

Sustain interim statement on diversity, March 2018

In 2017/18, Sustain is undertaking a review of how we engage with a diverse range of people and groups, in terms of their personal or professional experience and backgrounds, political persuasions and personal attributes. This paper is an interim report on work in progress, for review by the Sustain Council of Trustees in April/May 2018, in consultation with others. This paper also outlines recommended next steps.

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1. Sustain’s overall approach to diversity

All of Sustain’s work is guided by values and principles of achieving a healthy, fair, humane and sustainable food system. Our detailed definition of “healthy and sustainable food” has been consulted on extensively with members and others: www.sustainweb.org/sustainablefood/. Our alliance also has shared concerns that are highly relevant to the food system, but go beyond just food, farming and fishing, such as tackling climate change, conserving biodiversity, upholding human rights, and promoting economic prosperity and sustainable development that benefit the many, not just the few – at home and around the world.

Hence, we aim to ensure that all of our activities reinforce our values and principles, and do not detract from them. We have always strived to ensure that: “We work in a way that promotes the interests of diverse people and communities, in the context of our aim to achieve a healthy, fair, humane and sustainable food system.”

During 2017/18, we are undertaking a diversity review. Sustain is keen to ensure that, within the context of seeking to achieve a healthy, fair, humane and sustainable food system, we:

- provide opportunities for a wide range of people to be involved and have their voices heard;
- ensure that we treat people and groups fairly and are not acting in a discriminatory way;
- challenge unfair or discriminatory behaviour when we see it;
- contribute to realisation of a better balance of power between people with the resources, position and authority to make decisions and allocate resources in a way that affects others; and those who are affected either directly or indirectly by those decisions – primarily people, but also bio-diversity in terms of animals, fish, plants and ecosystems;
- co-design and promote solutions, through our policy and campaign activities, that are suited to the needs of a diverse range of people and situations;
- improve Sustain’s ability to speak with ever greater legitimacy and confidence on behalf of beneficiaries, practitioners and viable solutions;
- understand where we may currently have limitations to our championing diversity so that we can understand these and work systematically to overcome these;
- embed methods for monitoring our approach to diversity and improving over time.

Because of the very wide ranging nature and concerns of the work of the Sustain alliance, and our desire to take a balanced and holistic approach that serves both people and planet, our approach to “diversity” takes many forms. At the time of writing, diversity issues that are currently under special consideration for Sustain include:

- representation of diverse people among our beneficiaries and our staff, consultants, volunteers, consultees, advisory and governing groups – especially on the basis of age, ethnicity, gender, disability, sexual orientation and socio-economic background.
- involvement of practitioners and ‘experts by experience’, i.e. people with recent lived experience of the problems we are seeking to fix, especially in those of Sustain’s projects and campaigns that aim to benefit disadvantaged or vulnerable people.
- diversity in food production, to ensure that our recommendations for policy and other support are inclusive and sustainable, particularly to represent the views of diverse, smaller, co-operative and community-based approaches, and farmers and fishers producing food by sustainable methods; also those serving disadvantaged and vulnerable communities;
- geographical and cultural diversity, especially in relation to the devolved nations and taking active steps to protect against Sustain being perceived as mainly urban or London-centric;
- international diversity in representation for people from developing countries, especially food producers whose livelihoods are affected by UK consumer choices and decision-making;
- diversity in political and media engagement, especially to ensure that Sustain’s work on post-Brexit food, farming and fishing policy reaches across political boundaries, cultivates diverse public debate, and works for the common good; whilst also meeting the requirements of political and demographic balance required by our organisation’s social purpose and charitable status;

- consideration for biodiversity – the diversity of animals, fish, natural resources and ecosystems – on which all human life depends, and which inherently has no voice in policy or political circles, but requires expertise and vocal champions nonetheless.

When considering the actions required of Sustain to put diversity commitments into practice, we look across a wide range of interventions, from project development, membership and mandate; to systems, everyday practice, and monitoring, evaluation and reporting.

Most of the specific commitments set out in this paper are framed in such a way as to apply to Sustain’s activities where we are the lead partner. In the circumstance of another organisation being the lead partner, and Sustain being a secondary partner, Sustain will champion such approaches within the partnership and, where possible, through the formal partnership agreement and communication materials, to ensure that such commitments are applicable, transparent and accountable. We may be more or less able to do so, depending on the type of partnership. Where we work with a network of community and national groups, we will encourage this approach throughout. In some circumstances we may be less able to make diversity commitments a requirement; in others, we have more ability to do so if we integrate this into our grant and consultancy agreements with local or national partners. In all circumstances, we will make it our first presumption that we can influence change, and will make it our business to be pro-active in doing so.

2. Ways in which people and groups are involved with Sustain’s work

There are many different ways in which people and groups can engage with Sustain’s work. These can be categorised as follows, although in practice such categories are not treated by Sustain in this superficially siloed way. There is significant and beneficial interaction between the different ‘levels’, from local to national (and sometimes international):

➤ Sustain’s overarching diversity commitments

Due to the very wide ranging nature of Sustain’s work, Sustain’s definition of ‘diversity’ encompasses a wide range of attributes. Diversity issues that are currently under special consideration for Sustain, and which inform implementation of our Diversity Policy, are set out in section 1, above. We will remain open to suggestions for how our approach should evolve and improve over time, and will set a review date for our Diversity Policy. Specifically:

Current practices, which we will embed, reinforce, amplify and encourage:

- Sustain treats everyone fairly, helpfully and without discrimination and gives people the chance to express themselves even if they may struggle to do so.
- When we run activities, we make every effort to be welcoming to all, and to enable people to participate, and not to exclude the on the basis of personal attributes such as ethnicity or disability. Wherever possible, we also signpost people to relevant activities and opportunities within our wider network.

- When making grants, seeking local delivery partners or employing local consultants, we make such opportunities open and available to diverse groups, and consider competitive tenders fairly and without discrimination.
- When employing staff, consultants or volunteers, whether paid or unpaid, we apply our Equal Opportunities Policy.¹
- Sustain’s website and online resources are designed to be accessible to people with visual impairment and on a wide range of electronic devices. Copies in an alternative medium, such as a paper or large-print, can be provided on request, where it is reasonable to do so.
- We provide individuals on our mailing lists with access to resources relevant to diverse groups, and promoting diverse groups, to enable people to get involved.
- Where there is an identified need, and where funding or other resources allow, we consider translating materials into languages other than English.
- Unless our materials are specifically tailored for a technical audience, we always endeavour to communicate in plain English and not exclude or obfuscate by using jargon.
- We seek to use design and imagery that represents diverse people and circumstances, to demonstrate that we are inclusive and welcoming to everyone.
- Where we feel an enquiry or activity might contribute to unfair or discriminatory behaviour (for example, a media enquiry seeking a discriminatory opinion), we retain the right politely to decline participation and to prevent association of Sustain with such an approach. We make a point of complaining about discriminatory behaviour, if we believe it is happening.
- We deal with complaints fairly, helpfully and without discrimination, in line with Sustain’s Complaints Policy.²

Current practices, where there is room for improvement or action needed:

- Sustain needs to standardise and refine our systems for monitoring diversity through a range of means, such as monitoring forms, feedback forms at events, recruitment processes, balance of panels and speakers, etc., and to ensure that this is all compliant with data protection regulations, using and storing diversity information gathered only for the purpose of assessing and improving our performance on diversity aims.
- We will appoint a Sustain member of staff to monitor diversity in our communications, imagery and general presentation and highlight any concerns with senior management.
- We need to renew staff training to raise awareness of diversity concerns, including unconscious bias; to explore our proposed solutions, and encourage consideration by staff members of how to integrate solutions into their own projects and campaigns.
- We need to improve our processes for reporting routinely to Sustain’s Council of Trustees and members on a range of diversity measures.³
- We need to be routinely open about our methods and actions taken, and committed to full and honest reporting on our successes and limitations, including where we have under-

¹ Sustain’s Equal Opportunities Policy is due for update/renewal by Sustain’s Council of Trustees, April/May 2018

² Sustain’s Complaints Policy is due for update/renewal by Sustain’s Council of Trustees, April/May 2018

³ Performance indicators and reporting timeframes still to be developed and agreed

performed. We need to integrate diversity reporting into Sustain's Annual Report and at the Sustain AGM, and bring any issues relating to diversity to the Sustain Council of Trustees where necessary at quarterly meetings. This will aim to encourage fair, timely and transparent appraisal of options for improvement, both for Sustain and across our sector.

- Following review at Sustain's Council of Trustees quarterly meeting in April/May 2018, we need to publish Sustain's refreshed Diversity and Equal Opportunities Policies online, in the context of other relevant policies, and set an agreed period for review.

a) Individual enquirers

Dealing with individual enquiries is a relatively small part of our work, except where they are related to project activities (see section b, below). Nevertheless, it is important we consider how we deal with individual enquirers within the context of our overall approach to diversity.

➤ Sustain's approach to diversity for individual enquirers

Sustain will apply to our dealings with individual enquirers the overarching diversity commitments set out above.

b) Local people, community groups, local authorities and local networks

Individuals, community groups, local authorities and local networks can be direct or indirect beneficiaries of Sustain's activities. Examples include Sustain's Capital Growth project, offering support to community gardens; Sustain's involvement in the London Food Board; and Sustain's partnership Food Power programme, supporting local groups around the UK to initiate Food Poverty Action Plans. Sustain usually runs or participates in such projects, involving local people and communities, on an alliance or partnership basis, working with others.

Opportunities for people and groups to be involved in such work could be by, for example:

- advising on design and implementation of a local or regional project, either through consultation (usually short term), participating in a project working party (usually longer term), or becoming a delivery partner (usually for the period of a project or campaign);
- receiving a grant to undertake work for local benefit;
- being paid by or via Sustain to help run a project, for local benefit;
- volunteering to help run a project, for local benefit;
- helping to design, contribute to and/or participate in training or other learning activities, attending an event or receiving training, information or resources;
- sharing expertise and advice with peers;
- speaking in the media or other communications – especially as an 'expert by experience' about the work and local problems and solutions;
- participating in monitoring and evaluation activities;
- providing information towards wider measurement and assessment of progress.

➤ **Sustain’s approach to diversity for local people and groups**

Sustain will apply to our dealings with local people, community groups, local authorities and local networks the overarching commitments set out above. The following additional special considerations for dealing with local people and groups include:

Current practices, which we will embed, reinforce, amplify and encourage:

- Sustain seeks and considers views from diverse people and groups when conducting consultation on the design, development, review and implementation of projects and campaigns run for the benefit of local people and communities. In particular, where the aim of the project is to benefit people from disadvantaged or vulnerable groups, we seek to engage practitioners and ‘experts by experience’ in such consultation.
- We will seek involvement from diverse people and groups when running local training and events, or developing information and resources for the benefit of local people, especially with regard the promotion of shared experience and mentoring between peers.
- We will seek involvement from diverse people and groups when inviting speakers for events, media work or other communications activities, especially practitioners and ‘experts by experience’ regarding the work and local problems and solutions.

Current practices, where there is room for improvement or action needed:

- Sustain needs to proactively seek additional ways to promote job, volunteering, consultancy and tendering opportunities, in places and ways that reach diverse groups, practitioners and ‘experts by experience’, especially where these are under-represented in our work.
- Following our review of geographical and urban/rural spread of projects, undertaken in 2016, Sustain recognises good progress made. We need to continue to seek more opportunities to work with a wide geographical spread nationally, and involving rural and urban communities across England. We should also seek more opportunities to support or work in alliance with organisations in Scotland, Wales and especially Northern Ireland.
- We have ambitions to undertake more work with young people, and with creative good food entrepreneurs serving diverse communities. We are currently fundraising to enable such work, and want to involve diverse groups in the design of and advocacy for such activities.

c) Community or national groups, and people representing them

People representing local or national groups can be directly or indirectly involved in Sustain’s activities, and may sometimes be considered direct or indirect beneficiaries. This is usually at a national (occasionally international) level, working in alliance to develop strategy, campaigns, standards, policy or support for changes in the legislative approach to improve the health, ethics and sustainability of the UK’s food system. Sustain develops and implements all such work in alliance and in consultation with a wide range of people and organisations. Examples include Sustain’s national policy and campaign activities on issues such as food poverty, hospital food, school food standards, and post-Brexit policy on sustainable farming and fishing. Opportunities for people and groups to be involved in such work could be by, for example:

- becoming a national organisational member of the Sustain alliance, if eligible and, via our application process, approved by the Sustain Council of Trustees and by Sustain AGM vote. Full membership of the Sustain alliance, which is governed by its membership, is open to national organisations that share the aims and values of the alliance and which do not distribute profits to private shareholders and thus operate in the public interest;
- advising on design and implementation of national policy or campaign activity – including priorities, standards and key messages, either through consultation (usually short term), participating in a project working party (usually longer term), or becoming a delivery partner (usually for the period of a project or campaign);
- receiving a grant to undertake project or campaign activities suited to their specialism;
- being paid by or via Sustain to help run a project or campaign, for mutual benefit;
- contributing financially or in kind to the costs of running the project or campaign;
- providing training or other learning activities, helping to run an event or contributing to the development of information or resources;
- sharing expertise and advice with peers;
- speaking in the media or other communications – especially as an ‘expert by specialism’ about the work, the problems and the solutions;
- participating in monitoring and evaluation activities;
- providing information towards wider measurement and assessment of progress;
- helping to report to funders and other stakeholders, on successes and lessons learned.

➤ **Sustain’s approach to diversity for community and national groups, and the people representing them**

Sustain will apply to our dealings with community and national groups the overarching diversity commitments set out above. Additional special considerations include:

Current practices, which we will embed, reinforce, amplify and encourage:

- Sustain continues to welcome member organisations representing diverse views and concerns, and will continue to see this as pivotal to the strength and purpose of our alliance. All applications for Sustain membership will follow the established application process, to ensure the proper checks and balances of our co-operative alliance structure.
- We help those community groups and practitioners that show potential for national leadership and replicable solutions to express and share their views and experiences, by providing a national platform.

Current practices, where there is room for improvement or action needed:

- Sustain needs to monitor the diversity of voices, issues and organisations represented across the Sustain alliance membership, to ensure that it remains representative and inclusive across the wide range of issues covered by our work. We need to embed a way of pro-actively recruiting members where we believe there is a gap in such representation; where

there are new issues, champions and solutions emerging; or where we think an organisation may lack the confidence to apply but may bring an important viewpoint to the alliance.

- We need to find more ways to involve those ineligible for Sustain membership in national policy and campaign work, through opportunities to speak, publish and by other association.

d) Policy advisors, policy-makers and decision-makers

Sustain's national projects, policy work and campaigns are often targeted at changes to policy and the legislative framework that shapes our food system. Sustain therefore interacts with a large number of policy advisors (for example, academics and parliamentary researchers), policy-makers (for example, civil servants) and decision-makers (for example, MPs and Ministers). We are acutely aware in doing so of our responsibilities to ensure that the solutions we champion:

- will benefit diverse people, as well as meeting our objective of a healthy, fair, humane and sustainable food system;
- will contribute to realisation of a better balance of power and resources between those people with the finance, position and authority to make decisions and to allocate resources in a way that affects others; and those who are affected either directly or indirectly by those decisions – primarily people, especially those on a low-income or disadvantaged for other reasons, but also bio-diversity in terms of animals, fish, plants and ecosystems.

➤ Sustain's approach to diversity for policy advisors, policy-makers and decision-makers

Sustain will apply to our dealings with policy advisors, policy-makers and decision-makers, the overarching commitments set out above. Additional special considerations include:

Current practices, which we will embed, reinforce, amplify and encourage:

- The legitimacy of Sustain's policy proposals and public messaging is developed via consultation and working party engagement;
- We ensure that our policy positions and key messages are thoroughly informed by Sustain members and others specialists, published and open to review;
- We ensure that policy positions and key messages are thoroughly informed by practitioners and 'experts by experience' relevant to the issues being discussed, whether that be food poverty, climate change, hospital food standards, sustainable farming, sustainable fishing, or any other subject addressed by the Sustain alliance;
- We create opportunities for specialists, practitioners and 'experts by experience' to have a platform in events, seminars, at conferences, in communications and direct advocacy;
- We work with specialist organisations who are themselves the conduit for the voices of diverse groups, where it may be challenging to invite those people to speak directly – for example organisations working on behalf of farmers in developing countries;
- We make special efforts to ensure that we reach across political boundaries, offering advice to groups and individuals representing diverse political views.

Sustain further notes that these commitments and actions are especially important at this time, to ensure Sustain’s work on post-Brexit food, farming and fishing policy reaches across political boundaries and works for the common good, and also meets the requirements of political and demographic balance required by our alliance’s social purpose and charitable status.

Current practices, where there is room for improvement or action needed:

- Sustain needs to monitor and report on our diversity of engagement with policy advisors, policy-makers and decision-makers. We do so currently within the context of quarterly narrative reports – this information needs to be made more readily available for scrutiny.

e) Media and communications

As noted, Sustain’s national projects, policy work and campaigns are often targeted at changes to policy and the legislative framework that shapes our food system. This necessitates demonstration of public concern and support for solutions. Sustain therefore interacts with a large number of journalists and diverse media outlets to engage public debate. We are acutely aware in doing so of our responsibilities to ensure that our communications work takes into account diversity of engagement and reach.

➤ Sustain’s approach to diversity for media and communications

Sustain will apply to our dealings with policy advisors, policy-makers and decision-makers, the overarching commitments set out above. Additional special considerations include:

Current practices, which we will embed, reinforce, amplify and encourage:

- Sustain provides accurate and accessible information and interpretation on issues of public concern, where our alliance has solutions to offer, and those solutions would be of public benefit for diverse people and communities.
- Sustain engages with diverse social media outlets.
- Sustain engages with diverse print, broadcast and online media outlets, across the political spectrum, reaching diverse audiences.

Current practices, where there is room for improvement or action needed:

- Sustain needs to monitor and report on our diversity of engagement with media outlets. We do so currently within the context of quarterly narrative reports – this information needs to be made more readily available for scrutiny.

f) Individuals employed by Sustain on a paid or voluntary basis

Individuals employed by Sustain on a paid or voluntary basis can participate in or implement Sustain’s activities, with varying degrees of financial remuneration, responsibility and seniority. Opportunities for people to be involved in such work could be by, for example:

- working as a full-time or part-time salaried member of staff providing Sustain with senior-level project and staff management, systems and financial management;
- working as a full-time/part-time salaried member of staff running a project or campaign;
- working as a freelance consultant providing Sustain with specialist skills or expertise;
- working as a volunteer, supporting Sustain’s projects and campaigns to succeed.

Current practices, which we will embed, reinforce, amplify and encourage:

- Sustain has a fair and transparent fixed payscale for salaried and freelance staff, set and kept under review by the Sustain Council of Trustees.
- We have a modest and fair expenses policy for staff and volunteers, set and kept under review by the Sustain Council of Trustees.
- We have a policy and methodology for review of the inflationary rate for salaries and freelance fees, set and kept under annual review by the Sustain Council of Trustees.
- Sustain is a registered Living Wage Employer, and applies this policy and annual check to salaries and freelance fees. In practice, we pay above the Living Wage, and our landlord is also a Living Wage Employer for services such as reception and cleaning.
- We have recently introduced an administrative grade to our payscale, partly to pay an appropriate wage for such work, and partly to enable younger and less formally qualified people to gain employment with Sustain (they can progress up our payscale over time).
- We have an Equal Opportunities Policy and an Anti Bullying and Harassment Policy, both of which present aspects of our approach to welcoming diversity and protecting against discrimination. The latter applies to our recruitment of staff and volunteers.
- Sustain prides itself on our open, supportive, non-discriminatory and friendly office culture. We actively cultivate this, and it is written in to our job descriptions, induction processes and appraisal for staff and volunteers.

Current practices, where there is room for improvement or action needed:

- Sustain needs to review and update our Equal Opportunities Policy and our Anti Bullying and Harassment Policy. This is currently in progress.⁴
- In particular, we need to find and embed more and better ways pro-actively to advertise employment, volunteering and consultancy opportunities to reach and encourage diverse audiences.
- We need to finalise implementation of our policy and methodology to limit the pay ratio between lowest and highest paid employees, agreed in principle in 2017; and to promote this approach widely to our members and associates.
- We have an ambition, if funding allows, to run a paid internship programme, to support greater outreach to diverse communities. We are currently fundraising to enable such work.
- We have an ambition, if funding allows, to run work placements to introduce people from diverse backgrounds to advocacy for a better food system. We are fundraising for this work.

⁴ Sustain’s Equal Opportunities Policy; Anti Bullying and Harassment Policy and Complaints Policy are all due for update and renewal by Sustain’s Council of Trustees, April/May 2018

g) Individuals serving as a member of Sustain’s Council of Trustees

Sustain is governed by its membership, which is open to national organisations that do not distribute profits to private shareholders and thus operate in the public interest.

Sustain’s Council of Trustees is elected by Sustain's membership to form a governing body of up to 15 Trustees. In line with our mem&arts, a minimum of one third of the Council must stand down each year. Some or all of these can stand for re-election. In practice, two or three new members are welcomed to the Council of Trustees each AGM. We advertise the opportunity to stand for election widely within the membership. In practice, we always need to encourage individuals to stand, and this provides some opportunities to seek diversity of representation across the range of diversity issues identified in section 1, above.

Sustain’s Council of Trustees meets quarterly to guide the work of the alliance, subject to approval by the members. Sustain’s main projects and campaigns are advisory and usually chaired by a member of Sustain's Council of Trustees, to provide integrated good governance and strong lines of accountability and engagement. Sustain’s working parties are governed by Terms of Reference that set the parameters for defending Sustain's independence, managing conflicts of interest, promoting good working relationships, and enabling Sustain to distance itself from inappropriate opinions or activities, should these emerge.

We strive for our Council of Trustees to represent diverse people and interests, but there are certain structural limitations in doing so. We are seeking to improve this situation over time. Firstly, there are a wide range of diversity issues that we need to consider – both in terms of British society, and also within the issues represented by our alliance. Secondly, unlike other non-governmental organisations (NGOs), community interest companies and charities (Sustain is a registered charity), and following the terms set down in our memorandum and articles of association, Sustain is not currently able to advertise for Trustees outside of our alliance, which is itself diverse in some ways but less so in others. Were we to go through the full process of changing our mem&arts to allow us to recruit from outside our membership, explicitly to fulfil diversity aims, we might also seek to recruit other forms of diversity that might also help our organisation to meet its objectives, such as specialist expertise on finance, fundraising, HR or organisational development.

In March 2018, our assessment of the current balance of diversity across the 15 members of Sustain’s Council of Trustees is as follows:

- Age: 1 person in their 30s; 4 people in their 40s; 6 people in their 50s; 4 people over 60 (of which one is 70).
- Ethnicity: 14 people ‘white British’; 1 person ‘black British’.
- Gender: 10 female; 5 male.
- Disability: None self-identify as disabled; 1 has mobility impairment; 1 hearing impairment.
- Sexual orientation: Sustain has not asked this question.

- Socio-economic background or current status: Sustain has not asked this question and would need guidance on how to do so effectively and sensitively.
- Expertise by experience or specialism: All are specialists in fields across a diverse range of issues represented by the Sustain alliance; 7 are or have been practitioners.

Where there is room for improvement or action needed:

Sustain has an annual opportunity to recruit up to five new members of our Council of Trustees, for election at the Sustain AGM. We can advertise these opportunities in a way that makes it clear we would welcome applications from individuals and groups that would improve the diversity of our governing Council. We can actively seek to ensure that candidates put forward for election represent a diversity of personal attributes, specialisms and viewpoints. At the time of writing, and in advance of Sustain's 2018 AGM,⁵ we have identified the following gaps:

- More representation from diverse ethnic communities.
- More representation from diverse communities experiencing socio-economic disadvantage.
- Possibly more representation from people with diverse sexual orientation (we welcome people of diverse sexual orientations, but do not monitor this at present).
- Possibly more representation from people who have experienced mental health issues (we welcome people with such experiences, but do not monitor this at present).
- Representation from younger members, perhaps in their 20s or 30s.
- Representation from a group speaking for farming communities in the developing world.
- Representation from an organisation with sustainable fisheries expertise.

We acknowledge that it is not possible for the Sustain Council to be fully representative of Sustain's diversity ambitions, across the full range of diversity considerations that we seek to promote. We are also subject to the democratic process and who puts themselves forward for election. However, we hope that our systems are flexible and open enough to continue to seek to improve, and to benefit from varying balances of diversity over time. We have taken proactive action to improve the diversity of Board representation on several occasions and will continue to do so. In 2017, we also established the Sustain patron system, to advise on and promote our activities, which allows for greater diversity and involvement, without the need to undertake a radical overhaul of Sustain's memorandum and articles of association.

h) Individuals serving as a Sustain Patron

As noted above, Sustain established a patron system in 2017, recruiting individuals to advise on, champion and promote Sustain's activities to wider audiences. This is an opportunity for Sustain to be associated with a much more diverse range of voices than would currently be eligible to speak for Sustain as a Trustee or as a Chair of a Working Party, for example by enabling the involvement of good food entrepreneurs, media spokespeople and individuals with big ideas

⁵ Likely to take place in November 2018, date to be confirmed. Election papers will be sent to Sustain members six to eight weeks prior to the AGM date.

who are not always associated with a particular organisation. We are taking a patient, step-by-step approach to patron recruitment, and will incorporate this into our diversity monitoring.

i) Individuals and organisations providing funds or in-kind support

As a registered charity and not-for-profit organisation, Sustain is aware that our sources of funding and in-kind support could potentially either enhance or limit our ability to meet diversity aims. We have not identified any such risk at this time, but include this point as a reminder to ourselves to keep this issue under review. In 2017, Sustain renewed its Ethical Funding Policy, which sets out our approach both to Sustain's funding for our work, and to our own role as a grant-maker, see: www.sustainweb.org/about/sustains_sustainability_policies/.

3. Progress so far and next steps

The diversity review undertaken so far in 2017/18 gives Sustain confidence that we have made a lot of decent progress over the years to embed diversity into everything we do. In many ways, it is second nature for an alliance to operate in this way. However, our review has also highlighted specific gaps where we can do better, detailed in this paper. In summary Sustain needs to:

- Ensure current good practice on diversity is embedded, reinforced, amplified and encouraged.
- Complete the current renewal process for Sustain's Diversity Policy, Equal Opportunities Policy, Anti Bullying and Harassment Policy and Complaints Policy, and our emerging work on limiting pay ratios – which are all relevant to achieving our diversity aims.
- Refine and standardise our diversity monitoring and reporting systems – at all levels of Sustain's activities – through project design and implementation; consultation and advisory groups; Sustain membership and governance; advocacy and communications work; and through a wide range of associated activities.
- Embed systems and practices for reviewing our policies, and progress towards our aim – openly, transparently and available for scrutiny by our stakeholders.
- Renew staff training and engagement on diversity issues.
- Find more and better ways to promote job, volunteering, consultancy and tendering opportunities, in places and ways that reach diverse groups, practitioners and 'experts by experience', especially where these are under-represented in our work.
- Seek more opportunities to work with more rural and urban communities across England; also organisations in Scotland, Wales and especially Northern Ireland.
- Seek more opportunities to provide platforms for diverse specialists, practitioners and 'experts by experience'.
- Continue to cultivate diverse representation among our Council of Trustees and Patrons.
- Develop our ambitions to offer paid internship and food system advocacy work placements to people from diverse backgrounds. We are currently fundraising to enable such work.

Interim statement approved by Sustain Council, May 2018, for further development