Gender issues in fundraising

Phase 2: A blueprint for dismantling patriarchal structures in the fundraising profession

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ROGARE
THE FUNDRAISING THINK TANK

Contents

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1

Introduction – why and how we plan to dismantle fundraising's patriarchal structures

Heather Hill – Rogare's chair and project leader for the second phase of our Gender Issues in Fundraising project – sets out the rationale behind focusing on deep-seated structural change.

'We want to make transformational change – change that affects everyone for the better without their needing to make conscious and deliberate changes themselves. Such transformational change happens when we dismantle the whole structure of the profession itself.'

The fundraising profession is institutionally sexist and discriminates against its women/female members, who represent the majority of professionals in the field, yet end up with the short end of the stick in terms of salary, leadership opportunities, subjection to harassment, and various other forms of systemic barriers to success.

As Ashley Belanger points out in s2, we have limited the scope of this project to the injustices faced by women in fundraising. Within the broad category of 'women /female fundraisers', some individuals' experience the compounded effects of various 'isms', rendering them even less like to achieve parity and even more likely to experience systemic oppression.

We recognise that with our limited resources, we cannot tackle everything. Nonetheless, our intention has been to find research-based solutions that have the potential to address intersectional sexism. That said, we ourselves are a group of volunteers who are limited and impacted by 'the system' as it stands, including our own lived experiences and biases and that of the existing research base.

By stating that fundraising is institutionally sexist, we're not trying to be controversial or rile people for the sake of it. We're just stating a fact: most aspects of society are institutionally sexist, so why would fundraising be any different?

But how do you fix that? Many of the initiatives our profession has put in place appear to us to have taken a Lean In Feminist approach by trying to make it easier

A start, not the end

This is not meant to be a definitive solution, and we know it is not. It is a starting point for change, and conversations about change. Other people will have different ideas about how to populate the Blueprint with recommendations for change; or have totally different ideas about how to bring that change about.

Terminology

To be as inclusive as possible, we have used the term 'female/women' as an adjective, as in 'female/women fundraisers'. To be consistent, we have used the corresponding adjective of 'male/men' (and if this sounds a bit clunky and awkward, that might only be because we're not used to it the same way we are used to using 'women' as an adjective).

Donor code of conduct

One of our key recommendations (made in s4 by Jessica Rose) is that sector organisations should produce template donor codes of conduct and organisations should implement these or develop their own. We have devised our own donor code of conduct, which you can find on p24. Work has previously been done and some is ongoing to develop a fundraiser bill of rights. These have included statements that fundraisers should be free to go about their work without unwanted interference from donors. As these fundraiser bills of rights confer certain rights on fundraisers, that means there are concomitant duties to uphold and protect those rights. This donor code of conduct stipulates the duties donors have to uphold the rights of fundraisers.

for women to get ahead in the patriarchal systems that exists in fundraising, such as by providing training to negotiate a better salary.

However, this leaves the patriarchal system – with its institutional biases and discriminatory practices – intact. We're not saying the coaching of negotiation skills is not helpful, and we acknowledge and welcome all these other initiatives. But the problem is that unless we change the system, we're going to have to deliver this training to each new generation of women/female fundraisers. And, more importantly, we will continue to limit our definition of 'success ' to the constrains of a (white) masculine ideal.

We'd rather change the whole structure. That's what we have been working towards in this project on gender issues in fundraising, by adopting a Lean Out Feminist approach.

In the first phase of this project, we explored the issues that underpin this whole matter, so we can have the best-informed conversations possible. In this second phase, we bring this thinking to a head to create a Blueprint[1] of recommendations that, when implemented, will allow us to make structural changes to the fundraising profession.

Our view is that if we dismantle the structures in which individuals behave and think, and build something better in their place, then we have a far better chance of changing their thinking and behaviour than if we just implore them to adapt, and leave current sexist, discriminatory structures intact.

1 We originally called this a roadmap for change, but quite late in the day, it occurred to us that 'blueprint' describes this better. So, if you see 'roadmap' in earlier papers or blogs, this is what it refers to.

How to read this report

This report presents a lot of recommendations – 45 in all. These are not the only recommendations that can be made. But they are the recommendations for which we have argued a case in our chapters. So, these are recommendations that we have grounded in theory and evidence.

While we want you to act on these recommendations, we also want you to understand the context in which we have made them: the theory and evidence that supports them, how they are connected to and interact with other recommendations we have made, and how they will lead to sustainable, structural change in the profession.

That's why we recommend that you read this report in its entirety.

We layout all this context and interaction in the Blueprint for dismantling patriarchal structures in fundraising, which you can find in s6 on p32.

However, we suggest that you start with Ashley Belanger's chapter as this sets the context for what the Blueprint, and its recommendations for action, aims to do: to tackle the '4 I's' of oppression at three different levels of sector, organisation and individual.

We'd then suggest you read the chapters sequentially:

- Workplace leadership and equity – explored in chapter 3 by me and Elizabeth Dale.
- Donor-perpetrated sexual harassment – investigated by Jessica Rose in chapter 4.
- How we can involve more men in bringing about change – which Becky Slack tackles in chapter 5.

Acknowledgements

This project could not have happened without the hard work put in by the Phase 2 project team – Ashley, Becky, Elizabeth and Jessica. I am incredibly proud of the work we have done. I'd also like to pay tribute once again to the people who worked so hard on the project's first phase – Ruby Bayley, Ruth Smyth, and project leader Caoileann Appleby, to Rogare Associate Member Ask Direct for backing Phase 1, and to all Rogare's Associate Members – Bluefrog, Ask Direct, ST (Stephen Thomas) Ltd, GoalBusters and Giving Architects – for making possible all the work we do. Finally, thanks to Ian MacQuillin at Rogare for helping us to bring all this together.

All authors have made individual recommendations, which, as we have said, are brought together in the Blueprint (s6) and the graphic (on p37) that shows the interactions between the various recommendations and how influencing one can lead to change elsewhere.

So…you *could* start with the Blueprint, and then delve into the chapters that justify with theory and evidence behind the recommendations we have proposed. There is no executive summary to this paper: we tried, but it repeated so much of the Blueprint that felt like the Blueprint is a good summary of this report.

If you do choose to go straight to the Blueprint, with its narrative for structural change and its 45 recommendations, we nonetheless hope that you will come back to the previous chapters to get the full understanding of why the Blueprint is constructed the way it is; the context being established in Ashley Belanger's essay in s2.

Here's why.

If you as an individual, commit to implementing one or two, or even many, of our recommendations, you will certainly do good, in the same way that Lean In-based initiatives such as salary negotiating are almost certainly doing good for the women receiving them.

However, they will probably deliver incremental change, change that benefits only those individuals who make a conscious decision to act.

We want to make transformational change – change that affects everyone for the better without their needing to make conscious and deliberate changes themselves. Such transformational change happens when we dismantle the whole structure of the profession itself.

To make such sustainable, structural change, we can't just pluck some ideas out of the air, start doing them, and hope that they will work. Instead, we need to understand the patriarchal structures in fundraising, their nuts and bolts, so we know where and how we can take them apart, re-engineer them, and replace them with new structures. The chapters in this report are aimed at providing some of that understanding.

We conclude with a short section (s7) that asks you to reflect on your role in dismantling the fundraising patriarchy.

Finally, I would stress that we don't claim to be the first to have tried to solve these issues and neither do we claim to present a definitive solution. What we want to do is use this report to start a process and dialogue that will push further what has already been done to deliver transformational structural change, and we hope that you will be part of that.

How we do that will be the third phase of this project.

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2

The structural chicken and egg – which goes first in dismantling the patriarchy?

How can we change systemic bias in fundraising if the cause of these things – the patriarchy – is something we can't see, touch or point to? We change the structures that enable these things to exist. ***Ashley Belanger*** *outlines the context for structural interventions at three levels.*

First, an important note. This project has a limited scope: addressing barriers and injustices faced by women in the fundraising field. We know that race, dis/ability status, sexual orientation, gender expression, religion, national origin, class, age, and other intersectional identities[1] compound the effects of gender disparity. And while global white supremacy (Christian 2019) has and continues to impact the efficacy of feminist movements (Blackpast 2012), we hope that our proposed interventions will have broad implications across identity subsets.

As discussed in Phase 1 of this project (Appleby 2022a), gender inequity in the fundraising profession is pervasive. It shows up in pay gaps and hierarchies (Smyth 2022), in leadership disparities (Hill 2022), in sexual harassment and violence (Appleby 2022b), and even in the strategies by which we have sought to address disparities. That is, we Lean In[to] putting the onus on women to conform to the system rather than interrogating the system itself (Bayley 2022). And so, even though the profession is now dominated by women,[2] the most common measures for addressing inequity are still rooted in masculine ideals (Dale 2017).

In Phase 2 we offer a structural Blueprint and actionable tools for disrupting these systems. Because until and unless we address the multi-level structures that serve to protect and enable male dominance, we can't get out of the cycle whereby women are both unjustly burdened by the system itself as well as by the 'solution' set.

1 https://criticalfundraising.com/2019/04/23/knowledge-gender-issues-in-fundraising-terminology-101/#intersectionality

2 Dominated in numbers, but certainly not in influence (Dale 2017).

2.1 What structure(s) are we talking about?

When we talk about structures, we're talking about both observable structures (e.g. institutions and networks of institutions) as well as less visible social structures (i.e. entrenched and often uninterrogated norms that we may not be aware of but that restrict our actions). These two types of structures, as well as the individuals who comprise them, are inextricably connected. In other words, humans shape structures and structures shape humans. One way to think about the types of structures which create and protect conditions for male dominance in the fundraising profession and the nonprofit sector at large is to look to a framework used to describe systemic racism (or any 'ism', for that matter): the 'four 'I's' of [systemic] oppression (Bell 2013):

1. Ideological oppression
2. Institutional oppression
3. Interpersonal oppression
4. Internalised oppression.

1. Ideological oppression

At some level, we believe men are better

According to the UN's 2020 Gender Social Norms Index (UNDP 2020), gender bias is ubiquitous, even among women (Merelli 2020). That's where ideological oppression stems from: a core belief – whether conscious or unconscious – that men are more capable. In the fundraising profession, this describes an underlying and pervasive core belief that men are better at fundraising and leadership, and are thus inherently more deserving of higher pay, superior status, and greater decision-making authority. This unconscious bias paves the way for the creation of structures, practices, and behaviours that reinforce this core belief and protect the male-dominated status quo.

2 Institutional oppression

If we believe men are better, then we make it so

This is where the 'dominant ideology' (Abercrombie and Turner 1978)[3] gets unconsciously baked into, and reinforced throughout, codified structures that advantage men. In fundraising, we see this in things such as HR policies, hiring practices, workplace benefits, governance structures and board makeup, job descriptions, and actions and policies (or lack thereof) that address sexual harassment of fundraisers, etc. And perhaps most glaringly, it shows up in the dearth of policies, research, and resources available to effectively counter gender discrimination and sexism in the fundraising profession.

As Heather Hill (2022) describes in her Phase 1 paper, second generation bias (Grover 2015)[4] plays a role in keeping us stuck in 'business as usual'. Because we have been socialised to view the status quo as 'neutral', we have trouble seeing the fundraising profession and its structures through a gendered lens (Dale 2017). This includes the assignment of value to particular tasks, attitudes, behaviours, and results. Even when we do interrogate gender stereotypes, we rarely move beyond questioning what is viewed as 'men's work' vs 'women's work' to question the process by which we assign value to particular tasks in the first place. So although it is widely accepted that fundraising involves multiple steps and requires various skillsets, we continue to see particular parts of the process as inherently more valuable.

When we do acknowledge inequity and express a desire for things such as zero-tolerance policies (Joslyn 2018), change is slow. If we are part of the dominant group that makes and upholds the policies and customs, then regular friction is minimised. In other words, if things are going smoothly for us, then we have little cause to notice or to think about the benefits of aerodynamics.

3 See also https://www.oxfordreference.com/view/10.1093/oi/authority.20110803095725846.

4 See also https://en.wikipedia.org/wiki/Second-generation_gender_bias.

3 Interpersonal oppression

If we make it so, then we normalise the disadvantage of women

In Caoileann Appleby's (2022b) Phase 1 piece on gender-based sexual harassment and violence, she draws a parallel between gender-based sexual harassment and other more serious forms of sexual assault; power dynamics ensure under-reporting, yet even so the statistics are shocking. Research specific to the fundraising profession shows our sector to be no different than any other in this regard (Sandoval 2018). When fundraiser, researcher and fellow Phase 2 team member Jessica Rose began looking at why fundraisers tolerate sexual harassment (Rose 2020), she cited a study in the for-profit sector where she noted that the "organisational climate and gendered roles are critical antecedents of sexual harassment" (Fitzgerald et al 1997). As Appleby (2022b) puts it so aptly in her paper: "There is a continuum of gender violence, from sexist language, to street harassment, to sexual assault, 'domestic' violence, and rape." In other words, when the subjugation of women is the norm – which it is in literally every country in the world – transgressions against women become normalised at an interpersonal level.

Approximately one in four women/female fundraisers has experienced sexual harassment on the job, and 96 per cent of the perpetrators were men (Sandoval 2018). From the regular occurrence of 'off' jokes, to overt sexual propositions, to outright assault, gender-based oppression is a regular part of the job for many female/women fundraisers. Where there are no codified policies and procedures to actively prevent or address these forms of interpersonal oppression, the status quo remains unchecked.

4 Internalised oppression

If we normalise the disadvantage of women, we eventually adopt the dominant ideology ourselves

Data from The UN's 2020 Gender Social Norms Index demonstrates that women socialised in a world in which men are consistently advantaged actually internalise the belief that men are better (UNDP 2020). When the structures and systems consistently send a message that women are lesser than, the women consistently encountering these structures and systems reinscribe the ideology, both adopting it internally and projecting it on to other women (Bearman, Korobov and Thorne 2009).

In part, this is what Lean In strategies aim to address – how women may unconsciously behave in ways that are likely to perpetuate their own disadvantage in the male-dominant status quo. The problem, as both Ruby Bayley (2022) and Ian MacQuillin (2022) argue, is that these modes of addressing inequity still don't touch the structures and systems that make these types of strategies necessary: the burden remains squarely on the shoulders of individual women.

The prevalence of Lean In strategies to address systemic inequity illustrates the pervasiveness of internalised oppression: the underlying assumption in Lean In circles is that 'masculine' ideals are, well, ideal. That is, if women would simply act more 'male', then they could get ahead and all would be well. Consider this: How many mainstream leadership trainings have you encountered in the fundraising community or elsewhere where the objective is for men to learn how to better embody 'feminine' ideals? (Of note, there is precisely one Lean In circle explicitly for men[5]).

5 https://leanin.org/circles/men-for-women.

2.2 How are these structures and systems interconnected?

All in all, we're talking about complexity. That is, the systems of oppression we're dealing with each have various components. And those components interact with one another both within and beyond the structures in which they may have been formed.

For the sake of simplicity, we'll call them layers. But these layers look more like Russian nesting dolls than stacking blocks; rather than sitting one on top of the other, the layers are embedded within each other. And for simplicity's sake, that works. The problem is that in reality things aren't so simple. Whether we're talking about the 'I's of oppression or the leverage points for reshaping those systems (see s2.3), the levels do not operate independently.

As previously noted, humans shape structures and structures shape humans. Humans move fluidly between and across layers. And we're often quite unaware of the ways in which we are either shaping or shaped by those layers.

On the one hand, you can't influence one level without influencing another level (or all levels) in some way. And on the other hand, you also can't influence all levels simultaneously with a single intervention. This is, in part, why shifting the paradigm of male dominance in the fundraising profession is so tricky – because the sexist ideology underpinning it is, in most cases, unconscious and thoroughly entrenched across and between all levels.

We know from Phase 1 of this project that women are under-represented in nonprofit and fundraising leadership (Hill 2022), especially at the upper ends of salary range and organisation size. And as Heather Hill demonstrates in her article, it has nothing to do with their level of competency, experience, or education, or even our perception of women as having what it takes to lead (Horowitz, Igielnik and Parker 2018).

And yet, the disparity persists, even as the generation of (male/men) leaders raised in an overtly sexist culture[6] retires and a new wave of leaders takes their place. This is referred to as second-generation gender bias[7] (Grover 2015).

Let's use a specific example to illustrate how this all works. We'll call her Hope (see the box on p12).

2.3 Where do we target our interventions, and why?

Ultimately our aim is to shift the ideological paradigm – the complex and interconnected set of structures and systems that maintain the status quo of gender inequity in fundraising and the nonprofit sector at large. The tricky bit is that you can't quite target an intervention at something you can't see or point to directly – i.e. 'the patriarchy' . But we can target the various systems and structures that both influence and are influenced by the patriarchy. In other words, we can seek to influence the structures that shape fundraisers, and the fundraisers and leaders who shape fundraising structures.

We have identified three critical leverage points at which effective interventions can be targeted.

- Level 1 – The sector/profession/network level
- Level 2 – The organisational/institutional level
- Level 3 – The individual level.

Interventions targeted at level 1 seek to influence nonprofits as legal entities or entities bound by professional regulations, codes of conduct, or requirements that govern voluntary membership. Level 2 interventions seek to influence a singular organisation or institution's policy and conduct. And level 3 interventions seek to influence the hearts and minds of individuals – and in particular, those who wield power or influence to reshape levels 1 and 2.

6 Until the middle of the 20th Century, it was legal in both the US and the UK to pay women less than men for the exact same work.

7 Of note: If you do an internet search for "second-generation bias", the majority of hits will lead to Lean In style strategies for how women can conform to and "succeed" in male-defined workplace environments, and not how men can learn to adapt be more like women, more "feminine".

1. The sector/profession/network level

If we reshape the gates, we change the shape of that which passes through

Although fundraising may not yet meet the criteria of a true profession (MacQuillin 2017), there are various ways in which fundraising practices are regulated, monitored, and influenced both formally and informally. The following entities yield significant influence in determining what is/is not acceptable in the nonprofit sector and in fundraising. And so they yield significant power in effecting whether or not gender equity is prioritised:

- Regulatory entities – i.e. those authorising nonprofit status and/or ability to fundraise
- Professional membership entities – i.e. voluntary membership organisations promoting standards of conduct, delivering professional development, and distributing resources
- Providers of training and education
- Funding entities – i.e. grantmakers
- Nonprofit rating entities – e.g. GuideStar/Candid, CharityClarity, Charity Navigator, etc.
- Recruitment agencies.

Researchers in numerous fields have studied the role of social influence in shaping both individual and network behaviour. There are many potential applications for how we might think about the various needs and motivations that could drive networks to adopt new norms, either actively or passively (Contractor and DeChurch 2014). The bottom line is that if the entities above were to signal a shift in their own stance and practice around gender equity, then the organisations and individuals seeking affiliation or acceptance by them are likely to conform to new standards of conduct. By simply asking organisations about their gender parity and/or sexual harassment policies, they could create the perception that having such policies were a requirement for in-group membership.

2. The organisational/institutional level

If the shape for belonging changes, so do the affiliated organisations and their internal structures

Whether the impetus for adopting new norms and practices is internally or externally motivated, actually mandated or merely perceived as necessary, the end game is the same: the systems inside the systems change.

Whereas organisational leadership may not otherwise be compelled to interrogate the organisational structures and systems reinscribing gender-based oppression (and protecting the status quo), any social force demanding reflection creates space for change. This is not to say that simply adopting a policy creates gender parity. However, the process of researching, generating, and implementing policies is one mechanism by which we can build awareness of the inadequacies of existing systems to produce gender parity.

By taking a cue from the medical field as it attempts to address the complex ways in which racism operates at multiple levels and in interrelated systems to produce inequitable health outcomes, we might also seek to move beyond cultural competency to aim for structural competency (Metzel and Hansen 2014). Rather than simply adopting new organisational policies (though this is a must), we can help grow employees' understanding of the structures both within and beyond the organisation that effects the efficacy of those policies to produce the desired outcomes.

The good news is that there are many organisations, institutions, and individuals – including within the fundraising field, specifically – who are working to address systemic inequities and help organisations reshape their practices, policies, and structures.

'The prevalence of Lean In strategies to address systemic inequity illustrates the pervasiveness of internalised oppression: the underlying assumption in Lean In circles is that 'masculine' ideals are, well, ideal. That is, if women would simply act more 'male', then they could get ahead and all would be well.'

3. The individual level

If the internal structures change, so do the people inside

Thinking back to the four 'I's of oppression and the ways individuals and practices are shaped by organisational and cultural norms, we know that if those perceived norms change, the individuals who interact with them are also likely to change.

Whether an individual actively chooses to reflect on the status quo or they simply encounter something different, they are changed by the encounter. If more organisations are actively working on level two changes, then there are a greater number of individuals who will necessarily encounter more equitable structures and are therefore likely to be influenced by them.

And here's where the 'cycle' gets messy. Chicken and egg, remember? An individual doesn't necessarily encounter a new way of thinking or operating at their place of employment or via a level 1 entity. It may be that an individual actor goes outside their work (or typical network) environment – e.g. they read a book or blog, listen to a podcast, go to a conference or dinner party – and becomes compelled to act. If that individual has authority or influence on level 2 policy or structural change, then it doesn't really matter from where their compulsion originated.

And whether we are seeking to influence the structures that shape fundraisers or the fundraisers who shape structures, we can intentionally curate experiences for individuals to learn, reflect, and change, including:

- collaborative training opportunities and reflective practices designed to enhance structural competency
- individualised learning pathways
- semi-structured group conversations
- informal conversations
- blogs, articles, podcasts, etc.

These structures could 'live' anywhere, could originate in or be housed by any of the three layers. And depending upon how they were organised (or not), they could address any number of the 'I's of systemic oppression. They could include Lean In tactics whereby women support other women in challenging (rather than conforming to) masculine ideals, or they could be primarily designed for men. They could be open to anyone, could encompass an entire staff, or the audience could be dependent upon the particular topic or level of structural competency.

One thing worth noting, however, is that although a Lean Out approach is the only way to produce the kind of structural change that can ultimately ameliorate the need for Lean In tactics, what we need right now is a 'both and' strategy. As long as the threat of internalised oppression looms large (as it does in the status quo), Lean In tactics – i.e. marginalised groups supporting other marginalised groups – needs to be built into a Lean Out approach.

In other words, rather than women supporting one another to conform to dominant norms and meet the expectations of male leadership structures, we need to retool Lean In tactics to help reshape the norms and structures – and to bring more men into the movement to do the same (Slack 2023).

2.4 The Blueprint: so what are we *really* leaning into?

What we're leaning into is complexity – to acknowledging that there is no one-stop, one-sized solution to dismantle the patriarchy, and that there are numerous inroads and mechanisms for both organisations and individuals to reshape a new paradigm. In the sections that follow, you'll find some more specific avenues for making concrete change. No, we don't expect everyone to do all the things. But pick a lane, and go for it. Chicken? Brilliant. Go ahead and start laying some eggs.

'Hope's story'

The everyday experiences of a female/woman fundraiser *(see p9)*

Hope is a highly competent and experienced fundraiser. She's eager to grow professionally and is ready to take on a more significant leadership role. When she learns about an opening at an organisation she's familiar with, she worries she may not be qualified because of some of the language in the job advert (Powell 2021). But she decides to apply anyway.

In the first part of the application process she is asked to disclose her salary history. She's aware of the statistical likelihood that in her last three jobs she was probably making less than her male counterparts with the same – and sometimes even less – experience (Smyth 2022). But this was the process, so she complies. She is aware that this is how many organisations still calibrate their job offers.

Hope's record of fundraising success is evident in her CV, and she makes it to the first round of interviews. During the first phone call, she speaks with the human resource director. The interview goes smoothly, and she is notified that the organisation would like to bring her in for an in-person interview with the executive director and a subset of the board of directors.

When she arrives at the interview, she is ushered to the board room where she's greeted by the (male) executive director and four male board members. Based on her research of the organisation, which was larger than her current one, she knew the board was male-dominated. And she wasn't surprised because she knew that research shows that larger organisations are more likely to be male-dominated at all levels of leadership (Hill 2022).

It wasn't five minutes into the interview when one of the board members made a comment about how much the donors at her current organisation must appreciate her impeccable fashion sense and youthful appearance. "I'm not surprised at all you've raised all that money," he chuckled.

She knew this type of board member. He likely wrote the biggest cheque on the board. As a result, his behaviour was rarely – if ever – called into question. Even when others in leadership did believe he'd crossed a line, they sloughed it off as him just being 'old fashioned'. She also knew from past experience that he wasn't likely to be the only donor she'd encounter at this position with sexist views and 'off-colour' humour. At least it wasn't overtly threatening. She had a number of colleagues who'd dealt with much worse (Appleby 2022b).

She thought about saying something, but she knew it wouldn't be without risk. Even if doing so objectively demonstrated her assertiveness as a leader – her 'executive presence' – she knew that wasn't necessarily the way it would be perceived (Ibarra, Ely and Kolb 2013). She also knew that these kinds of occurrences would simply be part of the job. This was fundraising.

The interview went well. But she couldn't help thinking about the board member's comment and the lack of response by anyone else in the room. She knew she could easily manage individuals like him, however unpleasant. But it wasn't just that part of the culture that deterred her. The executive director had made it clear that working hours were fixed (other than the flexibility expected of her to accommodate "occasional nights and weekends"). If she were to accept the job, there would be a trade-off: advancing her career or fully engaging in her children's burgeoning extracurricular passions.

Structural competency toolkit

- *Nonprofit Quarterly* – https://nonprofitquarterly.org
- Chinook Fund Winds of Change – General Terms and Forms of Oppression – https://chinookfund.org/wp-content/uploads/2015/10/Supplemental-Information-for-Funding-Guidelines.pdf (note: The 4 'I's of Oppression, although cited here, were developed by John Bell for YouthBuild in the 1990s).
- Gender issues in fundraising (Phase 1 of this project) – https://www.rogare.net/fundraising-ethics-gender-issues
- *Fundraising as women's work? Examining the profession with a gender lens* – Elizabeth Dale's must-read paper that explores the structural reasons why gender discrimination exists in fundraising – https://wwwfriise.cdn.triggerfish.cloud/uploads/2018/08/fundraising-as-womens-work.pdf
- Community-Centric Fundraising – https://communitycentricfundraising.org
- *Grassroots Fundraising Journal* (now hosted on *Nonprofit Quarterly*'s website) – https://nonprofitquarterly.org/grassroots-fundraising-journal/
- Gender equity organisational self-assessment (developed by the Prospect Hill Foundation as part of a gender equity toolkit for organisations in the nuclear policy community, much of which is relevant to any organisation) – https://www.genderequitytoolkit.com
- UN Women Strategies and Tools – https://www.unwomen.org/en/how-we-work/gender-parity-in-the-united-nations/strategies-and-tools
- European Institute for Gender Equality Methods and Tools – https://eige.europa.eu/gender-mainstreaming/methods-tools
- Bill & Melinda Gates Foundation Gender Equality Lexicon – https://www.gatesgenderequalitytoolbox.org/definitions-concepts/gender-equality-lexicon/
- 'The curb cut effect.' Laws and programmes designed to benefit vulnerable groups, such as the disabled or people of color, often end up benefiting all of society. Article in the *Stanford Social Innovation Review* – https://ssir.org/articles/entry/the_curb_cut_effect
- Integrating social networks and human social motives to achieve social influence at scale – Proceedings of the National Academy of Science – https://www.pnas.org/doi/epdf/10.1073/pnas.1401211111

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3
Improving workplace and leadership equity

Heather Hill and Dr Elizabeth Dale present options of removing the barriers that stand in the way of the career progression of women fundraisers.

In Phase 1 of this project (Appleby 2022), Ruth Smyth (2022) reviewed many of the challenges women continue to face in the fundraising profession. These included a pay gap between men's and women's salaries – 14.3 per cent in the UK (Breeze and Dale 2020) and 19.5 per cent in the US (Association of Fundraising Professionals 2018) – and inequity among the gender distribution of leadership roles. A 2022 survey by *The Chronicle of Philanthropy* found that women make up only 45 per cent of leaders in fundraising, even though women comprise over 70 per cent of the profession (Lindsay 2022).

Current workplace recruitment, hiring and advancement processes are vulnerable to bias – in fundraising just as any other profession. Contributing factors include women experiencing the 'child penalty' (Kleven, Landais and Søgaard 2019), second-generation bias (Grover 2015), less access to senior leaders (McKinsey 2022), inflexibility in job structures (Breeze and Dale 2020) and taking on more non-promotable tasks in their work (Babcock et al 2017).

What, then, are potential solutions to overcoming these barriers? Are we to continue to 'lean in' and attempt to repair the broken rung on the ladder for women or, instead, 'lean out' and create a new ascendant pathway rooted in equity and inclusion (Bayley 2022)? Current solutions have included gender-neutral candidate evaluations in hiring (Patterson 2021), which remove gender attributes from resumes and applications, and gender quotas (Oladottir and Christiansen 2022).

These interventions, unfortunately, have not resolved the larger gender bias issues in the workplace but, rather, have made it more apparent that simply trying to adjust existing systems does nothing to address the issues within the systems themselves.

These are critical issues to address, as gender inequity in recruitment processes and leadership composition significantly impact not only fundraisers, but the sector as a whole.

3.1 Promoting women into leadership

The leadership of our profession should be representative of its workforce as well as those it serves. Greater diversity can also lead to better overall organisational performance. A McKinsey study showed companies with gender-diverse leadership were 15 per cent more likely to have above-average revenue (Hunt et al 2018).

They are also more able to attract top talent, improve their service orientation, realise higher employee satisfaction, and have improved decision-making. Increased equity also fosters higher employee retention, which is a significant challenge in the fundraising profession, both in expense to recruit and replace fundraisers who leave their roles, as well as in lost fundraising revenue (Lively 2021).

Yet gender-neutral candidate screening will not prevent bias from occurring later in the recruitment and hiring process, nor in negotiating salary. Gender quotas can have the unintended effect of undermining the perceived legitimacy of women placed in leadership roles; or they are ignored, with roles sitting vacant in lieu of being filled by a quota-

mandated woman. How best can we prevent, counter, and control for gender bias in the workplace?

One place to start is with salary transparency: showing salaries (or salary bands/ranges) on all job advertisements, with specific information about the requirements needed to enter at a higher point in the salary band including in candidate packs; and not asking about candidates' salary histories.

Concealing or hiding salaries puts the onus on candidates to ask for what they think they are worth, while allowing employers to offer a lower salary if the candidate has been earning less than the employer is prepared to pay. Research shows that while women negotiate their salaries as often as men do, they are less likely to be successful (Artz, Goodall and Oswald 2018), and Lean In initiatives designed to provide women with better negotiating skills will not necessarily rectify this. Yet when employers are forbidden by law from asking for salary histories, pay at new jobs increased by 13 per cent for Black candidates and eight per cent for women/female candidates (Bessen, Denk and Kossuth 2020). Salary transparency also reduces gender pay gaps (Lindsay 2021).

Grassroots salary transparency initiatives have already been established in the charity sector, principally the Show the Salary campaign, with 280 nonprofits having signed up to its salary transparency pledge.[1] The Facebook discussion group Fundraising Chat, which has more than 10,000 members, bans job advertisements that do not contain a salary; UK recruitment agency Charity Job requires all positions it recruits for to disclose their salaries; and Canadian website Charity Village has been threatened with a boycott for not requiring salary transparency in job ads (Lindsay 2021).

One group of studies suggests that creating a longer 'shortlist' of candidates when hiring increases gender diversity, especially when engaging in informal and internal recruitment (Lucas et al 2021). The rationale is that making a longer shortlist requires greater creativity, which diverges from the status quo and mitigates both systemic and implicit bias.

Employers should also ensure job adverts are written in gender-neutral language, and be strict regarding the 'required/essential' versus 'preferred/desirable' criteria for a successful candidate. Finally, research continues to show that anonymising job applications is effective in focusing a selection process on candidates' qualifications, and not their gender, or other personal characteristics (Johnson and Kirk 2021).

Job-sharing and flexible working arrangements are two strategies that female/women fundraisers have identified to both enable their advancement as well as stay in the profession, especially when raising young children, attending to elder care, or returning to school (Breeze and Dale 2020). While the Covid-19 pandemic necessitated a global shift in how work was conducted and where it occurred, it also provided lessons for how a greater number of positions can involve work-from-home/remote locations, as well as flexibility in working hours. Because women often desire job flexibility to accommodate their greater share of care-related tasks, offering flexible working and compressed schedules as options – and fully supporting employees who use them – can result in being a preferred employer, both in recruitment and retention (European Institute for Gender Equality 2019, s9; Ferland 2021).

A less common practice is taking a traditional full-time position and creating a 'job-share', where two people fulfil one role on a part-time basis, each with responsibility for the success of the total position. While job-sharing may result in a slightly higher employer cost due to providing benefits for two employees, organisations also benefit from a more expansive skill-set and experiences in the position. It can also be an asset for multi-site organisations as job shares can create a management presence in two offices or eliminate the need for more extensive travel.

With any flexible work option, it's also important for employers to mitigate proximity-bias, whereby on-site employees are more likely to be promoted, by creating a sense of belonging and eliminating 'outsiderness' among part-time and remote workers (Kropp 2022). Anecdotal accounts reveal that successful job-sharers can even be promoted together (Breeze and Dale 2020).

Proactively including women in succession planning is another solution for combating gender disparity in leadership roles. This would entail management having conversations with their teams to identify and encourage interest in internal advancement,

1 https://showthesalary.wordpress.com; https://showthesalary.wordpress.com/the-pledge/

Recommendations

For an explanation of the 'levels' of recommendations, see Ashley Belanger's essay in section 2 (pp10-11).

Level 1– Sector level actions

- Grant funders and ratings agencies to include charities' gender performance as part of their assessments.
- Research interventions to understand what has the greatest effect to enhance gender equality in the workplace.

Level 2 – Institutional/organisational level actions

- Create longer 'shortlists' of applicants for jobs to enlarge the pool of potential candidates beyond what might be otherwise be the case.
- Practice salary transparency by including salaries in job applications and not asking about candidates' salary histories.
- Anonymise job applications and practise salary transparency by showing salaries on job ads.
- Strictly enforce required/essential and preferred/desirable criteria to guard against biases that allow people who are not qualified to get on to the shortlist.
- Offer flexible working and job sharing.
- Be aware of and mitigate 'proximity bias', so that fundraisers on flexible working and job share are not disadvantaged when it comes to advancement and promotion.
- Proactively include women in succession planning to disrupt the cultural stereotype about women's management/leadership abilities and attitudes.

Level 3 – Individual level actions

- Lobby sector ratings agencies to include charities' gender equality performance as part of their ratings of charities.
- Lobby grantmakers to include charities' gender equality performance as a factor in assessing charities' suitability as a grant recipient.

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Further reading

- Why including women in succession planning is a must – Advice from Accenture – https://www.accenture.com/in-en/about/inclusion-diversity/vaahini-women-succession-planning
- Be bold for change: International Women's Day at Qualcomm – An example about a career advancement track for women (Qualcomm Women in Science and Engineering-QWISE and Qualcomm Females Influencing Information Technology-QFINITY) – https://www.qualcomm.com/news/onq/2017/03/be-bold-change-international-womens-day-qualcomm

To get involved

- Equal Salary – nonprofit organisation that campaigns for gender salary equality and certifies organisations with fair wage polices https://www.equalsalary.org
- Fair Share of Women Leaders – tests and showcases new forms of governance that reflect feminist values and principles – https://fairsharewl.org

To contact institutions of sector influence

- BBB Wise Giving Alliance (USA) – https://give.org
- Candid (USA) – https://candid.org/about
- Change Path (Australia) – https://www.changepath.com.au
- Charity Clarity (UK) – https://www.charityclarity.org.uk
- Charity Intelligence (Canada) – https://www.charityintelligence.ca
- Charity Navigator (USA) – https://www.charitynavigator.org
- International Center for Nonprofit Law (Global) – https://www.icnl.org
- Bill and Melinda Gates Foundation (Global) – https://www.gatesfoundation.org/about/contact

as well as providing fundraisers with support and professional development to foster leadership skills, as needed. Mentoring that begins at the start of one's employment can also serve to inspire and equip women for upward movement into leadership roles, as is done at US technology company Qualcomm (Moffatt 2018). Women's inclusion in leadership succession planning breaks cultural stereotypes relating to women's ability to make decisions, take on management responsibilities or have the 'right' personality for leadership.

While it may be leaders, hiring managers and HR officers who have the most control over hiring and promotion processes and the way jobs are structured, fundraisers, board members and other stakeholders can and should also take these recommendations and advocate – or even agitate – for them.

3.2 Ratings agencies and grantfunders both have roles

Finally, the sector's ratings agencies, such as Charity Navigator, as well as funders, also have a role to play in creating change. Incentivising gender diversity, especially gender-diverse leadership, through the potential for higher ratings and larger grant awards could function as both 'carrot' and 'stick' in motivating organisations to change. Charity Navigator has recently expanded its rating system to include DEI data from charities (Thatcher and Chang, nd); however, it only examines race and not gender. Further, while compensation of employees by race is reviewed for disparity, leadership composition is not reviewed through this same lens.

To date, other charity evaluators do not include DEI in any way in their ratings. If they did so, this would provide greater visibility for gender issues in the sector and raise the awareness of donors who consult these ratings when making choices about their philanthropic giving. This, in turn, will affect philanthropic giving and incentivise charities and, perhaps, even accelerate their efforts to achieve greater gender equity.

Similarly, funders could also incentivise charities to have gender equity in leadership and compensation if it were to be a factor in grant evaluation. For example, a charity with inequitable structure would not be ineligible for support, but its maximum grant award would be less, with exceptions for organisations that are focused on one gender due to their mission and programmes. The Gates Foundation does not look at an applicant organisation's gender diversity in its grant proposal criteria. Yet as one of the major institutional funders of the sector, its influence could be significant if these criteria were considered in making funding awards.

Sector leaders, such as ratings agencies and funders, have the power to significantly influence donors and charities to prioritise equity, and to affect change through the structures and practices that they reward with their ratings and grant funding. It is not acceptable that they elevate programmes that work for gender equity when those same programmes are run by inequitable charities. Fundraisers, leaders and other stakeholders in the sector need to vocally encourage them to hold charities accountable for their internal gender practices.

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'Proactively including women in succession planning is another solution for combating gender disparity in leadership roles... Women's inclusion in leadership succession planning breaks cultural stereotypes relating to women's ability to make decisions, take on management responsibilities or have the 'right' personality for leadership.'

4
Donor-perpetrated sexual harassment in fundraising

Fundraisers working with powerful donors are vulnerable to sexual harassment, yet the topic remains largely unaddressed – both in practice and in the literature. ***Jessica Rose*** *makes a series of recommendations to rectify the situation.*

A key contributing factor of donor-perpetrated sexual harassment of fundraisers is the unbalanced dynamic of power between fundraisers, charitable organisations and major gift donors. The donor, as an external stakeholder, exerts a powerful functional and symbolic influence over a fundraiser. Donors often have complex fiscal and emotional relationships with charitable organisations in that they don't fall under workplace law, but can exert a powerful influence within the organisation. This is heightened in situations where they are also a board member, founding partner or named benefactor of a building or programme (Khan et al 2018). Unlike a relationship with a co-worker, a fundraiser can feel obliged to conform in a way that would not endanger the donor's gift to their organisation or their relationship with the donor.

As a fundraiser myself, I cannot count the numbers of times I have heard that 'fundraisers need a thick skin'. Well, yes, I agree that a thick skin helps to get used to the rejections and disappointments that can come with gifts falling through or falling short of expectations. But I cannot and will not accept that fundraisers 'need' a thick skin to tolerate sexual harassment from donors. Sexual harassment at work should not be par for the course. Charitable organisations must do better in protecting their fundraisers.

Phase 1 of the Rogare Gender Project described how sexual harassment is a real problem in the fundraising sector (Appleby 2022). A recent report by Ohio State University academics Erynn E. Beaton, Megan LePere-Schloop and Rebecca Smith (2021) shows that as many as 76 per cent of fundraisers have experienced sexual harassment at some point in their career, and 42 per cent of fundraisers have experienced sexual harassment in the last two years. Their study found that fundraisers are being pressured by their employers to put themselves in a position where they may be at a higher risk of sexual harassment in order to secure gifts.

As Beth Breeze has argued, charitable fundraisers, especially major gift fundraisers, are highly specialised relationship managers (Breeze 2017). Cultivation of a donor, especially for a major gift, can take place over many months, even years. During that time, the relationship between the donor and the fundraiser will often wade into the donor's personal territory, creating an intimacy that can sometimes be misconstrued or abused by the donor and can lead to increased incidences of sexual harassment.

So, what are potential solutions to addressing this issue? It is worth noting here that although there has been a recent wave of allegations against nonprofit executives (Beaton, LePere-Schloop and Smith 2022), this article specifically discusses donor-perpetrated sexual harassment of fundraisers.

Sexual harassment refers to the unwanted imposition of sexual requirements in the context of a relationship of unequal power (MacKinnon 1979). Unequal power is a key point in this context as the balance of power in major giving sits with the donor rather than the fundraiser. Sexual harassment can take many forms, from derogating and rejecting victims based on sex or gender, to inappropriate touching or comments

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Further reading

- *Speaking Truth to Power in Fundraising: A Toolkit* – A toolkit produced for the Association of Fundraising Professionals by Ohio State University academics Erynn Beaton and Megan LePere-Schloop, based on their research cited elsewhere in this article (see References, also recommended) – https://afpglobal.org/sites/default/files/attachments/generic/AFP22_SpeakingTruth%20Report_final.pdf

- *Why Fundraisers Tolerate Sexual Harassment from Donors* – My research study undertaken at the Cambridge Centre for Social Innovation – https://www.jbs.cam.ac.uk/wp-content/uploads/2020/08/2020-mstsi-researchsummary-rose.pdf

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and even soliciting sexual relations (McLaughlin, Uggen and Blackstone 2012). In colloquial terms, the difference between unwanted sexual attention/coercion versus gender harassment is equivalent to the difference between a 'come on' versus a 'put down' (Fitzgerald, Gelfand and Drasgow 1995). Both are forms of sexual harassment.

Most research about workplace harassment focuses on perpetrators within organisations. Some research recognises that harassment can also take place at the periphery of an organisation, from customers for example (Gettman and Gelfand 2007), and that there are organisational and situational factors that contribute to sexual harassment from external agents such as clients (Fitzgerald et al 1997), including client power, client gender and the service pressure climate.

Although there is little existing research around donor-perpetrated sexual harassment, these organisational and situational factors can map to the fundraising context around donor power, donor gender and the high-pressure metric environment of the fundraising profession.

Specific to fundraising, I have identified three personal factors, which are enabled by elements of the personal context of fundraising work that can encourage sexual harassment by donors (Rose 2020).

> *'Unlike a relationship with a co-worker, a fundraiser can feel obliged to conform in a way that would not endanger the donor's gift to their organisation or their relationship with the donor.'*

- The first is the *legitimated power* attributed to donors, in which donors' perceived status and their ability to make or withdraw a gift can provide them with power over fundraisers, even though they sit outside of the organisational hierarchy.

- The second factor involves the *silencing* of organisations by donors, and of fundraisers by their organisations, where charitable organisations lack clear policy regarding donor-perpetrated sexual harassment. There is a lack of open dialogue, and organisational failure to adequately recognise the issue.

- Third, in cultivating a donor for a gift, fundraisers develop an intimate relationship with the donor, which can often be misconstrued. In addition, fundraisers have a strong emotional attachment to their cause which can prevent them from doing anything that could jeopardise the gift or their job. This dynamic, coupled with misconstrued intimacy, can result in fundraisers feeling forced into performing *pandering work* with donors, even when the donor's behaviour is unacceptable.

These three factors form part of a climate in which fundraisers are compelled to tolerate unacceptable behaviour from donors. Unique to the donor/fundraiser relationship, they influence the continuing occurrence of donor-perpetrated sexual harassment.

4.1 What are the solutions?

Clearly, the nonprofit sector has an obligation to acknowledge and address the serious issue of donor-perpetrated sexual harassment of fundraisers. Explicit sexual harassment policies can reduce the likelihood of harassment in charitable organisations and play an important governance and accountability role (Saxton and Neely 2019). However, in reality, many charitable organisations face an administrative overload and are under constant pressure to minimise overhead. These factors can limit human resource capacity, which can lead to a far less likelihood of having policies and practices in place that address sexual harassment (Prakash 2019).

In addition to policy implementation, there are critical questions that the sector needs to address:

- What are the antecedents that influence the occurrence of donor-perpetrated sexual harassment and how do we limit them?
- Do organisational responses help to reinforce an imbalance of power between donors and fundraisers and how does this need to change?
- How do fundraisers and their organisations respond to incidences? Are there sufficient policies in place?

More research is required in this critical area. Above all, action is required from the sector level to the organisational level and even from individual fundraisers to enable systemic change in preventing donor-perpetrated sexual harassment. With the #MeToo campaign, and a growing body of evidence demonstrating the extent and severity of the issue of sexual harassment in fundraising as well as other professions, there is increasing pressure on all industries to take a stand against this issue.

There is a clear need for increased awareness and recognition of this issue from the charitable and nonprofit sector and the regulatory bodies that govern it. Charitable organisations are not providing a sufficient duty of care to their fundraisers. A problem of this scale requires pattern-breaking culture change from the entire fundraising community. Every one of us has a duty to challenge the status quo.

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Recommendations

For an explanation of the 'levels' of recommendations, see Ashley Belanger's essay in section 2 (pp10-11).

Level 1 – Sector level actions

- Design and distribute templates for donor codes of conduct.
- Provide funding for theoretical research to address the current gap in the literature.
- Develop and publish case studies highlighting successful initiatives.
- Encourage market leaders to actively take a stance on donor-perpetrated sexual harassment – for example, publicly refuse a gift.
- Create new collaboratives to discuss, design and implement solutions across the sector (i.e. leading nonprofits developing a code-of-conduct publicity campaign aimed at donors).
- Develop toolkits for charitable organisations with specific policies, norms, training programmes and HR actions.

Level 2 – Institutional/organisational level actions

- Implement and actively publish donor codes of conduct.
- Develop policies and norms that directly address donor-perpetrated sexual harassment of fundraisers.
- Establish protocols that ensure confidentiality and protections for complainants, and use impartial investigators.
- Properly investigate all complaints.
- Develop reporting systems to warn future fundraisers of past incidents and red flags with donors.
- Include the topic in all induction frameworks for new fundraisers.
- Develop toolkits to support managers to discuss and continually workshop this issue all personal development programmes for fundraisers.
- Provide training to all fundraisers and frontline development staff around donor-perpetrated sexual harassment including safeguarding practices, reporting lines, debriefing opportunities, recognising and limiting enabling factors, removing notions of 'taboo', providing fundraisers with clear boundaries.
- Model good management practice i.e.:
  - Attend trainings
  - Confront non-inclusive behaviours
  - Reward positive behaviours such as coming forward to report harassment.
- Conduct audits of sexual harassment experiences in the organisation.
- Provide safe spaces for fundraisers to discuss this sensitive and personal issue between colleagues, peers and with management.
- Actively work with more female donors.
- Recruit more male fundraisers.

Level 3 – Individual level actions

- Develop structures of support with your own colleagues and peers to enable open discussion and debriefing of current and past incidents.
- Lobby your management team and HR practitioners to implement annual training and awareness programmes and include donor-perpetrated sexual harassment as a topic to be discussed in induction/onboarding programs for new fundraisers.
- Have open discussions with management regarding policies around metrics and the pressures on fundraisers to tolerate unacceptable behaviour from donors and challenge the status quo where possible.

ROGARE
THE FUNDRAISING THINK TANK

DONOR CODE OF CONDUCT

We are absolutely delighted that you are so engaged with and inspired by our cause that you have decided to join with us by supporting our mission with a donation. As one of our valued donors, we have various duties and obligations to you – such as to thank you for your support, use your donation for the purpose for which you gave it, and not to put you under undue pressure to make further gifts. These duties and obligations are set out in our codes of practice and systems of ethics. In this relationship between us, the nonprofit organisation and its staff, and you, the donor, you also have concomitant obligations and duties to us. We are therefore asking you to sign up to this code of conduct and behaviour.

- ***I am*** *making a voluntary donation to a nonprofit organisation/ charity, not buying a product or service. I therefore understand that fundraisers are not selling me a product or service, and that the professional relationship between us is therefore not a customer-sales relationship.*
- ***I will*** *treat fundraising staff as knowledgeable professionals and always accord them the professional respect they deserve.*
- ***I will never*** *discriminate against or harass in any way fundraising professionals or other charity staff based on their sex, gender, sexual orientation, race, class, (dis)ability, religious belief (or lack of), age or any other protected characteristic.*
- ***I recognise*** *that I have considerable potential power in this relationship, because I am in the position to give a large donation. I therefore promise not to exploit that power for personal gain.*
- ***I will not*** *put conditions on my donation for the personal benefit of myself, my family or my friends, nor threaten to withhold it unless I get what I want.*
- ***I will not*** *use my power as a donor to divert the nonprofit/ charity from its core mission. I understand that my gift does not entitle me to a seat on the nonprofit/ charity board or to otherwise have influence on the operations or leadership of the organisation.*

We hope you will agree these are reasonable considerations. You might be surprised that we are even asking you to sign up to this code of conduct. The fact that we are indicates that charities do encounter forms of 'donor dominance' from a small number of donors. We hope that by agreeing to abide by this code of conduct, this will raise awareness of the challenges that fundraisers sometimes face, and encourage discussion of this matter among your peers.

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5
How can we help men in fundraising to be part of the change?

Male fundraisers are an integral part of creating a more egalitarian profession. ***Becky Slack*** *looks at how we can change the narrative to bring more men into the conversation.*

Why are we still having to persuade people – in particular, men – that gender equality is a good thing? Why is it so difficult to persuade them to take the necessary action towards an egalitarian society? And why is the fundraising sector – which largely exists to tackle injustice – struggling to live by the values it expects others to hold? Do the answers lie in the way we communicate?

Female/women leaders are creating huge social change in every direction. Our sector is full of successful women – from Hilary McGrady, director general of the National Trust who has steered her team through the pandemic and a period of intense media scrutiny to raise record-breaking amounts of income (Whitehead 2022), to philanthropists Melinda Gates and MacKenzie Scott, who are recognized as two of the world's most powerful individuals (Forbes 2021), to Laurie Bolt and her fundraising team at Age UK, winners of Fundraising Team of the Year[1] at the *Third Sector* 2021 awards for the way they delivered the charity's best ever year of fundraising during the pandemic.

None of this is surprising given the vast amount of evidence that shows the brilliance of female/women leaders. Across sectors, research shows women improve performance metrics, reduce the likelihood of lawsuits, reputational scandals and corporate crime, improve sustainability measures, and invest more in innovation (Chamorro-Premuzic 2022).

Yet women are still coming up against considerable barriers in the workplace. There has been much coverage of the challenges women in fundraising face over the years – for more than a decade, the sector trade press has highlighted the lack of female representation in the top fundraising jobs.

More recently, scandals such as the Presidents Club fundraising dinner (MacQuillin 2018; Marriage 2018), Oxfam's safeguarding failures,[2] and the Chartered Institute of Fundraising's less-than-adequate handling of allegations of sexual misconduct (Cooney 2022) have highlighted the level of sexually inappropriate behaviour female/women fundraisers are subject to. And there are many, many stories of mansplaining, being overlooked for promotion, poor maternity pay – the list goes on.

This article is a summary of a longer paper (Slack 2023) in which I examine how the way in which we talk about the challenges faced by female/women fundraisers can help or hinder the quest to tackle sexism. In particular, it focuses on how we might change the narrative we use about gender equality with the aim of convincing more men in fundraising to proactively engage with the movement. It challenges some of the commonly used frames and suggests alternatives that may be more effective in persuading men to adopt new attitudes and behaviours – which in turn should contribute to a more level playing field for women.

1 https://www.thirdsectorawards.com/finalists/age-uk-fundraising-team

2 https://www.civilsociety.co.uk/news/oxfam-safeguarding-allegations-our-key-coverage.html

5.1 Why do we need men anyway?

Women cannot tackle sexism in the workplace on their own. Nor should we want to. As I wrote for Civil Society Media on International Women's Day 2021 (Slack 2021), the major changes for women's rights have occurred because of enlightened and supportive men: "We have more women in board rooms because men hired them. We have maternity and paternity rights, equal pay, sexual harassment laws because men have understood why they are important and so voted for them."

Indeed, social researchers have pointed out that not engaging with men and boys may limit the effectiveness of interventions and could intensify gender inequalities. For example, until more men take on greater responsibility for childcare and domestic duties, the creation of better job opportunities for women may inadvertently serve to create more work for them to do and make their overall lives harder (Epsen 2006).

However, given centuries of social conditioning, inground cognitive functions and fears over losing power and status (be those fears justified or not) (Slack 2023), it would be foolhardy to expect that men will automatically support gender equality initiatives – even those who work in fundraising and may be naturally more inclined to fight social injustices. And we cannot surmise that men will stand aside or silence their voices to make way for women simply because they've been asked to do so.

Gender equality initiatives often assume men will see the logic in their proposals and will therefore do as they are told – I have in mind one company's events team that tried (and failed) to insist on having all-female panels much to the chagrin of the men who worked there. Or they are pitched in such a way that male colleagues feel they will be overlooked for career development opportunities because their employer has diversity boxes to tick.

In addition, feminist campaigns and campaigners often label men as the aggressor and the oppressor. There are plenty of examples of articles (Paul 2020; Oyler 2016), opinion pieces (Anonymous 2020) and memes that take the line of "A woman needs man like a fish needs a bicycle" (a phrase coined[3] by social activist, Irina Dunn). When I've worked with women's groups and suggested we involve men in the conversation, I've been over-ruled on the basis that these are women's issues and women's issues alone. When discussing potential campaigns with other activists in Facebook groups, the aggression directed towards men has been concerning, and woe betide any man that attempts to add his voice to a feminist debate on Twitter.

My view is that our language and actions can be defensive and often aggressive, which in turn become divisive and off-putting for those men who do want to contribute in a positive way. As I wrote for Civil Society Media: "Rather than being inclusive – the very outcome we are striving to achieve – we are being exclusive." (Slack 2021.)

Instead, I propose that a different approach is required. One that involves a reframing of the narrative around gender inequality, meaningfully combined with a strategic conversation between women and men.

5.2 What frames do gender equality initiatives in fundraising use?

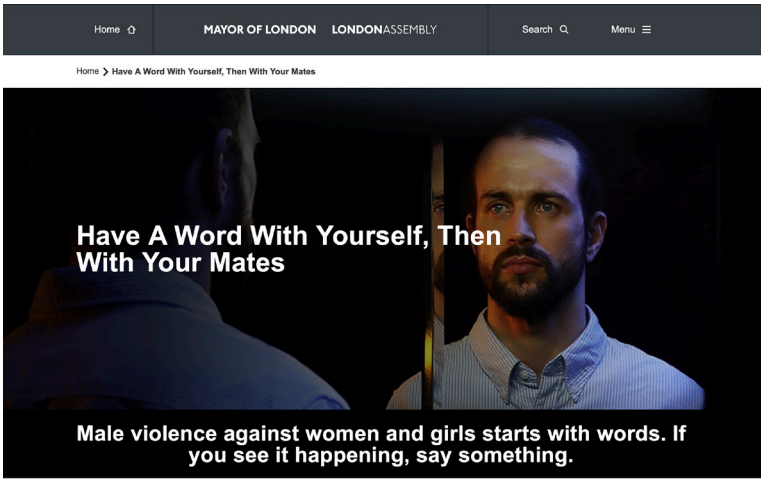
Text, visuals, stereotypes, metaphors and messengers all help us make sense of the world. How this information is presented – the framing of an issue – influences the way in which our brain interprets and highlights the information it is given, which in turn impacts what we think and how we feel about it (Entman 1993).

Repeated use of these frames can leave people with unhelpful perceptions about individuals and groups, which are carried with them into both their personal and professional lives. For example, women are frequently portrayed in advertising, films and other cultural media as caregivers rather than leaders. These stereotypes perpetuate the idea that women do not have the right characteristics for high-status roles in the workplace, therefore contributing to women being overlooked for leadership roles.

When was the last time you checked the framing of your communications to check for use of unhelpful stereotypes and other negative frames?

Are female fundraisers being stigmatized due to the way they are represented on your website? Do your recruitment ads use gender inclusive language and

3 https://www.phrases.org.uk/meanings/a-woman-needs-a-man-like-a-fish-needs-a-bicycle.html



The Mayor of London's 2022 public awareness campaign calling on men to challenge misogyny could provide a model for a similar campaign initiated by the fundraising profession's sector bodies.

make realistic requests of candidates (for example, asking for 10 years continuous service is unlikely to appeal to women who have taken time off to have children)?

Do your gender equality initiatives contribute to the perception of 'positive discrimination' and that men will get a raw deal as a consequence of said initiative? For example, do you frame them from the perspective of 'it's the right thing to do for women' or 'there are benefits for men too'? – these benefits being many and varied, ranging from professional advantages such as having access to innovative, successful staff, through to personal benefits, such as being able to spend more time with their families.

As the Frameworks Institute (2020) says: "Framing is about the choices we make in what we say, how we say it, what we emphasize, and what we leave unsaid, and how these choices shape how people think, feel, and act…We're all already framing our issue, whether we realize it or not. Every website blurb, press release, email announcement, or social media post advances a story about what our issue is about, who it affects, and what society should do about it. There's no such thing as an unframed communication."

5.3 We need constructive, thoughtful conversations

Challenging and changing beliefs and behaviours is not easy. The social scientist Leon Festinger offers some clues as to why this is the case. He proposed that inconsistencies between our beliefs, attitudes, knowledge, and/or behaviour can create discomfort in our minds – something he called cognitive dissonance (Gawronski and Brannon 2019). Because we dislike feeling uncomfortable, we attempt to reduce this tension by rejecting an idea or piece of information, by explaining it away or finding justification for it, or by seeking support from those who agree with one's belief (ibid).

The examples provided by Festinger included members of a cult who would not admit that their faith was based on lies even though there was overwhelming evidence to prove it as such, and smokers finding excuses as to why they haven't quit smoking despite knowing the health risks. It feels very much as if cognitive dissonance may also explain individual and organisational reluctance to address sexism in fundraising.

Other social scientists, such as William J McGuire (1960) and George Lakoff (2016), have shown that it is not possible to change someone's beliefs or behaviours simply by presenting them with new information or telling them they are wrong. McGuire looked at the role of cognitive dissonance in persuasion techniques. He understood there are various factors that will influence someone's willingness to accept new information. Subject to the amount of dissonance created, they may interpret a fact or reality according to what they want it to mean. However, by inviting them to logically think it through by connecting different pieces of information, such as via a conversation, they can reduce dissonance and change their mind at the same time.

Based on McGuire's research, to challenge negative beliefs or stereotypes about women in the workplace, we must acknowledge the frames people already hold and take them on a cognitive journey that invites the message recipient – in our case, male/men leaders

with power and influence over fundraisers – to come to their own new conclusion.

Therefore, changing attitudes towards gender stereotypes requires a strategic and respectful conversation. If we are to invest men in this topic, we need to understand their perceptions of, and support for, gender equality initiatives – making it clear this is a safe space for them to honestly discuss their fears. At the same time, we need to help them understand more clearly the difficulties female/women fundraisers encounter because of gender bias and the responsibilities men are afforded purely because of their gender – something known as 'the patriarchal dividend'.

The phrase 'patriarchal dividend' was coined by the influential writer on men and masculinities R.W. Connell (1996) and refers to the way in which society favours men and masculinity, which affords men an automatic advantage over women.

This presents a challenge to the fundraising sector. Can our male/men colleagues recognise the patriarchal dividend and moments when they have taken advantage of it – consciously or not; and consider how they might take steps to address this in the future? And can female/women colleagues offer men a genuinely safe space to discuss their worries about gender equality initiatives and the potential impact on their lives so that we can all learn from each other?

5.4 Provide men with the incentives and language to support gender equality initiatives

The patriarchy is bad for men too. As my longer paper (Slack 2023) sets out in more detail, it dictates that for men to be successful they need to be rich, powerful, funny, married to a beautiful woman and have beautiful kids, live in the best house on the street and drive the best car. Anything other than this and they will not meet societal expectations. So, when they are told they now have to compete against women as well as other men, it can create a problem, leaving some of them feeling threatened. They fear losing their power and social status and being rejected by their social group or partner. In response, men stay silent on these issues or in some cases will actively work to sabotage them.

If we want those with power, typically men, to accept our proposals for egalitarian workplaces, we need to

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Further reading

- The role of men in gender equality – blog on the Time for Equality website. https://timeforequality.org/news/gender-news/the-role-of-men-in-gender-equality/
- HeForShe – Created by UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women, HeForShe is a solidarity movement for gender equality that invites men and boys to act for a more equal world. https://www.heforshe.org/en

Get involved

- I'd be interested in setting up a group of interested parties looking to test narratives, messaging and initiatives. If there's anyone else who's up for this, please drop me a note at becky.slack@your-agenda.com.

> *'We cannot surmise that men will stand aside or silence their voices to make way for women simply because they've been asked to do so.'*

Like a light bulb turning on

One of the recommendations I make (see p29) is to write job ads from different perspectives to ensure women are included. I was once at a Women in Leadership event discussing the need to get more women into leadership roles.

One of the very few men in the room bravely stuck his hand up and suggested that he had tried to recruit women, but they just weren't interested in the roles – what was he to do?

Turns out that in the job spec, he was asking for 10 years continuous service, which automatically excluded any woman who had taken time out to have kids.

Watching his reaction was like watching a light bulb go on – he simply hadn't considered that perspective but now that someone had raised it with him, he was prepared to change his recruitment processes.

Recommendations

For an explanation of the 'levels' of recommendations, see Ashley Belanger's essay in section 2 (pp10-11).

Level 1 – Sector level actions

- Launch a sector-wide campaign to raise awareness of misogyny in the workplace that aims to get men thinking about their role in perpetuating and addressing it, and give advice on when/how to call it out. The mayors of both London[4] and Manchester[5] have initiated campaigns that could provide a model for something similar in the fundraising profession.
- Facilitate and promote constructive conversations that involve men. Here's a few ideas:
  - Create safe space events. Much in the same way that the Chatham House Rule allows people to speak freely at events, 'safe space' events could give men the ability to speak freely at gender equality events without the fear of being ostracised or attacked.
  - Collect anonymous feedback. For those men unable or unwilling to attend safe space events, feedback on gender equality initiatives could be submitted anonymously via surveys, comment boxes or other relevant and appropriate tools.
  - A few years ago, Business in the Community (2019/2022) published a helpful guide aimed at tackling racism in the workplace called *Let's Talk About Race*. One of our sector bodies should produce something similar that helps both women and men have productive and non-violent conversations.
- Test the reframing of narratives relating to gender equality initiatives to understand which land best and create most impact, and use this learning to create a messaging toolkit.

Level 2 – Institutional/organisational level actions

- Involve men in planning events and discussions, especially International Women's Day. Give them the challenge of creating IWD events that men want to attend that will make a positive contribution to the quest for gender equality.
- Write job ads from different perspectives to ensure women are included.
- Assess the language used within gender equality initiatives and recruitment to ensure it is not inadvertently stigmatising women, or limiting female participation or support from male/men colleagues.

Level 3 – Individual level actions

- When in meetings and a male/man colleague has clearly just relayed an idea that a female/woman colleague has already offered, let the room know that you are aware who the idea originated from. There are ways to do this using humour that will sufficiently recognise the woman while also letting the man know that it's not OK to claim others' ideas without humiliating him.
- If you're a man who's not happy to give up your slot at a conference or event, find a way for a woman to join you. Highlight a woman's work within your presentation or comments. It would be even better if that woman was in the room at the time and could be recognised in real time.

4 https://www.london.gov.uk/press-releases/mayoral/landmark-campaign-launched-today.

5 https://www.greatermanchester-ca.gov.uk/news/mayor-andy-burnham-launches-new-campaign-to-tackle-gender-based-violence/.

'We need to find narratives that give men the confidence to stand up for women's rights without risk of losing status among their peers, and to show them easy and practical ways in which they can move from being passive supporters to active supporters.'

work hard at demonstrating the value gender equality will afford them. This means challenging traditional categories of 'us' and 'them' or 'men versus women' and taking account of the complicated ways in which people invoke different aspects of their identities and experiences to advance their own interests and either disempower, or stand in solidarity with, others. We need to show them what's in it for them.

As part of this, we need to find narratives that give men the confidence to stand up for women's rights without risk of losing status among their peers and to show them easy and practical ways in which they can move from being passive supporters to active supporters.

Examples range from the easy, such as not taking credit for a female colleague's idea, through to the more challenging, such as giving up public speaking or leadership roles to make way for women, calling out misogynistic behaviour by other men, and refusing to accept donations (even the large ones) from donors that have sexually harassed female colleagues, and the many other excellent ideas suggested by my colleagues in this report.

Test, learn, share

This article only scratches the surface of how we can more effectively use communications tools and techniques to address structural sexism in charity fundraising. The ideas presented would benefit hugely from being tested and analysed by the sector, with narratives, messaging and initiatives being revised accordingly – and importantly, shared with others.

This is not something that can be achieved by women alone or by one or two individual organisations. We all – women and men, the entire fundraising and charity sector – need to work together.

5.5 It's not just what you say, it's who says it

The sad truth is that we don't always value people based on the content or accuracy of what is being said. Rather, we listen to those perceived to possess particular traits or attributes that signal that their messages are worth listening to (Hockley 2019):

- Does this person appear to know what they are talking about?
- Do they have relevant expertise or experience?
- Do they seem genuine, or are they trying to scam me?
- Are they tough enough to get the job done?

It's peoples' judgments of these traits that determine how likely they are to accept the message. It's the messenger who gets the audience to open up, believe in what's being communicated and spread the idea.

The messenger, therefore, is just as important as the message.

When advocating for gender equality, when calling out sexism, we need messengers who are knowledgeable, trustworthy and have the credibility required to inspire trust and confidence in those whom we want to change their behaviour and attitudes – men in power.

This will likely mean high-profile men who are masculine without the toxicity, are considered professionally successful, and are also active and vocal feminists and gender equality advocates, who can show men that they won't lose their masculinity and status by actively supporting women's rights.

Perhaps we can find a way for them to use this power alongside or in partnership with women/female colleagues and peers, thus elevating the status of women as they go.

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6
A Blueprint for structural change

Our Blueprint for change presents a route through the structural levels (see s2, pp10-11), by recommending interventions and changes at three different levels:

Level 1: The sector/profession/network level – legislators, all involved in self-regulation, including standard setting bodies and ratings agencies, professional and membership bodies and event organisers, trainers and educators, recruitment agencies, think tanks and academics, funders and grantmakers.

Level 2: The organisational/institutional level.

Level 3: The individual level.

If we want to change how individuals act, we need to change how the organisations they work for act, and to do that, we need to make changes to the whole profession of fundraising.

Or, reversing the order: If we make changes at the sectoral level, we can…influence the behaviour of organisations… which will facilitate and encourage change by individual fundraisers, and make it more likely that any initiatives we do at this level will be successful, because we have changed for the better the structural context in which they are happening.

Intuitively, it makes sense to think of these levels as a hierarchy – enter at Level 1 and progressively work up to Level 3, changing things as we go: change at Level 1 brings changes at Level 2, which brings change at Level 3. And we firmly believe that we need to dismantle the patriarchal structure of fundraising at Levels 1 and 2, and replace it with something better. It's asking too much of individuals to make changes if they are trying to do that in a broken system that doesn't make it easy for them. So…

If we reshape the gates, we change the shape of that which passes through (Level 1)…

… then as the shape for belonging changes, so do the affiliated organisations and their internal structures (Level 2)…

… and as the internal structures change, so do the people inside (Level 3).

But it is more complex than that, as many of the recommendations we're making could 'live' anywhere in the three levels or cross or span the levels. And it is iterative, because the people who are influenced to make changes at Level 3 will try to make even more change at Levels 1 and 2. That's why our recommendations particularly aim to reach those who wield sufficient power or influence to reshape Levels 1 and 2.

The levels are perhaps best thought of as concentric circles or nested spheres. If you are a *Dr Who* fan, you might understand us when we say that the structure is not linear, but 'wibbly wobbly, timey wimey' (of if you prefer the sitcom *The Good Place* – it's a bit Jeremy Bearimy). Changing something anywhere in the structure will bring about change somewhere else. For example, an organisation at Level 2 could implement a particular policy, which becomes the template for other organisations at Level 1.

Yet, while we can start the process of change anywhere within this wibbly-wobbly nest of spheres, we think the best place to start on this journey is with the gates into and out of the outer Level 1.

We've represented the Blueprint graphically on p37 as a standard 'hierarchy' (though strictly it is not a hierarchy). But we have also tried to show in the Fig 1 on p35 how this two-dimensional representation fits into the nested spheres. Had we tried to illustrate the Blueprint with such a three-dimensional graphic, it would have been too small to show clearly the route through the levels to the centre of the sphere where we change individual behaviour and actions.

Level 1 – Sector/professional

We start by changing structures at the professional/sectoral level, reshaping the gates at this level so that we also change the shape of what passes through them to the second, organisational level. Professional and membership bodies and those involved in self-regulation, particularly standard-setting bodies, have a key role to play. But the recommendations will need to be funded, and so philanthropists, grantmakers, and trusts and foundations should support this work. At this level, we recommend:

- Academics and think tanks to research gaps in the literature, particularly theoretical gaps, including research on which interventions in the workplace are most effective (s2, s3, s4). Elizabeth Dale's 2017 paper 'Fundraising as women's work' is the exemplar of more of the sort of new thinking we need. Both grantmakers and membership bodies should be prepared to fund this work. While further recommendations and initiatives need not await the results of this research, they should all nonetheless be grounded in the best available theory and evidence, which is what we have aimed to do in this Blueprint.
- A sector-wide campaign to raise awareness of misogyny in the workplace and when/how to call it out (s4, s5). Professional/membership bodies may need to take a leading role in developing and implementing such campaigns, and funders need to provide necessary resources to make them happen.
- Test the reframing of narratives relating to gender equality initiatives to understand which land best and create most impact, and create a messaging toolkit (s5).
- Develop and share model templates, toolkits and policies, including:
  - Donor codes of conducts (s4) – you can find Rogare's model donor code of conduct on p24.
  - Gift refusal in cases of discrimination, harassment or inappropriate behaviour (s4)
  - Safeguarding (s4).
- Establish a reporting system to collect details of donor harassment, to build the knowledge base that will inform how organisations and institutions implement their own policies (s4).
- Collate and share case studies highlighting successful initiatives (s4).
- Create and host new collaboratives to discuss, design and implement solutions – such as the recommendations in this Blueprint and the many other ideas that other stakeholders will bring forward. Such collaborations should facilitate the involvement of men/male allies. As part of these, encourage sector leaders to actively take a stance on donor-perpetrated sexual harassment through an awareness campaign (s4, s5).
- Develop training modules to help fundraisers learn about and deal with these matters. Include gender issues in the syllabuses of professional qualifications (s2, s4).
- Representative bodies can and should create an expectation by routinely asking nonprofit organisation about their gender parity policies (s2). Grantmakers to include charities' gender equality performance as a factor in assessing charities' suitability as a grant recipient. A concerted and coordinated effort will likely be required to achieve this (s3). Sector ratings agencies to include charities' gender equality performance as part of their ratings of charities (s3).

Concerning facilitating and promoting constructive conversations that involve men

- Create safe space events. Much in the same way that the Chatham House Rule allows people to speak freely at events, 'safe space' events could give men the ability to speak freely at gender equality events without the fear of being ostracised or attacked (s5).
- Collect anonymous feedback. For those men unable or unwilling to attend safe space events, feedback on gender equality initiatives could be submitted anonymously via surveys, comment boxes or other relevant and appropriate tools (s5).
- Produce guidance/advice/a toolkit that helps both women and men have productive and non-violent conversations (s5).

Level 2 – Organisational/institutional

Having changed the shape of the gates at the organisational level, so that new and different approaches and ideas are moving through those gates, we now turn our attention to the next level, and look at how organisations and institutions, and their internal structures, can be reshaped. Rather than simply adopting new organisational policies (though this is a must), we aim to help grow employees' understanding of the structures both within and beyond the organisation that affects the efficacy of those policies to produce the desired outcomes. This is known as 'structural competency' (s2). Key to this is that organisations need to heed the changes happening at Level 1, as those changes will greatly enhance their structural competency. Many of these recommendations should be constructed to encourage reflexive practices that will enhance structural competency.

Concerning donor-perpetrated and other forms of sexual harassment, organisations should:

- Implement and publish donor codes of conduct (for which they could adopt and adapt a model code developed at Level 1 – you can find Rogare's model donor code of conduct on p24) and develop policies and norms that directly address donor-perpetrated sexual harassment of fundraisers (s4).
- Establish a reporting system to log incidents of donor-perpetrated sexual harassment (s4).
- Establish protocols that ensure confidentiality and protections for complainants/whistle-blowers, and use impartial investigators to fully investigate all complaints (s4).
- Conduct audits of sexual harassment experiences within the organisation (s4), which can be fed back to Level 1 bodies to collate and analyse, and so fill a research/knowledge gap.
- Actively take a stance on donor-perpetrated sexual harassment – e.g. publicly refusing a gift (s4).
- Implement polices and toolkits to support managers to deal with issues. Hold workshops to explore issues and solutions (s2).
- Ensure the issue is included as part of induction processes and professional development programmes, and provide training to all fundraisers and frontline development staff around donor-perpetrated sexual harassment, including safeguarding practices, reporting lines, opportunities, recognising and limiting enabling factors, removing notions of 'taboo', and providing fundraisers with clear boundaries. This could involve having staff attend training developed by Level 1 bodies (s2, s4).
- Provide safe spaces for fundraisers to discuss this sensitive and personal issue between colleagues, peers and with management. Structure, or semi-structure these conversations, so that real outcomes are achieved. Ensure male/men allies are included (s2, s4).
- Reward positive behaviours, such as coming forward to report harassment (s4).

Concerning staff recruitment and career progression, organisations should:

- Write job ads from different perspectives to ensure women are included (s4).
- Create longer 'shortlists' of applicants for jobs to enlarge the pool of potential candidates beyond what might be otherwise be the case (s3).
- Anonymise job applications and practise salary transparency by showing salaries on job ads (s3).
- Strictly enforce required/essential and preferred/desirable criteria to guard against biases that allow people who are not qualified to get on to the shortlist (s3).
- Offer flexible working and job sharing (s3).
- Be aware of and mitigate 'proximity bias', so that fundraisers on flexible working and job share are not disadvantaged when it comes to advancement and promotion (s3).
- Proactively include women in succession planning to disrupt the cultural stereotype relating to women's management/leadership abilities and attitudes (s3).
- Assess the language used within gender equality initiatives and recruitment to ensure it is not inadvertently stigmatising women, and limiting female participation or support from male/men colleagues (s5).

Other recommendations

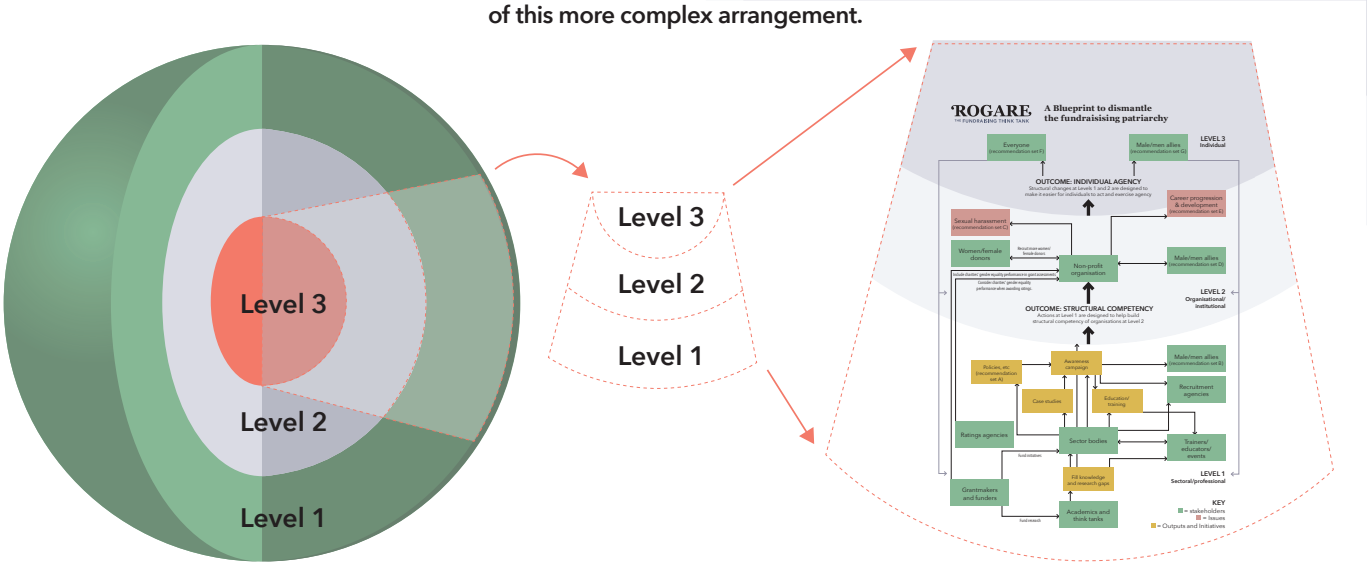
- Actively work with more women/female donors (s4).
- Recruit more male/men fundraisers (s4).
- Involve men in planning of events and discussions, especially International Women's Day (s5).

Level 3 – Individual

Now that we have changed the internal structure of organisations at Level 2, we can make recommendations about how fundraisers could make use of those structures (we hope they will make it much easier for them to speak up and be heard and effect further change). However, recall that we said the process of change could start at any point in these levels (within the concentric spheres). This means that you might have to be the trailblazing changemaker who starts the process and makes change happen at the organisational/institutional and sector levels (hopefully this Blueprint will help you to do that).

- If the training, education and CPD developed at Level 1 and in place at other Level 2 organisations doesn't exist where you work, lobby your management team and HR department to start putting them in place. Attend training/workshops that are in place, especially if you are a man (s2, s4).
- Take part in collaborative training opportunities and reflective practices designed to enhance structural competency (s2).
- Build and develop structures of support with colleagues and peers to enable open discussion and debriefing of current and past incidents (s2, s4).
- Have open discussions with management regarding policies around metrics and the pressures on fundraisers to tolerate unacceptable behaviour from donors and challenge the status quo where possible (s4).
- Confront non-inclusive behaviours (s2, s3). If the organisation you work for has made internal structural changes – such as those recommended in this Blueprint at Level 2 – you should be in a work environment that makes it easier for you to do this.
- When in meetings and a male/man colleague has clearly just relayed an idea that a woman/female colleague has already made, let the room know that you are aware who the idea originated from. (s4).
- If you're a man who's not happy to give up your slot at a conference or event, find a way for a woman to join you. Highlight a woman's work within your presentation or comments. (s4).
- Share experiences in blogs, articles, podcasts and other social media (s2) – and contribute case studies and content for other communications organised at Levels 1 and 2.
- Lobby organisations at Levels 1 and 2 to make relevant structural changes, such as ratings agencies and grantmakers to take into account charities' gender equality performance (s3).

FIG 1: This graphic attempts to give a sense of the structural complexity our Blueprint aims to tackle. The full 2D graphical Blueprint is on p37. But it is only a representation of more complex structures in which the levels are more intricately connected than a simple hierarchy. We have said in the main text that these levels are more like concentric circles or nested spheres. That's what this diagram attempts to show, while all the stakeholders, actions and relationships that run throughout and around this 3D structure have, for ease of accessibility, been condensed into what is essentially a sector of this more complex arrangement.



How to read the Blueprint graphic

The blueprint graphic on p37 shows the actions (see Recommendation Sets) that can be taken by stakeholders at different levels that will dismantle patriarchal structures in the fundraising profession and replace them with something more equitable.

The graphic is only a representation of the narrative that we have outlined in the previous pages, but it isn't an alternative to it. So to fully understand the different relationships, as well as the recommendations, we strongly urge you to read the graphic in conjunction with the full narrative (and the full essays).

This Blueprint is not a hierarchy, and as we have previously explained, the way the three structures are related is more like nested spheres or concentric circles. This is the arrangement shown in Fig 1 on p35. The Blueprint graphic is therefore a sector through the concentric circles or a cone through the nested spheres, as shown.

Because the graphic is not a hierarchy, it does not necessarily need to be read bottom (Level 1) to top (Level 3). Structural change can be initiated with any initiative or action at any level; and any structural change will almost certainly be initiated through the agency of individuals.

However, it is long-term, sustainable structural change that this Blueprint aims to facilitate and so it is important that change happens at Level 1. The Blueprint thus shows what we believe needs to be done at Level 1 to make those changes at the other two levels happen. We have thus shown the linkages between the various stakeholders at this level.

But for the sake of simplicity, we haven't , for the most part, extended those linkages into the other levels. Where we make a recommendation at Level 2 to create longer shortlists for job vacancies, we haven't drawn in a link to/from recruitment agencies at Level 1; we think this is implied, and we leave it to you to infer the other linkages.

Neither have we shown the specific 'backwards' linkages, from individual action at Level 3 to structural change at Level 1. If we did, the graphic would become an unreadable mass of lines and arrows. Nonetheless, the need for that action is signified by the two grey arrows leading back to Levels 1 and 2.

Recommendation Sets

A. Polices, toolkits etc. (Level 1)
- Donor codes of conduct (see Rogare's code on p24).
- Gift refusal.
- Safeguarding.
- Narratives/message toolkits.

B. Male/men allies (Level 1)
- Provide safe spaces to discuss issues.
- Collect anonymous feedback.
- Guidance on productive conversations.

C. Sexual harassment (Level 2)

Monitoring and complaints
- Establish processes to audit, report and log incidents of donor-perpetrated sexual harassment.
- Protocols for complaints investigation and whistle-blowing.

Awareness
- Include the issue in induction and CPD programmes.
- Provide safe spaces to discuss issues.
- Publicly take a stand, e.g. by refusing a donation.
- Reward positive behaviours.

Policies etc.
- See Recommendation Set A.

D. Male/men allies (Level 2)
- Recruit more male/men fundraisers.
- Involve men in planning and discussions.

E. Career progression & development (Levels 2/3)
- Rewrite job ads to engage women/female applicants.
- Create longer 'shortlists' to enlarge candidate pool.
- Strictly enforce required/essential and preferred/desirable criteria.
- Anonymise job applications and show salaries on ads.
- Offer flexible working and job sharing.
- Be aware of and mitigate 'proximity bias'.
- Involve women in succession planning.
- Assess language used in gender initiatives.

F. Individual agency, everyone (Level 3)
- Attend relevant training/workshops etc. – especially if you are a man. Lobby for training to be put in place if it is not provided.
- Build and develop structures of support/take part in open discussions, and initiate open discussions with management.
- Confront non-inclusive behaviours.
- Blogs/articles/podcasts/social media.
- Lobby Level 1 organisations for relevant structural and policy changes.

G. Individual agency, male/men allies (Level 3)
- Attend relevant training/workshops etc.
- Call out male/men colleagues' behaviours.
- Include women in conference presentations.

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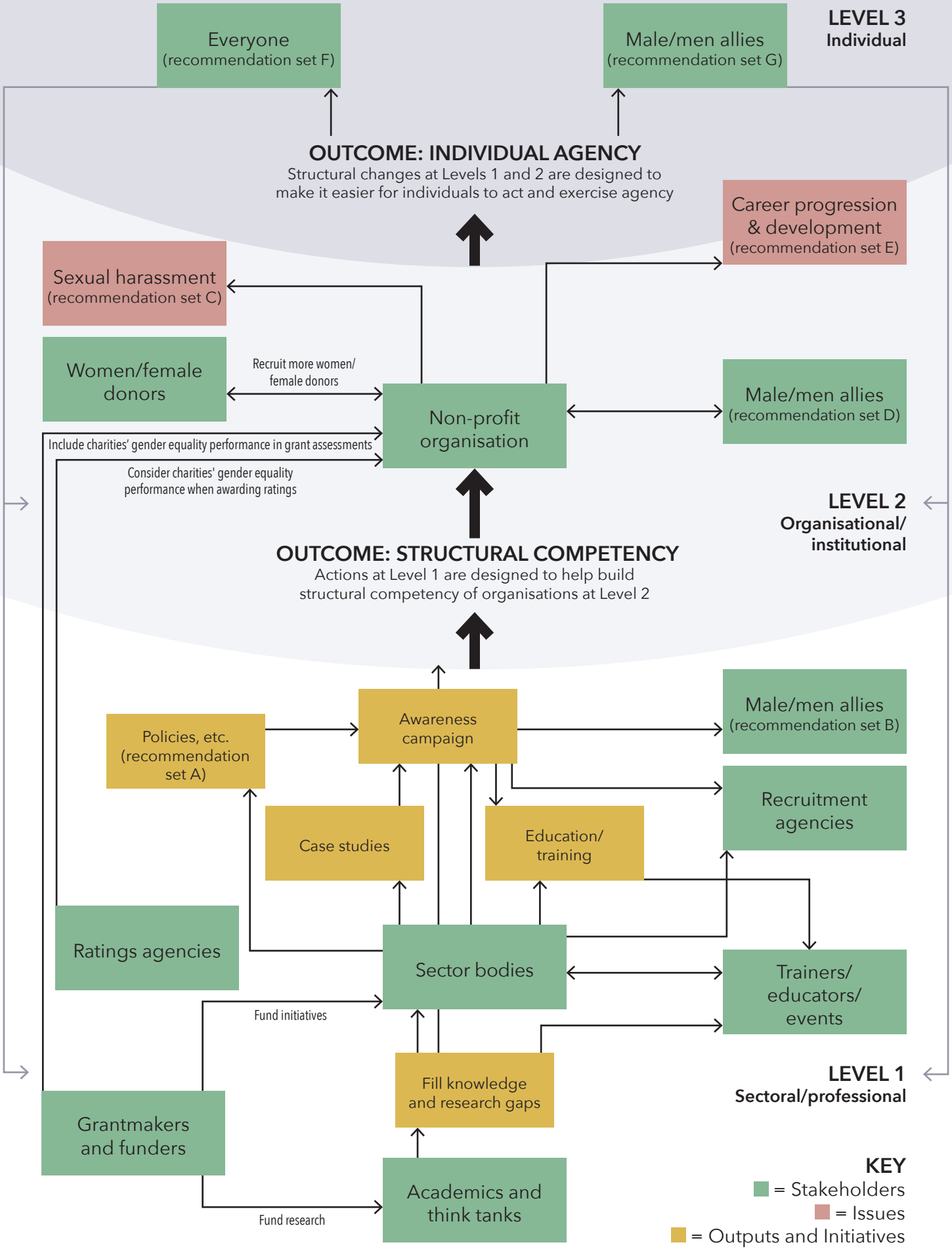
A Blueprint to dismantle patriarchal structures in the fundraising profession



7

What is your role in dismantling the patriarchy in fundraising?

Thank you for reading, and getting to the end of, this detailed report. We share a vision to change the fundraising profession to make it fairer and more equitable for all its members who identify as women.

When it comes to the structural inequities that persist in the fundraising sector, we think that progress on this issue is too slow. Incremental change is not good enough. We need transformational change. The approach this sector has been taking for some years is failing to bring about structural change in dismantling the fundraising patriarchy and replacing it with something better.

Yet dismantling the patriarchy is a big task. It might feel that anything you do is just a drop in the ocean, and even if you hope your actions will make a difference down the line, there's no clear map that shows what that change will be and the route to bringing it about.

The Blueprint is designed to give this clarity and confidence. It shows you what actions you can take and where and how you can target them for greatest effect. More than that, it aims to make it easier for you to take action, by providing a plan to dismantle the patriarchal barriers that inhibit individual action (by both women and men). Whether you have influence at a sector level, a management/organisational level, as an individual, or a combination of the three, there are a series of actions listed across these papers that you could start implementing right away.

The more you act, the more those structures are taken down, and the easier it becomes to act again. Could you become the trailblazing changemaker who starts the process in your organisation or within the wider sector?

As is our way at Rogare, we are also asking you to critically reflect on what we have recommended and why we have done that; and what role you can play in dismantling fundraising's patriarchal structure to bring about the type of transformational change that benefits women/female fundraisers throughout the profession.

We'll conclude this report by posing a few questions for your consideration:

- At what level of the Blueprint can you best initiate change?
- Where and with whom are you are best suited to make sustainable, structural change?
- What role can you play in bringing about sustainable, structural change?
- What recommendations from this report can you act on right away that will start the process towards transformational structural change?
- What do you think is missing from this report, and why?

And the final question. We have now completed two phases of this project. The third phase will be to continue the dialogue about how we use the Blueprint to effect change (details will be announced soon). Will you join us in doing that?

The Blueprint project team

Heather Hill (project leader) – head of international philanthropy at Chapel & York and Rogare chair

Heather is a seasoned nonprofit leader and AFP Master Trainer, experienced in several areas of the philanthropic sector. With over two decades of nonprofit experience, she has an extensive background in leadership and management, fundraising, marketing and communications, grant seeking, strategic planning and analytics. She currently serves as head of foundations for Chapel & York and as the executive director of the Chapel & York US Foundation. A highly rated international speaker, she is passionate about giving back to the profession as a thought leader and volunteer. She has held the CFRE credential since 2009, is past chair of the CFRE international board of directors and is chair of Rogare.

Ashley Belanger – Ashley Belanger Consulting

Having spent 10 years building a nonprofit as founding executive director, Ashley's mission since has been to be the person she wishes she'd had beside her. In her business she uses research and theory to co-create change with organizations and individuals working in pursuit of a more just and loving world. Her portfolio includes strategic planning, training, one-on-one and group coaching, and expert donor communications. Ashley holds a Certificate in Philanthropic Psychology. She is a Certified Quadrant 3 Leadership Coach and a member of the Case Writers. She's been volunteering with Rogare since 2016.

Dr Elizabeth Dale – associate professor of nonprofit leadership at Seattle University

Elizabeth J. Dale, PhD, is associate professor in nonprofit leadership at Seattle University and received her doctorate from the Indiana University Lilly Family School of Philanthropy. She is a former development director and CFRE, and researches women's philanthropy, LGBTQ+ philanthropy, giving to women's and girls' causes and the intersection of gender and philanthropy. She holds a bachelor's degree in journalism and women's and gender studies from Ohio Wesleyan University and a master's degree in women's studies from The Ohio State University.

Jessica Rose – director of philanthropy & development at CNIO – Spanish National Cancer Research Centre

Jessica Rose is the director of philanthropy and development for the Spanish National Cancer Centre in Madrid. Her fundraising work has spanned the higher education, research, government and charity sectors across Europe and Australia for over 20 years. She holds a master's degree in social innovation from the University of Cambridge, where her pioneering research explored donor-perpetrated sexual harassment of fundraisers and the pervasive dynamics of gendered harassment in the charitable sector. Jessica is continuing her research on power in the charitable industry via a PhD at the University of Cambridge, while actively working with academic and industry bodies to confront sexual harassment in the third sector.

Becky Slack – co-director of Agenda

Becky Slack is co-director of Agenda (formerly known as Slack Communications). She has a 28-year career spanning journalism, communications and fundraising. Becky was a founder member of the Women's Equality Party, helped create its first policy document and co-organised its first party conference. She is the former editor of LEAD: Leadership for Equality and Diversity, and holds a master's degree in political strategy and communications from the Brussels School of International Studies (part of the University of Kent), where she explored racial and gender prejudice in American politics, among other topics.

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