agree or strongly agree that they have agency over the content that they contribute, 79.4 per cent, compared to 91 per cent of men.<sup>1</sup>

*“Staff is very open to suggestions and collaboration in general, making it easy to offer new angles and elaborate on them.”*

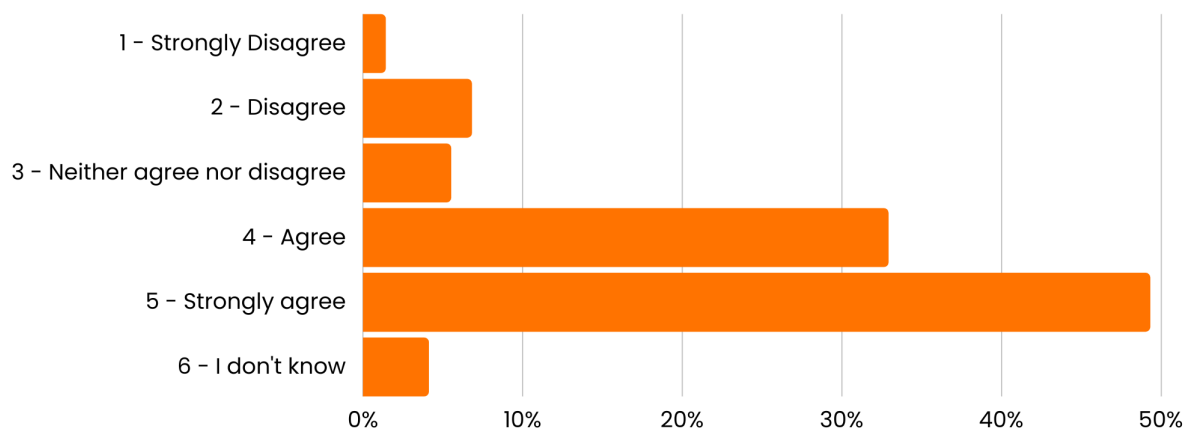
*“Very easy, and very collaborative, and great communication with my direct supervisors.”*

*“It covers the topics well and in an imaginative way, with valuable contributions from people on the front line.”*

*“Focuses on a broad range of topics pertaining to philanthropy. Welcomes voices of all kinds and values contributors' expertise. Trusts contributors to frame their pieces and works collaboratively with them.”*

<sup>1</sup> There were not enough non-binary respondents to make a statement.

*I feel that I have agency over the content that I contribute to Alliance.*



<i>I feel that I have agency over the content that I contribute to Alliance</i>	Percentage
1 - Strongly Disagree	1.4
2 - Disagree	6.8
3 - Neither agree nor disagree	5.5
4 - Agree	32.9
5 - Strongly agree	49.3
6 - I don't know	4.1

*“It has been great since they are responsive, flexible, and adjusts to community needs.”*

*“Alliance always hears contributors; you ready to hear the arguments why particular topic is important, so it's always a dialogue about it.”*

*“Alliance staff is very open and responsive to our causes, requests, and makes opportunities for us to tell our stories, opinions and positions on international philanthropy.”*

In the staff focus group this was echoed as well. Staff mentioned that it is important aspect of Alliance to offer support and to encourage contributors to explore a wide range of topics.

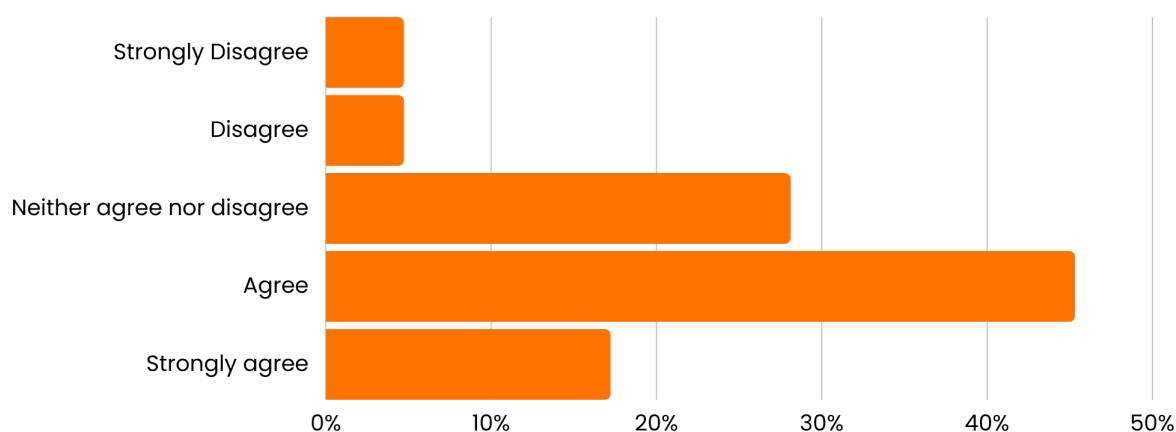
*“In coverage, [we are] encouraging contributors/speakers/editors to dig deep and explore sides of subjects that they might not feel open to in other spaces & offering support.”*

This trust in staff was also reflected in the belief that contributors and staff would be supported if there were incidents of discrimination that occurred. 62.5 per cent of survey

respondents agreed or strongly agreed that the *Alliance* team would deal with an incidence of discrimination appropriately. Disabled participants are less likely to believe that *Alliance* would deal with incidences of discrimination appropriately, 42.9 per cent disagree or strongly disagree, compared to 5 per cent of non-disabled participants.

Christian participants are more likely to believe that *Alliance* would deal with incidences of discrimination appropriately, 78.9 per cent agree or strongly agree, compared to 54.6 per cent of non-religious participants.<sup>2</sup>

*I feel confident that the Alliance team would deal with incidences of discrimination appropriately.*



<i>I feel confident that the Alliance team would deal with incidences of discrimination appropriately.</i>	Percentage
Strongly Disagree	4.7
Disagree	4.7
Neither agree nor disagree	28.1
Agree	45.3
Strongly agree	17.2

Another positive point that was mentioned was the support that participants have received in the contributing process from *Alliance* team members. Participants shared that this was particularly helpful when it was their first time contributing. Some participants mentioned that if they had known that this level of support was available that they would have decided to contribute earlier.

*“My experience has been easy, pleasant and productive. and I always receive support from the Alliance team.”*

<sup>2</sup> There were not enough respondents that hold other beliefs or religions to make a statement.

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*“I find the editorial team easy to work with, always quick to respond and helpful in their comments/suggestions.”*

*“Alliance has been very open to ideas, engaged creatively as well as maintained flexibility in the way that we contribute to their magazine.”*

Some participants mentioned that contributing to *Alliance* enhanced their reach, they were able to share their work with wider audiences and was a benefit to the profile of their organization, which is part of the mission and goal of *Alliance* magazine.

*“We have been able to disseminate our work and thoughts through Alliance to English speaking audiences.”*

Other participants shared that contributing to *Alliance* was a good learning experience and had a positive impact on their skills and wider career.

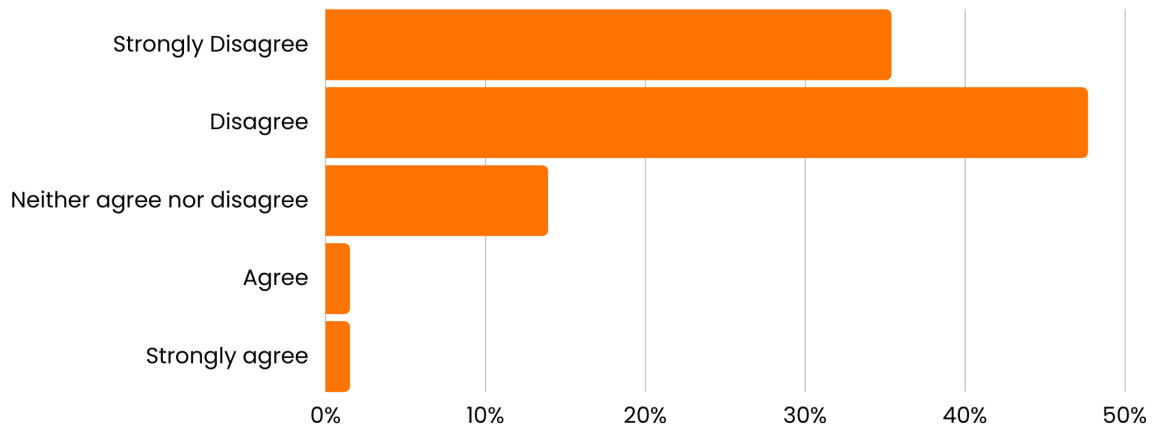
*“Very enriching for me. I am learning a lot.”*

*“My experience with Alliance has been excellent. They published one of my first articles, something I had worked on off-and-one for several years. I was grateful both for their willingness to publish my work, and the high quality of editorial support they provided - significantly better than other places I have been published.”*

*“The experience has been very enriching. I have learnt a lot and met some fabulous people while working with Alliance.”*

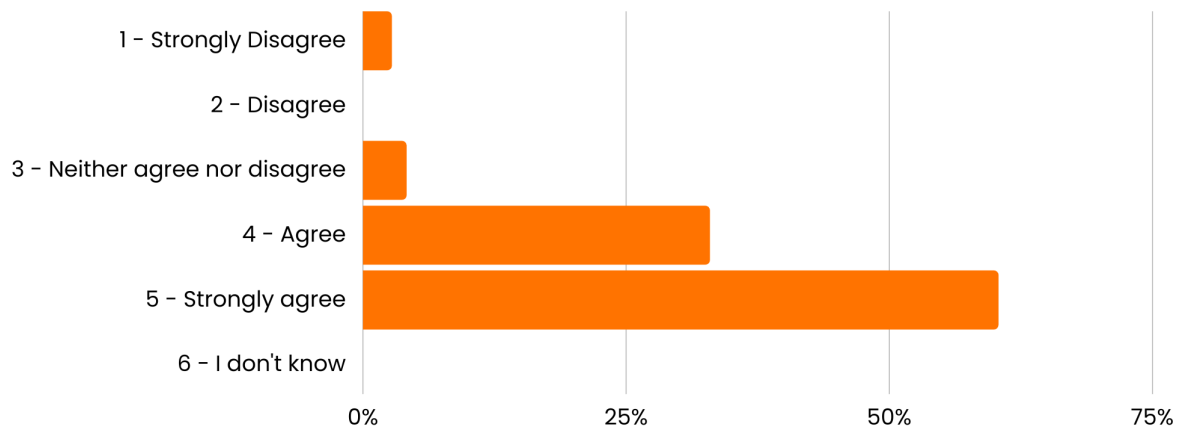
The level of support was echoed in the survey. Only 3 per cent of survey participants have said that they have experienced barriers when contributing to *Alliance*, mentioning lack of pay as the primary reason. 93.2 per cent of survey participants said that they see themselves contributing again for *Alliance* in the next 2 years. Women are less likely to say that they haven't faced any barriers when contributing to *Alliance* (75.8 per cent), compared to men (100 per cent). 16.7 per cent of the participants that haven't contributed in the last year said the strongly agree that they have experienced barriers, compared to 0 per cent of participants that have contributed. Disabled participants are less likely to strongly disagree that they have faced barriers when contributing to *Alliance* (14.3 per cent), compared to non-disabled participants (40.9 per cent).

*I have experienced barriers when contributing to Alliance.*



<i>I have experienced barriers when contributing to Alliance.</i>	Percentage
Strongly Disagree	35.4
Disagree	47.7
Neither agree nor disagree	13.9
Agree	1.5
Strongly agree	1.5

*I can see myself contributing again for Alliance in the next 2 years.*



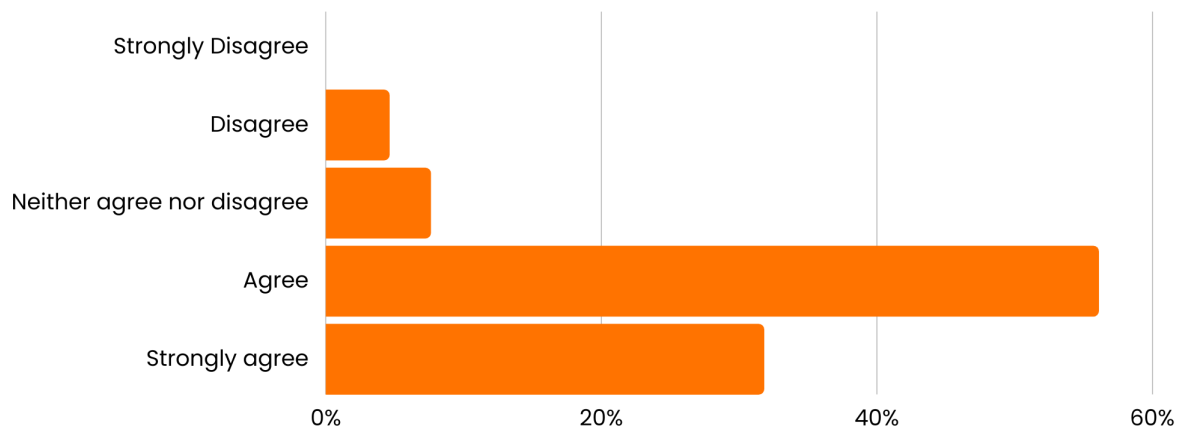
<i>I can see myself contributing again for Alliance in the next 2 years.</i>	Percentage
1 - Strongly Disagree	2.7
2 - Disagree	0.0



3 - Neither agree nor disagree	4.1
4 - Agree	32.9
5 - Strongly agree	60.3
6 - I don't know	0.0

Finally, when it came to authenticity of self, 87.9 per cent of people agreed or strongly agreed that they could be themselves when engaging with *Alliance*.

*I feel I can be myself when engaging with Alliance.*



<i>I feel I can be myself when engaging with Alliance.</i>	Percentage
Strongly Disagree	0.0
Disagree	4.6
Neither agree nor disagree	7.6
Agree	56.1
Strongly agree	31.8

### Internal Culture at *Alliance* magazine

During the focus groups and interviews with *Alliance* team and board members, insights of the internal culture of *Alliance* was shared. *Alliance* is internally experienced as an organisation that thrives to be horizontal from their power dynamics and where decisions are made collaboratively.

*“Strives to be horizontal as possible as an organisation and encourages independence and autonomy in staff members.”*

*“Very little hierarchy in the team; all are encouraged to contribute and engage with the vision for the present & future of the organisation.”*

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*“Internally, how we decide what we do is always done in a collaborative and consultative process.”*

While externally participants flagged that more transparency would be beneficial, internally a participant highlighted that decision-making processes are transparent. It was also mentioned that there are opportunities to grow within one’s role. It was highlighted that staff well-being is prioritised.

*“Lots of transparency.”*

*“Great emphasis on avoiding burn out compared to other places I have worked.”*

There was mixed feedback on how knowledge is being shared within the team. While some participants felt it was inclusive, others flagged that sometimes assumptions being made about the accessibility of information.

*“Is inclusive in knowledge sharing within the organisation.”*

*“Accessibility to info - Sometimes there's an assumption that the whole team knows something because it was communicated once in the previous Nov... [this is] not always the case!”*

The team also flagged tangible things that could change to make the culture and experience even more inclusive.

*“Could include the use of pronouns more (e.g., in email sign offs etc.) Just an obvious symbolic measure to show we're queer inclusive.”*

*“Quite literally, the office is quite inaccessible - no lifts for anyone with mobility issues. Beholden to landlords for any changes, which can be very slow.”*

*“Feel our official policy wording is old and doesn't reflect the current culture. Also think we can make what we do more public.”*

The team, trustees and advisory board echoed external observations. It was emphasised that there is a genuine passion and commitment towards equity, diversity and inclusion.

*“This audit came from an internal desire to do better, not an external pressure.”*

## **Diversity of Voices**

This section looks at the diversity of voices of contributors at *Alliance* magazine. Many participants highlighted that the team at *Alliance* puts a lot of work in ensuring that all regions of the world are reflected in the contributions and in the community of contributors. While some participants were happy with current representation other

participants would like to see this further build out. It was mentioned that the regional representatives have been beneficial to ensure wider coverage, but it was also flagged by some participants that a few representatives are not enough to cover the diversity and nuance of each region.

*“I can see that Alliance is striving for diversity in contributions and has a good network to ensure this. There could be even more attention paid to whose voices are being featured with which weighting. The struggle is the same we have across philanthropy where there is still a pretty homogeneous landscape, albeit shifting. I think Alliance has done a good job contributing to the shifts through who it features and whose work it highlights.”*

*“It is highlighting voices from across the world, especially global majority (global south) led organizations.”*

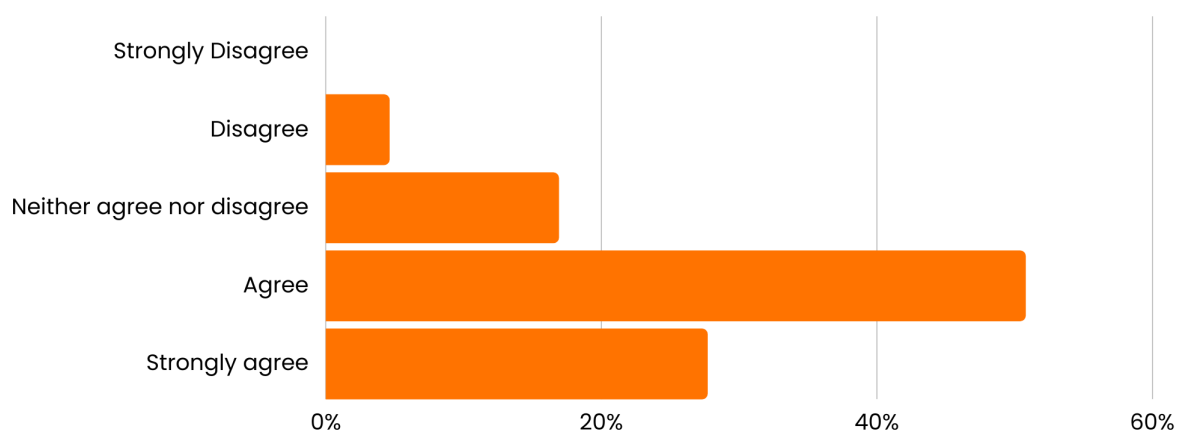
*“When exploring options for writers, I believe they make an effort to capture a diversity of voices.”*

*“Conveying a broader understanding of non-western philanthropic realities.”*

*“Cover more new trends and players within the Global South philanthropic landscape.”*

In general, the survey feedback surrounding the engagement of speakers and writers from underrepresented regions was positive; 78.5 per cent of people either strongly agreed or agreed with the statement that *Alliance* was doing a good job when engaging speakers and writers from underrepresented regions.

*Alliance is doing a good job when engaging speakers and writers from underrepresented regions.*



<i>Alliance is doing a good job when engaging speakers and writers from underrepresented regions.</i>	Percentage
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Strongly Disagree	0.0
Disagree	4.6
Neither agree nor disagree	16.9
Agree	50.8
Strongly agree	27.7

There was also a range of views around ensuring that marginalised and minoritised communities are represented as contributors and covered in wider contributions. While some participants said that *Alliance* magazine has a diverse network of contributors, other participants felt that some communities are mostly absent with citing most frequently lack of representation for LGBTQ+ people, disabled people and aboriginal people. This was also echoed during the staff and trustee focus groups.

*“Alliance is raising awareness, highlighting work done by people from disadvantaged backgrounds, promoting good practice.”*

*“Alliance is giving a voice to marginalised communities.”*

*“Alliance needs to give an effective voice to those who historically are neglected.”*

*“Ensuring that the voices of people on the front line in the Global South are strongly heard, and minorities, especially local ethnic groups are well represented.”*

*“I'd like to increase the visibility of research on LGBTI funding to the Alliance audience in the future.”*

*“More representation is needed of ethnic communities, those with physical or mental disabilities, refugees, and those especially vulnerable to climate change.”*

*“LGBTI people, especially now during a global hate campaign that is largely sponsored by powerful anti-rights actors.”*

*“While EDI quite rightly has a focus on race and gender (and hence needs to broaden accessibility to groups representing these people), another group suffering historic disadvantage is people of all colours and genders from lower socio-economic backgrounds (traditionally called the “lower classes”) who equally need more equal representation.”*

*“While we have a lot of female voices, we have very few trans and gender non-conforming ones.”*

Some survey participants and some interviewees have mentioned that they would like to see more coverage from and about grassroots groups, grantees and from newer or emerging voices.

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*“You may want to give more visibility to grassroots and next gen[eration] feminist philanthropy.”*

*“Grassroots women philanthropist, which are part of the most relevant movement that is going on in Latin America and the Caribbean.”*

*“More grassroots voices, especially those who engage in philanthropy.”*

*“The final beneficiaries i.e. hearing the voices from ultra-poor women or women in emergencies.”*

*“Trying to provide a diverse range of perspective and voices, launching ‘new’/unknown authors and contributors, not only the usual suspects.”*

*“I would like to see more space for, for example, grassroots human rights defenders to challenge how philanthropy is practiced. I think Alliance does a good job of this, but there is always room for improvement.”*

*“Significantly more space - in both the articles but also the convenings - for perspectives from those we are trying to serve.”*

*“We need mechanisms for bringing in the next generation, on boards and as authors.”*

*“The marginalised communities Alliance exists for, do not have a voice as contributors or in its power structures.”*

*“Significantly more contributions directly from marginalised groups talking about role philanthropy should play and space for critiques on what needs to be done differently.”*

There were also some voices that mentioned the importance that the *Alliance* team represents the diversity of their wider contributor community. Some participants raised concerns if a team mostly based in the UK can understand the regional nuances. One participant also shared that they felt some events were tokenistic.

*“Some of the speaker slots feel more like tokens than like meaningful conversations from across regions or issues.”*

*“Reflections/introspection on whether the marginalised are given the opportunity to lead even in the structure of the organisation, looking at how the structure looks, does it truly represent diversity, equality and inclusion.”*

*“How diverse is your team and close circle of advisors?”*

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*"[We need] a team that appears less white/more diverse in terms of race, ethnicity, gender, nationality, etc."*

## **Barriers for Contribution**

This section is specifically looking at barriers for people to contribute to *Alliance* magazine. Through the different engagement points, four core barriers were shared: financial reasons, language differences, accessibility and lack of network access. Most of these barriers were also mentioned and explored during the staff focus group.

### **Language**

Many participants flagged that having the contributions in English can be a barrier both for readers but also for contributors. Some participants felt that through a focus on English, colonial legacies or western centric notions would be reinforced. Some participants said that people in their region can't or won't access *Alliance* magazine because of that. Some participants suggested that there might be people who would volunteer to translate.

*"Breaking the barrier to non-English speaking countries, giving more voice to the final beneficiaries, would be great."*

*"In terms of challenges for Alliance - perhaps just the fact that it's an organisation Headquartered in the UK and staffed by UK-based employees, and which probably is largely funded by global north-based organisations (even if it has wider representation e.g. through its advisory board) - perhaps that's intrinsically a barrier? And the obvious fact that it is an English language publication, which is inherently exclusionary of non-English speakers. But I'm not suggesting that should be changed... but I suppose it is an intrinsic challenge when considering EDI."*

*"As ever, it's a question of language barriers that might impede inclusivity and also that some, underrepresented author groups might have less access or knowledge about how to get in touch."*

*"Language justice is not prioritized which makes it difficult to ensure information is spread widely."*

*"I'm not sure if others pay for Alliance to translate content but if so, that could be removed as a barrier so at least those who wish can translate."*

*"[It would be good to] have bilingual or multilingual intermediaries."*

*"Many local leaders are experts but they are not considered an expert because they are not to write in colonialism languages."*

*"Invest in non-English language capacity, ideally in a way that facilitates cross-language exchange."*

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Related to the point around language, was that some people felt that expectations around eloquence and using specific jargon was a barrier. Some participants flagged that they perceived and/or experienced that there is a high expectations of language proficiency and use of sector specific language, which made them intimidated to contribute. This could mean that some voices are left unheard. At the same time, the *Alliance* team does offer editorial guidance and translation for specific pieces but has currently no consistent policy on it.

*"They might feel that they need to provide a very polished article and that that level is too high."*

*"Every first-time writer experiences barriers that are partly just the daunting nature of shopping around an idea. Alliance staff are great to work with in this regard, but perhaps consciously working to demystify the process, targeted at marginalized communities, could bring more perspectives into their pages."*

*"Writing style and spelling [can be a barrier]; being overly critical of [writing] systems that clearly don't work for ordinary people."*

*"Is there any support for those who don't write well for one reason or another but might have a valuable perspective to bring?"*

*"Proactive calls for contributors to write in their language and Alliance will translate - this to be policy not ad hoc"*

*"[It would be good] to involve in relevant non-English speaking countries maybe volunteer journalists/ news scouts and with translators - making those voices public to the strong English-speaking audience."*

## **Financial restraints**

Some participants in the survey and in the interviews mentioned that not being paid for contributions might be a barrier for some. While the majority of participants acknowledged that not everyone needed to be paid as their own organisation would see contributing to *Alliance* as part of their role, it was highlighted that particularly for the most marginalised communities and smaller organisations this could be a barrier. Often being able to volunteer time can be only accessible to the most privileged.

*"When people contribute, writing for the publication, they are volunteering. And as with internships that are unpaid, not paying eliminates people from participating, including and particularly people of color, for example, or newer/younger voices."*

*"It was fine. The pay was low and if I hadn't asked to be paid, I wouldn't have received any money for my work."*

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*"You've got to pay contributors appropriately for their work. This is a basic principle of addressing barriers to participation."*

*"Compensate people from marginalised backgrounds."*

*"If Alliance had the means to pay contributors in some instances, this would bring more voices (of all backgrounds) to contribute, without "volunteering." Those of us more advanced in our careers have the means to contribute our time, which is what a contribution to the publication is. Perhaps one of the funders the cover should pay toward paying contributors."*

*"Pay for their articles. Practitioners generally are overwhelmed with their ongoing work. They need a small incentive to write [and share] their knowledge and findings."*

*"Offering small fellowships for continued contributions. Paying attention to the functionality of the overall philanthropic and civil society system."*

*"Identify in which contexts non-payment serves as a barrier to bringing in activist voices."*

*"Subscription pricing gives room to maneuver, as does opening paywalls. I'm not sure though about reach of non-English language content or disability friendly content."*

*"Smaller/grassroots/community-led orgs have less resources, time and capacity to contribute to Alliance."*

Some participants also flagged that the subscription fee might hinder some groups from accessing *Alliance* magazine and therefore might alienate them from contributing. *Alliance* magazine offers free digital subscriptions for organisations in the Global South. This has been in place since circa 2010.

*"The price of subscription for people on underdeveloped regions is high so bringing [it] down in those regions would increase engagement".*

## **Accessibility**

Another barrier that was mentioned in some interviews and focus groups, including the *Alliance* team focus group, was that the website and some of the processes are not accessible for everyone. Some participants talked about the importance of considering alternative formats such as video, audio, shorter contributions or contributions in easy or simplified English.

*"Is there a website with recordings or podcasts for quick access and visual/audio updates?"*



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“Wondering if more could be done technically to make our content more accessible for visually/hearing impaired. DO we consistently use alt tags etc.

*“Any way we can leverage on nascent technology tools that can make Alliance even more proactive in EDI practices.”*

*“People with visual impairments may not have same access?”*

*“Our website is very dense and can feel inaccessible at times. Hard to navigate.”*

*“How can we make our content more accessible to people with disability? E.g., do our events have wheelchair access, could we post articles in easy read, etc.”*

Other participants mentioned that requiring digital access might be a barrier for some. One participant also mentioned that one has to have a position of power within one’s own organisation in order to contribute which might limit potential diversity.

### **Network Access**

Many survey participants flagged access to the *Alliance* network as a potential barrier. Some participants perceived this as a barrier for themselves of contributing more often and many stated this as a potential barrier for prospective contributors. This was also echoed in some focus groups and interviews. Some participants felt that it was not transparent enough how to contribute, who gets selected or felt that one has to already have to be ‘established’ in order to contribute.

*“Less well networked (to seek to make contributions), less confident (that such contributions will be valued).”*

*“As a person of privilege, I don't have lived experience of that, but I could imagine this is a question of access to the editorial network.”*

*“Possible lack of linkages to Alliance or sufficient knowledge of the type of material Alliance seeks. Alliance's new set up in the Global South, with a locally based Manager in six different global Regions, will help here.”*

*“I feel it takes a while to gain their trust and confidence, so perhaps some can't access them as much as others. But eventually the trust is built, and they are very responsive to challenging topics and approaches.”*

*“[Barriers can be] lack of awareness of the opportunities to [contribute] [and for] networking, and that there is a strong desire by readers to hear their voices.”*

*“In my experience, contributions depend on personal relationships. That can lead to bias in who has access.”*

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*"I think we're still working on more of a model where we find contributors, rather than contributors having the ability to access us. Can narrow our pool."*

*"Our networks and openness to collaborate are a strength, but there is a sense that we work with the same people frequently. This could be a sector-wide problem."*

## **Power, Purpose and Processes**

This section explores feedback received regarding the power structures within *Alliance*, the purpose of the magazine, as well as the organisation's relationship with the wider sector.

### **Purpose**

Participants from the focus groups, interviews and surveys mentioned a need for clearer communication of and consensus on the purpose and mission of *Alliance*. Most participants felt that *Alliance* is playing a key role in not only echoing prominent topics of the wider sector but also advocating for a more equitable and inclusive philanthropic practice.

*"Where is it [Alliance] a voice of the system vs where is it meant to push the system?"*

*"It [Alliance] has a challenge in being everything to everyone vs moving the field."*

*"If Alliance is committed to a more just sector - what is its role in this? Who decides?"*

*"Bringing these topics to the attention of funders who are certainly or likely not aware yet; organising webinars where people ahead of time in philanthropy on these topics participate."*

*"Openness to being self-critical, intentional provision for diverse writers without making them token contributors, publishing articles that sit at intersection of EDI and which aim to push philanthropy more."*

*"Raise issues of EDI within the sector systematically and regularly and hold the sector to account."*

Some participants mentioned that it would be important to have an understanding what equity, diversity and inclusion mean for the sector and for *Alliance* more specifically. It was also raised that this should be explored through the lens of different regional contexts.

*"Define what we mean by diversity, representation etc. for us in context of our mission."*

*"How different would these conversations be if we talked about liberation, anti-oppression and justice rather than EDI?"*

*"What does it mean for a news outlet to do DEI 'right'?"*

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*“Define what EDI means-what is the extent of inclusion, equity, and diversity that would make Alliance feel like they are achieving that adequately, in a global setting.”*

*“Alliance has the opportunity to work towards justice in its ideology not just at a practice level.”*

*“Defining justice should be done by those experiencing injustice, and their voices centred in defining what kind of philanthropy is needed to create justice.”*

*“Alliance would need to work out a strategy of where it is the voice of the system vs where it is pushing the system.”*

*“Who is [Alliance] the voice of and who is it seeking to speak to?”*

*“Diversity can mean so many different things - it would be helpful to know what a meaningful diversity target is and why?”*

*“How to define 'diversity', 'representation' 'marginalisation' in such a multi-faceted world where things look different wherever you are based geographically.”*

Some participants raised their concerns about the influence of major funders on the content of *Alliance* and how this might have an impact on wider contributions around equity, diversity and inclusion, as well as who would be given the biggest platform.

*“Business model means that paid-for content from big companies and foundations may be more visible than content from smaller and more marginalised voices.”*

*“Unclear if donors have indirect influence on what Alliance sees as boundaries it can push, particularly more conservative donors & how does the Board influence?”*

*“Developing a business model in which paid for content doesn't mean that big companies and foundations are more visible than marginalised/smaller voices.”*

## **Content and Power**

Throughout all focus groups and other engagement points, participants, while acknowledging the efforts from *Alliance* to be inclusive, raised concerns that power structures within the discourses that are published could be explored further. Particularly, centering Global North or UK/EU/US centric narratives and concepts was mentioned as a main concern.

*“Despite diversity, [there are] still some challenges in framing that are underpinned by 'northern' conceptions and wordviews.”*

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*“Are we making sure our content (including from contributors) isn't buying into western ideas of modernisation (e.g., west is best/at the pinnacle of development)?”*

*“[I] feel we sometimes have a bias towards "famous" names and organisations or even job titles. This has inadvertent consequence of making us too US/European.”*

*“We tend to mostly focus on contributors from larger countries - haven't seen any content from very small countries such as Iceland, Madagascar etc..”*

*“Sometimes conversations can be dominated by a small number of voices.”*

*“Still feel like our commissioning is sometimes UK outwards rather than global by default. UK>Europe>Rest of the world.”*

*“Staff and those linked into the Alliance networks appear to have the influence to address instances of oppression and discrimination, however, it is apparent that those further from the networks may struggle to address experiences of oppression and discrimination due to their lack of influence and being situated on the margins of Alliance.”*

It was also raised that *Alliance* would benefit from clear boundaries on what voices are featured on the platform. While most participants acknowledged that it is important to show a variety of issues, some flagged the importance of not promoting oppressive narratives. One particular incident was mentioned a few times during the audit, which was surrounding an article with anti-trans connotations.

*“We have discussed the inclusion of a letter to the editor by a major anti-trans activist, and I understand the thinking behind including her voice but I would encourage a more proactive no-platform position. This is a woman who actively harasses LGBTI-supportive grant makers with claims that supporting trans youth is child abuse, and generally uses her platform to undermine trans-affirming movements. (...) I'm sure this is the kind of challenge faced by all journalists/media organizations and it seems important to apply a DEI lens to crafting internal guidance for this kind of decision.”*

*“I think in its work towards diversifying voices on certain topics, Alliance doesn't always do its due diligence properly, inviting voices hostile to underrepresented and marginalized voices. This has been the case with one of the issues concerning trans-inclusive philanthropy. One of the contributors was a very prominent anti-trans activist whose work has directly contributed to the ongoing anti-trans hateful narrative in the UK, which directly impact pro-trans policy. I myself as a contributor to that issue have been attacked on twitter by said contributor and her followers.”*

## **Transparency**

Another point that was already mentioned in previous sections was the call for more transparency. Some participants highlighted that they would like to have a clearer understanding about the governance and decision-making processes. This include how

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contributions are selected and how board of trustees, editorial advisory board and regional representatives are chosen. Transparent and open recruitment of trustees as an improvement point was emphasised by some participants.

*"[A need for] governance to be transparent. Particularly, the board and its decision-making. Clarity on what is decided and how, as well as how decisions can be influenced."*

*"Greater and more active effort towards transparency with readers, constituents, supporters etc. about values, how they [Alliance] work."*

*"A stronger regional presence. Right now, it's unclear how regional reps engage with the HQ team, how often, etc."*

*"Look at decision making processes and understand who makes decisions and is this equitable."*

*"Trustee recruitment - have been nominations rather than open process. This is changing."*

*"Open and transparent system for recruitment of board, team and contributors."*

## **Board of Trustees and Editorial Advisory Board**

In addition to the call for transparency, some participants mentioned that they would like to know more about the board of trustees and editorial advisory board. While mentioned on the website, some participants felt more detailed profiles would be helpful. It was also mentioned that there is a need for greater diversity on the board of trustees.

*"I don't know enough about the governance of Alliance to comment but I think the editorial board should always reflect a wide range of perspectives (regional and identity). I think Alliance does a good job of living up to its mandate of being a global philanthropy magazine but recognize that since editorial staff are in Europe it will always be important to pay attention to voices/views from the global south."*

*"As a board, we are predominantly white, privileged and from the Global North."*

*"[We need a] diversified editorial board - geographic diversity [is there] but also new voices to the field."*

*"Fairly global advisory board, whose voices and opinions are genuinely sought to decide the direction of upcoming issues."*

*"Willingness to work with advisory board members leveraging on their strengths and resources rather than telling us specifically what they need from us... so meeting us where we are."*

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*“To do this would require the Governance Board to become more representative of the communities that philanthropy exists for rather than the philanthropist.”*

*“Our board does not represent our commitment to diversity.”*

Some voices from the staff cohort and from the editorial advisory cohort mentioned it might be beneficial to have more touch points with the board of trustees.

## **The Readership**

While outside of the brief for this audit, some people raised the need to understand the diversity of the audiences of *Alliance* magazine better to ensure that the platform is relevant to and reflective of a wide range of people.

Some participants also mentioned that it is important to understand the diversity of *Alliance*'s readership and explore barriers to access or engage with *Alliance* that prospective readers might face.

*“Focusing as much on how many people, and who is reading Alliance, as they do on featuring certain voices. Because both go hand in hand and must be paid attention to equally.”*

*“Audit the audience to determine opportunities to further develop a more inclusive and diverse voices.”*

*“Readership diversity is a longer-term initiative.”*

*“Do we understand how diverse our current readership is?”*

*“Is it possible to poll non-readers informally through some open-source media channel, to get frank input?”*

## **The Sector**

Participants commented that the structural level of inequality and power dynamics that are manifested in the wider philanthropy sector needs to be considered. This might have an impact on *Alliance* practices, but also on the discourses that are reflected in the contributions.

*“The field of philanthropy, while shifting, is still majority Global North, white, male, hetero-normative and ableist. So, the pool from which Alliance can choose contributors is limiting; with more intention Alliance can be at the vanguard of featuring new and different voices in philanthropy, as it has done. One challenge I see is how to make the nature of philanthropy a continued topic without making it*

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*the only topic - how to prioritize staying current on topics and trends with a constant DEI lens and power analysis. This starts from the staff make-up of Alliance to contributors to audience."*

*"Ensuring a good balance in contributions is a challenge given that philanthropy itself is not as diverse as it should be."*

*"Philanthropy is a very white and elite world in general, I think that's the single biggest challenge."*

*"I dare say I am not sure anything about philanthropy itself is entirely equitable, and Alliance tries to point this out through its content coverage and editorials."*

*"I do imagine, though, that operating within the world of philanthropy, it may be difficult at times to challenge views and assumptions held by funders that are always at risk of being distorted because they go unchallenged by grantees."*

Because of these inequities, challenges and power dynamics in the wider sector, many participants saw *Alliance* as a voice that holds the sector accountable, while showing equitable and inclusive philanthropic examples across different regions. This was often connected with a wider desire for the sector to change.

*"How can Alliance adequately push the envelope on the philanthropy discourse across different contexts? Is this even possible?"*

*"A values-based statement about commitment to enabling a better philanthropic sector."*

*"Centering the experience of philanthropy is necessary."*

*"There is a perpetual challenge of trying to influence but not alienate those you want to change."*

*"Getting funders to shift the power, and design programs in the locations where they will take place, with people on the front line rather than in offices in the Global North. Increasing the level of partnership and collaboration in the sector and encouraging much less restricted funding."*

*"Philanthropy in Alliance is still used as shorthand for institutionalised philanthropy, when the term actually encompasses a much broader global definition."*

*"Changing nature of philanthropy itself...size, growth, participation by large corporations, sometimes opaque sources."*

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## Contributions

After our extensive review conducted on the last two years of *Alliance* magazine spanning 280 contributions, there were some overarching themes that emerged. Overall, the analysis pointed towards some positive trends, with some room for improvement in certain areas. Below is a summary analysis. A spreadsheet of the analysis will be provided separately.

- 87 articles were rated with 'high' with regards to EDI content and considerations
- 54 articles were rated at 'medium' or 'medium to high'
- There was still room for improvement with the remaining articles being rated 'medium to low', 'low' or 'low or none'

Themes explored included (but weren't limited to):

- The centring of marginalised voices in marginalised communities
- Power dynamics, especially with regards to the interactions of the funders and beneficiaries
- Mental health
- Gender in a binary male/female lens
- Gender with trans inclusive narratives
- LGBTQ+
- People of Colour
- The decolonisation of philanthropy,
- Intersectionality
- Disability

Throughout the review there was extensive exploration of decolonisation of philanthropy, often in an intersectional way with lots of nuanced narratives around EDI.

Throughout the entire analysis, only one article was found that discussed connections between philanthropy and disability in a capacity other than mental health.

There were extensive narratives that explored the experiences of women and girls, often (but not always) intersectionally. Despite this, narratives of trans and non-binary folk were rarely included in conversations around gender, although there was some exploration of 'gender critical' groups.

Power dynamics between funders and beneficiaries were touched on but a more three-dimensional EDI lens was rarely applied.

There were no narratives looking at LGBTQ+ issues with an intersectional lens.

Narratives surrounding experiences of people of colour were extensive and often intersectional with issues such as poverty and mental health. There were, however, far less EDI-orientated narratives around North East and South East Asian philanthropic issues over the last two years.



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Extensive articles around the need to centre the voices of marginalised folks and folks affected by the issues discussed, but less of these grassroots articles actually submitted.

Throughout many articles, diversity and inclusion issues are referenced but not explicitly detailed, thus creating a vague allusion to diversity and inclusion, rather than a nuanced understanding of how the issues affect marginalised folks.

### **Examples**

The two articles below showed a clear and explicit link to EDI and EDI-related topics were woven throughout the fabric of the subject matter.

- **Manufacturing Moral Panic**

*Heather Hamilton and Matthew Hart*

The article focuses on the harmful impacts of the 'anti-gender' movement on women, children, and LGBTQ+ people, and how it is undermining human rights, gender justice, and democracy. It talks honestly and sensitively about these topics and provides a good jumping off point for wider discussion.

- **Strategic litigation and grassroots power**

*Aleyamma Mathew*

The article focuses on the importance of intersectional approaches to address issues related to gender-based violence and discrimination, with a particular focus on how traditional philanthropy must shift its approach to take account of intersectional issues, especially as they relate to anti-Blackness, misogyny and xenophobia.

Below is an example of an article where there was a missed opportunity to delve into EDI without refocusing the purpose of the article itself.

- **Now it's getting exciting!**

*Natasha Mueller*

The article discusses how mental health is fundamental to many of the significant challenges we face, and how philanthropists are beginning to focus on the extraordinary power that integrating mental health services has on improving the outcomes for other UN Sustainable Development Goals (SDGs). The author also shares their personal experience with mental health issues and highlights the importance of greater understanding among leaders on how mental health affects our society, economy, and planet.

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The article may be a missed opportunity to discuss EDI issues more explicitly. For example, the article could have explored the intersectionality of mental health stigma and workplace discrimination or the role of systemic barriers in creating and perpetuating mental health issues in the workplace.

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## RECOMMENDATIONS

### Recommendations for Belonging and Culture:

- Continue to proactively call for content by, about and for marginalised people especially on the areas that have been identified as underrepresented in this report.

### Recommendations for Diversity of Voices:

- Seek to become an employer of choice for those who experience the injustice that philanthropy exists to tackle.
- Undertake diversity monitoring, internally and externally, and set priorities for increasing representation of the most under-represented or most marginalised groups.
- The Governance Board/Board of Trustees to become more representative of the communities that philanthropy exists for, with and in.

### Recommendations for Barriers for Contributions:

- Consider paying marginalised contributors and design a clear process and policy that outlines who might qualify. Due to financial restraints, this might be a longer term or initially limited initiative.
- Consider ways which allow contributors to write in their own language.
- Consider establishing ways that promote and pay for a translation service for contributors. Alternatively, explore embedding or recommending translation apps and add-ons or a peer-to-peer translation offering.
- Explore offering some contributions in other languages. This could also promote use of above-mentioned apps and services.
- Explore apps and other technologies that would make the content and website more accessible.
- Develop a business model and transparency structure which outlines that paid for content doesn't mean that big companies and foundations are more visible than marginalised/smaller voices.

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- Ensure that your free subscription offer is communicated in a way that reaches minorities and marginalised readerships.

### **Recommendations for Power, Purpose and Processes:**

- Create a shared vision and strategy for EDI rooted in equitable practice with tangible goals, values and behaviours. *Alliance* magazine's vision and goals should be built into the business plan so that goals are embedded and resourced in the organisation and the aims cascade through. This should also include a clearly defined purpose of *Alliance* magazine and who it is seeking to speak to.
- Define your approach to justice and how this relates to its purpose.
  - *Alliance* works with those experiencing injustice to define what justice looks like for a magazine speaking to philanthropists.
  - *Alliance* to consider its strategy of where it is the voice of the system vs where it is pushing the system towards justice.
- Review the purpose, diversity and term limits of the Governance and Editorial Advisory Board.
- Continue to ensure the Editorial Advisory Board is close and relevant to those who experience the injustice that philanthropy seeks to tackle.
- Ensure that the Governance Board/Board of Trustees become more representative of the communities that philanthropy exists for. Do this through a clear structured, equitable and transparent process.
- Create routes for contributors outside of or on the margins of *Alliance's* networks to address experiences of oppression or accessibility barriers. This could be through enhancing roles given to regional representatives or through the advisory group.

### **Recommendations for Contributions**

- Consider encouraging contributors to explore more themes around disability (particularly non-mental health related) in submissions. It is encouraged to also drive engagement with disabled contributors.
- Consider encouraging contributors to include trans and non-binary narratives when exploring gender-based themes, when appropriate. Consider encouraging contributors to submit more extensive articles on trans and non-binary issues around philanthropy.

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- Consider encouraging contributors from South and North-East Asian regions to submit more EDI orientated submissions.
  - Consider pushing the acceptance of articles in non-English languages (with translation provided by *Alliance* or through alternative channels) with the aim to receive more grassroots submissions written by marginalised and minoritised people or grassroots grantees.
  - Consider encouraging contributors to be more specific and nuanced about EDI issues; When referencing EDI, talk about individual diversity and inclusion issues/topic and specific people who have been marginalised, rather than 'EDI' in general. Particularly, encourage people to think through intersectionality when addressing EDI.

## **Recommendations for Internal Policies**

The recommendations for the internal policies are based on a document review of *Alliance* magazine's staff handbook and policies.

### **APT Sabbatical Leave Policy**

- Consider making explicit which employees sabbatical leave is available to. In addition, if sabbaticals aren't available to all staff, consider expanding the programme.
- Consider mentioning in the 'purpose' section a sabbatical for mental health or rest and relaxation, showing how highly the organisation values their staff and their mental wellbeing.
- Consider developing a return-to-work programme for employees coming off sabbatical - goals and ambitions might have changed, and harnessing and embracing new energy is beneficial for all.
- Consider the needs of the staff who cover an employee during their sabbatical - how can their upskilling be fostered and nurtured without building resentment?

### **Parental Leave and Pay Policy**

- Consider including policies around paid time off for parents (gestational or not) to attend ante-natal appointments.
- Consider adding gestational parent to title 'maternity pay' and non-gestational parent to 'paternity pay' Consider the terms: 'parental leave', 'expectant parents', 'gestational parent' and 'non-gestational parent'.

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- Consider adding a section on adoptive paid parental leave that operates financially in the same way that the gestational parent leave does.

### **Staff handbook Maternity and Parental Policies**

- Consider changing 'women' to 'pregnant people' or 'gestational parents'.
- Consider if increase of paid and unpaid parental leave to both gestational and non-gestational parents is possible or if an increase in non-gestational parent paid leave is possible.
- Consider opening policies up to include adoptive parents in the same terms.

### **SH Working arrangements**

- Consider a more inclusive approach to health appointments (ie. not TOIL for scheduled hospital visits) especially for disabled employees or employees with chronic illnesses
- 'Flexible working': This is a great time to flag that this could also be beneficial for disabled employees. Could be included in the Adjustments Policy.

### **SH Working from home**

- Consider changing that staff also in their probationary period can have options to occasional work from home - even if it is on a reduced level. This would offer a more inclusive approach for new staff (e.g. disabled staff, staff with caring responsibilities etc.)

### **SH Sick Pay**

- Consider removing the policy of SSP only for 1-20 weeks or offering additional support or flexi-working for new disabled staff/staff with chronic health condition.

### **SH Grievance procedure**

- Consider adding definitions of what constitutes harassment or bullying and include things like bi/homophobia, transphobia, racism explicitly in this policy.
- Include information on where to get support if it's needed.

### **SH Equal opportunities policy**

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- Consider the creation of a specific Equity/EDI policy for APT with explicit statements about anti-oppressive practice.
  - 'The aim of the policy is to ensure that the talents and skills of all employees are utilized to the full in order to achieve APT's objectives. ' - Consider changing this to detail upholding the psychological safety of staff, increasing their sense of belonging and creating a safer workspace for all.
  - Consider the creation of a specific anti-discrimination procedure to be followed when an event is witnessed or experienced, making explicit the company's commitment to equity with examples of problematic behaviour such as microaggressions. Include descriptive definitions based on identity as it relates to oppression (racism, transphobia, ableism, ageism, etc.)
  - Consider taking an enhanced stance on protected categories. This could be done in explaining that while protected characteristics are legally protected, other aspects might play a role in privilege and power dynamics such as; height, weight, caste, location, languages spoken, class.
  - Consider the creation of a disability awareness or accessibility procedure policy, making explicit supportive and adaptive adjustments for staff including disabled people or neurodiverse people (e.g. headphones for on-site working for those who are sensitive to loud noise, alternative formats like offering written or verbal options to engage in processes and procedures, etc).
  - Consider expanding the support offered to disabled people outside those necessary obligations from the Equality Act, 2010, for example Access to Work scheme for neurodivergent people.
  - Consider the creation of a menopause policy detailing definitions, supportive structures, training provided, and ongoing flexibility afforded to people experiencing menopause.
  - Consider expanding the definition of bullying and harassment to go beyond the Equality Act and include explicit named harassment based on extended protected characteristics (e.g. racism, transphobia, bi/homophobia, ableism, etc)

### **SH Recruitment**

- Consider explicit references to commitment to recruitment practices that are rooted in active EDI practices and not equal opportunities practice alone.
- Despite legal allowance to ask candidates about their sickness record after a job offer has been made, we don't normally recommend doing this.

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- Consider including a commitment to promoting easing of barriers to underrepresented groups for the process.

### **SH Volunteers and Interns**

- Unpaid internship is highly debated and from an EDI perspective exclusionary, as studies have shown that people from marginalised communities are less likely to be able to afford to do an unpaid internship.



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## APPENDIX 1 –METHODOLOGY:

### Methodology Outline:

As a data and impact driven organisation that seeks to provide guidance on an effective EDI strategy, Impact Culture’s research methodology rests on a systematic approach of data triangulation. Our methodology is adaptable and attentive to the specific context of our clients’ organisations and needs. Grounded in theoretical understandings of ‘Intersectionality,’ our methodological approach provides a critical and holistic analytic lens to understanding how experiences of marginalisation and privilege shape people’s access and experience of being part of an organisation. Our aim is to get a ‘grounded’ understanding of these experiences and the structures that shape them and provide guidance that is empirically rigorous and focused on practical applicability. Such ‘situated’ data matters because, as Corinne Post et al (2021) highlight: “Only when context is unpacked and more carefully examined will we be able to comprehend *why* diversity produces given outcomes; to answer the pertinent *when, where, and how* questions in diversity research and practice; to resolve mixed research findings; and to help practitioners manage diversity more effectively.”<sup>1</sup> EDI audits are designed to examine the culture, processes and procedures in an organisation through analysing different sources of data (e.g. policy review, focus groups, interviews). While audits are different from social science research, methodology can be built on good practice from different fields such as sociology, psychology, gender studies, post-colonial studies and anthropology.

The document below details how we conduct research to gather the evidence that allows us to support our clients in creating sustainable change in terms of equity, diversity and inclusion.

#### **1. Qualitative Data Collection - Nuanced Approaches/Analysis to Context and Stakeholders’ Experiences**

Qualitative research methods have proven to be increasingly useful in shedding light on the complex dynamics of social encounters and structures emerging in our current global moment. Though containing vastly different approaches, by paying attention to narratives and the details of everyday experiences, qualitative research is well equipped to capture both individual experiences as well as general trends, environments, and shared problems.<sup>2</sup> Triangulation, that is the combination of different qualitative research methods, allows us to provide detailed insights into both shared context and individual experiences of our clients’ stakeholders and employees. Our qualitative research approach outlined below thus is multidimensional and provides an opportunity to create a robust and evidence-based EDI strategy.

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## Qualitative Sampling

Sampling in qualitative research with the objective of improving EDI strategy aims to achieve a balance between a representative sample size and one centering lived experiences. Rather than centering sampling and selection on a logic of probability, qualitative sampling is context (and resources) driven, as well as animated by the leading research questions.<sup>3</sup> In other words, the sample size of interviewees and research participants that will be generated depends on the question our clients hope to address with the help of Impact Culture as well as the availability of meaningful data sources. Such sampling practice allows Impact Culture to produce empirically grounded reports and evaluations.

### **1.1. What do we Do?**

Broadly, our research methods focus on a combination of interviews, testimonies, and brainstorming sessions, as well as document and communications reviews. We attempt to create different spaces and opportunities for research participants to express and reflect on their experiences. Active reflexivity, that is “confronting and often challenging your own assumptions, and recognising the extent to which your thoughts, actions, and decisions shape how you research”,<sup>4</sup> lies at the heart of our research ethos. An acknowledgment that the researcher’s identity influences the kind of data that is collected is part and parcel of examining the complexity of a given research context.<sup>5</sup>

## Interviews

Interviews will provide accounts of how stakeholders and employees occupying different hierarchical positions, such as project leads, human resources personnel, as well as executive management staff experience and engage with the structures of our clients’ organisations. Interviews are held on a 1 on 1 basis and conducted by our Impact Culture lead researcher. Individual interviews provide a space to explore experiences in more depth and allow interviewees to express themselves freely, if they feel like they cannot do so in the context of a focus group. As Jennifer Mason points out, qualitative interviews generally involve open-ended, or semi-structured interview questions that investigate the social processes and contexts which make up the given research field.<sup>6</sup> Impact Culture approaches interviews as a dynamic process where particular attention is being paid to ensure that people with lived experiences of marginalisation are given the space to co-lead the development of the interview. Open-ended questions that focus on context-specific

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scenarios facilitate the co-creation of data that is not determined or guided incessantly by the lead researcher, but instead centers the voice of the interviewee.

### Focus Groups

Research that relies on a multi-method, or triangulation approach, often benefits from including focus groups to generate data through group interactions.<sup>7</sup> Focus groups are interviews with more than one person, who are selected or invited to participate according to different sampling principles, such as self-ascribed identity traits and hierarchy lines. At times, general, open to all, focus groups are deployed as well. The dynamics internal to a group as well as the narrative produced in the context of a focus group can give insights into what constitutes shared experiences and how participants speak to each other about their shared or differing experiences. The lead EDI researcher guides the central questions of the focus group, whilst also encouraging participants to bring up relevant topics not touched upon by the lead researcher. Thus, focus groups provide a rich source for data collection that gives ethnographic depth and description to social dynamics internal to an organisation.

### Document & Communication Strategy Reviews

Documents (such as annual reports, HR documents, organisational charts etc.) as well as communication strategy reviews supplement our qualitative interviews. Analysing websites, brochures and other materials produced by the organisation provide an insight into what subjects and identities are considered our clients' main audience as well as the norms and visions that structure institutions (Hull 2021). In addition, thorough document reviews allow us to pinpoint gaps or dissonances between the practical and theoretical working of the organisation. Consequently, an EDI focused review of the visual and written materials and representations provides ample sources to identify formalised as well as informal norms that shape the social climate of our clients' organisations.

## **2. Theoretical Underpinnings of Our Work - Centering Marginalised Voices**

Centering marginalised voices, as Patricia Hill Collins (1986) has demonstrated, is not only relevant for mere diversity purposes. Rather, the perspectives of "outsiders within" (ibid) provide a particular critical lens from which to understand systemic formations of inequality and exclusion. While we conduct interviews with a range of different stakeholders, occupying different identities, zooming in on how marginalised members of a given

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organisation narrate and are positioned within it is pivotal to identifying key issues and roadblocks in the path to a more inclusive and equitable environment. Intersectional perceptions of power and oppression, thus, are crucial to influence meaningful policy changes (Misra et al 2021).

## 2.1. Understanding EDI Systemically through Intersectionality

Intersectionality as a theoretical as well as a methodological approach has come to play a crucial role in analysing marginalisation from a multifaceted perspective, embedded in a social context. Intersectionality's origins rest in grounded, community-based work that recognises the different effects ascribed and lived identity categories (such as race/ethnicity, gender, sexuality, ability, religion and class) may have on social factors (such as employment, the law, education, and health).<sup>8</sup> From this embedded position, the work of legal scholars such as Kimberlé Crenshaw has provided researches with the tools to pay analytic attention to the interaction between lived experiences of multiple marginalisations and systems of oppression. As such, "intersectionality both notices and contends with the realities of multiple inequalities as it thinks about "the interaction of" those inequalities in a way that captures the distinctive dynamics at their multidimensional interface".<sup>9</sup>

More recently, critical business and management studies have made significant contributions to understanding how institutions and processes of institutionalisation are deeply shaped by hierarchical expressions of difference.<sup>10</sup> In the context of our methodological approach, this translates into our research practice not only in terms of how we conduct participant sampling but also how interview questions are formulated, focus groups are led, as well as how we frame our research outputs and recommendations.

### References:

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Combahee River Collective (1979). "Statement of the Combahee River Collective." URL (accessed on 01/02/22): <https://combaheerivercollective.weebly.com/the-combahee-river-collective-statement.html>

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Hull, Matthew S. (2012). "Documents and Bureaucracy". In: *Annual Review of Anthropology*. Vol. 41, pp. 251-67.

MacKinnon, Catharine. (2013). "Intersectionality as Method: A Note". In: *Signs: Journal of Women in Culture and Society*, Vol. 38, No. 4.

Misra, J., Curington, C., Green, V. (2021). "Methods of Intersectional Research." In: *Sociological Spectrum*, Vol 41, No. 1. Pp. 9-28.

Morgan, David L. (1997). "Focus Groups as Qualitative Research." Second Edition. London: Sage Publications.

Post, C. et al. (2021). "Theorizing Diversity in Management Studies: New Perspectives and Future Directions." In: *Journal of Management Studies*, 58:8, pp. 2003-2023.

## APPENDIX 2 – DEMOGRAPHIC SURVEY INFORMATION

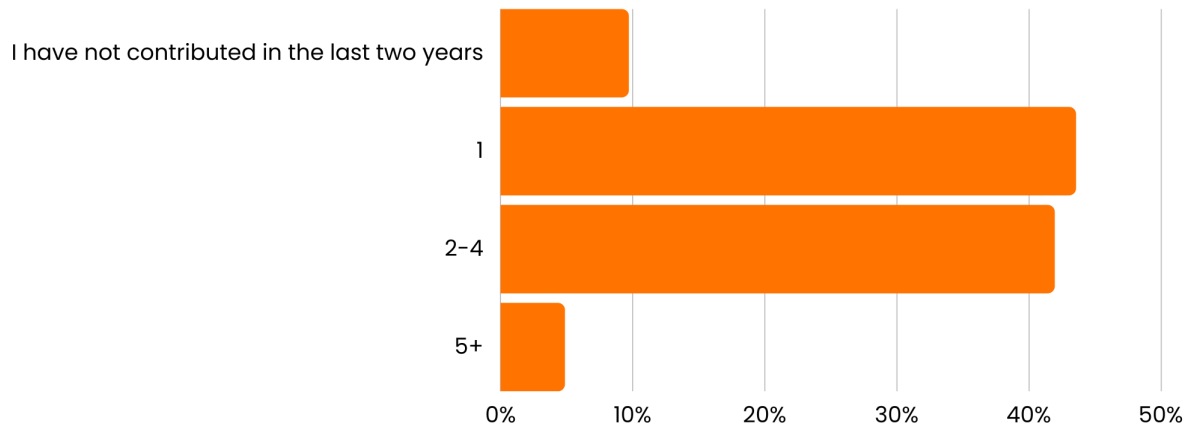
Please let us know in what way you have contributed to <i>Alliance</i> over the last two years. Please click all that apply.	Percentage
Speaker at an event, either digital or in-person	12.0
Interviewee for an article	9.3
Writer of a short-form article published free-to-read	49.1
Writer of a long-form <i>Alliance</i> Extra article published with a paywall	17.6
I have not contributed in the last two years	4.6
Editorial Advisory Board	3.7
Guest Editor of a print issue	3.7

*Please let us know in what way you have contributed to Alliance over the last two years. Please click all that apply.*



How often have you contributed to <i>Alliance</i> over the last two years?	Percentage
I have not contributed in the last two years	9.7
1	43.6
2-4	41.9
5+	4.9

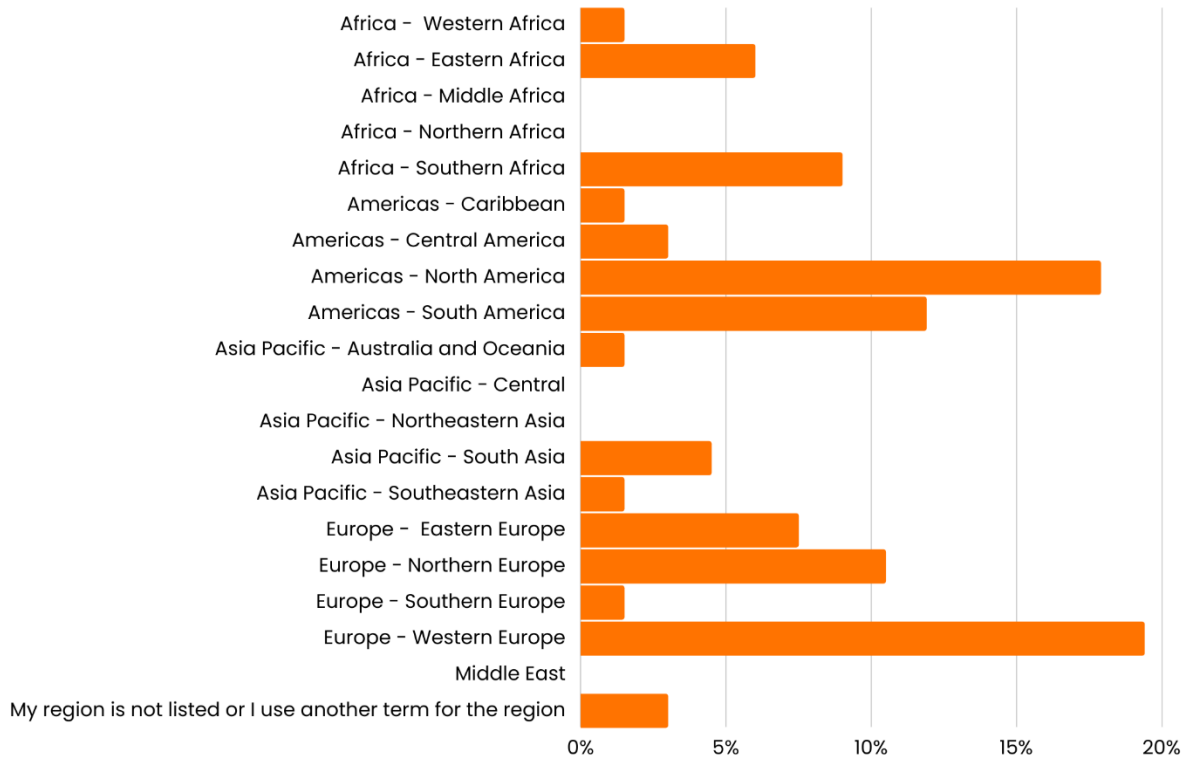
*How often have you contributed to Alliance over the last two years?*



What region do you currently live in?	Percentage
Africa - Eastern Africa	6.0
Africa - Middle Africa	0.0
Africa - Northern Africa	0.0
Africa - Southern Africa	9.0
Africa - Western Africa	1.5
Americas - Caribbean	1.5
Americas - Central America	3.0
Americas - North America	17.9
Americas - South America	11.9
Asia Pacific - Australia and Oceania	1.5
Asia Pacific - Central	0.0
Asia Pacific - Northeastern Asia	0.0
Asia Pacific - South Asia	4.5
Asia Pacific - Southeastern Asia	1.5
Europe - Eastern Europe	7.5
Europe - Northern Europe	10.5
Europe - Southern Europe	1.5
Europe - Western Europe	19.4
Middle East	0.0
My region is not listed or I use another term for the region	3.0

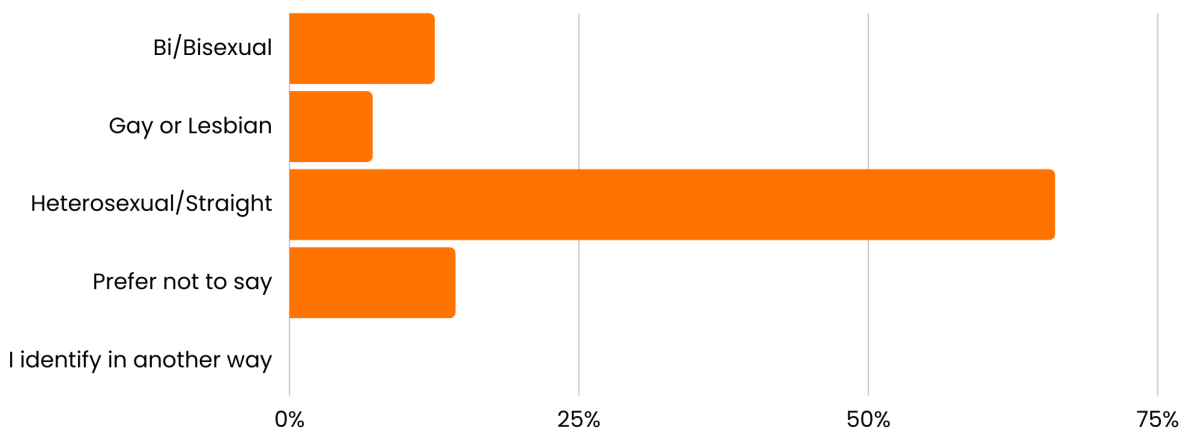


**What region do you currently live in?**



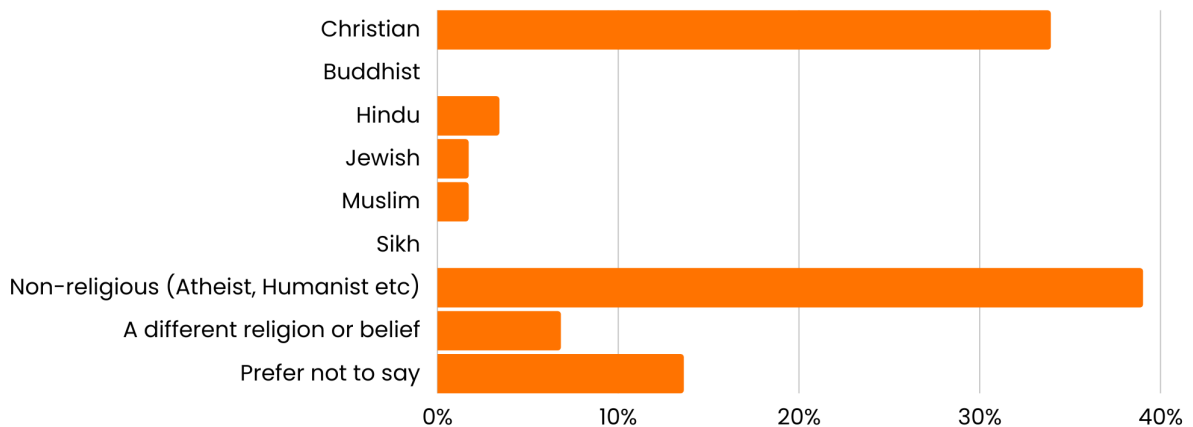
Which of the following best describes your sexual orientation?	Percentage
Bi/Bisexual	12.5
Gay or Lesbian	7.1
Heterosexual/Straight	66.1
Prefer not to say	14.3
I identify in another way	0.0

*Which of the following best describes your sexual orientation?*



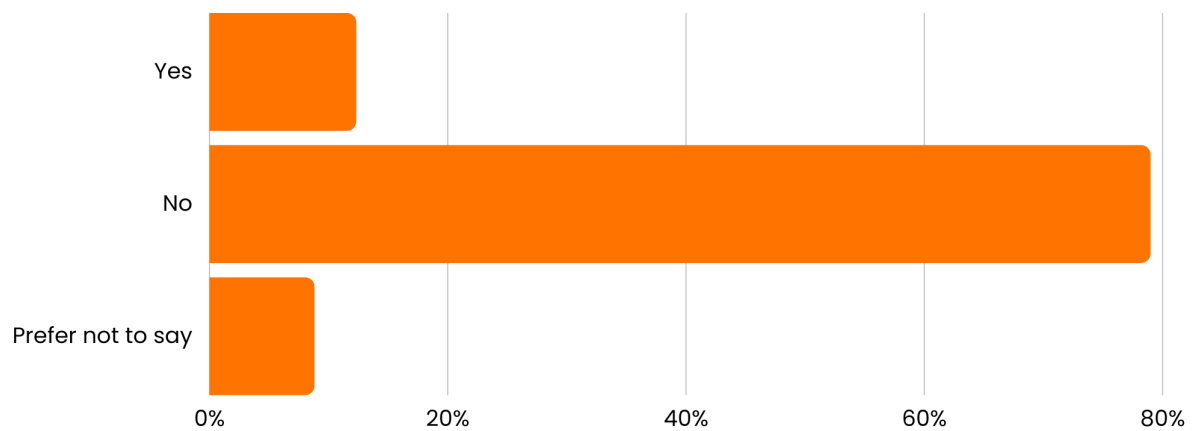
What is your religion?	Percentage
Christian	33.9
Buddhist	0.0
Hindu	3.4
Jewish	1.7
Muslim	1.7
Sikh	0.0
Non-religious (Atheist, Humanist etc)	39.0
A different religion or belief	6.8
Prefer not to say	13.6

*What is your religion?*



Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?	Percentage
Yes	12.3
No	79.0
Prefer not to say	8.8

*Do you have any physical or mental health conditions or illnesses lasting or expected to last for 12 months or more?*



What is your age group?	Percentage
16-24	0.0
25-34	12.9
35-44	37.1
45-54	21.0
55-64	21.0
65+	6.5
Prefer not to say	1.6

*What is your age group?*

