

Philanthropy Impact

MAGAZINE

WHAT KIND OF SOCIETY DO WE WANT TO BUILD?

WHAT IS THE DESIRED NEW NORMAL FOR PROFESSIONAL ADVISORS,
PHILANTHROPISTS, SOCIAL INVESTORS AND IMPACT INVESTORS?

THIS ISSUE: PHILANTHROPY IN
ACTION, CREATING IMPACT

PART TWO OF A FOUR-PART SERIES



EDITORIAL: THE DYNAMICS OF THE NEW WAY



**A TALE OF TWO CHAMPIONS: FROM LIVED EXPERIENCE
TO MENTAL HEALTH WARRIORS**



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OF OUR NATION**

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Eikos (Oikos) – our home has no value. Earth systems that support the biosphere and the 8.7 million (known) species, comprising the biodiversity of life inhabiting the biosphere has no price tag. The biosphere is priceless and should not be priced less. CATHERINE CUNNINGHAM

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Vision: A world where individuals and families engage in philanthropy and social impact investment, supported by professional advisors.

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Chief Executive and Editor: John Pepin
Co-Editor and Director of Membership and Development: Zofia Sochanik
Co-Editor and Communications and Events Manager: Rachele Menditto
Co-Editor and Training and Accreditation Manager: Victoria Shaw

Philanthropy Impact, CAN Mezzanine,
7-14 Great Dover Street, London SE1 4YR

T +44 (0)20 7407 7879

www.philanthropy-impact.org

[@PhilanImpact](https://twitter.com/PhilanImpact)

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Please contact the Editor at
editor@philanthropy-impact.org

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Get in touch with the team today to learn more:

E: zofia.sochanik@philanthropy-impact.org

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EDITORIAL

THE DYNAMICS OF THE NEW WAY

HEIKO SPECKING - WWW.SPECKING.CH

Putting people at the centre of systems change

The term “new normal” is being bandied about in reference to COVID-19, as a way to come to terms with the changes that have recently impacted our lives. The term can also be used to describe an alternative future; a future without poverty, climate change and biodiversity loss, where we live within the carrying capacity of the planet, in harmony with each other and with nature.

It's an attractive proposition but it's not without challenges. Most of our existing systems are woefully inadequate to support such a scenario. Our short-term focus is creating a “take, make, dispose” mentality with little consideration for the future of our planet.

Surviving in this dynamic, in and towards a new normal, requires a period of transition. Individuals and organisations will need to grapple with complexity and uncertainty. The new normal will require different skillsets — agility, flexibility and adaptability. The new normal will be about transitioning from static to fluid and towards transformational, real and regenerative change.

Take agriculture as an example. I recently visited a farm in Brandenburg, in the east of Germany, close to the Polish border, which is moving towards regenerative agriculture practices. Regenerative agriculture is a holistic approach that restores soil quality, increases biodiversity and improves watersheds. This farm has multiple reasons to undertake such an incisive change of farming practices — the most prominent relate to climate change and degraded soil, particularly due to highly intensive farming practices.

It sounds simple in theory. We know about no-till farming practices, syntrophic principles and the value of permaculture. But how easy is it in practice? What does it mean for a whole system to change? What are the pathways to a new normal? How do we finance this transition?

PEOPLE AND RELATIONSHIPS

In the end, it comes down to people and their relationships. In Brandenburg, they started by learning from other farmers, created a strategy for the land and implemented first steps. Field workers, many of whom are volunteers, had to collaborate and work together in a different way, learning new skills and approaches, and operating within a broader stakeholder group. Trust has been critical as they increased their ability to learn through different contexts and convince others of their approach. It takes an effort to create a thriving community which takes responsibility for its own change and learning processes.

Perhaps most important of all has been securing philanthropic support and investments. Regenerative change requires a long-term perspective that integrates social, economic and environmental concerns. Many philanthropic organisations already have this long-term mindset, and investors seem to be catching up in understanding such interdependencies.



HEIKO SPECKING



VALUES AND VISION

From my perspective, personal values and a clear vision are critical to this successful transformation. Advisors are key in this process, as they facilitate, guide and support the individual or community in their endeavour. They also have access to a competent network allowing them to connect with peers, knowledge carriers or thought leaders. Advisors understand the broad range of possibilities available to engage in change-making processes and help co-create transformation.

Looking forward, we must embrace this new normal in all its complexity. But let's not kid ourselves — it's will remain challenging. COVID has exposed how connected we are as a global society but also showed the disconnect, particularly in relation to nature. Let's then re-connect, build new relationships, explore innovative pathways and jointly co-create as a positive force for good. After all, it is a journey. Travelling together might actually be fun.

"ADVISORS UNDERSTAND THE BROAD RANGE OF POSSIBILITIES AVAILABLE TO ENGAGE IN CHANGE-MAKING PROCESSES AND HELP CO-CREATE TRANSFORMATION."

HEIKO SPECKING – FOUNDER AND PARTNER, SPECKING+PARTNERS

Heiko Specking has over 25 years' of explicit experiences in sustainable lifestyle, ethical investments, corporate social responsibility activities and philanthropy advisory. Prior of recently setting up his own company specking+partners ltd, Heiko was the Head of Philanthropy and Social Responsible Investment Advisory Services at Credit Suisse, where he served the premium clients of the bank in respect of their charitable engagement and social investing activities.

Before this, he had set up the Charity Services for a Multi-Family Office based in Zurich, representing its clients' interest in their best giving practice and managing their philanthropic projects globally. He holds an MBA in Business Administration from the University of Frankfurt/Main and is a qualified Trust and Estate Practitioner (TEP).

Since 2014, he has served on the board of the Light for the World Association in Switzerland and guides various start-ups and internationally operating charitable organisations in respect of their sustainability strategy.

A TALE OF TWO CHAMPIONS: FROM LIVED EXPERIENCE TO MENTAL HEALTH WARRIORS

NATASHA MÜLLER - WWW.NATASHAMÜLLER.COM AND GAIA BRIGNONE

Current estimates suggest that over two-thirds of those affected by a mental disorder do not receive the care they need. For the one-third that do, the quality is usually poor. This needs to change

Our drive and dedication to mental health stems from our own lived experiences: Natasha's father lived with Bipolar Disorder and Depression, and died by suicide when Natasha was just 17 — an experience of deep trauma that continues to affect her to this day. Whilst Gaia has fought a constant battle with Depression, Anxiety and Anorexia Nervosa, for which she was hospitalised when she was 14. Through our own daily struggles and uphill battles, we are made aware of the urgent need to tackle and find solutions to this pressing global issue. Our mission is to mobilize support by building a global mental health ecosystem and supporting local change makers and activists. We all have a part to play in this movement.

A RESILIENT SOCIETY NEEDS MENTAL HEALTH

With COVID-19 at the forefront of many philanthropists', wealth advisors' and impact investors' minds, efforts are now being focused on the need to develop resilient societies in order to futureproof against other inevitable global crises. If 'resilience' is the word of the day, 'mental health' has become the topic of the week as the two are intrinsically linked. Yet, though many agree mental health is vitally important, there is a lack of clarity on how best to mobilise capital to create catalytic impact.

THE SCALE AND TRUE COST OF MENTAL HEALTH ISSUES

Mental illness does not discriminate. Although affecting everyone, mental health issues disproportionately affect the most vulnerable: those who identify as LGBTIQ+; racial and ethnic minorities; youth; women; and those with overlapping challenges including homelessness, substance misuse, and contact with the criminal justice system. In low-resource settings the situation worsens, as governments fail to address mental health needs from a rights-based perspective.

Poor mental health costs the world economy US\$2.5 trillion per year and, if left unaddressed, this number could rise to US\$16 trillion by 2030. (Source: [Go Speak Your Mind](https://www.gospeakyourmind.org/)). This is not even accounting for the reported impact of Covid. Moreover, the ripple effect of not addressing this issue extends far beyond the financial costs: it



NATASHA MÜLLER



GAIA BRIGNONE

GLOBAL MENTAL HEALTH STATS



284 million people suffer from anxiety



265 million people suffer from depression



Every 40 seconds someone dies by suicide

Source: <https://www.gospeakyourmind.org/news/the-return-on-the-individual-a-visionary-new-approach>

“WHILE THERE APPEARS TO BE INCREASED CONVERSATION ABOUT MENTAL HEALTH, WE HAVE ONLY SCRATCHED THE SURFACE OF WHAT NEEDS TO BE DONE.”



disrupts education and employment, challenging family relationships and testing the criminal justice system, as Ken Zimmerman explains in [Inside Philanthropy](#).

Mental health is a global public good. However, the stigma and severe under-resourcing of mental healthcare means that most of those affected do not receive the care they need. This needs to change.

BUILDING A GLOBAL MENTAL HEALTH ECOSYSTEM

While there appears to be increased conversation about mental health, we have only scratched the surface of what needs to be done. There continues to be substantial ambiguity about which actions are most effective, sustainable, accessible and scalable; particularly problematic at a time when it is essential that we turn our interest and understanding of the current mental health crisis into actionable work and catalyse a greater coordinated response.

Leadership from global organisations, such as the United Nations (UN) and the WHO, are a prerequisite to get off on the right foot. Their clear guidance is instrumental in developing a global mental health strategy and in shaping coordinated action. Over the past few years, a number of important international documents have been published that recognise mental health as a human right and that call on governments to support and finance mental health initiatives¹. While there

has been movement at the level of global governance, the problem lies in the various disconnects that exist within the current framework including: the failure to understand mental health as a cross-cutting issue; the disconnect between action at the level of global governance and understanding amongst civil society; and the disconnect between policymakers and grassroots organisations that can provide the real-time data and the local context to make a roadmap viable.

The global pandemic has put unprecedented pressure on already underfunded and fragmented mental health services. Every country in the world is already failing to respond, with less than 2 per cent of health budgets globally being spent on mental health. (Source: [Go Speak Your Mind](#)). We are now facing a [global mental health crisis](#), exacerbated by COVID-19, and it is vital that we focus efforts on building resilience through radical collaboration and a well-resourced global mental health strategy.

THE ROLE OF PHILANTHROPY, IMPACT INVESTING AND WEALTH ADVISORS

Philanthropy, impact investing and professional advisory services have a fundamental and pivotal role in fulfilling the mental health ambitions of leading global bodies and developing a world where everyone has their mental health needs addressed. In order to build tomorrow's resilient communities and prepare for future global crises,

NATASHA MÜLLER – FOUNDER AND CEO, NM IMPACT

Natasha is a Next Gen impact investor, philanthropist and mental health activist. She is a convener to the core and is passionate about leveraging her deep network to build and support a global ecosystem of local change-makers that, together, create sustainable solutions to the world's most pressing problems. It is with this in mind that she founded NM Impact Ltd: An independent investment and convening vehicle that aims to inspire, motivate and connect like-minded Next Gens and to catalyze increased capital flows, both philanthropic and through impactful investments, to social enterprises and sustainable businesses.

Natasha actively campaigns on mental health issues; has worked on policy initiatives; helped fundraise and create philanthropic solutions and is a trustee for United for Global Mental Health and Philanthropy Impact. She also occupies seats on various advisory committees and boards including Philanthropy Impact; the Center for Sustainable Finance and Private Wealth (CSP) at the University of Zurich, the Empower initiative with Harvard Medical School, and is a founding member of The Conduit social impact membership club.

Natasha holds a BA in Geography; an MSC in the Political Economy of Violence, Conflict, and Development from SOAS University, and is an Alumni of the Impact Investing for the Next Generation course at Harvard Kennedy School. Outside of her work, she was a competitive equestrian show jumper and is currently an avid weightlifter, sports enthusiast, and a contemporary art collector.

¹ [UN's 2008 Convention on the Rights of Persons with Disabilities](#); [WHO 2019 Special Initiative for Mental Health](#); [Mention of Mental Health in the UN SDG's – SDG #3](#); and [WHO's Comprehensive Mental Health Action Plan](#)



philanthropists – guided by professional advisors – need to move from focusing solely on initial crisis management to embracing a more strategic and holistic systems-change approach. What's missing, however, is the ability to identify a coordinated way forward; one that allows philanthropists, professional advisors and impact investors to best understand how and where they can create the most impact.

Right now, we have a unique opportunity to build the difference that we wish to see, and it begins with philanthropy.

Zimmerman encapsulates this perfectly:

“At its best, philanthropy can identify ‘emerging issues of scale’ that are ripe for breakthrough progress, but where there’s not yet an adequate private and public sector response...it’s time to recognise the potential of high-leverage grant-making in this space.”

Philanthropy provides risk-free catalytic capital that can bring about political action and change government policy. It can seed-fund exciting pilots and promising initiatives, including advocacy and campaigning efforts, that are either still too high risk or that lack a proven track record for even regular impact investors to support. Imagine how powerful a movement of philanthropists, supported by their professional advisors, could be if they coordinated and catalysed their efforts around mental health!

The cross-cutting nature of mental health as a theme means that this movement could easily be built. Philanthropists can still pursue their own philanthropic interests, be they housing, education, health services, creating employment opportunities, supporting communities to thrive etc., whilst also applying a mental health lens. This is the perfect win-win scenario: the most pressing social issues are addressed in tandem with the relevant mental health dimension. Paying attention to this aspect is one surefire way to embed resilience across society.

This is where professional advisors can play an important role. By being understanding and mindful of the needs, goals and motivations of the client, a professional advisor can ensure that strategic philanthropy, with a focus on mental health, is embedded in the investment strategy from the outset. Doing so enables philanthropists to actively help build the mental health ecosystem. This momentum will be even more sustainable if unrestricted funds are granted to social enterprises’ and not-for-profits’ pilot initiatives, as this would allow them to draw on their deep expertise in the sector and give them the freedom to target the funds as they see best.

GAIA BRIGNONE – ASSOCIATE, NM IMPACT

Gaia graduated from Georgetown University in 2018, double majoring in Marketing and Spanish & Portuguese Studies. She moved back to the UK to pursue her true passion – mental health – and joined NM Impact Ltd. in early 2020, working closely alongside Natasha to build up the global mental health ecosystem.

At NM Impact, Gaia focuses primarily on the youth angle, drawing experience from her own journey to create a youth strategy that addresses early prevention and early intervention amongst children, adolescents, and young adults. She is also involved with the campaigning and lobbying efforts at NM Impact, managing partner relations with key stakeholders, and also oversees the organisation's communications and outreach.

Outside of NM Impact, Gaia is also on the youth board of We Are Beyond, a grant-giving youth mental health organisation, committed to moving beyond the shame and stigma associated with mental health. Passionate about community-building and aware of the importance and power of using social capital to strengthen our responses to some of the world's most pressing problems, she is also an involved member of The Conduit, a social impact club based in London.

As the mental health ecosystem continues to develop, new ways of working are already following suit. We have entered a period of adjustment in which policies are being rewritten and instruments of governance are being amended to reflect the new narrative. In this regard, advocacy is of particular importance; a lot of the changes that occur at the policy-level are in large part a direct result of the advocacy and campaigning activities used to lobby governments. Such advocacy initiatives are also fundable from a philanthropy perspective. However, they are often overlooked. One exemplary advocacy initiative that Natasha supports is the [United for Global Mental Health](#) – in partnership with HSBC - [Speak Your Mind](#) campaign, which brings together local campaigners from around the world to demand meaningful action from their governments on mental health.

Even with the progress that we are beginning to see, we are only at the beginning of a long journey ahead. Philanthropists and investors must continue to #moveformentalhealth and their entrepreneurialism towards mental health is already beginning to show in the worlds of venture capitalism and private equity. According to Stephen Hays from [What If Ventures](#), the continuously growing mental health landscape currently boasts nearly 1000 startups – 717 in January 2020. These numbers serve to show how mental health now also represents a significant new investment opportunity. In fact, one area that particularly excites Natasha as an investor is the area of telehealth.

The potential of telehealth is vast. It enables us to provide better mental health for all via the ethical adoption of technologies, which is of particular importance during COVID-19 since it is location agnostic. Smartphones, wearable sensors and cloud-based learning artificial intelligence offer new opportunities to scale mental healthcare, particularly in low-resource settings, and are already highly investable. One example of is Empower, a Harvard Medical School initiative that seeks to enable non-specialist health workers to learn, master and deliver evidence-based psychological treatments for a wide range of mental health and substance use problems via a digital learning environment.

These technologies, however, are no replacement for human touch – they must be used in addition to true human connection and compassion. At NM Impact, compassion lies at the heart of all the work that we do. We believe in a compassionate system-change transformation and our wish is that impact investors adopt and incorporate a compassionate mental health lens as part of their due diligence. After all, healthy founders equal healthy returns. It is time to move from a simple Return on Investment to appreciating the [Return on the Individual](#) – an investment model that puts the human being at the centre.



“THE POTENTIAL OF TELEHEALTH IS VAST. IT ENABLES US TO PROVIDE BETTER MENTAL HEALTH FOR ALL VIA THE ETHICAL ADOPTION OF TECHNOLOGIES, WHICH IS OF PARTICULAR IMPORTANCE DURING COVID-19 SINCE IT IS LOCATION AGNOSTIC.”

PERFORMING ARTS: AT THE HEART OF OUR NATION

IDA LEVINE - WWW.ROYALACADEMYOFDANCE.ORG

The live performance sector brings joy and comfort to its audiences in good times and bad, offering strong community outreach and social programmes as well as world-class artistic performances, offering meaningful commentary and alternative perspectives on societies biggest questions. And this life-enriching resource is in danger

The last six months have brought unprecedented challenges to the Performing Arts. Social distancing has made it difficult to perform and convene large audiences. For the most part, our UK theatres have remained dark.

It has been as personally difficult for performers as the rest of us. It has also taken away their passion and in many cases their livelihood. Live performances will be limited for the foreseeable future. And this has had a disastrous effect on companies and their finances. The 'new normal' is largely digital or performances to limited groups; and artists have lost the spark of a connection with a large live audience.

At the same time, there has been an immediate, and strong reaction within the Performing Arts to recent events around the killing of George Floyd. There has been a groundswell of support from artists for the Black Lives Matter movement on social media — with performers of all colours and ethnicities reaching out to voice their concern.

The Performing Arts are at the heart of our nation. The UK is a leading force in the cultural world globally with both artistic and commercial success. Our cultural heritage is a source of national pride and prestige, and plays a large role in our history.

In this piece I focus on Dance — but there are similar stories for all the Performing Arts.

Dance is a means of cultural expression. It brings joy and fulfilment when times are good, and support and comfort when our lives have been turned upside down. Now more than ever we need this light in our lives. Dance may bring a few hours of pleasure or deliver soul changing



moments. It is universal in bringing people together, providing creativity and colour — and enriching our lives.

There is a continual drive for artform relevance. Art provides a window into life experiences that are different from ours, and broadens our frame of reference. Dance can play a role in providing meaningful commentary on society's most intractable problems. I invite you to [view the video 'Bodies'](#) made by Brandon Lawrence, Principal Dancer of the Birmingham Royal Ballet and poet Davy Lazare; this video translated the experience of being Black in Britain and why Black Lives Matter for me more than any written or spoken word.



IDA LEVINE

SOCIAL PROGRAMMES

Dance organisations do much more than support cultural excellence and innovation in their programmes or performances. They also offer strong community outreach and social programmes, which have continued digitally during the pandemic offering comfort to those most in need.

Some examples of community and social programmes in England are those run by The Royal Academy of Dance (RAD), The Royal Ballet, English National Ballet (ENB) and Northern Ballet.

RAD is an independent educational charity which sets standards for ballet in the UK and internationally in over 80 other countries. Its significant community outreach programmes — which have continued online during the pandemic — include Step into Dance (in partnership with the Jack Petchey Foundation). This is the UK's largest inclusive dance programme and reaches over 6,000 state secondary school students annually across London and Essex — many in deprived areas. It seeks to empower young adults to progress, excel and realise their creative potential in Street Dance and other dance genres.

RAD also pioneered Dance for Life-Long Wellbeing (funded by the Garfield Weston Foundation). This evolved into Silver Swans — a ballet programme for older learners to improve mobility, posture, coordination and energy level. Silver Swans classes also provide social interaction for older people who are isolated, lonely and underserved.

Finally, RADiate brings dance to SEN children, including those on the Autism Spectrum and with behavioural, emotional or social difficulties, and/or on the Child Protection Register.

CREATIVE LEARNING

The performing companies such as the Royal Ballet, English National Ballet and Northern Ballet also have innovative social programmes. The Royal Ballet's Create and Dance programme provides a creative learning programme on ballet to children in primary schools across England, both classroom-based and digital.

ENB has brought the dance artform to its new base in Tower Hamlets on the border with Newham — both deprived authorities, with diverse populations. ENB's work supports these boroughs' priorities: tackling childhood obesity, health and wellbeing, older people's inactivity, as well as skills development and employability of disadvantaged young people. ENB runs the successful Dance for Parkinsons programme supporting people with dance to help them develop self-confidence and strength, while temporarily relieving some of their symptoms.

Dance companies outside of London — such as Northern Ballet, based in Leeds — also help build communities by bringing dance programmes to underserved areas. Northern Ballet performs across the UK and has an extensive outreach programme contributing to the levelling-up of communities — developing dance skills, self-expression and creativity of underserved groups. It worked with over 18,000 people across Yorkshire last year. This included programmes for children and young people in economically disadvantaged areas and for children and adults with disabilities.

WHAT IS BEING DESTROYED? AND WHAT ARE THE INNOVATIONS?

We are in danger of seeing this art form irreparably damaged — with some companies failing or re-structuring their activities, and others having to narrow their offering. We'll have to live with this 'new normal' while we wait for further developments on social distancing and the pandemic runs its course. This looks likely to take some time.

In the meantime, the dance organisations and the dancers themselves are irrepressible. They are doing creative things with digital offerings on television and social media. We were moved by the first opera and dance performances broadcast from the Royal Opera House, and the amazing videos generated by myriad dance organisations and dancers, all shown on social media during lock-down. Some of us joined in or watched the free digital ballet classes led by Tamara Rojo, Artistic Director of ENB, and Sander Blommaert, former First Artist of the Royal Ballet and now a member of the Artistic Team at the Elmhurst Ballet School in Birmingham. We enjoyed the varied interviews, webinars and panels — such as the 'Bodies' programme noted above. We've relished new approaches to new media, while we wait for the return to live performances.

There are also opportunities for social entrepreneurship, bringing a commercial eye to the use of dance to improve people's lives. There is good evidence that dance can improve well-being, and physical and mental health. Whether

IDA LEVINE – TRUSTEE, ROYAL ACADEMY OF DANCE

Ida is a Board Director of the Impact Investing Institute, the Investor Forum and the PRIME Finance Foundation, and on the Advisory Committee of the Institute for Carbon Management at UCLA.

She was formerly a European General Counsel and Head of Public Affairs in the financial services industry and a Law Firm Partner.

Ida is passionate about the Arts — she is a Trustee of the Royal Academy of Dance, DCD (Dancers Career Development), and VAR (Vannucci Artist Residency). She also supports a number of Dance and Art organisations philanthropically.

"THERE ARE ALSO OPPORTUNITIES FOR SOCIAL ENTREPRENEURSHIP, BRINGING A COMMERCIAL EYE TO THE USE OF DANCE TO IMPROVE PEOPLE'S LIVES."

it is community enterprises or 'social prescriptions', this is a further avenue for dance organisations and dancers to explore. They have shown how they can benefit communities as an extension of their Arts charity activities. Can a further step be taken to put these to the forefront as part of social businesses contributing to health, well-being and a levelling up across the UK?

KEEPING JOY AFLOAT

In the meantime, the Performing Arts will need our help to keep going.

Dance philanthropy is a lifeline during this difficult time when organisations are looking at their options — how to reach their audiences in new ways and continue their social programmes. These dance organisations desperately need our help to keep afloat. Not only do they bring joy and richness into our lives through their artform, they interpret life and provide meaningful commentary on issues such as inequality and racism. And they give back to our disadvantaged communities.

NAVIGATING COMPLEX SOCIAL ISSUES — DO WELL-ESTABLISHED CHARITIES STILL HAVE SOMETHING TO OFFER THE **FORWARD-THINKING PHILANTHROPIST?**

DAN LEVINGE - WWW.WATERAID.ORG.UK

The next generation of philanthropists will come with new values and different expectations to their forebears, but much can be gained from drawing upon existing reserves of specialist experience

The 1940s' Green Revolution averted mass famine and 1950s' contraceptive pill gave women unprecedented freedom in planning their own lives — both widely recognised as transformational scientific breakthroughs. Less well known is that they required the willingness of Rockefeller Foundation and philanthropist Katherine McCormick to bet on risky ideas. Rather than waiting for government, those philanthropists transformed the world by filling the gaps left behind (8000 Hours, 2018).

Today as then, seizing opportunities demands a long-term mindset and a willingness to fail most of the time. Few would deny the need for philanthropy to make an impact as we face frequent global shocks and mounting challenges. COVID-19 comes hard on the heels of SARS, Ebola and market crashes, with a backdrop of global population displacement, escalating climate change and dwindling biodiversity. Across the globe, modern giving is morphing at breakneck pace, as individuals become more hands-on and reactive to change, re-evaluating the causes they support.

NEW VALUES AND EXPECTATIONS

The next generation of philanthropists will come with new values and different expectations to their forebears. Impact investors for example, look to achieve tangible social outcomes by leveraging a mixture of financial and non-financial resources.

Often agnostic about the type of organisations they work with, they engage with a diverse set of social enterprises including for-profits. A shift away from the traditional grant-giver/grantee relationship and increasingly diverse investor motivations have led to divergence in the criteria used to evaluate investments. Innovative philanthropists deploy expertise from myriad fields such as venture capital and social impact bonds. They can utilise repayable and micro-financing models of support that often circumvent traditional recipient charities. In so doing, could they risk working against their own entrepreneurial mindset? Sidestepping philanthropy channels might block the assimilation of hard-won lessons from past successes and failures, invaluable indigenous connections and decades of development experience — wheels that do not always need reinventing.

Like many long-running charities, WaterAid is watching with interest the evolution and growth of innovative philanthropy models, such as social and impact investment, while grappling with their ramifications. Having traditionally leaned into unrestricted donations for the cause, synergies with grant-makers pre-determined objectives and mutually beneficial corporate partnerships, there is the obvious question as to whether we have any business involving ourselves in these new approaches. Conversely, it could be argued that we have a responsibility to welcome all newcomers and share our expertise generously.



DAN LEVINGE



WATER AND SANITATION GOALS

Together with 13 fellow non-profits ([Agua Consult](#), [Care](#), [CWSC](#), [Concern Worldwide](#), [CRS](#), [Helvetas](#), [IRC](#), [Osprey Foundation](#), [Splash](#), [Water for Good](#), [Water for People](#), [WaterSHED](#) and [Welthungerhilfe](#)) who make up the [Agenda for Change](#) coalition, we are making a fundamental change in the way we work by deploying a systems-wide approach tackling key building blocks in the water, sanitation and hygiene (WASH) sector. Universal access to water and sanitation is enshrined in Sustainable Development Goal Six and widely acknowledged as a necessary enabler for progress on a multitude of fronts. Sadly though, at current rates, we are 40 years away from delivering global clean water and 89 years away from success in sanitation. The twin spectres of climate-related water insecurity and now COVID-19 threaten to set this back even further while simultaneously shining a light on the critical importance of good water resource management and good hygiene.

We cannot gloss over the fact that the small scale of global investment is a glaring obstacle impeding progress in WASH. Impact investment is beginning, but the US\$800 million reported by the Global Impact Investment Network in 2019 constituted less than 1 per cent of total assets under management. This was dwarfed by other sectors such as food, agriculture, education and healthcare, in spite of their own dependence on WASH. The prospect of scaling up social and impact investment therefore represents a sorely needed opportunity that cannot be ignored.

Do investors even need us to assist, though? Perhaps deploying their own insight and targeting indigenous innovation can empower them to dispense with third-party non-profits. How game-changing can a 39-year-old organisation like ours really be anyway? Actively avoiding funding well-established organisations is understandable, particularly when it comes to those originating in the global North. Old-fashioned project cycles driven by the scramble to compete for restricted income have too often incentivised short-termism and encouraged NGOs to keep delivery in-house. Perhaps we ourselves impede self-sufficiency and sustainability.

SPECIALIST KNOWLEDGE AND EXPERIENCE

Such charities, however, are also a treasure trove of often highly specialised learning and knowledge in their areas of expertise. In many cases their longevity and good intentions have won invaluable influence over governments and other stakeholders. These assets can be brought to bear for the benefit of investors. In our sphere of WASH, deep understanding of local context is key. The market potential of an enterprise depends not merely upon costs of production and potential profit margins, but also upon scalability to different geographies, population centres and regulatory frameworks.

Some social investors may come equipped to tackle the complexities of their chosen theatre of operations. Others may not. And in either case, there is much to be gained from drawing upon existing reserves of specialist experience. Blended finance approaches already bundle non-financial

DAN LEVINGE – SENIOR BUSINESS DEVELOPMENT MANAGER, TRUSTS AND FOUNDATIONS, WATERAID

Dan Levinge has worked in the international development sector for nearly two decades, experiencing first-hand some of the huge development challenges as well as impressive achievements of communities in Afghanistan, Myanmar, Pakistan, Rwanda and Sri Lanka.

Now Senior Development Manager at WaterAid, he helps foundations and philanthropists to transform the management of water security, sanitation, hygiene and climate change across Africa, Asia and South America, by finding and developing the best investment opportunities.

measures to support investees. Where appropriate, this could encompass a bigger role for development agencies with the knowhow to unlock the wider enabling environment and better evaluate the social impact. In a mirror of philanthropy's long-cherished independence from politically driven funding cycles, non-profits in the field could be given the freedom to provide them with neutral and objective advice, and thereby acquire the adaptive and committed partnerships both parties have long craved.

PLANNING OUR OBSOLESCENCE

For philanthropists, keeping old-guard charities in the conversation might just be the fastest and best way to dispense with them. Charities should hold fast to their mission of delivering the change that will make them obsolete. So long as they do so, they share with philanthropists a mutual interest in maximising social impact and the goal of setting investees free. Perhaps, being neither the ultimate instigators nor recipients of support, we INGOs need to let go of our past position as middlemen between philanthropists and those in need, and instead reimagine our role as that of trusted advisor to both.

GETTING IN EARLY SHOULD BE THE FOCUS OF PHILANTHROPY

FRANK YOUNG AND DR LORNA GOODWIN - WWW.FIRSTSTARUK.ORG

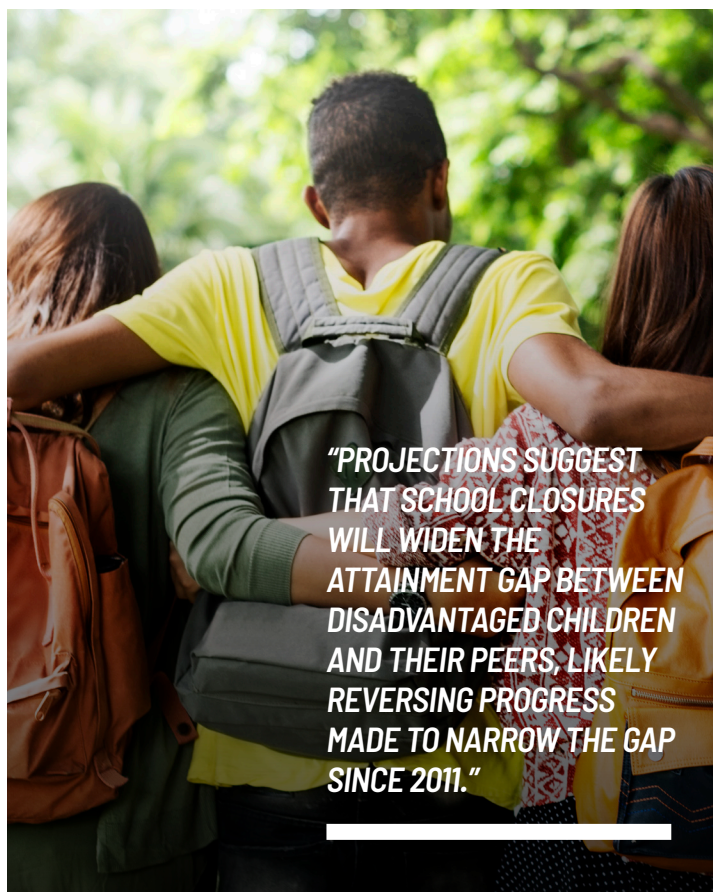
Being taken into care shouldn't be a life sentence, indeed we should wish for those in our care (as corporate parent) the same aspirations and outcomes as we do for our own children, and it is early intervention models that can help to end the cycle

The possibilities for constructing a better society in this new normal, using the changes in our social, economic and cultural world as a force for good, offers the prospect of philanthropists significantly affecting social capital in both the near and long term.

The quest for a fairer, more equal society, where disadvantage is no longer the determinant of life trajectories, necessitates collaboration among governments, charities, funders, philanthropists and beneficiaries. Beyond the immediate (and necessary) response to COVID-19, we have the opportunity to focus on innovative interventions that offer trans-generational change through investment in human capital.

WIDENING ATTAINMENT GAP

Among the most affected are our young people in care, for whom the pandemic brings unique and conflicting experiences. For many, the impact of school closures and the seesaw of attendance in response to infections in their families, bubbles, schools, communities and cities is causing untold harm to their education and life chances. Projections suggest that school closures will widen the attainment gap between disadvantaged children and their peers, likely reversing progress made to narrow the gap since 2011. The median estimate indicates that the gap will widen by 36 per cent. However, the estimated rate of gap widening varied substantially between studies, meaning that there is a high level of uncertainty around this average. Plausible 'good' and 'bad' estimates range from the gap widening from 11 per cent to 75 per cent.



"PROJECTIONS SUGGEST THAT SCHOOL CLOSURES WILL WIDEN THE ATTAINMENT GAP BETWEEN DISADVANTAGED CHILDREN AND THEIR PEERS, LIKELY REVERSING PROGRESS MADE TO NARROW THE GAP SINCE 2011."

Scalable and sustainable models uniting philanthropy, education and charitable activity, such as that offered by First Star Scholars and Aspire to HE, run by the University of Wolverhampton, raises aspirations and supports the educational progress of young people in care.

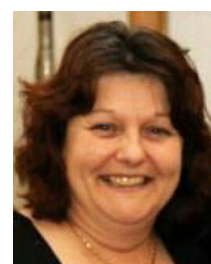
Despite government funds pledged for 'levelling up' tuition, the stark reality is that the gap in attainment between the most fortunate and the most disadvantaged in our society was already widening before COVID-19 struck.

EARLY INTERVENTION

Boldness really means early intervention and stopping something that all the social sciences tells us is going to happen in the future. If business and philanthropic giving really wants to have a tangible effect and create a fairer society then endorsing the growing collaborations between sectors — higher education, charities, local authority, scholars and carers — is the way forward. *"It's given me hope and belief in myself"* (First Star Scholar).



FRANK YOUNG



DR LORNA GOODWIN



We need to invest early on in lives, long before the near inevitable happens when the state will have to provide lifelong support. This is incredibly difficult for governments to address because it ultimately means double funding for a period of time when money is already tight. We have seen early intervention budgets significantly reduced by local authorities to focus on supporting existing problems such as social care.

In research conducted by First Star and the Centre for Social Justice, we calculated that it costs the state more than £3 billion annually to effectively subsidise the poor life chances of children growing up in care. Scholars recognise this. *“some foster kids might have the perception that they are expected to fail..... But here failure isn’t an option. It’s more encouraging, and it’s like we’re all here to help you and none of you are failures....”* If philanthropy can step in to improve both educational attainment and aspiration, we can change that narrative.

PRIORITISING CARE-EXPERIENCED YOUNG PEOPLE

The Office for Students recognises the paucity of numbers of care-experienced young people attending higher education, prioritising them as a group; authenticating care-experienced lives; breaking cycles of educational failure, abuse and neglect is better for individuals, their families and society.

If we don’t step in early, we will only increase the demands on the state and taxpayers, which will be never-ending. What works is ultimately about changing lives, and this is the lesson organisations such as the Early Intervention Foundation advance.

Getting a good education and utilising higher education (itself a rapidly changing sector) will be crucial in improving life chances and achieving a better future. The urgency of interventions is reflected in the number of children being taken into care, which has risen significantly in recent months. This means a substantial decline in life chances for some of our most disadvantaged young people, with only 1 in 4 experiencing no placement move, no school move or no social worker move within a year.

We can’t overlook ethnicity in this, with black young people overrepresented in the care system. If we want philanthropy to have impact it needs to collaboratively invest in young people with some of our worst social outcomes, and focus on changing lives. First Star is a model for doing this — replicable in higher education communities nationwide and sustained by social bonds and grant funding.

FRANK YOUNG

Frank Young is a director at the Centre for Social Justice (CSJ) think tank and former head of family policy where he oversaw research into the educational outcomes for care experienced young people. Prior to joining the CSJ, Frank worked in a number of campaigning roles. Frank is also a trustee of First Star Scholars UK, a charity supporting young people from care backgrounds into university.

DR LORNA GOODWIN

Lorna is the Executive Director of First Star Scholars, a charity that works with Young People in care to raise aspirations and access to higher education. Lorna, previously a teacher, worked as an Academic Director in Education, Teacher Training and Enterprise at St Mary’s University, London; it was here that First Star was launched in the UK. After two years establishing and overseeing the pilot academy at St Mary’s, Lorna moved to the national charity to explore the untapped opportunities at other universities for our young people in care.

MANIFESTING THE SOCIETY WE WANT

Ultimately, care and how we support young people in care is the practical manifestation of the society we want to build; these are young people who have often experienced the worst of life under the direct care of the state. Being taken into care shouldn’t be a life sentence, indeed we should wish for those in our care (as corporate parent) the same aspirations and outcomes as we do for our own children. It is early intervention models that can help to end the cycle of care through the opportunities afforded by our higher education system.

¹ *First Star Scholar, quote from interviews conducted by the Centre for Research into the Education of Marginalised Children, St Mary’s University, Twickenham, London*



A FUTURE WE CAN LOVE

CARL PRATT - WWW.FUTUREPLANET.LOVE

A plan to co-create a regenerative, inclusive future through community, collaboration and inclusive capital allocation

In the wake of COVID, we have an unprecedented opportunity to rebuild our world, tackle climate change, reverse biodiversity collapse and transform our communities. Evolving the way we live, so that every child, woman and man can thrive, in balance and harmony with each other and the planet. COVID has opened our eyes and our hearts, expanded our empathy and prepared us for the level of connection and collaboration that is required to co-create a future we can all love.

The challenges of our civilisation, biosphere and climate have been laid bare before us. Fires, floods, drought, mass migration, patchy political leadership, broken supply chains, a poverty of equality and equity, an unhealthily wide wealth gap and a shared addiction to living and traveling with impunity. A world built on extractive practices that take, rather than regenerative practices that conserve, rehabilitate and enhance the whole ecosystem.

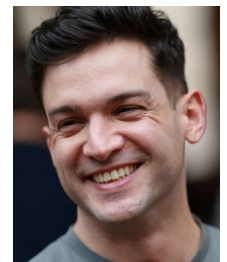
OPTIMISM AND ACTION

There is much to be optimistic about. The Overton window has been further shifted by the will and collective energy of movements like Black Lives Matter, Extinction Rebellion and Build Back Better. There has been a noticeable growth in transparency, environmental, social and corporate governance, net zero pledges and commitments to science-based targets. Momentum for carbon tax and universal basic income is increasing, as is the flow of investment into biodiversity and climate solutions. Yet the allocation of capital required to

keep the world below 1.5°C is currently 7 to 10 times less than that which is needed. The United Nations Environment Programme (UNEP) and the World Meteorological Organization (WMO) put the cost of keeping to the 1.5°C target at somewhere between US\$1.6 trillion and US\$3.8 trillion per year. The Climate Policy Initiative (CPI) says that total climate-related financing was \$510 billion to \$530 billion in 2017. The UN's Framework Convention on Climate Change (UNFCCC), put it at \$681 billion in 2016.

Like climate, biodiversity loss is among the top global risks to society. The planet is now facing its sixth mass extinction, with consequences that will affect all life on Earth for all future generations. According to the G7 report *Biodiversity Finance* and the *Economic and Business Case for Action*, the costs of inaction on biodiversity loss are high. Between 1997 and 2011, the world lost an estimated US\$4-20 trillion per year in ecosystem services, owing to land-cover change and US\$6-11 trillion per year from land degradation.

The cost of inaction rapidly increases by the year. The window of opportunity for these time-dependent challenges shrinks by the day. We have the resources. Global wealth grew to a total of \$360 trillion in 2019, according to the Global Wealth Report published by Credit Suisse Research Institute. We must now align our knowledge, networks and collective capital to solving these super wicked problems.



CARL PRATT



COMMUNITY AND COLLABORATION

We need to build resilience to deal with the challenges that are coming, and we can only do that in community. We need to create a local, global network; a country by country, city by city, company by company community of action — uniting change-makers, cross sector, silo and discipline, with citizens, to transform our organisations, brands, societies and systems. Every organisation, business and brand needs to be represented in one community by an individual or team of change agents, and have an internal task force that empowers effective coordination, collaboration and climate action.

Reinforcing the words Urszula Swierczynska shared in a previous issue of [Philanthropy Impact Magazine](#) — on the growth in popularity of funder collaborations to meet the complexity of social and environmental problems — there is a need to expand on the example of Partners for a New Economy, K-CEP and Prime Coalition, and increase collaborations beyond the current boundaries. Joining together the knowledge, networks and capital of family offices, private equity, venture capital, impact investment, corporate partners, and a crowd of private investors, donors and participants of all levels of wealth, and in so doing, create resilient solutions that grow to the scale we need, whilst remaining balanced and of benefit to all.

KNOWLEDGE, NETWORKS AND CONNECTIVITY

Frameworks such as the United Nations' Sustainable Development Goals (SDGs) can guide us, and organisations like [Support the Goals](#) share case-study stories to inspire us. Though, as Julie Broome from the Ariadne Network so keenly points out, we all must *learn to fund through a climate lens*. There is also a need to include biodiversity, and a social lens for climate solutions. Each of the goals are interconnected; like any system they all impact each other. As advisors, our role is to increase our skills and widen our knowledge to enable us to connect the dots between the most impactful solutions for the planet and all people, and the interests and strengths of investors, donors and partners.

Many, if not all, of the solutions that we require exist. Organisations like Project Drawdown, Ellen MacArthur Foundation, UK Fires and the newly evolving TED have done extensive work to research and catalogue climate solutions. The knowledge exists in our networks. The opportunity is now to empower each other to find and share expertise, knowledge and support through intentionally joining and connecting networks.

The quality of information we share and how effectively and efficiently we share it, and then act on it, is also critical to our collective success. We need our climate action campaigns to have the same impact as the most advanced political and brand campaigns. With content that is uniquely created for every micro demographic, and distributed effectively through the myriad of platforms that exist today.

“ORGANISATIONS LIKE PROJECT DRAWDOWN, ELLEN MACARTHUR FOUNDATION, UK FIRES AND THE NEWLY EVOLVING TED HAVE DONE EXTENSIVE WORK TO RESEARCH AND CATALOGUE CLIMATE SOLUTIONS.”

"THROUGH COLLABORATION WE CAN TRANSFORM OUR SUPPLY CHAINS TO BE REGENERATIVE."



ALLOCATING CAPITAL

Some of the most exciting developments have been in the radical shift in models to meet the scale of the challenge that we all face. Two examples of this are Leslie Johnston's transformation of the C&A Foundation into the Laudes Foundation, and the inspirational work of Dawn Austwick, Nick Gardner and others with the [National Lottery Climate Action Fund](#). Similar to the philosophy that Rennie Hoare shared in his article [this summer in Philanthropy Impact Magazine](#) on lessons learned from Grenfell — we need more pots and mechanisms that allow for people to quickly allocate the sum they think appropriate to the solution that aligns with the collective plan and their goals.

The opportunities for impact flow through our societies, supply chains and systems, with organisations such as The Wealth Project, which seeks to change how we value economic progress from the outdated GDP, and movements such as Make My Money Matter, which focuses on pensions, as well as newcomers like the evolving Lawyers for the Future movement.

Through collaboration we can transform our supply chains to be regenerative. With certifications such as BCorporation, philanthropic funders can find partners in triple bottom line companies. Collaborating with mission-led companies, such as Cafédirect, Fairphone and Patagonia, who's mission statement is to be "in business to save our home planet". These organisations often collaborate with and inspire other

businesses and brands to be better. In partnership, Fairphone have inspired some truly transformational work in the mining sector.

We have discovered that trickle-down economics is not the way that societies flourish. In the same way that roots need watering from their base; for a plant to thrive, capital must support people to rise and thrive. Empowering everyone to give, and/or participate in the solution, is paramount.

COMMUNITY IS OUR BACK-UP PLAN

Elon Musk believes that Mars is our back-up plan. When we live in a world of such apparent diversity and beauty, this seems bizarre at best. Community is our back up plan — when we join together, love and support each other. The bonds that join us grow strong, the co-created social fabric that connects and unites us is resilient. If we build it well, through our families, streets, communities, cities and through our societies and supply chains, then we will be able to co-create a global community that can weather whatever storms are coming our way. The feeling of achieving that will move us from anxiety to contentment. It will be deeply resonant through each of us, and into the whole beings of our children and future generations.

When we all act together, this decade will be our finest hour.

CARL PRATT – FOUNDER AND CEO, FUTURE PLANET

Carl is the Founder of FuturePlanet, a community of action, with a mission to accelerate our transition to an inclusive, sustainable future. He leads with love, kindness, positivity and play.

As a servant leader, Carl's purpose is to support citizens and change-makers to transform society and systems, through community and collaboration. Since founding, he has united change-makers from over 150 organisations in inspiring and empowering each other to create a positive impact.

Before founding FuturePlanet, Carl worked in over 19 industries and delivered over 120 successful projects and partnerships, helping collaborative teams from startups, agencies, brands, organisations and multi-nationals achieve their potential.

Carl grew up on a fish farm in Dorset, has a degree in Chemistry from the University of Manchester and now lives by the sea in Brighton, UK.

ARE YOU A PROFESSIONAL ADVISOR WORKING WITH PRIVATE CLIENTS?

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Our research shows that Advisors play a key role e.g. UHNW individuals when supported by advisors on their philanthropic journey give 17 times more - £335k vs. £19K.

LET'S PUT CHILDREN'S WELLBEING AT THE HEART OF RECOVERY FOR **SUSTAINABLE CHANGE**

ELEANOR REES - WWW.CHILDRENSOCIETY.ORG.UK

Over the past ten years, society has chipped away at children's happiness. We must engage with the challenges of modern childhood and address them

The Coronavirus pandemic has exacerbated social inequalities that have been building over the last ten years. Children and young people have been amongst those worst affected. Closed schools, missed exams and a hostile job market are setting young people up for failure. Even before the pandemic, young people's wellbeing was on a steep decline.

'Wellbeing' is used to refer to a range of things in everyday life, such as being happy, not being ill, feeling fulfilled and being financially secure. Wellbeing, put simply, is about "how we are doing" as individuals, communities and as a nation, and how sustainable this is for the future. Measuring and understanding wellbeing enables us to understand what people's lives are like and where improvement is needed. To build a better society, it would serve us well to use this as a gauge for success.

Over the past ten years, society has chipped away at children's happiness. According to the latest research collected by The Children's Society in their *Good Childhood Report*, there has been a significant decrease in children's happiness in life as a whole. The lowest of the 24 European countries surveyed by the OECD, the UK figures reveal only 64 per cent of children experienced high life satisfaction (www.oecd.org/pisa/publications/pisa-2018-results.htm) The rise in UK child poverty, school pressures and the fear of failure were cited as reasons for this ranking.

We have seen a fall in children's happiness with their friends, school and appearance. These toxic trends in children's wellbeing started well before 'lockdown', suggesting there was already much work to do to improve children's lives, and the situation has been further exacerbated by the pandemic.



"ACCORDING TO THE LATEST RESEARCH COLLECTED BY THE CHILDREN'S SOCIETY IN THEIR GOOD CHILDHOOD REPORT, THERE HAS BEEN A SIGNIFICANT DECREASE IN CHILDREN'S HAPPINESS IN LIFE AS A WHOLE."



ELEANOR REES

What is also interesting is that not only is the UK score low compared to our European neighbours, we have had the sharpest drop in childhood life satisfaction in the last five years. The UK came 19th out of 21 countries in 2015, just above Italy and Greece. But while there has been an increase for the other two countries, the UK's score fell substantially (<https://www.childrenssociety.org.uk/good-childhood>).

A REFLECTION OF OUR FAILURE

As a society, we can't be content with children in the UK being the most unsatisfied with their lives in Europe. This is a reflection of our failure and we must do what we can to address this decline.

To turn things around, we must start listening to children and taking what they have to say seriously. Too often our society writes off young people. To do so is wrong. It also fails to engage with the challenges of modern childhood and put them right.

There has been a growing interest in using children's own reports of their wellbeing in guiding policy-making. Progress has been made in identifying key gaps and building a case for comprehensive measurement of children's wellbeing. Such a dataset will be crucial if national and local policy-making is to be more effective in bringing about real improvements in children's lives. It can also support philanthropists and advisors measuring and defining the effectiveness of their investment choices. If our hope is to build a better society then we should involve children and young people in the solutions. Measuring wellbeing will keep us on track.

We are at a crossroads, at the beginning of a new decade, shaken by a global pandemic that has shown us we may all be in the same storm, but we are definitely not in the same boat. We could go back to business as usual once it has passed, or we could learn from the way we pivoted and reacted during the pandemic to address crises that are more melting glacier than raging wild fire.

Now that we are coming out of the emergency phase of the pandemic, we must start to think about what we want the next decade to look like. How can we make sure that by 2030 our young people are set up for life, not struggling to cope?

We need to make sure that our solutions are addressing the root causes of young people's decline in wellbeing not just the symptoms, and it is going to take action from across society.

Philanthropy is in a unique position to drive this change with bold investment choices, partnership work and really involving young people in identifying and delivering solutions.

PARTNERS IN A SHARED VISION

The message for philanthropists and their advisors is that they should see the charities they support as partners in your shared vision, trust their expertise and encourage learning. Funders should build relationships based on fast learning and reflective reporting, where one starts with a problem and uncovers the best solution together with the donee. Philanthropy can identify the solutions that statutory funding is too risk averse to invest in. Be bold and don't be afraid to challenge the status quo.

Funders should invest in programme design that involves young people. Those with lived experience will understand what solutions will work. One should never make assumptions about what they need.

HITTING THE RESET BUTTON

We have a chance to hit the reset button. We can turn the tide but we need to put young people and investment in youth service at the centre of our recovery. It is going to be bigger than philanthropic investment, but the philanthropic community has the opportunity to advance bold and innovative solutions that statutory funders are unable to invest in, and drive solutions that get to the root of the problem. If we do this, maybe by 2030 our next generation will be happy with their lives and excited for their future. It's not too much to ask for really, is it?

"AS A SOCIETY, WE CAN'T BE CONTENT WITH CHILDREN IN THE UK BEING THE MOST UNSATISFIED WITH THEIR LIVES IN EUROPE."

ELEANOR REES – PHILANTHROPY MANAGER, THE CHILDREN'S SOCIETY

Eleanor is a philanthropy manager at The Children's Society, a youth charity determined to give every child in the UK the greatest possible chance in life by tackling the risks that they face, building their resilience and ensuring they have the resources to thrive.

She is passionate about the role thoughtful, engaged philanthropy can play in social justice activism.

COLLABORATION IS KEY: HOW DEVELOPMENT ACTORS AND INVESTORS MUST WORK TOGETHER TO BUILD A BETTER WORLD

SIMON BROWN - WWW.SIGHTSAVERS.ORG

There are one billion people with disabilities in the world, 80 per cent of whom live in low- and middle-income countries. That's 15 per cent of the global population – a significant proportion of humanity. And yet people with disabilities have often been left out of developmental progress. Collaborative organisations such as Inclusive Futures are working to change this

“I think the challenge wasn't because I wasn't qualified for the job, the challenge to me was the working environment that was not wheelchair-friendly. The buildings were inaccessible, there was not a lift, there was no toilet that is accessible, there are no ramps, there is nothing. And to me now, that was like living in prison.”

Naome is a jobseeker and wheelchair user in Uganda. After getting her qualifications in social work and social administration, she was offered a couple of jobs, but they were all based in buildings which were not accessible. She decided to set up her own business instead, but she still dreams of finding a job. However, since the COVID-19 pandemic started, her ability to work, socialise and access medical care has been hugely affected, with lockdowns and controls being especially challenging for people with disabilities.

Naome is just one of the one billion people with disabilities in the world, 80 per cent of whom live in low- and middle-income countries. This is 15 per cent of the global population, so a significant proportion of humanity. And yet people with disabilities have often been left out of developmental progress, with many not able to access quality education, health or work without facing stigma and discrimination. And that was before the pandemic. These issues only intensified when it hit. Evidence shows that people with disabilities have been disproportionately impacted by COVID-19.

To build back from this we need stronger and more inclusive health, employment and educational systems across the world which work for everyone.

Making sure people with disabilities are not left behind in global poverty eradication efforts is a complex endeavour, and for advisors, investors and philanthropists the scale and complexity of the challenges facing society can sometimes seem overwhelming. With the ‘new normal’ of COVID-19, these complexities have only increased. Knowing how to help people in the most effective ways can be a challenge in itself.

Despite this, the pandemic has also shown that global collaboration is indispensable in tackling the new risks we face. In order to build back better, we need to build back together.

An innovative new disability development programme, Inclusive Futures, is an example of the power of using collaboration to create sustainable and measurable long-term change. The programme brings together disability and development specialists and global leaders from 16 organisations to tackle inequalities in seven countries on a scale that could not be achieved by one actor alone.

The programme pools collective expertise and works with organisations of people with disabilities (OPDs) to create innovative solutions and remove key barriers that can prevent people with disabilities from accessing education, health care and work. In the face of COVID-19, it has been quick to adapt work to support people with disabilities.



SIMON BROWN



*"BY JOINING FORCES,
COLLABORATIONS ALLOW
FUNDERS AND DEVELOPMENT
ACTORS TO REACH PEOPLE ON A
POTENTIALLY HUGE SCALE."*

This way of working not only combines expertise to ensure that no one is left behind but can also be a way to give funders confidence in the work being done. When trying to build a new, fairer society, there are some major benefits to collaborative working:

STRONG DATA AND EVIDENCE

In a world of competing demands for funding, one of the best ways to assess impact is through data, research and evidence. The more partners that are involved, the better scope there is for collecting data from a range of sources.

Inclusive Futures is gathering evidence and research on discrimination, using the combined networks of its 16 members and their partners to find robust evidence of what works to enable people with disabilities to gain equal access without discrimination. To ensure confidence, the consortium is being open about its challenges and successes, with data openly shared online.

In all investments, this kind of transparency ensures that donors feel involved in the work they are funding, and success can easily be measured.

INCREASED SCOPE AND SCALE

By joining forces, collaborations allow funders and development actors to reach people on a potentially huge scale. This results in really impactful work that can make differences across countries and continents.

Right now, we're gearing up to launch our first IT skills academy in Nairobi, in partnership with the German development agency GIZ and private

sector partners in Cisco Systems, Accenture and Safaricom. For the first time outside North America, disabled youth will have meaningful access to cyber security skills programmes and guaranteed work experience, which will allow them to compete equally for the estimated 1.5m jobs currently open in the skillset globally. Within that we're committed to evidencing how public-private partnerships between employers and government can not only keep the pilot academy open and thriving, but also replicated.

WIDE-RANGING ACCESS

Collaboration also provides greater access to wider groups of people, organisations and authorities. One of the best ways to affect sustainable, long-term change is by engaging governments. This is more achievable when they are addressed by a range of voices from across society, from the private to the public sector, grassroots groups and community leaders.

In Tanzania, for example, there have been concerns that people with disabilities are being excluded from national responses to COVID-19. Thanks to their connections, Inclusive Futures' partners were able to set up a coordination group which brought together OPDs, government ministries, civil society organisations, the private sector, donors and multilateral organisations to ensure a strategic, coordinated and disability-inclusive response to the pandemic. The group identifies priority work, addresses gaps and potential overlaps in COVID-19 responses, supports the government's disability inclusion work and shares relevant resources. This allows quick responses which reach the right people with innovative solutions.

SIMON BROWN - GLOBAL TECHNICAL LEAD, ECONOMIC EMPOWERMENT, SIGHTSAVERS

Simon is Sightsavers' global technical lead for economic empowerment.

He is a key adviser on the Inclusive Futures initiative, working closely with partners and employers around formal employment opportunities for people with disabilities.



INNOVATION

Innovation is also a key outcome of collaboration. When creative minds from different walks of life are brought together, novel solutions often take hold. This is especially useful in the field of disability inclusion, where regular ways of operating have often failed people.

With large collaborations, this can happen quickly and be put in to place with astonishing speed. In the short time that Inclusive Futures has been running, a number of solutions for ensuring inclusive practices have been conceived and implemented. There are innovations like ‘first shot’, which builds pools of talented people with disabilities who are qualified for the jobs that companies forecast. These people are employment-ready, and companies can say they will prioritise them in hiring processes.

In the realm of communication, citizen reporters are being found in each country. These are young people who have disabilities who are working to highlight the experiences of people with disabilities. Through shaping and developing their own audio reports, asking challenging questions to people on the streets where they live, they are keen

to unearth views, attitudes and perspectives on disability. A major problem facing people with disabilities is discrimination and stigma, which can be challenged through discussion and open communication.

These are just two exciting ideas out of many. To imagine a new society where everyone is involved, innovation is vital.

Philanthropists need to know that their support and money will reach people in the most effective ways, especially in a period when their help is needed more than ever. Programmes like Inclusive Futures deliver that. Collaborative working allows for investors to have the confidence in the projects being undertaken and for systematic and sustainable changes to be made. Despite the doom and gloom of the past year, and the huge struggles people have had to face, there is still optimism for the future and for the opportunity to build the world back in better, more inclusive ways.

“IN THE REALM OF COMMUNICATION, CITIZEN REPORTERS ARE BEING FOUND IN EACH COUNTRY. THESE ARE YOUNG PEOPLE WHO HAVE DISABILITIES WHO ARE WORKING TO HIGHLIGHT THE EXPERIENCES OF PEOPLE WITH DISABILITIES.”



"IN A REPORT PUBLISHED BY YOUTH CHARITY THE PRINCE'S TRUST AND YOUNGOV, IN MAY, 47 PER CENT OF YOUNG PEOPLE SAID THEY DID NOT FEEL IN CONTROL OF THEIR LIVES."

A SOCIO-ECONOMIC CRISIS: INVESTING IN YOUNG PEOPLE TO FUTURE-PROOF OUR COMMUNITIES

JOHN BOOTH - WWW.PRINCES-TRUST.ORG.UK

If much of the burden of our country's economic recovery is to fall upon young shoulders, it is our youth services that will ensure those shoulders are as strong as they can be

Before COVID-19 hit the UK, we already had reason to be concerned about the wellbeing of young people. Overall, the pace of generational growth in household income — widely taken as a benchmark of day-to-day living standards — has slowed. The present crisis has only intensified the uncertainty many young people feel about their prospects, on top of the many anxieties we experience growing up.

Earlier this year, as schools closed and support services became increasingly difficult to access, the wellbeing of young people declined. In a report published by youth charity The Prince's Trust and YouGov, in May, 47 per cent of young people said they did not feel in control of their lives. In a separate study conducted by Young Minds, more than 80 per cent of young people with a history of mental illness said their conditions had worsened since the crisis began.

From early on it was clear that, alongside the public health crisis, parallel crises of education, employment and social isolation were beginning to emerge. Young people were among the most affected, and youth services quickly poured resources into developing virtual solutions to help

young people navigate life under lockdown. Youth organisations were forced to close their doors and adapt to deliver remote support via video calls and telephone check-ins. Going beyond the expectations of traditional youth-work, they supplied food parcels, supported with housing and health issues, and tried to tackle digital poverty by providing young people with access to the internet.

THE YOUNG ARE HIT HARDEST

Headlines of Britain's deepest recession since records began are keeping us all awake at night, but the impact will be felt disproportionately by the young, who are set to suffer their second "once in a generation" economic shock. After the last financial crisis, youth unemployment initially increased three times more than it did for older age groups, and by 2011, over a million young people in the UK were out of work. In May 2020, one third of 18 to 24-year-old employees had lost jobs or been furloughed, compared to one in six prime-age adults. Of course, we will only see the full extent of the pandemic's impact on employment in the coming months, as the furlough scheme comes to an end and hard hit businesses attempt to recover.



JOHN BOOTH



Many thousands of young people work in industries most affected by social distancing, such as hospitality, retail, leisure and tourism. Roles in these sectors form the majority of jobs accessible to young people at the start of their working lives. With the first rungs on the labour ladder disappearing, they will find it increasingly difficult to break into the jobs market.

"YOUNG PEOPLE HAVE NEVER NEEDED MORE HELP THAN THEY DO NOW TO RETAIN HOPE, REALISE THEIR POTENTIAL IN EDUCATION AND FIND WORK."

At the same time, a majority of employers have cancelled schemes that provide key pathways to employment. 61 per cent of employers have cancelled some or all work experience, according to The Sutton Trust, and 39 per cent of graduate schemes said they expect to hire fewer graduates or none at all in the next twelve months. The government's recent announcement of the Kickstart Scheme is welcome, but its success is contingent on employers playing their part to ensure young people can succeed.

SCARS THAT LAST A LIFETIME

Aside from the immediate financial pressure, unemployment in early working life leaves a scar that can last a lifetime. Young people affected are more likely to be out of work in later life, to be in poor-quality work, and to

have lower earnings decades later. The risk to our country's economic health is a public health risk in its own right: unemployment can have a profound effect on mental and physical health.

For all of these reasons, it is critical that we act to protect young people from a spiral of unemployment and poor-quality work. We already needed to ensure the sustainability of work available, to future-proof jobs and apprenticeships, and adapt our national skillset to meet new opportunities in digital and green industries. COVID-19 has simply accelerated the opportunity to address social mobility and tackle the skills deficit our country faces.

Young people have never needed more help than they do now to retain hope, realise their potential in education and find work. A diverse range of youth services – from educational institutions to third-sector organisations – will be critical to their future success and to the socio-economic health of our country.

VALUES AHEAD OF EXPERIENCE

The Prince's Trust, which I chair, is just one charity that I see as more vital than ever. We provide a bridge between school and adult life for young people who are struggling to find their way. We also provide a bridge between young talent and employers in need of a diverse workforce. Through partnerships with the UK's businesses, The Trust provides young people who may fall through the cracks of traditional recruitment processes with alternative routes into

JOHN BOOTH – CHAIR, THE PRINCE'S TRUST

John Booth is a businessman and philanthropist who chairs a number of public and private companies including Maintel plc and the London Theatre Company.

He is a non-executive director of two investment management businesses and has a range of venture capital interests in e-commerce, media and telecommunications. He is a Trustee of the Tate Gallery, Chatsworth House and the Arts Foundation.

John is a Fellow of Merton College, Oxford, where he chairs the Development Board, a Deputy Lieutenant for West Sussex and serves as an Ambassador for the homelessness charity Depaul.

the workplace. At its heart, it puts values ahead of experience — a practice that many could benefit from in the current climate.

Organisations such as The Prince's Trust, as well as other leading charities such as Barnardo's and Youth Employment UK, empower young people — often the most vulnerable young people — to pursue opportunities they may lack the networks to access or which simply felt out of reach. Nor do they work alone; these charities are conduits between employers, government and support agencies which work collaboratively to give young people the best start in life. As a good example, at the beginning of the year The Trust embarked on a partnership with the Department of Health and Social Care that will help thousands of young people into roles within the NHS and its supply chain. The Prince's Trust recruits young people with the aptitude to thrive in the sector and provides them with training within hospitals and care settings. In doing so, it provides a vital service to young people in search of their livelihood and supports the UK's biggest employer to find its future workforce.

A VIRTUOUS CIRCLE

As a philanthropist, I believe my support of youth organisations is one of the soundest social investments I can make. I began supporting The Prince's Trust about ten years ago. Having met several beneficiaries, I was struck by how determined they were to pay forward the opportunities they had been given. One young woman had accessed the support of The Trust while serving a prison sentence and went on to establish a catering company on her release. Not satisfied with her own success, she decided to employ young people who had experienced similar challenges — ex-offenders who might otherwise struggle to secure a job. Our President, His Royal Highness The Prince of Wales, has called this effect “a virtuous circle” — an investment in young people that extends beyond the individual to provide prosperity and opportunity to those around them.

It is clear to me that some young people need more help than others to find their way in life. The playing-field is not level and many thousands of young people still lack the relevant opportunities and connections to live an independent and fulfilling life. However, it is also clear just how far-reaching the impact of the right support can be. Helping individuals into employment and self-employment can have a transformative effect on local communities and society at large. Indeed, in 2018, the social return of The Prince's Trust was estimated to exceed £1.4 billion in the previous decade alone.

SHAPING THE FUTURE

My belief in supporting young people is shared by many. [The Garfield Weston Foundation](#) is a notable example of an established funder who have systematically invested in young people in order to improve communities, alongside other focuses such as arts, the environment and health. Garfield Weston have given significant grants to new Prince's Trust centres for employability and skills in Birmingham and London, as well as to local youth support trusts and charities such as [WorkingRite](#), because they recognise the value in helping young people to become productive members of society. This is a social investment that benefits us all: young people will inherit and shape our future. If this generation, which should be a source of positivity and optimism, feel they have been left behind, our social fabric will suffer. The earlier we give them a stake in our society, the closer we come to eradicating these issues altogether.

If much of the burden of our country's economic recovery is to fall upon young shoulders, it is our youth services that will ensure those shoulders are as strong as they can be. As we start to look beyond the pandemic, we cannot lose sight of the socio-economic crisis that continues to impact upon young people. It is in all of our interests that they become independent, fulfilled and economically active members of society. In order to achieve that, we must urgently offer all the support we can.

“IF THIS GENERATION, WHICH SHOULD BE A SOURCE OF POSITIVITY AND OPTIMISM, FEEL THEY HAVE BEEN LEFT BEHIND, OUR SOCIAL FABRIC WILL SUFFER. THE EARLIER WE GIVE THEM A STAKE IN OUR SOCIETY, THE CLOSER WE COME TO ERADICATING THESE ISSUES ALTOGETHER.”

"FORESTS ARE HOME TO 350 MILLION PEOPLE, WHILE 60 MILLION INDIGENOUS PEOPLES RELY ON THE FORESTS FOR THEIR LIVELIHOOD."



THE NEW NATURE-CLIMATE ECONOMY: RE-EVALUATING OUR VALUES

CATHERINE CUNNINGHAM, PHD – WWW.EIKOSPHERE.COM, WWW.NATURALINTELLIGENCE.COM

Eikos (Oikos) – our home has no value. Earth systems that support the biosphere and the 8.7 million (known) species, comprising the biodiversity of life inhabiting the biosphere has no price tag. The biosphere is *priceless* and should not be priced less

Since 1970, we have contributed to the extinction of 68 per cent of wildlife on the planet. ([WWF Living Planet Report 2020](#)) This rate of biodiversity loss must be reversed if we are to survive as a healthy global species.

COVID-19 has taught us that our health is tied to our planet's health. And, our planet is healthy when we return at least 30 per cent of the land-sea Earth surface back to wild nature, and recover diminishing populations of threatened and endangered species ([Campaign for Nature 2020](#)). Without a dynamic, symbiotic biological system there is no ecology to study or economy to manage.

This COVID-19 pandemic shock to our human-nature ecosystem has thankfully forced us to wake up as a global society to the reality that all of life is truly inter-connected and that the economy of our human world is embedded within and dependent upon the ecology of a viable biosphere. This is not just a biophysical, evolutionary scientific fact; it's an economic reality, as well. Nearly half of the world's GDP (gross domestic product) – equivalent to US\$44 trillion, relies directly on natural resources and natural services, and the rest of the economy relies on nature, indirectly. ([WEF Nature series 2020](#))

HUMAN HEALTH = PLANETARY HEALTH

Forests are home to 350 million people, while 60 million Indigenous Peoples rely on the forests for their livelihood. Oceans are the largest source of protein for 3 billion people. Marine fisheries employ 200 million people and the fisheries industry accounts for 5 per cent of global GDP (US\$3 trillion). ([FAO 2020](#)) Global economic development, world trade and human activity are literally fuelled by nature. Without nature there is no economic exchange; there is no business; there is no employment; there is literally no life. Our health, wellbeing and existence are bound to the health of the biosphere and the dynamism of Earth systems within a very specific, narrow range of variables that support life. Human health equals planetary health equals also socio-economic health.

"There are no new economic opportunities or jobs on a dead planet; yet we treat nature like we are in the casino on the Titanic, after hitting the iceberg."
Enrique Sala ([NIW, WEF 2019](#))



CATHERINE CUNNINGHAM

Thus, any meaningful narrative about the future of business and nature must begin with a non-negotiable condition on human activity within known planetary boundaries that ensures the highest probability of sustaining natural resources and nature's services for the seventh generation future. This is what it means to live within our ecological means, to pay down our current nature debt ([Global Footprint Network](#)), to follow the Indigenous Peoples' principles of equitable trade and reciprocity ([Nia Tero](#)), to subscribe to the tenets of a bio-economy ([Prince of Wales & Klaus Schwab, Global Reset 2020](#)), and to follow Doughnut Economics ([Kate Rayworth](#)), which also includes societal concerns on equity and justice. This is what it means to re-imagine GDP with ESG (environment, society, good governance criteria) and emotional intelligence. This is what it means to become more inclusive of human and nature capital in the criteria we deem valuable in determining the strength of nations and the strength of our global economy.

BEING A SMART HUMAN

Smart humans (*Homo sapiens*) — shrewd investors in our future — would naturally, intelligently ensure that nature's bank is always full of capital. Smart humans would protect our future assets (borrowed from our children) by only drawing down on nature's interest in support of life's perpetual interest in a re-balanced carbon neutral world. In every transaction, smart humans would always include a fixed percentage of the cost of doing good business to building a continuously richer base of principal capital.

The good news is that nature-backed funds and smart ESG-driven investments that follow nature's principles are performing better and reporting higher returns during this COVID-19 crisis, proving to us that investment in *nature's return* is the smart human way forward to build climate resilience and to ensure our nature bank account shifts back green. Clearly, there is now proof and

precedence that a good ecological investment is a good economic investment. Thus, smart businesses today are re-imagining their plans, strategies, capital commitments, and workforce—innovating at the root with agility, inclusivity, and *building back better*, circular, and sustainable. There is now proof and precedence that *good business is good business*.

GLOBAL RESET

Finally, the greatest latest news is that at the end of September 2020, during the UN General Assembly, over 70 countries made a [Leaders Pledge for Nature and People](#) to protect 30 per cent of the natural world by 2030 (#30x30) to both ensure a healthy economy and a biologically diverse ecology. It is impossible to continue business-as-usual in these unusual times. And the good news is that this Global Reset gives us the opportunity to build back cleaner, greener, net zero waste-carbon, nature-positive businesses, supply chains, cities and global markets.

Not only are we morally obliged as stewards of the biosphere to protect the nearly 1 million species whose lives are now at risk if we return after COVID-19 to an industrial growth paradigm ([IPEBS Global Assessment Report 2020](#)); but now over 100 scientists and economists have calculated that the global economy becomes more resilient by protecting at least 30 per cent of the world's land and ocean ecosystems with a benefit/cost ratio of 5 to 1. ([Nature Finance Forum, Nature for Life, 2020](#)) This additional protection of the biosphere is estimated to lead to an average of US\$250 billion increase in economic input and US\$350 billion in improved ecosystem services. ([Protecting 30% of the Planet for Nature, July 2020](#)) Further, it's estimated that nature-positive business opportunities are worth US\$10 trillion in cost savings and economic benefits, and could be responsible for 395 million new jobs by 2030. ([The Future of Nature and Business, WEF 2020](#)) And, many of these nature-positive business opportunities are largely also decarbonising activities (e.g. recovering marshlands, planting

forests, regenerating peat lands), so have an added benefit of offsetting our global carbon pollution and reducing the increasing threats of climate crises.

Thus, there is now proof and precedence that a healthy planet equates to a healthy economy. Both are naturally, mutually *inclusive*.

CATHERINE CUNNINGHAM, PHD

Dr. Catherine Cunningham, PhD, is an ecologist, anthropologist, writer, filmmaker and media host — producing films, interactive experiences and online multimedia for international clients who are focused on positive economic, social and environmental win-win-win solutions to global conservation and climate change.

Catherine has travelled, written, photographed and filmed in 70 countries, producing creative films and music videos in support of the UN Global Goals and the human+nature planetary health narrative. Catherine has written numerous articles on climate change, nature and regeneration.

Partnering with Eurovision News and Events, Catherine is also an independent media host — producing content on nature, climate and regeneration. As a university educator, Catherine taught undergraduate and masters courses in corporate sustainability communications.

Catherine earned her PhD in Ecosystem Science at ETHZ in Switzerland. She holds a Bachelor of Science degree in Cultural Anthropology and International Peace Studies from the University of Notre Dame and a Masters degree from Utah State University in Ecology.

LONGER-TERM FAMILY FIRM ORIENTATION MIGHT HELP TO **REDUCE CORPORATE ENVIRONMENTAL FOOTPRINTS DURING THE COVID-19 PANDEMIC**

PETER LORANGE – WWW.LORANGENETWORK.COM

The strategies for ‘cleaning up’ are available, but the costs are often prohibitive to companies and countries alike, especially since COVID-19 hit. But here is where the potential long-termism of family firms, combined with philanthropic support, can make a difference

THE ISSUE

Uncontrolled emissions into the world’s atmosphere contribute to global warming and to a general degeneration of living conditions in many parts of the world. And, it is well known that there are effective approaches available to cope with the challenge of “cleaning up”. However, these measures tend to be expensive. Corporations as well as many countries may simply conclude that they are not able to afford this, perhaps in particular now during the COVID-19 pandemic, when many national economies as well as corporations are suffering. However, philanthropic support from private foundations might be key to helping ameliorate the problem of lack of affordability regarding improving environmental footprints. Long-term commitments, typically from families, are also key.

But first, the COVID-19 pandemic seems to have changed the way many philanthropic activities are implemented: more specific strategic focus, clear links to other organisational stakeholders (to ensure “multiplier effect” from one’s own philanthropic contribution), stronger focus on implantation stages and milestones, more direct involvement of philanthropists themselves (especially the “younger” generation), and so on.

CO₂ EMISSION FROM THE CEMENT INDUSTRY

The cement industry is one of the world’s significant emitters of CO₂ (with around 5 per cent of the world’s CO₂ emission.). This is primarily down to the process of “burning” limestone at high temperatures in large rotation ovens, with massive quantities of CO₂ being released from the limestone itself as well as from the oil-burning rotation ovens themselves.

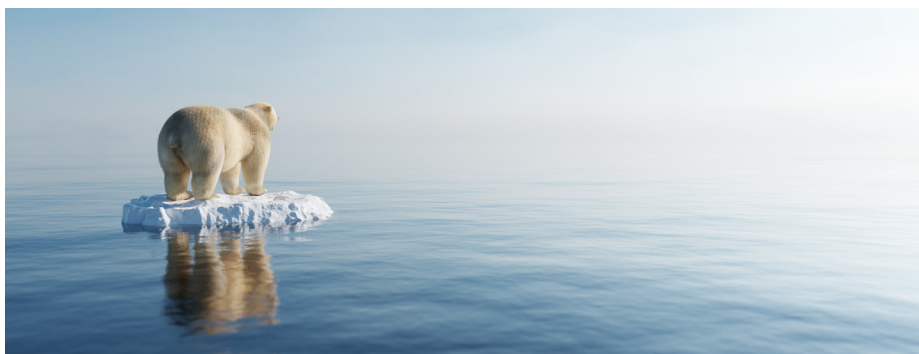
There are at least four ways of reducing CO₂ emission in the cement industry, all being very expensive, however. In particular, it should be kept in mind that cement is a relatively low cost/ low value-added product and also that the cement industry is highly competitive. As noted by Shriever et al, ETH, Zurich, in their report this year, it is thus not a realistic option for most current manufacturers to finance environmental footprint improvement investments through price increases on the cement.

The four options are thus technically feasible, but too expensive for most firms in this industry:

Reduce the temperature in the rotation ovens, thereby lessening the amount of CO₂ emitted from the coal which has been added to the process. However, this implies a much longer production cycle, and thus significantly more use of oil — expensive indeed! Various approaches with substitution of input materials are now also



PETER LORANGE



"TO REPLACE COAL WITH WASTE SUCH AS BIOMASS HAS RECENTLY BECOME AN OPTION. AND, SUBSTITUTING (OIL) WITH ALTERNATIVE FUELS HAS RECENTLY ALSO BEEN TRIED."

being tried out. To replace coal with waste such as biomass has recently become an option. And, substituting (oil) with alternative fuels has recently also been tried. Finally, for more extensive use of waste mineral components from the steel or electrical industries as additions as intermediaries in the cement manufacturing process is also being experimented with.

Capturing the bulk of the CO₂ before it is emitted into the atmosphere. While processes for this are technically available, they tend to be very complex and expensive.

Closing down the oldest cement plants, which also tend to be the most CO₂ emission ineffective. This approach has been taken in China, which has reduced its capacity by 20% by extensive mothballing of old plants. While this approach may be workable in centralized autocratic economies such as China, it is certainly not workable in most market-based economies, with several independent privately-owned producers. Taxation of CO₂ emission may represent a way forward regarding this.

Recirculation of building materials coming from demolition of old constructions, which might then be re-grinded into cement and added to newly produced materials, thus reducing the need to produce as much, and thereby leading to reduced emissions. While this approach is expensive too, it is indeed working in several markets. It was pioneered in Switzerland, which is still the country most active in implementing the recirculation approach today. The rest of this article will discuss how this came about.

THE STAKEHOLDERS

Lafarge Holcim (LH) is the world's largest cement producer, thus facing the CO₂ challenge more than most. The company is the result of a merger (in 2015) between Paris-based Lafarge and Zurich-based Holcim. Now headquartered in Zug, Switzerland, a major strategic factor for LH is to reduce costs, to lessen debt and to conserve cash. One of the founding firms, Holcim, was controlled by the Schmidheiny family for many years, and was run by members of this family for more than half a century. Mr. Thomas Schmidheiny, former CEO of Holcim, was the largest shareholder in LH. In the "pre-COVID-19" and pre-merger time period, Holcim had a somewhat less constrained financial situation, allowing it to fund the approach that called for recirculation/regrinding of demolished building materials.

Holcim was the world's largest producer of cement even before the merger. Founded by the Schmidheiny family, and, as noted, run by members of this family for several generations, Holcim put societal values at the centre of its operations, even though the company had become publicly traded for several years. The Schmidheiny family continued to be Holcim's major shareholder.

Switzerland This country has introduced legislation which makes it the law that building materials must be conserved when there are demolitions, and either be deposited in designated landfills or recirculated through regrinding, to then be added to newly produced cement. Clearly a "circular economy" approach. Space restrictions at landfills are key — here is simply not much more room anymore!

PETER LORANGE – CHAIRMAN, CEO & FOUNDER, LORANGE NETWORK

Peter Lorange, after having sold his shipping company in 2006, has been a successful entrepreneur and owner of a highly diversified family office. He has been regarded as one of the world's foremost business school academics, holding the position of President at IMD, Lausanne for 15 years, as well as several positions on shipping company boards.

His entrepreneurial journey spans key areas such as education, shipping, investments and pre-dominantly Family Businesses.

Peter founded the Lorange Network, a digital learning and networking platform, in 2017. Peter is Norwegian, residing in Küsnacht am Rigi, Switzerland.



IMPLEMENTATION OF THE BUILDING MATERIALS RECIRCULATION APPROACH

Several factors came into place together, where cooperation among the above-discussed stakeholders played critical roles. The process of successfully recirculating building materials was initially supported by Holcim, with two angles to this:

- Development of a workable grinding technology, broadly speaking. While the grinding itself is relatively easy, collection, separation of various material types and quality control represent the key challenges. Special purpose machinery and procedures were prototyped.
- The process of blending the re-grounded materials into newly produced cement, the so-called 'susteno' approach.

LH might not have been able to afford to develop such a project in today's COVID-19 pandemic context.

While not having explicit contacts with the Swiss legislation, there was nevertheless a sense of realisation among the bulk of the legislators that a building materials recirculation approach might work. This led to the above-mentioned new laws. Thus, Switzerland was able to avoid a "chicken and egg" conundrum, in that the critical legislative actions were taken **before** the development of the process had been completed.

LH is a major actor in building materials recirculation through grinding, and it is the world's second largest re-circulator of materials, measured by weight.

Seven per cent of Switzerland's cement production comes about this way today. The positive effect on the environment is thus significant, in the sense that less production of *new* cement implies less emission of CO₂ into the atmosphere. LH does indeed stand for circular economics in the best sense. Now, with this process developed, it is affordable for LH. Furthermore, the company has now introduced recirculation into its current manufacturing in several other countries. But legislative practices differ a lot throughout the world regarding how to deal with building materials from demolition.

CONCLUSION: POSITIVE INTERACTION AMONG STAKEHOLDER GROUPS

We have seen how positive interaction among several key stakeholder groups has led to the emergence of a workable approach to demolished building materials' recirculation, through grinding and blending into new cement. The end result is less emissions.

The family firm culture of Holcim played a key role, above all by taking such a long-term approach. The Swiss legislators decided on a legal framework for recirculating demolished building materials. And, the world's number one cement producer, LH, was ready to implement the process internationally, on a wider scale.

The author would like to thank Jan Jenisch, Karin Mugnaini and Niklaus Traber for their comments.

"WHILE NOT HAVING EXPLICIT CONTACTS WITH THE SWISS LEGISLATION, THERE WAS NEVERTHELESS A SENSE OF REALISATION AMONG THE BULK OF THE LEGISLATORS THAT A BUILDING MATERIALS RECIRCULATION APPROACH MIGHT WORK."

THE GLOBAL FIGHT AGAINST DIRTY MONEY

ALEX JACOBS - WWW.JOFFETRUST.ORG

When we emerge from Covid-19 into the reality of Brexit, Britain faces a choice. Will we be a haven for kleptocrats and tax dodgers, or will we lead the global fight against dirty money?

This is the question posed by leading UK civil society organisations at two recent events on tax and corruption.

Tax abuse and corruption are drivers of poverty and inequality, on a global scale. For example, last month, a UN report estimated that Africa loses \$89bn per year through illicit financial flows, including corruption and tax abuse. That's almost twice the total value of incoming aid, valued at \$48bn. Much of it is money that has been denied from government budgets across the continent, undermining vital public services, such as health, education and justice.

Britain is directly involved in these flows in two ways. On the one hand, we are a generous aid donor and have played a global role in fighting corruption.

On the other, the National Crime Agency estimates that over £100bn of dirty money is laundered through the UK each year.

THE FINCEN FILES

The recent leak of so-called 'FinCEN files' demonstrated Britain's central role in enabling dirty money to flow around the world. On 26 September 2020, *The Times* commented in its lead editorial:

"It has come to something when Britain finds itself described by the US Treasury as a 'higher risk jurisdiction' alongside notorious financial centres such as Cyprus for its role in global money laundering. No one should be surprised."

Tax and corruption also have a profound impact domestically. Estimates of tax owed but not collected in the UK range from £35bn to £90bn per year — a serious chunk of the national deficit. This gap is more important



"THE RECENT LEAK OF SO-CALLED 'FINCEN FILES' DEMONSTRATED BRITAIN'S CENTRAL ROLE IN ENABLING DIRTY MONEY TO FLOW AROUND THE WORLD."

than ever as the government has to pay off its coronavirus bills. The COVID-19 response has also created new corruption risks, as spending rises while procurement processes are trimmed back.

The Chancellor has signalled that, due to the unprecedented fiscal situation, taxes will have to rise. The question is: which taxes and who will pay them? Will the rises fuel inequality or reduce it?



ALEX JACOBS

FIGHTING FOR FAIR, CLEAN FINANCE

In the UK, a small number of exceptional civil society organisations are working for fairer tax systems and greater public integrity. They are pushing the UK to lead the way in creating fair and clean finance systems.

For example, they include:

- Tax Justice UK, building momentum for fair tax reforms.
- The Fair Tax Mark, promoting and celebrating responsible tax practice in business.
- TaxWatch, investigating tax policies and practices.
- Spotlight on Corruption, strengthening the UK's role in fighting corruption.
- Transparency International, investigating corruption and promoting solutions.
- International Lawyers Project, connecting experienced legal advisors to international work on international tax & corruption.

At recent events, these activists discussed state-of-the-art analysis, and identified strategic priorities. On the corruption side, priorities include stopping the UK's role as a safe haven for dirty money and reforming the law around corporate liability. There is much to be done on public contracting and transparency in government decision-making. On the tax side, they are working to ensure proper resources for HMRC and Companies House, to make tax affairs more transparent and to make specific taxes fairer.

The Joffe Trust started supporting work in these areas under the leadership of its founder, Joel Joffe. Joffe was a remarkable businessman and philanthropist. He was inspired by his role defending Nelson Mandela during his trial against South Africa's apartheid regime. Subsequently, in the UK, he co-founded the insurance company Allied Dunbar. He remained committed to justice and philanthropy throughout, and for decades he played a major role in UK charitable life.



In Joffe's home country of South Africa, corruption ran riot from 2009 to 2018, during Jacob Zuma's presidency. International firms were implicated as funds flowed the wrong way out of government coffers. The highly regarded South African Revenue Service was systematically dismantled. Government operated more for private interests than the common good. Core public services suffered as a result, choking off opportunity for ordinary people across the country.

"IN JOFFE'S HOME COUNTRY OF SOUTH AFRICA, CORRUPTION RAN RIOT FROM 2009 TO 2018, DURING JACOB ZUMA'S PRESIDENCY."

These dynamics are reflected today around the world, as the rule of law and liberal democracy come under threat. The examples set out above show one way that philanthropy can respond: by supporting the fight for effective government, enabled by fair taxation and integrity in public life.

ALEX JACOBS, DIRECTOR, THE JOFFE CHARITABLE TRUST

Alex Jacobs is the Director of the Joffe Charitable Trust. He has over 20 years' experience working with international NGOs. Most recently, he led the Cash Learning Partnership. Before that, he was Director of Programme Quality for Plan International for 5 years.

Previously, Alex founded and led the award winning charity Mango for 10 years, and worked in central and southern Africa with NGOs including Oxfam GB. He has held visiting fellowships at Oxford and Duke Universities. Alex worked closely with Joel Joffe for 20 years at Mango and the Joffe Charitable Trust.

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QUESTIONS TO BE ADDRESSED ON THE COURSE:

- What can fundraisers learn from advisors to change the way they view wealthy donors and philanthropy?
- Who are professional advisors and what motivates them? How can you as a fundraiser work together with them to help meet their client's needs?
- What is the spectrum of advisors and what are their roles?
- Managing expectations of fundraisers.
- What internal and external challenges do fundraisers face in this process?
- How can we make the fundraising sector more innovative and a space for collaboration not just competition?

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Victoria Shaw:

Email:
victoria.shaw@
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Philanthropy Impact, 7 -14 Great Dover Street, London SE1 4YR

E: info@philanthropy-impact.org | **T:** +44 (0)20 7407 7879

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