

2024 Leadership Programme

**Strategy &
People
Action Lab 1
Report**

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Introduction

The Resource Alliance Leadership Programme 2024 was co-designed with the participants, based on an extensive consultation with and surveys of leaders across the sector, to ensure the content delivered on the ambition and priorities of the group.

The 2024 programme consisted of four full-group Leadership Summits and six smaller-group Action Labs addressing the topics our community of leaders told us mattered the most to them right now – Innovation, Strategy & People, Climate, and Shifting Power.

The Action Lab covered in this report is Strategy & People (Group 1). Over the course of the year, this group met four times online (2-hour meetings) and once in-person for those attending IFC 2024.

In the first Action Lab meeting, the participants used an online Miro board to share the areas of Strategy and People they would most like to tackle as a group, and then co-created an 'Action Framework' covering their Vision, Goals, Strategies & Measurements, which was then used to guide their work together for the rest of the year.

The next page of this document contains the full Action Framework co-designed by the Action Lab members in **Meeting 1**, then the remainder of the report details their progress in achieving the goals set at the start of the year.



Leadership Programme 2024 Strategy & People 1 Action Lab

VISION – What is our shared dream?

By building a comprehensive repository of qualitative and quantitative insights, we aim to empower organizations with actionable knowledge to implement flexible work policies, career development opportunities, and initiatives that resonate with the values and expectations of younger employees. Our commitment is to foster a community of learning and continuous improvement, leveraging diverse networks and collaborative efforts to share real-world applications and outcomes within the RA Global community and social impact sector.

GOALS

How do we make our vision concrete & measurable? How high do we set the bar?

Collect quantitative data and qualitative case studies: Successful recruitment, workplace experience and motivation / retention mechanisms with a focus on younger generations.

Build a Repository: Of people management case studies with a focus on younger generation. Highlight successful strategies and inputs and common pitfalls, emphasizing real-world applications and outcomes.

Identify strategies to Engage and Retain Younger Generations: Use the data and case studies to create effective strategies and learnings to better engage and retain younger employees, including flexible work policies, career development opportunities tailored to younger demographics, and initiatives that integrate their values and expectations into organizational culture.

STRATEGIES

What important choices do we make to realise the vision?

Create a template to collect qualitative case studies and quantitative data:

To measure successful recruitment, workplace experience and motivation / retention mechanisms with a focus on younger generation.

Utilize each other's networks:

And the broader leadership program group to collect case studies

Identify the key areas and create a poll to collect more quantitative data:

Via RA Global Community, at IFC, via Daryl Upsall's network.

Collect additional inputs at IFC:

Especially via the emerging leaders group (younger audience ticket holders)

Document and share:

All learnings with the broader RA Global community.

MEASUREMENTS

How do we measure our progress once the action areas are identified?

Track the number of case studies collected:

From these networks and ensure a diverse range of perspectives is represented.

Measure response rates:

And the volume of data collected through quantitative polls.

Participation and engagement levels:

In both case study collection and polls.

Frequency and reach:

Of shared learnings within the RA Global community.

Feedback and impact assessments:

From the community on the shared learnings.

ACTIONS

Meetings scheduled to pursue goals

Action Lab Meeting 1

Thu 9 May
08:00 – 10:00 BST

Action Lab Meeting 2

Tue 25 June
08:00 – 10:00 BST

Action Lab Meeting 3

Tue 17 Sept
08:00 – 10:00 BST

IFC In-Person Meeting
TBC

Action Lab Meeting 4

Thu 21 Nov
08:00 – 10:00 GMT

Executive Summary

This report covers in detail how the members of this Action Lab achieved the goals they set themselves at the start of the year through their Action Framework.

On this page, we provide a quick summary of progress against each goal:

Goal 1: Collect quantitative data and qualitative case studies on successful recruitment, workplace experience and motivation / retention mechanisms with a focus on younger generations.

The main qualitative case study in-line with this goal was provided by Lab Member, Marcus Blease, and can be found on pages 7–9 of this report. In terms of collecting quality quantitative data, the Action Lab have approached this goal by designing an in-depth *Staff Retention in the Non-Profit Sector Survey* which can be found on pages 23–26 of this report.

Goal 2: Build a repository of people management case studies with a focus on younger generation.

This report itself is the culmination of the Action Lab's work towards this goal.

Goal 3: Identify strategies to Engage and Retain Younger Generations:

This goal was covered by every Action Lab meeting throughout the year, with the on-the-ground learnings from *running an organisation with a high proportion of Gen Z employees*, shared by Marcus on pages 7–9 of this report, the deep research findings on the *Shifting Values of Gen Z and Polarization*, shared by Martijn Lampert, Research Director at Glocalities, on pages 12–15 of this report, and the *detailed learnings and recommendations for creating a family-friendly workplace*, collated by the group for pages 18–21 of this report.

Goal 4: Enhance Knowledge Sharing

This goal was achieved with the peer-to-peer and expert learning for the Lab Members during the meeting and the fact that this report will now be shared with the wider Resource Alliance Global Community.

Meeting 2 Agenda

Time	Focus
20 mins	Final amendments and updates to Action Framework
20 mins	Final review of Retention Survey
30 mins	Sharing from within the group on case studies of successful organisational strategies to retain and motivate younger generations – led by Marcus Blease, Director at Donor Republic
20 mins	Initial distribution plan for Retention Survey: <ul style="list-style-type: none"> • Beta testing within the Action Lab group first • Then circulate to wider Leadership Programme • Then to 'Emerging Leaders' at IFC (youth input) • Plan for IFC distribution • Longer term 2025 distribution to full RA Global Community
15 mins	Next steps / homework before next meeting

Meeting 2 Outcomes

Case Study 1: Recruiting and Retaining Gen Z Employees

Presented by: Marcus Blease, Director, Donor Republic

Summary:

Marcus Blease, Co-Founder and Director of Donor Republic, shared insights on how his organisation successfully recruits and retains Gen Z employees. His talk helped the group advance all three of the goals listed above, particularly in relation to strategies and cultural elements that resonate with younger staff, contributing to high retention rates. Below is a summary of the key talking points from Marcus.

Key Strategies for Recruiting and Retaining Gen Z Employees

1. Transparency and Openness

- **Financial Transparency:** Donor Republic shares its financial results quarterly with all staff members, including profit margins, financial performance, and year-end projections. This openness fosters trust and a sense of ownership among employees.
 - *“Every quarter, all of our financial results are open to all staff to review. We share them at all staff meetings so everyone can see the financial standing of the business.”*
- **Feedback Reception:** The younger employees, particularly Gen Z, appreciate the transparency, feeling trusted and valued as part of the organisation.

2. Flexibility and Autonomy

- **Flexible Working Arrangements:** Employees are only required to come into the office one day a week, with the flexibility to choose their preferred day. There are no set hours, allowing employees to work when it suits them, as long as they deliver on their responsibilities.
 - *“The only requirement is to come in one day a week... It's an honour system. We don't record entry; we trust them to manage their own schedules.”*
- **Rebalance Day:** To compensate for occasional overtimes, employees are offered one day off per month, which has been well received as it gives them an effective 32 days off annually.

3. Empowerment and Clear Roles

- **Clear Strategy and Role Definition:** Marcus emphasised the importance of making every employee aware of their role in the organisation's strategy. This clarity helps employees see the direct impact of their work.
 - *"We're really clear on our strategy and the role that you play. Everyone is made clear as to what your role is within the organisation strategy."*
- **Encouraging Bold Thinking:** The organisation fosters a culture of innovation and challenge, encouraging employees to question the status quo and push for new ideas, which excites and engages younger employees.
 - *"One of our values is being bold and we really push for new thinking, challenging the status quo, questioning why we do things."*

4. Connection to the Cause

- **Mission Moments:** Donor Republic regularly connects employees with the causes they support through "mission moments," where charity partners share the impact of the team's work.
 - *"Every month we have a mission moment where a charity partner talks about the difference that you are making through your fundraising efforts."*
- **Volunteering Opportunities:** The organisation also organises voluntary activities to keep employees connected to the causes they work for, enhancing their commitment and passion.

5. Profit Sharing

- **Profit Sharing Model:** Donor Republic has a profit-sharing model where employees benefit from the organisation's success, aligning personal and organisational goals.
 - *"There's a profit share for employees, which is not new but unusual in the not-for-profit sector... People love that they are rewarded if we all collectively do well."*

Challenges and Considerations

1. Managing Performance & Flexibility

- While the flexibility is generally appreciated, there have been instances where people took advantage of the system. However, Marcus emphasised that this is not a generational issue but rather a matter of individual responsibility.
 - *"People do take advantage sometimes, but it's more of a personality thing rather than generational"*

2. High Performance Culture

- Donor Republic maintains a high-performance culture, which may not be suitable

for everyone. Some employees from the charity sector find it challenging to adapt to the constant high-pressure environment of an agency.

- *“We’ve got a high-performing team where people are coming in with real career aspirations... It’s different from the charity side.”*

3. Adapting to Generational Expectations

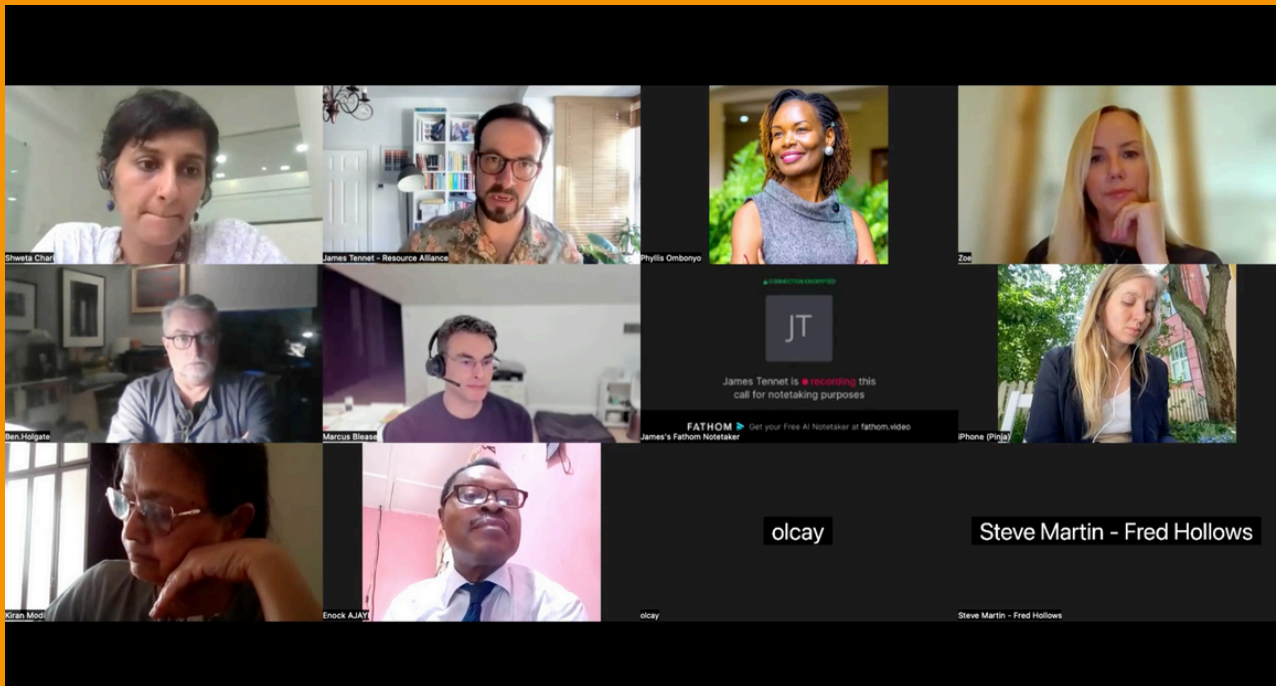
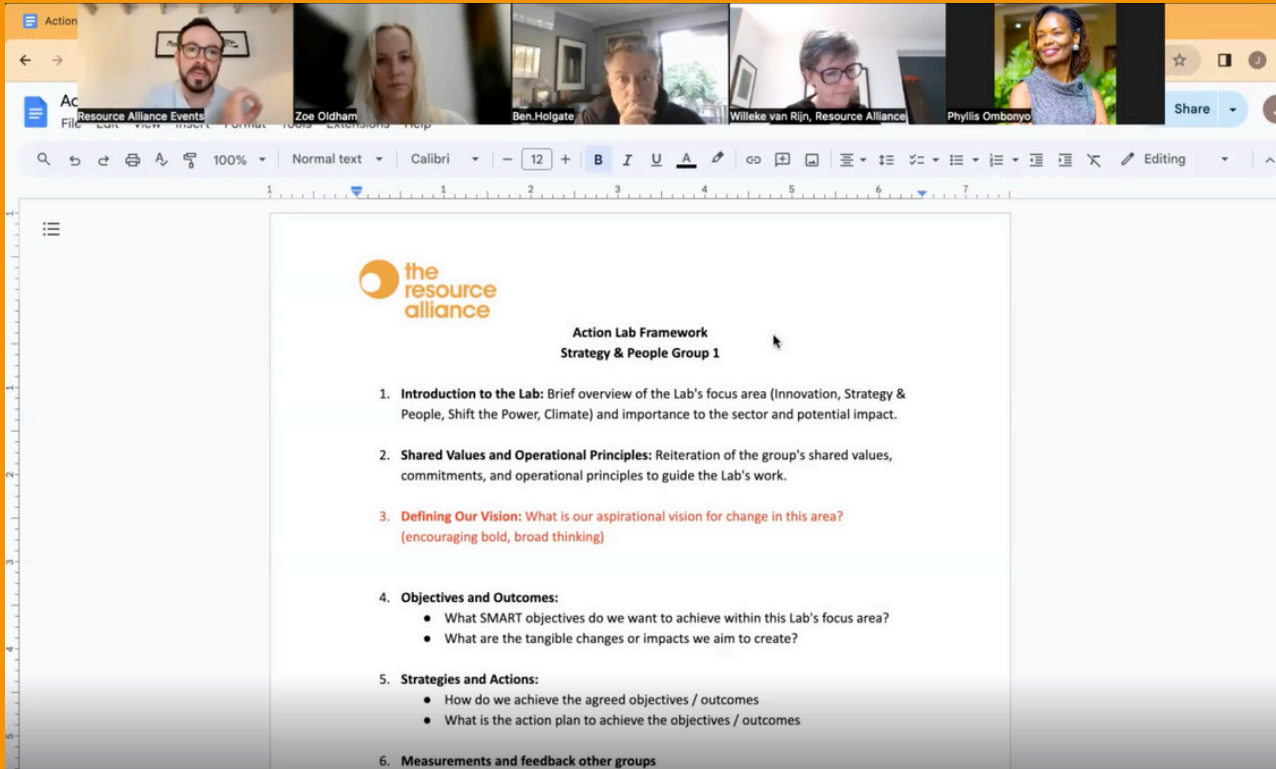
- Marcus acknowledged that sometimes Gen Z’s expectations can seem demanding, but he tries to remain open-minded and understanding, recognising that some requests are more about inexperience than entitlement.
 - *“It’s important to take a step back and ask, is it generational, or is it just inexperience?”*

Additional Insights from the Q&A with wider Action Lab Members

- 1. Employee-Led Initiatives:** A Lab Member suggested implementing more employee-led initiatives where Gen Z staff can take the lead on projects they’re passionate about. Marcus responded positively, acknowledging that this is an area they are exploring to enhance engagement and innovation.
- 2. Peer Support Networks:** Another idea was to create peer support networks or buddy systems for new hires, particularly those from diverse backgrounds, to help them navigate the organisation better. Marcus agreed, highlighting that such networks could help new employees feel more connected and supported.
- 3. Long-term Vision and Purpose:** A participant pointed out the need to communicate a long-term vision and purpose to Gen Z employees, as they are often looking for more than just a job—they want to be part of a movement. Marcus emphasised that aligning personal and organisational values is critical in retaining young talent.
- 4. Leadership Style:** Towards the end of the Q&A, a Lab Member observed that Marcus’s leadership style radiates through his words and actions. The participant commended him for his “excellent leadership,” noting that it is not only the strategies implemented but also his personal approach that has inspired young people to stay in the organisation. Effective leadership goes beyond policies and frameworks—it’s also about embodying values and creating an inspiring and supportive atmosphere for employees.

Donor Republic’s approach to managing and retaining Gen Z employees involves a combination of transparency, flexibility, empowerment, and connection to the cause. These elements help create an engaging and supportive work environment that resonates with younger employees, resulting in high retention and job satisfaction.

Meeting 2 Visuals



Meeting 3 Agenda

Time	Focus
30 mins	Review and reflect on first responses to Retention Questionnaire. Confirm any final tweaks or changes
30 mins	Keynote talk from <u>Martijn Lampert</u> , Research Director at Glocalites – How to resonate with the values and expectations of Gen Z employees
20 mins	Open Q&A with Martijn
15 mins	Wrap-up and next steps – IFC in October, final meeting in November

Meeting 3 Outcomes

Keynote Talk: Shifting Values of Gen Z and Polarization

Martijn Lampert, Research Director at Glocalities

Martijn presented a comprehensive analysis of shifting values among **Generation Z** based on over a decade of research and **long-term value studies** conducted globally. The research tracked **generational trends** in 63 countries, with a focus on how values are evolving, especially in the younger generations.

The presentation focused on the increasing **anxiety** and **polarization** within Gen Z, differences in values between the **Global North and South**, and the generational shifts in **patriarchy, equality, and freedom**.

Key Findings from the Research:

1. Global Anxiety and Disillusionment:

- Martijn highlighted that anxiety among younger generations is increasing globally, with younger people feeling more let down by society and struggling to thrive.
- Climate change, human rights violations, and political instability are major concerns for Gen Z, particularly in the Global South, where they are pushing for freedom from patriarchy and greater equality.
- Interestingly, nine out of ten young people live in the Global South, a fact that should shape global strategies for connecting with and supporting younger generations.

2. Cultural Differences:

- **Global South:** In patriarchal societies, Gen Z is increasingly demanding freedom from patriarchal structures and pushing for emancipation.
- **Global North:** In advanced economies, young people are seeking spirituality and a higher quality of life, moving away from materialism and toward self-actualization.

3. Gender Differences:

- **Young Women:** According to the data, young women (especially those aged 18–24) are now the most emancipated group in human history, deeply affected by movements like MeToo and strongly rejecting patriarchal norms.
- **Young Men:** On the other hand, the research showed that young men are

stagnating in their values, and the gender gap is widening. Older men are now, in many cases, more progressive than younger men, who are leaning toward more conservative views.

4. Polarization and Populism:

- Martijn pointed to the growing polarization between the genders, which is spilling into political domains. In this context, young males are more likely to be drawn to right-wing populist movements, while young females tend to support more progressive values. This trend is visible in both voting patterns
- and attitudes toward issues like gender equality and climate change.

5. Mental Health Concerns:

- A key concern for this generation is the increasing focus on mental health issues. The data showed that mental health problems rank high as a worry for Gen Z, especially in countries with rapidly shifting values.

6. Opportunities for Organizations:

- Martijn emphasized the need for organizations to align themselves with Gen Z values by addressing their concerns—such as human rights violations, climate change, and gender equality. Organizations can resonate with Gen Z by facilitating action on these issues.
- Gen Z is looking for transparency, and they are increasingly drawn to creativity and art as forms of expression. Organizations should create space for Gen Z to thrive, providing opportunities for personal development, purpose, and self-actualization.

7. Country-Specific Insights:

- Martijn shared that these trends are visible across different countries, showing examples of political divides in countries like the USA, where young women are more progressive, and young men are drifting toward populist leaders like Donald Trump.

Suggestions to Counter Polarization:

Martijn provided some suggestions for how to **counter polarization** and address the growing **despair** in younger generations:

- Focus on **creating hope** through clear, purposeful actions and transparent organizational cultures.
- **Mentoring and coaching** young people are essential, especially in providing **guidance** and **leadership** opportunities that align with their values.
- Organizations need to support the younger generation in ways that acknowledge their concerns about **climate**, **mental health**, and **equality** while offering them opportunities to **flourish**.

Q&A Summary:

- **Global South vs. Global North:** One participant from Kenya asked about the **global South's** trends in Gen Z values and the specific challenges they face. Martijn confirmed that the **global South** shows a strong **anti-patriarchy sentiment** and that young people there are often politically active, fighting for emancipation, equality, and freedom, despite being held back by older, patriarchal systems in power.
- **Political Activism of Gen Z:** A participant noted that in Kenya, Gen Z recently mobilized protests against a controversial finance bill. Martijn acknowledged that **Gen Z's political engagement** in the global South is widespread and growing, providing an opportunity for change and transformation.
- **Differences Between Young Men and Women:** A question was raised about the **polarization** between young men and women. Martijn explained that this is a global trend, with **young women** becoming increasingly emancipated, while **young men** often stagnate or move toward conservative ideologies. He attributed this to the broader political climate and the influence of **social media**.
- **Polarization and Globalization:** A participant from Finland asked about the impact of **globalization** on Gen Z, particularly the divide between “winners” and “losers” of globalization. Martijn emphasized that the **division in values** (e.g., conservative vs. progressive) is often exacerbated by feelings of despair, especially among those who feel they are “losing” in the face of globalization.
- **Authoritarianism and Conspiracy Theories:** The discussion also touched on how authoritarian regimes are exploiting despair among younger generations. Martijn highlighted that autocrats often capitalize on this despair, manipulating young people through conspiracy theories and social media algorithms. He suggested that NGOs and other organizations need to create narratives that promote hope and unity to counteract this trend.
- **Solutions for Organizations:** Participants expressed interest in how organizations can best engage and support Gen Z in the workplace. Martijn encouraged organizations to:
 - Embrace creativity and innovation.
 - Be transparent about their values and mission.
 - Foster open communication across generations, allowing for collaborative decision-making and space for personal growth.


Takeaways for the Strategy & People Lab's Goals:

- **Insights on Recruitment:** Martijn's research offers crucial insights into what motivates **Gen Z**. Understanding their values around **equality, climate change, and mental health** can help organizations tailor their recruitment strategies to attract younger employees.
- **Workplace Experience:** Organizations should focus on creating a culture that **values transparency, purpose, and creativity**, aligning with Gen Z's demand for **meaningful work** and a better future.
- **Retention Strategies:** Addressing Gen Z's **mental health concerns** and providing opportunities for **self-actualization** will be essential for retention. Organizations should also be mindful of **polarization** and promote environments where diverse views can thrive.

Meeting 3 Visuals

GEN Z VALUES SHIFTS 2014-2022

INCREASING ANXIETIES AMONG GEN Z GLOBALLY
 They feel pessimistic & let down by society.
 They feel unable to develop and thrive.
 They're worried about human rights violations and climate.



GEN Z

SHIFTS IN...

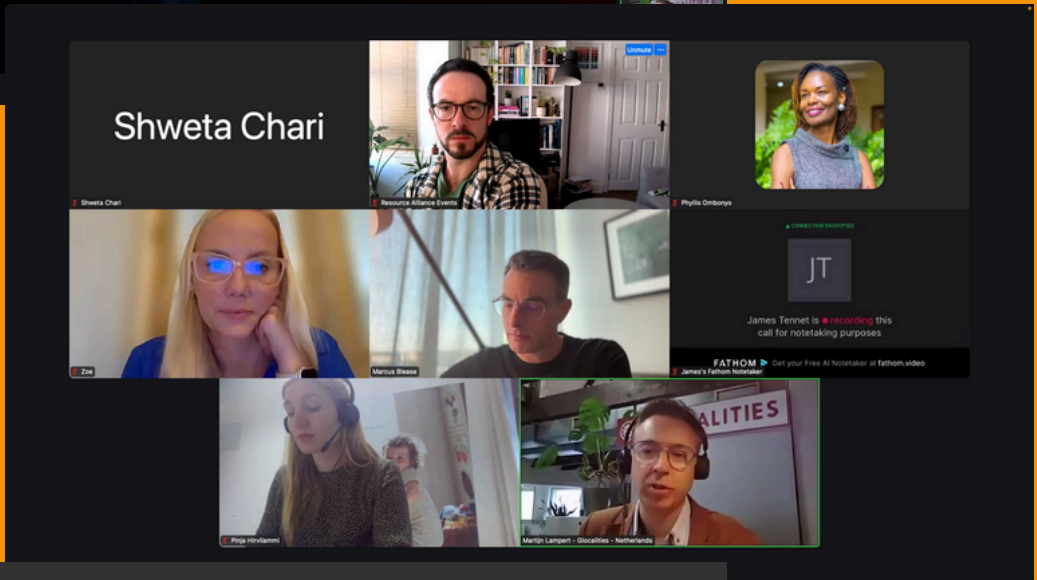
ADVANCED ECONOMIES

Gen Z looking for:
Purpose and spirituality.
Quality of life.

UPCOMING ECONOMIES

Gen Z looking for:
Equality and emancipation.
Freedom from patriarchy.

DOWNLOAD THE FULL REPORT AT GLOCALITIES.COM/TRENDS2022




Meeting 4 Agenda

Time	Focus
15 mins	Reviewing our progress this year against the Action Framework
15 mins	Next steps to further achieve our Lab goals (particularly retention questionnaire responses)
30 mins	Review of the responses/data received so far in retention questionnaire
30 mins	Creating a family-friendly workplace (open space for discussion)
15 mins	Final thoughts, thank yous, next steps

Meeting 4 Outcomes

Creating a family-friendly workplace

Context:

Given their interest in understanding how to better recruit and retain younger generations, the Lab group decided to explore how the non-profit sector can create more family-friendly workplaces. Given that younger generations are the demographic that may be considering starting a family in the future, the group felt that organisations who do better in this policy area will be more attractive to Gen Z.

The group focused on a small number of organizations who had recently won employer awards for their family-positive workplace approach. Using these organisations as key case studies, here are the detailed learnings and recommendations for creating a truly family-friendly workplace, particularly focused on attracting and retaining younger generations:

1. Flexible and Hybrid Working Arrangements

A core takeaway from these organizations is the importance of offering flexible working arrangements to support employees with caregiving responsibilities, especially parents. Younger generations, in particular, value work-life balance, and flexibility is key to attracting and retaining talent. Hybrid working models, where employees can split their time between the office and home, along with flexible hours, are essential to providing employees with the autonomy to balance their work and family commitments.

Recommendations:

- Offer flexible working hours and hybrid working options that allow parents to manage their schedules around family needs.
- Encourage flexibility not just in hours, but also in where employees work, helping them stay connected to their work without compromising their family life.

2. Enhanced Parental Leave Policies

A strong family-friendly workplace requires robust parental leave policies that cater to diverse family needs. This includes not only generous maternity leave but also paternity leave and shared parental leave to encourage equal caregiving responsibilities between mothers and fathers. Providing additional support for parents returning to work, such as phased returns or options to extend parental leave for those who need it, can significantly ease the transition.

Recommendations:

- Implement equal parental leave policies that offer ample support for both mothers and fathers.
- Introduce phased return-to-work options, including part-time or flexible hours, to help parents reintegrate smoothly into the workforce.
- Provide shared parental leave to encourage equality in caregiving and foster a culture where both partners feel equally supported.

3. Mental Health and Well-Being Support

Balancing work and family life can be stressful, and organizations must recognize the emotional toll on parents. The organizations highlighted in the case studies stress the importance of mental health support. Offering access to counseling, stress management programs, and well-being initiatives for parents can help address these challenges.

Recommendations:

- Offer mental health resources such as counseling and therapy services for employees, especially parents who may feel overwhelmed by their responsibilities.
- Implement well-being programs focused on stress management, work-life integration, and overall health.
- Encourage open discussions around mental health to reduce stigma and create an environment where employees feel safe to seek help.

4. Leadership Development and Career Progression for Parents

A significant challenge for working parents, particularly mothers, is the potential for career stagnation due to time away from work. Family-friendly workplaces actively support parents' career progression by providing access to leadership training and mentorship programs. This ensures that employees do not feel left behind in their career growth while balancing family responsibilities.

Recommendations:

- Create leadership development programs specifically designed to help parents maintain career progression and re-enter leadership roles after parental leave.
- Offer mentorship and sponsorship for parents returning to work, helping them navigate challenges and stay connected to career opportunities.
- Ensure career development policies are inclusive, acknowledging the specific needs of working parents and allowing for more flexible career growth paths.

5. Support for Diverse Family Structures

Family-friendly workplaces should recognize the diversity in family structures, including single parents, adoptive parents, and non-traditional families. Providing tailored support for these diverse family types, including adoption leave or fertility

treatment support, ensures that no employee is left out of the equation.

Recommendations:

- Recognize diverse family structures and offer policies that support adoption, fertility treatments, and surrogacy arrangements.
- Ensure that your family-friendly policies are inclusive of all employees, regardless of their family setup, by offering broad benefits that can cater to various caregiving roles.

6. Clear Communication and Transparency

A key insight across the case studies is the importance of transparency in communicating family-friendly policies. Employees should have clear visibility into the support available to them and how they can access it. This includes promoting policies that support parents during recruitment and onboarding processes and providing clear guidance on what is available.

Recommendations:

- Clearly communicate family-friendly policies at all levels of the organization, from recruitment materials to onboarding sessions.
- Ensure policies are transparent and easily accessible by all employees, with clear processes for how to access parental leave, flexible working options, and support services.
- Actively promote these policies during internal and external communications to attract and retain talent.

7. Encouraging a Culture of Inclusivity

Organizations need to foster a culture where being a parent is not seen as a barrier to career success. The organizations highlighted have built cultures of inclusivity, where employees feel supported in balancing their professional and personal lives. This includes encouraging open conversations about family life, caregiving responsibilities, and ensuring employees are not penalized for their family commitments.

Recommendations:

- Foster a culture of inclusivity where parents are supported and feel empowered to take time for family without fear of judgment or career setbacks.
- Encourage managers to lead by example, modeling work-life balance and flexibility in their own schedules.
- Create forums where employees can share their family and caregiving challenges and discuss solutions with others in similar situations.

8. Support for Employee Networks and Communities

Another key lesson is the importance of employee networks that offer support and a sense of community. Providing a platform for parents to connect, share experiences,

and offer support to each other helps build a strong internal network and makes employees feel valued and heard.

Recommendations:

- Create and support employee resource groups or networks for parents, where they can connect and share experiences and advice.
- Promote peer support programs where employees can mentor one another in managing the balance between work and family life.

9. Flexibility in the Recruitment Process

The recruitment process should be designed to reflect a family-friendly approach from the start. This includes offering flexible job descriptions, ensuring that roles can be adapted to accommodate flexible schedules and remote working when needed.

Recommendations:

- Ensure job descriptions are flexible and highlight the availability of family-friendly policies, such as flexible working hours and the ability to work from home.
- Advertise family-friendly benefits prominently in recruitment materials, ensuring candidates understand that the organization values family life and work-life balance.

10. Long-Term Commitment to Family-Friendly Policies

Finally, organizations must show a long-term commitment to family-friendly policies. This goes beyond offering temporary benefits and should be part of the core organizational culture. Continuous evaluation and enhancement of policies based on employee feedback and evolving societal norms are critical.

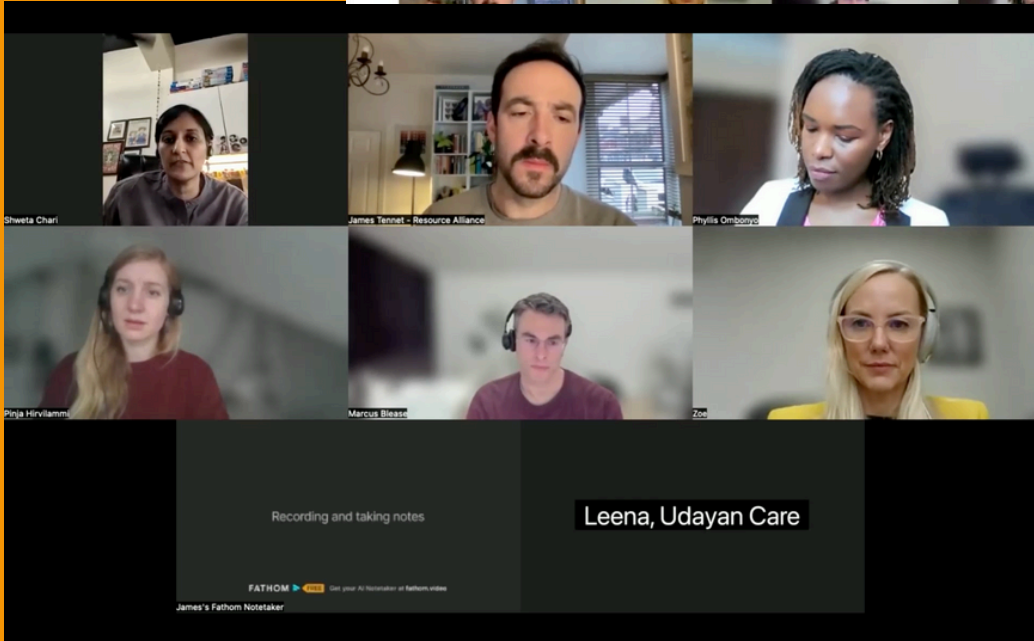
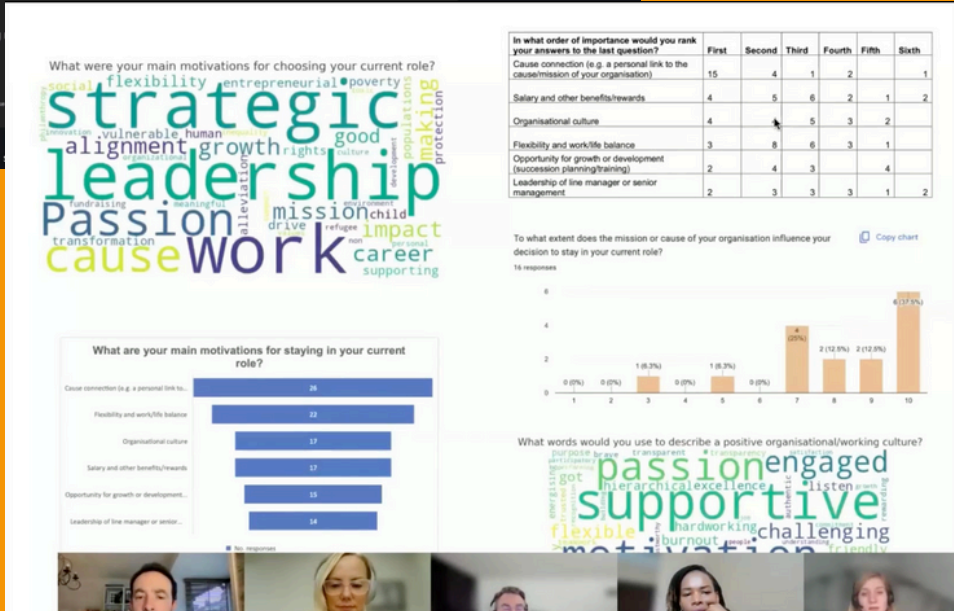
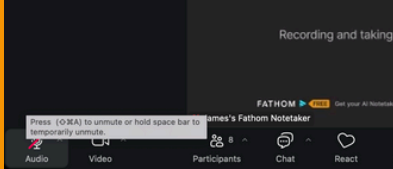
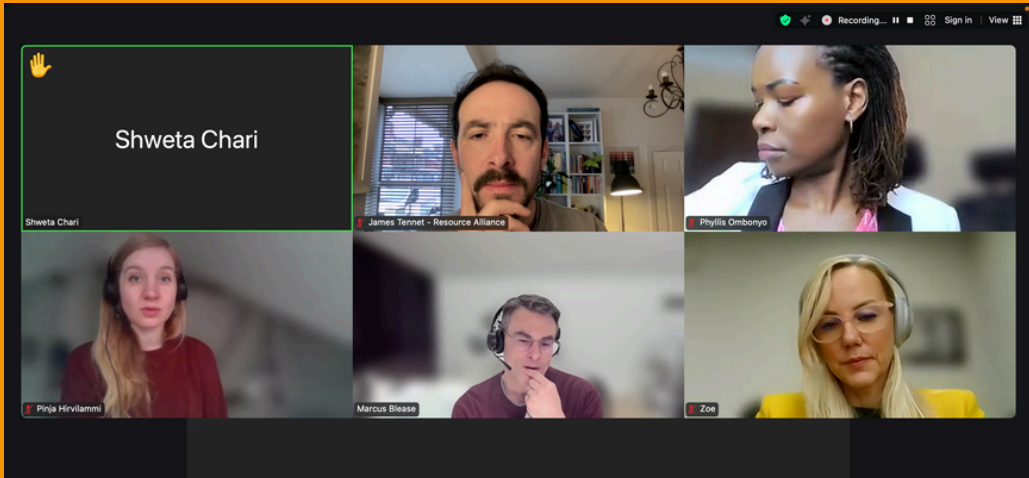
Recommendations:

- Make family-friendly policies a long-term commitment, regularly evaluating and improving them based on feedback from employees.
- Measure the success of these policies in terms of employee retention, engagement, and satisfaction to ensure that the organization remains family-friendly over time.

Conclusion:

To create a truly family-friendly workplace, organizations must go beyond just offering parental leave or flexible working hours. A holistic approach that integrates flexibility, transparency, inclusive leadership development, and a supportive culture is essential. By embracing these principles, organizations can attract and retain top talent from younger generations, who value work-life balance and inclusivity, and help ensure that the needs of working parents are met in a sustainable and supportive way.

Meeting 4 Visuals



Staff Retention in the Non-Profit Sector Survey

Thank you for taking the time to fill out this questionnaire.

We hope the responses will reveal key motivations and factors behind staff retention in the non-profit sector and will therefore give us insight into improving staff longevity. This survey is confidential, and no information shared will include data that will identify the individual.

Personal Questions (will all be kept confidential)

Your name:

Age:

Under 27

28 - 43

44 - 59

60 - 78

Over 78

Gender:

Male / Female / Non-binary / Prefer not to say / Other (open response field)

Job/Position Questions

Job level:

Entry level / Junior

Mid level

Experienced non-Manager

Management

Executive

Director / CEO / Board

Job function:

Accounts & Finance
IT
HR
Fundraising
Education
Communications & Marketing
Programmes
Administrative
Leadership

Job title:

How long have you been in your current role?:

Less than 6 months
6 months to 1 year
1 to 2 years
2 to 5 years
5 to 10 years
10 to 15 years
15 to 20 years
Over 20 years

Organisation Questions

Organisation name:

How long have you been in your organisation?:

Less than 6 months
6 months to 1 year
1 to 2 years
2 to 5 years
5 to 10 years
10 to 15 years
15 to 20 years
Over 20 years

Short description/mission of organisation:

Location of organisation HQ:

Location of organisation programmes:

Please list all the countries in which you operate (to the best of your knowledge). If your organisation operates globally, please answer "Global"

Size of organisation (staff)

0 – 10 / 11 – 50

51 – 100 / 101 – 250

251 – 500 / 501 – 1000

1001 – 5000 / 5001 – 10000

10000+

Ratio of volunteers vs paid staff (rough %)

(1 rating) 100% Volunteer to 100% Paid (10 rating)

Are you a volunteer or paid member of staff?

Retention Questions

These questions are very useful for us to understand motivations and factors behind staff retention in the non-profit sector. This survey is confidential, and no information shared will include data that will identify the individual.

What were your main motivations for choosing your current role?

What are your main motivations for staying in your current role?

Select all options that apply to you

1. Salary and other benefits/rewards
2. Leadership of line manager or senior management
3. Flexibility and work/life balance
4. Organisational culture
5. Opportunity for growth or development (succession planning/training)
6. Cause connection (e.g. a personal link to the cause/mission of your organisation)
7. Other (open response box)

In what order of importance would you rank your answers to the last question?

The list above is numbered, so you can just provide the numbers in order here

To what extent does the mission or cause of your organisation influence your decision to stay in your current role?

(1 rating) Very low influence to Very high influence (10 rating)

What words would you use to describe a positive organisational/working culture?

Please use single words - up to five words maximum

What factors contributed to your decision to leave previous roles and organisations?

What factors would cause you to consider searching for another role now?

Select all options that apply to you

Change in leadership

Quality and reputation of senior leadership

Leadership style (inc. "founder issues")

Change in your responsibilities/duties

Overwork / too high expectations / burn out

Lack of challenge

Organisational insecurity / high turnover

Lack of future prospects

Change of mission or strategy / direction

Change in location (e.g. office relocation or change in work type: office-based/hybrid/WFH)

Other (open response box)

If you were to look for another job, what would be your main motivations in a job search now?

Select all options that apply to you

Salary

Location

Flexibility and work/life balance

Organisational culture

An increase in workload

A decrease in workload

Opportunity for growth or development (succession planning/training)

Cause connection (e.g. a personal link to the cause/mission of your organisation)

Potential influencers / mentors as colleagues

Other (open response box)

Final thought: What could employers do better to attract and retain the best staff?

Conclusion & Next Steps

This Strategy & People Action Lab has made significant progress in advancing the goals set at the start of the year, particularly addressing the critical challenge of engaging and retaining younger generations in the non-profit sector.

Through a series of collaborative sessions, insightful guest contributions, and data-driven initiatives, the Lab has laid the groundwork for meaningful sector change in organizational culture and people management practices.

A standout achievement of the Lab was the development of the *Staff Retention in the Non-Profit Sector Survey*, a tool designed to capture comprehensive insights into the motivations and factors driving staff retention. This survey, already tested by a small number of respondents, will be rolled out to the broader Resource Alliance Global Community in early 2025, with a target of 200+ responses. The findings will provide valuable benchmarking data and identify practical steps to enhance retention strategies.

The contributions of Lab member Marcus Blease and keynote speaker Martijn Lampert in particular enriched the Lab's understanding of generational values and workplace expectations. Marcus's insights on fostering a culture of transparency and flexibility within Donor Republic provided real-world applications, while Martijn's research emphasized the importance of aligning organizational strategies with the evolving values of Gen Z.

The Lab also identified practical strategies to embed flexibility, mental health support, and career development opportunities into organizational policies, particularly with a view to creating family friendly workplace policies. These strategies aim to align with the values and expectations of younger generations, ensuring a positive and inclusive work culture.

By addressing generational needs and focusing on strategies to create engaging, equitable, and supportive workplaces, this Action Lab has provided the sector with critical tools and insights to build a more inclusive future for the social impact sector. These efforts will empower non-profits to attract, retain, and inspire the next generation of change-makers.

Acknowledgements

An extra special thank you to the Lab Leaders of this Strategy & People Action Lab for their tireless efforts setting agendas and driving the work throughout the year:

Ben Holgate, Executive Manager, Strategic Fundraising at Multiple Sclerosis Plus (Australia)

Phyllis Engefu Ombonyo, Head of Strategic Partnerships at Africa Region CABI (Kenya)

Zoe Oldham, CEO, Recruitment at Daryl Upsall International (Spain)

Thank you to all the Action Lab participants for your hard work and dedication:

Kiran Modi, Founder at Udayan Care (India)

Marcus Blease, Co-Founder at Donor Republic (Australia)

Olcay Özer, Fundraising and Capacity Building Coordinator at Truth Justice Memory Center (Turkey)

Pinja Hirvilammi, Director of Fundraising at SOS-Lapsikylä (Finland)

Shweta Chari, Co-Founder & CEO Toybank (India)

Steve Martin, Director - Individual Giving & Direct Marketing at The Fred Hollows Foundation (Australia)

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