

List of resources for diversifying and retaining a diverse board and workforce in charities

To support organisations in their journey towards greater diversity, equity and inclusion (DEI), we have curated a list of resources designed to help with recruiting and retaining a diverse board of trustees, senior leaders and workforce and create more inclusive environments where every individual feels valued and empowered to contribute.

This is part of the Co-op Foundation's strategic commitment [to creating more diverse, equitable and inclusive communities](#). We recognise that as a Foundation we are also on a journey to becoming a more diverse, inclusive and equitable organisation including diversifying our workforce. The Co-op Foundation is also using the [DEI Data Standard](#), a shared framework among funders to capture data on the background of the leadership of our applicant organisations and the communities they serve to and identify any inequities in our funding.

The list of resources has been compiled based on other funders' resources for example the [Esmée Fairbairn Foundation's useful sector resources](#); funders' initiatives e.g. [resources shared by the DEI coalition*](#) and our networks. The list is not comprehensive and the inclusion of organisations and recruiting consultancies does not equal endorsement. We encourage the users of these resources to apply their due diligence and criteria when exploring how to apply the resource and consider working with any of the listed organisations.

For transparency, we have indicated with an (*) below any organisations mentioned that have received a grant from the Co-op Foundation.

Organisations and Initiatives (alphabetical order)

- [Action for Trustees for Racial Diversity*](#), organisation that supports charities with knowledge, resources, toolkits, networks and advice on how to increase their board's racial diversity.
- [d&i Leaders](#), organisation that supports creating a diverse and inclusive workplace through training, articles, reports, events and networking.
- [DisabilitiesRightsUK](#) organisation led by, run by, and working for disabled people, providing support and guidance on [employing and retaining disabled people](#).
- [Getting on Board*](#), organisation that aimed to make trusteeship more accessible, effective and inclusive. The organisation has now closed but their website offers a wealth of resources on diversifying boards.
- [New Philanthropy Capital \(NPC\), Walking the Talk](#) explores the diversity of the UK's charities and foundations, offering practical advice and personal perspectives from both in and outside the sector
- [Race Equality Matters](#), organisation aiming to accelerate meaningful change in the workplace
- [Race Equality Network](#), infrastructure organisation promoting equality and inclusion through a range of DEI focused services
- [RadHR](#), organisation that offers alternatives to off-the-shelf HR policies and processes that tend to replicate oppressions

- [The Diversity Trust](#), organisation that offers training and consultancy on DEI including creating a more inclusive workplace
- [The Ubele Initiative](#), an African diaspora led infrastructure empowering Black and Minoritised Communities in the UK. They provide support in developing people, groups and organisations.
- [Young Trustees Movement*](#), organisation working to increase trustees aged 30 and under on charity boards

Guidance, toolkits and other resources

- [How to keep bias out of the recruitment process](#), Quartz at Work, practical advice on language and anonymizing resumes to tackle unconscious bias.
- [Positive action recruitment roadmap](#), British Museum and The Audience Agency, practical guidance on implementing a recruitment model that engages a more diverse range of people
- [Guide to best practice for recruiting and retaining disabled people](#), Business Disability Forum
- [Building for success in recruiting and supporting the disabled people in the workplace](#), Disability Rights UK and Disability Work, a guide with a six step road map to disability inclusion.
- [Recruit diverse talent](#), Arts Council England (ACE), a practical guide
- [Recruiting, employing and retaining people with convictions: Guide for organisations](#), CIPD Trust, practical recommendations and information to support organisations to recruit, employ and retain employees who have convictions or lived experience with the criminal justice system.
- [Diversity in Governance: the what, why and how](#), NPC briefing
- [Include young people on boards and in decision making processes](#), Roundhouse and ACE.
- [Young Trustees Guide: Developing the next generation of charity leaders](#), Charities Aid Foundation.
- [How to Guides for charities on how to create fully diverse and inclusive boards](#), Getting on Board*. Moreover, Getting on Board website has a [wealth of resources](#) with an emphasis on DEI including templates for trustee recruitment and [responsibilities of a trustee](#).
- [The Diversity Forum Toolkit](#), The Social Investment Consultancy (TSIC), is aimed at social investors and social investment organisations but is useful for any organisation interested in promoting diversity and inclusion.
- [Diversity, Equity and Inclusion monitoring tool](#), Big Issue Invest, a free tool organisations can use to input information about their Board, staff and communities they serve to generate an overview of their diversity split and their gender and ethnicity pay gaps.
- [Equality and human rights in practice framework](#), Equally Ours, designed by and for the voluntary sector the framework can be used to set priorities, plan next steps, and track progress including employing people and volunteers.
- [Get started with equity, diversity and inclusion](#), National Council for Voluntary Organisations (NCVO), resource page for charities on how to get started in improving their organisations' approach to equity, diversity and inclusion.

- [Equality, diversity and inclusion: Making your workplace inclusive](#), Advisory, Conciliation and Arbitration Service (ACAS)
- [Equality, diversity and inclusion](#), Chartered Institute of Professional Development (CIPD), a wealth of resources on how to promote equal opportunities and manage equality, diversity and inclusion in your organisation.
- [Diversity and Inclusion](#), Business in the Community (BITC), blogs, toolkits and case studies on how to ensure all employees feel they belong, have a voice and are valued in their workplace.
- [UK Workplace Equality Index, Stonewall](#), benchmark tool for employers to measure progress on LGBTIQ+ inclusion in the workplace.
- [Digital tools to make your charity more inclusive](#), Charity Digital, digital tools to enhance inclusivity within organizations.
- [DiNN Community, A Community for Black Individuals and Leaders](#), Do it Now Now. Online platform to support the Black community.

Training and support

- [Raise your awareness of issues surrounding equality & diversity](#), Free Courses in England, Free Online Equality and Diversity Training Course with Certificate
- [Training and event-Women's Resource Centre](#), Series of training on DEI to support women's leadership and women at work
- [NCBI - the National Coalition Building Institute](#) delivers equalities leadership programmes.
- [Shaw Trust](#) offers training and consultancy services in equality, diversity and inclusion with focus on disabilities.

Reports

- [Reimagining the workplace: disability and inclusive employment](#), Leonard Cheshire
- [Racial Diversity in the charity sector](#), [Association of Chief Executives of Voluntary Organisations](#) (ACEVO) and the [Institute of Fundraising](#), principles and recruitment practice to address the diversity deficit in charity leadership.
- [Home Truths: Undoing racism and delivering real diversity in the charity sector](#), ACEVO and Voice4Change England. Report that reframes the 'diversity' as an issue for the charity sector.
- [Talking about race at work](#), CIPD, report on the need to talk about race at work, barriers and facilitators.
- [Board Diversity, Contact](#), a case study on how to put young people at the heart of decision-making.
- [The Diversity Paradox, The B Team](#), looking beyond the numbers to develop a more holistic diversity strategy.
- [Walking the talk on diversity](#), NPC, briefing exploring the barriers holding the charity sector back from improving its diversity.
- [The value of lived experience in social change](#), Baljeet Sindhu, how the UK social sector can develop and evolve through working with experts by experience.

- [Lived Experience: learning from others](#), *Beyond the Streets*, a comprehensive resource on how lived experience looks like in different organisations.
- [LGBT in Britain - Work Report \(2018\)](#), *Stonewall*, report about the experiences of LGBT+ individuals in the workplace.
- [Supporting diverse Recruitment, retention and progression](#), Race for Nature, Experiences and learning from environment sector organisations hosting Kickstarter placements.
- [Race Report](#), Racial Action for the Climate Emergency, Students Organising for Sustainability UK, an annual initiative addressing racial diversity within the UK's environmental, climate, and sustainability charitable sector.
- [Benefits of recruiting and retaining a diverse workforce: Rapid evidence review](#). Discussion paper on developing a diverse workforce including a range of resources DEI resources

Blogs and articles

- [How to get out of the diversity trap? Start with breakfast](#), Danyal Sattar, CEO *Big Issue Invest*.
- [The importance of diversity in your trustee board](#), Dr Priya Singh, *NCVO*.
- [Commitment Over Comfort, creating a more diverse and inclusive charity sector](#), Vicky Browning, *ACEVO*.
- [Racism still festers in Britain's workplaces. It's time to get tough](#). Omar Khan, *The Guardian*.
- [How to improve diversity and inclusion on trustee boards](#), Margery Infield, *NPC*.
- [The Dangers of Mistaking Diversity for inclusion in the workplace](#), Dana Brownlee, *Forbes*.
- [Trustee diversity - what I wanted to say...](#), Geetha Rabindrakumar, *Reach Volunteering*.
- [Ditching CVs and cover letters](#), Janet Thorne, *Reach Volunteering*.
- [Diversity and inclusion](#), series of articles on DEI in the workplace by Harvard Business School

Podcasts and recordings

- [Recruiting for Diversity](#), Esmée Fairbairn Foundation, recording of event on how organisations can improve on diversity and inclusion.
- [Implications of Black Lives Matter - What does Diversity, Equity and Inclusion really mean?](#), Gemma Peters, CEO Blood Cancer UK, *The Charity CEO Podcast*.
- [What is the role of charity Governance? \(and what Boards must do to get it right!\)](#), Mita Desai, CEO Young Trustees Movement, *The Charity CEO Podcast*.

Recruitment Agencies and Recruitment Platforms

- [Inclusive Recruiting](#), recruitment agency specialising in diversity and inclusion
- [Pearn Kandola](#), recruitment agency specialising in diversity and inclusion
- [Inclusive Boards](#), recruitment agency specialising in diversity and inclusion

- [Evenbreak](#), job board for disabled candidates.
- [ReachVolunteering](#), online platform with volunteer and trustee opportunities
- [Applied](#), Recruitment platform that reduces bias, improves quality of hire and increases diversity
- [Recruit, Unlock](#), website supporting UK employers recruiting people with criminal records

*The DEI Coalition is a group of funders who formed a learning and action community to embed Diversity, Equity and Inclusion (DEI) throughout their work. You can find more about the coalition at the [Funders Collaborative Hub](#).