



# OUR INCLUSION ACTION PLAN

October 2025

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## OVERVIEW

Inclusion, representation and belonging remain at the heart of Mission 44’s identity and purpose. Our vision of a fairer future for all young people demands that we centre equity in everything we do - from who we are, to how we work, how we show up and what we fund.

Since launching in 2021, we’ve made meaningful progress. The majority of our team and Board of Trustees are people of colour, over half of the organisations we fund are led by people of colour, and young people — through our Youth Advisory Board and Impact Committee — continue to shape our strategy and grantmaking, in line with our belief in “nothing about us without us.” Our DEIB working group was formed at the end of 2023 and has played a central role in leading these efforts.

Nonetheless, we recognise that embracing these principles is an ongoing journey, where we can always do better. Building on the foundations of our inaugural plan (2024/25), this iteration reflects our ongoing learning, feedback from our team and partners, and our ambition to become an organisation renowned for our inclusive practice.

We recognise that this work is never complete. This plan sets out our priorities and actions for the next 24 months, co-developed with Mission 44 employees, trustees, young people, and partners.

## DEFINITIONS

Diversity	For us, diversity is the variety of experiences, backgrounds, and identities that exist at Mission 44. It’s about ensuring that a multitude of perspectives are present at our table, and that our organisation represents the communities we exist to serve.
Equity	Equity means creating a level playing field in our organisation, with fair treatment, access to opportunities and a chance to succeed regardless of background. We are committed to social justice, and will work to identify and dismantle barriers that prevent people from reaching their full potential.

<b>Inclusion</b>	Inclusion means creating a culture where everyone is empowered to participate and contribute their unique skills and talents. It is also about including voices that are often underrepresented or ignored, or not listened to, in our work. Building this culture is a collective responsibility, one that requires active engagement of all individuals at Mission 44.
<b>Belonging</b>	Belonging is the feeling of being valued, accepted, welcomed and empowered to be your authentic self. It's about fostering a sense of connection, recognition, trust and confidence where everyone thrives.
<b>Social Justice</b>	Social justice is the pursuit of equality and fairness in opportunity, rights, and treatment for all individuals within a society. It aims to address and rectify systemic inequalities that disadvantage marginalised groups based on factors such as race, gender, sexual orientation, socioeconomic status, religion, disability, or other characteristics.

## VISION AND MISSION STATEMENT

### VISION

Our goal is to build a diverse and inclusive organisation where everyone feels valued, respected, and empowered. By sharing power, fostering belonging, and championing equity, we will embody the world we want to see for young people.

### MISSION

Diversity is in our DNA, and we believe it's our strength. We will ensure that equity is core to our ways of working by:

- Building a working environment which embraces diversity and promotes inclusion, where all colleagues feel a sense of belonging.
- Investing in leaders and organisations who share our vision and commitment to young people, but have been historically overlooked and underfunded.
- Building trust with our partners and target groups by working in true partnership, actively listening to our partners and embedding young people's voices in everything we do.

## ACTION PLAN (24-MONTH PERIOD)

Goal	Objective	Key Result	Actions	Owner
<b>Build a diverse organisation</b>  We actively seek a wide variety of lived experiences and identities to be represented in our workplace.	Our team is representative of a wide variety of lived experiences and identities	The team's composition reflects data-informed representation targets across key protected characteristics (see Appendix A).	<ul style="list-style-type: none"> <li>• Diversity monitoring data collected from all staff, Board and Youth Advisory Board to understand team representation.</li> <li>• Use data and benchmarks to inform recruitment, retention and learning and development plans.</li> </ul>	HR/ Operations
		100% of job postings are advertised through channels that reach underrepresented communities	<ul style="list-style-type: none"> <li>• Set recruitment targets for shortlists related to underrepresented groups in the Mission 44 team, and track progress regularly to ensure accountability in the hiring process.               <ul style="list-style-type: none"> <li>◦ Add demographic monitoring form for recruitment processes</li> <li>◦ Broadening sourcing strategies beyond traditional platforms; partner with diverse talent networks, job boards, and community organisations.</li> </ul> </li> <li>• Implement inclusive recruitment practices, including de-biased job descriptions, inclusive language, structured</li> </ul>	HR/ Operations

			<p>interviews, and diverse hiring panels.</p> <ul style="list-style-type: none"> <li>• Deliver inclusive recruitment training once every 24 months for HR and hiring managers</li> </ul>	
		At least 80% of employees complete monitoring data survey.	<ul style="list-style-type: none"> <li>• Make survey completion easy and accessible, with reminders sent via multiple internal channels and clear deadlines.</li> <li>• Create clear internal comms explaining the purpose, privacy safeguards, and impact of the survey to encourage participation.</li> <li>• Share data accessibly and transparently</li> <li>• Ensure that this data feeds into benchmark reviews.</li> </ul>	HR/ Operations
	Our HR policies and infrastructure support us to embrace, celebrate and value difference.	100% of policies are reviewed and updated to reflect inclusive best practice.	<ul style="list-style-type: none"> <li>• Conduct a review of all HR and people-related policies assessing for bias, accessibility, and equity impacts.</li> <li>• Engage external consultants or legal advisers as needed.</li> <li>• Standardise the use of inclusive language across all documents; include practical examples where relevant to illustrate inclusive scenarios in the Playbook.</li> <li>• Achieve and maintain at least 2 recognised diversity and inclusion accreditations by the end of 2026 (such as Disability Confident Committed, Stonewall Diversity Champion, or Race at Work Charter).</li> </ul>	HR/ Operations

Goal	Objective	Key result	Actions	Owner
We have an inclusive, values-led culture where staff, stakeholders and partners feel like they belong.	Ensure that all colleagues feel valued, respected and included.	At least 80% employees agree or strongly agree that they feel a sense of inclusion and belonging at Mission 44.	<ul style="list-style-type: none"> <li>Recognise and celebrate at least three national or international awareness campaigns annually, highlighting their relevance to our mission and reflection on their intersection with our work.</li> <li>Deliver up to three learning and development activities related to those awareness days.</li> <li>Create a shared organisational vision that everyone feels connected to, and space to celebrate people's contributions towards that shared vision.</li> <li>Establish equitable and accessible practices for all team activities as part of the Employee Handbook.</li> <li>Deliver regular and inclusive team socials (at least two per quarter) and annual team retreat to build and connect colleagues to our shared vision.</li> <li>Quarterly joint meetings with SLT to share insights, review progress on DEIB goals, and co-develop responses to challenges.</li> </ul>	DEIB WG
	Implement a leadership and line management model that promotes	100% of line managers complete training on cultural competency and inclusive	<ul style="list-style-type: none"> <li>Design a learning programme for line managers (e.g. action learning set or programme of sessions) focused on topics like psychological safety, active listening, inclusive decision-making, cultural competency/fluency, mitigating bias, developing talent, and neurodiversity, designed in year 1 and rolled out in year 2 of this programme.</li> </ul>	

	inclusive practices across all levels of the organisation	leadership.		
Goal	Objective	Key result	Actions	Owner
We empower underrepresented groups through our work and advocate for equity in philanthropy	Share power with communities facing social injustice through inclusive and participatory philanthropy practices.	Deliver a youth-led empowerment programme that prioritises intergenerational collaboration and centres youth in decision-making.	<ul style="list-style-type: none"> <li>Continue to work with Youth Advisors to co-design and launch an Empowerment Programme focused on reimagining philanthropy.</li> </ul>	Impact
		At least one-third of funding ( <i>in £</i> ) is invested in organisations led by diverse teams	<ul style="list-style-type: none"> <li>Build a pipeline of lived experience-led organisations through targeted outreach, events, and partnerships.</li> <li>Check in regularly with the Impact Committee to monitor and assess progress.</li> </ul>	Impact
		100% of grant decisions are	<ul style="list-style-type: none"> <li>Quarterly Impact Committee meetings are embedded into the Governance calendar.</li> </ul>	Impact/ CEO office

## MISSION 44

		informed by the Impact Committee to ensure that the communities we support are involved in decision-making.	<ul style="list-style-type: none"> <li>• All grants up to £75k are reviewed by both the CEO and a YAB member of the Impact Committee.</li> <li>• All grants between £75k and £200k are decided by the Impact Committee.</li> <li>• All grants above £200k are reviewed by the Impact Committee before going to the full Board for final decision.</li> </ul>	
	Use our platform to champion inclusion and share our ongoing learning journey.	80% of people perceive Mission 44 as a diverse and inclusive organisation (measured by brand perception/ stakeholder sentiment work)	<ul style="list-style-type: none"> <li>• DEIB working group to take part in at least two learning sessions with other charitable foundations on inclusive practice.</li> <li>• Publish 2-4 thought pieces reflecting on our DEI practice e.g. Mission 44 Annual report to have a section focused on inclusion, at least one blog post on a culturally relevant issue shared.</li> </ul>	



APPENDIX A: DIVERSITY BENCHMARKING

As part of our first goal - to build a truly diverse organisation that reflects a broad range of lived experiences and identities - the DEIB Working Group has developed a set of representation benchmarks to guide our ambition. Grounded in sector data and the wider workforce landscape, these benchmarks provide a framework for progress.

They are not rigid quotas but intentional, evolving commitments that will adapt as our organisation and the sector continue to learn. By using these benchmarks to shape our recruitment, retention, and development strategies, we aim to ensure that Mission 44 continues to lead by example - building a team whose representation, sense of inclusion, and belonging reflect the change we seek to create in the world.

Group	Benchmark
Disability	20-30% staff team identify as disabled
Ethnicity	Min. 50% minoritised ethnic backgrounds at all levels
Class	20-30% staff team were eligible for Free School Meals
Gender	Min 60% female at all levels