

Ripples



07

Trust in a crisis
Kerry Whitehead-Dymond



09

Trust and equity
Jo Lorenz

12

**Trust in the leader,
not the plan**
Maggie Moody



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Contents

Inside Ripples

April 2026



Welcome
Caroline Broadhurst



Feature
Trust in a crisis
Kerry Whitehead-Dymond



Feature
Trust as governance
Helen Stockdale & James Watts-Rees



Feature
Trust and equity
Jo Lorenz



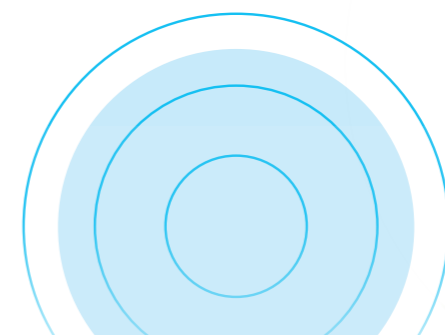
Feature
**Trust in the leader,
not the plan**
Maggie Moody



Feature
**Trust as a value
and a system**
Kai Wooder



News
Fellowship News
John Hind



Introduction

Welcome



Across this issue, you'll see how trust enables change, supports leadership, and helps us respond in uncertain times. I hope these reflections encourage you to consider where trust is present in your work, and where it might need more attention.

Caroline Broadhurst,
CEO, The Rank Foundation

What if **trust** is not the outcome of our work, but the foundation of it?

Trust is often spoken about as a value in the social sector, but this edition explores trust not as a 'nice to have' but as a strategy.

Several of the articles in this issue challenge the idea that trust is fluffy or intangible. On page 15, Kai Wooder describes trust as something that must be 'exercised' - every interaction either builds or erodes it. Helen Stockdale and James Watt's Rees's article about RLAG shows how trust is embedded within our governance - that's trust evolving through shared power. Read it on page 7.

Read Jo Lorenz (on page 9) who reflects on the Change We Lead EDI programme, Maggie Moody (on page 12) for her experience of the Profit for Good programme. Both examples took trust in themselves, their Network peers and trust from Rank to support the change.

The common thread is that trust is relational. It is built through time, consistency and proximity. It grows when people feel heard, when power is shared, and when there is space to be honest about what is working and what is not. It is also reciprocal, as John Hind's Fellowship update (on page 18) reminds us.

this issue of Rank Ripples invites you to consider a different approach.

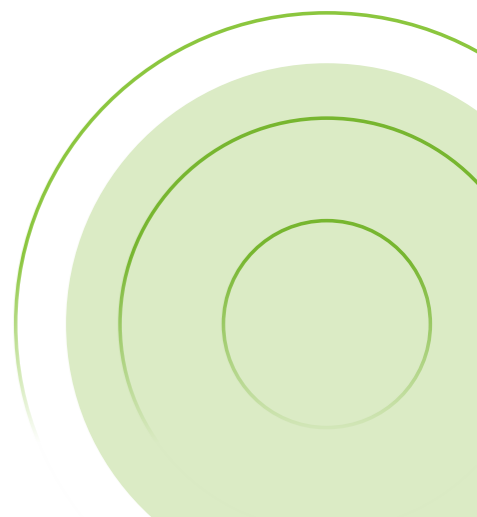
As you read this issue, ask yourself where is trust already present? Where might it need more attention? What might change if you were more intentional about building it?

Across the RankNet community, trust is something that is built, tested and shared, day in, day out. Together, let's continue to strengthen the relationships that make it possible. ●

66 Across the RankNet community, trust is something that is built, tested and shared, day in, day out. 99

Elsewhere, we see how trust enables us to respond in times of uncertainty and how it is also deeply personal.

In a complex and fast-changing world, it can be tempting to seek certainty in plans and hierarchy, but



Trust in a crisis

Kerry Whitehead-Dymond reflects on how trust shaped The Rank Foundation's response during the pandemic and the cost-of-living crisis, highlighting how listening to the Network and acting quickly enabled more responsive, trust-based support when it was needed most.

Kerry Whitehead-Dymond,
Grants Administration Manager,
The Rank Foundation



Since I started working at The Rank Foundation almost nine years ago, there is never a day that goes by where I'm not learning more about the social sector.

I've seen trends and changing needs in funding applications, but that doesn't mean that one size fits all. When beginning new place-based programmes and immersing ourselves into a new community, we see that each area has different aspirations, and we do our best to shape our support to benefit the organisations that know their area best.

Responding to the Network

While Rank has always adapted and responded to change, the pandemic reinforced the need to act at pace when circumstances demand it. We

“We see that each area has different aspirations, and we do our best to shape our support to benefit the organisations that know their area best.”

paused longer-term plans to respond to the immediate crisis, supporting organisations facing unprecedented levels of demand for their services. Within 2 weeks, funds

were repurposed and an emergency fund was open to the Network, with payments being conducted every week.

As you all know, we emerged from one crisis, only to be thrust into another: cost-of-living.

Network members told us about their experience of the cost-of-living crisis, which combined increased demand, increased costs, and a more challenging fundraising environment. We trusted what they told us and knew we had to respond to immediate need.

We created the Cost-of-Living Grants Programme in early 2023 through which we awarded a total of almost £1.5 million to 130 Network Members using a mutual trust-based model of grantmaking.

In order to act swiftly and repurpose

funds to meet this new challenge, we had to be transparent about:

- Addressing immediate need, not long-term need. Gone were the usual application questions around

3-year strategies and financial independence.

- This was going to be a competitive programme, meaning not everyone that applied would be successful. This meant that we needed to ask questions that had a clear marking metric and could be administered as objectively as possible.
- Turnaround must be quick without compromising the integrity of the applications process. It was about 3 months from inception to award.
- If this was a programme to meet immediate need, how were we going to expect recipients to report? We surveyed 6 months after the award to gauge where organisations were as a result of the grant, the challenges they still faced and what they still needed from us.

Throughout this process, we were reading through applications, sending out awards and, a couple of observations were emerging.

- Organisations only requested what they needed, rather than the maximum offer of £25,000. Not only did this show how astute applicants are with their finances and operations but, in doing this, we were able to award more organisations. At the end of the programme, we were able to >>

award almost 200 grants within the space of three months with the average award amounting to £16,000 for the larger grants programme.

- Grantees felt comfortable communicating a change of circumstances with us because they trusted us to not penalise them for events beyond their control
- Grantees from both programmes understood that, while funds can only go so far, networking opportunities, training provisions and webinars might equip them for long-term resilience.

“When the Network tells us how to use our resources and funds, we trust that they know best what will benefit them and the communities they cherish.”

Throughout my time at The Rank Foundation, although we observe and pick up on trends or changes in the third sector, we do our best to listen to the needs of the Network and act on them. When the Network tells us how to use our resources and funds, we trust that they know best what will benefit them and the communities they cherish.

What the Network needs might change slowly or quickly depending on the climate but in knowing that we can't do what we do without them and by responding to that change we are rewarded with reciprocal trust and honesty. ●

What our cost of living grant recipients said:

“This grant helped us to pay key staff members and keep our service going.”

“It gave staff a much-needed sense of security and took some of the intense pressure off.”



Feature

Trust as governance

This article explores how trust is embedded not just as a value, but as a way of governing at The Rank Foundation.

Helen Stockdale, Senior Events and Engagement Manager, The Rank Foundation

James Watts-Rees, RLAG Member



Trust is often talked about as a value. At The Rank Foundation, it is also practised as governance.

At the centre of this is RLAG, the RankNet Leaders Action Group. Established in 2015, RLAG is a proactive, relational bridge between communities and the Foundation. As RLAG member James Watts-Rees puts it:

“RLAG is the direct relationship from the people of the UK to [Rank] that has influence over what they fund and where they fund and what problems they decide to tackle. And to me, that is sacred ... that’s incredibly important.”

This idea of “sacred” responsibility gets to the heart of it. RLAG isn’t a tick-box consultation exercise, it’s about genuine influence, so that lived experience directly informs priorities, programmes and funding decisions.

From advisory group to governing influence

RLAG did not start out that way. It was originally a sounding board for conference plans and training offers. But over time, it became clear, Rank was still setting the agenda. Helen Stockdale, Senior Events and Engagement Manager, explained:

“RLAG was responding to prompts, rather than shaping them. We had to move towards a member-led model, where RLAG sets the agenda, brings forward the issues that matter, and helps us shape how Rank responds.”

That shift is still evolving but there has been a clear move to shared governance.

Trust built through relationships

For Rank, spending time with RLAG members connects it to the realities of communities, providing access to voices that might otherwise be distant from decision-making.

“Getting that genuine voice takes genuine connection.” Helen Stockdale.

Rather than working to a fixed agenda, RLAG responds to what is happening on the ground. Members bring insights from their communities, and together the group considers what Rank’s role should be.

Recent examples include a conference focused on AI and equity, and ‘The Change We Lead’ EDI programme developed in response to rising racial tensions and social media fuelled misinformation.

James describes this as a “community pulse check” but it’s not just about Rank listening. RLAG members are active participants, expected to engage and contribute. In return, they gain influence and development opportunities.

For James, RLAG is a space for growth. Getting to work alongside experienced and emerging leaders from organisations across the country is one of the reasons he commits time to it. Trust-based governance is mutually beneficial.

What’s next?

RLAG is still evolving, which is part of its strength. Each member has a tenure of two to three years and when a place is available, Rank Network members are invited to apply. As James reflects:

“Whoever the members of RLAG are will decide what RLAG is... it’s whatever the members and Rank think it should be at that time.”

This adaptability keeps RLAG relevant and grounded, so Rank stays responsive to the communities it exists for. ●

Feature

Trust and equity

Jo Lorenz shares how the Change We Lead EDI programme created a space where trust allowed people to be open, reflect honestly and learn from one another.

Jo Lorenz, Chief Officer & Project Lead, Youth and Community Worker, St. Michael’s Youth Project





RLAG members Sarah and Alejandra launched The Change We Lead programme at the 2025 Conference.

I signed up to The Rank Foundation's The Change We Lead EDI programme because the world is a very complex place at the moment. I was feeling a bit overwhelmed at how to do my bit, how to concentrate on what I can control, and what I can't.

I wanted a place to have honest and open conversations about 'difference' without being judged negatively. How can I help others, if I don't understand or I'm not more aware myself? I want to make

people feel valued and welcome, whoever we are, and I needed a 'safe space' to do that.

Now, almost halfway through The Change We Lead Programme, I've found myself coming back to one thing that has been the foundation: trust. Not just as an idea, but as something you can feel and know if it isn't there.

As a youth worker, building trust is something I already understand as central to my practice. But this

programme has given me the space to step back and really reflect on it, how it is built, how it is maintained, and how easily it can be lost if we don't mean it.

It has made me think differently about the environments I help create. Not just who is in the room, but how that space feels for people. Whether they feel able to be themselves, to speak honestly, and to be heard. Because that doesn't happen automatically. >>

What's changed?

The programme has created space for conversations that aren't always easy. Conversations about difference, identity, inequality, and the realities people carry with them into their roles and communities. These aren't topics you can rush, and they're not ones people usually share easily.

It has helped us build trust. As a group, we seemed to naturally allow it; for me, it has felt like 'the space' was something we all understood we needed. To ask questions, be curious, confused, and uncertain – and this was okay. For people to begin speaking more openly, sharing experiences that might otherwise remain unsaid. To listen properly, even when perspectives differ. That's where the real depth and understanding have come from.

Our sessions have explored 'difference' in a way that has stayed with me. None of us fits neatly into one box. We are all a mix of backgrounds, experiences, strengths, struggles and perspectives. Trust sits underneath it all. It is what allows honest conversations to happen. It is what makes space for challenge without shutting people down. And it is what turns a group of people into something more connected and open.

What has really made the difference for me is the way those spaces were created. The way we were introduced to each other at the start, the activities that helped us to explore things together, set the tone for future conversations. Everyone being honest about what they want. There has been a consistency to it, showing up together, taking time, and being given permission to reflect as well as speak. I don't think it would work any other way.

The Brave Space sessions haven't avoided challenge but have shown that challenge can sit alongside respect and care. Allowing yourself to trust can make you feel vulnerable, so this balance has mattered.

This programme hasn't introduced something completely new, but it has deepened it. It has given me time to reflect, to notice, and to strengthen something that sits at the heart of what I do. It is something I have been more conscious of in my day-to-day practice, being more intentional about how space is held, how conversations are facilitated, and

how people are supported to show up as themselves.

What's next?

I have shared the outcomes of the discussions with my team. We don't have all of the answers, but it has given us confidence to feel we can ask questions and allow others to explore in a safe way, too. These conversations around difference have actually helped to demonstrate how alike people are, which has been valuable.

If we are serious about creating spaces that are inclusive and equitable, trust isn't something we can assume will be there. It is something we must build, hold, and protect. ●

www.smyphull.co.uk

“If we are serious about creating spaces that are inclusive and equitable, trust isn't something we can assume will be there. It is something we must build, hold, and protect.”

Trust in the leader, not the plan

Maggie Moody reflects on her Profit for Good journey and how trust enabled her to shift direction at a time of organisational change.

Maggie Moody,
CEO, Community Solutions



When I began my Profit for Good journey, the plan was for Community Solutions to help recently bereaved people with memorial speeches and video and to create meaningful ways to remember loved ones; memory bears, photo books – that sort of thing.

It was a good idea and it connected into our services. But at the same time, everything around me was changing. Our CEO had stepped down, other key team members moved on, and I was appointed into the role of CEO.

We were in a period of significant change, both structurally and culturally. On top of all that, I was doing something entirely new: trading. I've got 30 years working in the voluntary sector, my skills were not in trading and commerce.

Through the Profit for Good programme, I started to learn about product development and marketing. It made me look at the idea differently – and that's when the doubts set in.

It felt like I was pushing a ball uphill. A new product, for a new audience, at a time of huge change. The more I explored it, the less it fit. The emotional intensity of working with people immediately after bereavement would require care

and time we didn't have. It would also fundamentally change the feel of our space at Elmfield Hall in Gatty Park, impacting other visitors.

A different direction

Through Profit for Good, a new idea took shape. I realised the same concept could be reimaged to help people create new, positive memories, rather than focusing on loss.

I was reinvigorated and excited by the possibilities and creativity with which we could build on what we already had. Elmfield Hall is a stunning community and heritage asset with space and potential. Our café was growing and the wonderful park around us offered many opportunities to bring people together.

The change felt right because it aligned with our purpose and the kind of environment we wanted to create.

“Through Profit for Good, a new idea took shape. I realised the same concept could be reimaged to help people create new, positive memories, rather than focusing on loss.”

The moment of trust

I didn't test the waters, although I probably should have. Instead, in presenting on my Profit for Good journey, I dived straight in, sharing my new idea to my Profit for Good peers and Rank colleagues including Rank's CEO and trustees. It was a bit cheeky, but I genuinely felt that my learning was sound.

That confidence came from Profit for Good. Tools like De Bono's Thinking Hats and Simon Sinek's Golden Circle helped me think things through, but just as important was the peer learning with the others in my cohort.

Rank backed the idea, and the results have been significant.

- The café has grown, with around a 20% increase in income and a wider audience coming through the doors
- A heritage product range has been developed, opening up new creative and commercial opportunities
- Elmfield Hall and the surrounding park are being used more fully, supporting both community activity and income generation

Not every element is highly profitable, but together, they've created momentum, engagement and sustainability. More importantly, they've helped us create the kind of »

space we want to be, one that is welcoming and forward-looking.

Trust in the leader

For me, trust wasn't that single moment or person, it was a circle around me.

My board trusted me to lead, my peers and I shared honest reflection, and Rank created an environment where change was possible.

It's often said that you build trust by doing what you say you will. In this case, trust wasn't about sticking to a plan. It was about understanding why the plan needed to change and being trusted to act on that. ●

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“Support provided with the Profit for Good Programme includes the space and time for organisations to evaluate innovative approaches to their projects. Trust is given to the organisation to help shape their ideas, diversify their income whilst ensuring a lasting and meaningful impact within the communities they serve.”

– Kirsty Stephenson, Events and Engagement Officer, The Rank Foundation



Feature

Trust as a value and a system

Trust doesn't happen by chance. Kai Wooder explores how The Rank Foundation builds and sustains trust, not just as a value, but through the systems, behaviours and decisions that shape its work.

Kai Wooder, Director of Programmes, The Rank Foundation



Trust is often described as a core value, within relationships, organisations and systems, something to be encouraged and modelled. But in practice, trust is not built through statements or inspirational social media posts but through the repeated, observable patterns of behaviour that shape how people are treated, how decisions are made and how power is exercised.

I like to think of trust like building muscle, it needs exercise... and plenty of it.

This is especially true in grant-making foundations, where trust is both essential and fragile. The relationship between funders and charities is traditionally imbalanced, one partner holds resources; the other seeks them. Without deliberate and consistent effort, this asymmetry can create caution and distance rather than honest partnership.

It sounds bizarre to talk about a human value in this way but if a foundation, or any organisation, is serious about building trust and an ethos of partnership, they must design for it.

At Rank, we focus on what trust looks like in practice. What do we actually do that builds it? Because whether it be enterprise or grant-making or place-based

working, if we value it, we need to not just model it, we need to be it.

“I like to think of trust like building muscle, it needs exercise... and plenty of it.”

That’s why we operate our own social enterprise (a coworking space in London), offer repayable grants and we are transparent in our data sharing (360 Giving). If we want to build trust, we start with being trust-worthy.

A few thoughts on how:

Consistency:

A single positive interaction does not build trust but consistency does. When foundations change direction without explanation, or treat similar organisations differently, trust can erode quickly. Consistency doesn’t mean rigidity, at Rank, retaining flexibility and agility is a high priority for us (you can read more on that in Kerry’s article on page 4).

Our hope is that over time, RankNet members begin to recognise patterns: how we respond under pressure, how we handle difficulties, and whether our actions align with our values.

Authentic interest:

Charities and social enterprises need to trust that funders understand their work, the environments they operate in and the challenges they face. Overly burdensome applications, unrealistic reporting requirements, or poorly structured grants can signal a lack of understanding, undermining trust.

I’d like to think this is an area of strength for us; in the genuine curiosity we have for your work, in the quality of questions asked, the relevance of feedback given, and the design of funding processes including our fieldwork approach (time spent in places and with people).

Clarity and transparency:

For charities, unclear funding criteria, shifting priorities, or hidden decision-making processes create frustration and maybe distrust. Organisations may spend their vital time tailoring applications to perceived expectations rather than on what is really important.

While difficult conversations can be uncomfortable, having the mutual respect to be honest about constraints and expectations, even if the answer is ultimately no, builds trust.

Psychological safety:

Trust grows in honest places. It is >>

important for colleagues and organisations to feel able to speak openly. In low-trust environments, organisations may overstate success, underreport challenges or avoid raising concerns altogether. This would be one of our biggest failures.

We work to counter this by explicitly inviting feedback and listening intently. We also work alongside the RankNet Leaders Action Group, relying on their insights, honesty and challenge.

Every interaction either builds or erodes trust. There are no shortcuts, like fitness, it’s the result of consistent effort over time.

Being intentional about trust is important, it can’t be left to chance. Trust enables meaningful work and

meaningful relationships. Just like building muscle, it will be painful sometimes, it will be boring sometimes, it will be invigorating sometimes, it will be worth it, always. ●

“Every interaction either builds or erodes trust. There are no shortcuts, like fitness, it’s the result of consistent effort over time.”



An event at The Rank Foundation’s coworking space.

News

Fellowship News

John Hind, Director of Education and Leadership, The Rank Foundation



An update on the development and activities of the Rank Fellowship.

Trust is central to all the Fellowship offers. By supporting Fellows we are, to use Lord Rank's phrase, helping to nurture 'the seed corn of the future'.

We trust that our support will encourage Fellows to consider how they might help the wider work of the Foundation as it enters a new strategic period. Our recent feasibility study around a wider mentoring programme (conducted by Rosalie Kerr who I am delighted to say how now assumed responsibility for all Fellowship administration) may well play a central part in those discussions.

Our recent work with the School

Leadership Award holders (and future Fellows!) looks to promote a sense of giving back to the wider community. Planning our second Community Action Placement (CAP) at the University of St Andrews is a clear indication of this given its focus



on leadership, entrepreneurship and philanthropy. Feedback from award holders who attended last year has been universally positive and we look forward to supporting fourteen students from the Class of 2025 in July.

As we assess applications for the class of 2026 an interesting trend sees applications for places from state maintained school and academies exceed those from independent schools. One of the great strengths of the programme lies in its ability to bridge the gap between different educational settings - it is often too easily forgotten that many independent schools support young people suffering severe disadvantages - >>

but it is pleasing to note the growing reach of the award in the state sector.

Our work at St Andrews shows that our trust in the future is more than simply hoping things will work for the best. The Fellowship continues to support Fellows after their school days are over as the following report on the recent Fellowship Futures event indicates. The forthcoming visit to the Royal Courts of Justice - kindly arranged by a Fellow - is further evidence of the Fellowship's role in making a positive impact on future careers.

Of course, ultimately it is in the lives and work of our Fellows that our trust in the future is affirmed. The following report on January's excellent Learning through Leadership presentation in which Brandon Severin (Class of 2013) displayed qualities of humility and self-awareness not, perhaps, always evident in leaders in the tech field, is a clear example of a trust repaid. We look forward to hearing Bishop Martyn Snow (Class of 1984) sharing his thoughts on 'Leadership in Uncertain Times' on 28 May. >>



Learning through Leadership: 'How to start a startup?'

The new year saw a gathering of Fellows enjoy a brilliant presentation by Brandon Severin (Class of 2013) as part of our Learning through Leadership strand.

Brandon had recently been named by the prestigious Forbes magazine as one of its '30 under 30' entrepreneurs for his work in quantum computing. The technical aspects of his work were challenging. Conductor Quantum, the company he co-founded with his former PhD supervisor, Joel Pendleton, aims to accelerate the development of scalable silicon-based quantum computers using AI-driven control software to automate the creation and operation of spin qubits in silicon chips...

Brandon's reflections on leadership are more universal. They include:

- a small, flexible team in which all members trust each other (2-4 was seen as the ideal number to allow the creative sharing and development of ideas);
- very clear and driven focus on the

task in hand (Joel's willingness to give up his PhD studies to co-found the company was cited as evidence of this);

- the need to shepherd financial resources (a lot of ramen noodles were consumed in a tiny apartment in the set up phase);
- open conversations with potential customers - word of mouth is the most effective form of advertising - especially when paired with a guarded approach to potential investors so as to create 'FOMO' and keep 'insanely high standards'.

The value of this advice can be seen in the significant sums of money raised to finance Brandon's start up.

Equally impressive, though, was the humility that ran throughout the >>



presentation. Success in such a complex field could easily inflate one's ego, but the presentation was far removed from this. Brandon told the audience that "anyone can do great things" and cited the importance of learning through education – he was keen to credit his School Leadership Award for allowing him the opportunity to benefit from this.

Brandon's reference to leadership with vulnerability was the thread running through the whole presentation, which left his audience with the clear message that genuine humility is a real asset in leading a startup, even in what might be perceived as the cutthroat world of Silicon Valley. As the pocket guide of essential advice on Brandon's final slide had it: 'Be nice! Or at least, don't be a jerk.'

Fellowship Futures 2026

On 17 March, we hosted our Fellowship Futures event at the Rank Foundation's Shoreditch coworking space, an inspiring evening dedicated to supporting our Fellowship and wider RankNet Community with practical careers advice. Aimed at current university students and recent graduates, the event focused

on navigating the often-challenging transition from education into employment.

As always, it was an energising occasion, and we feel incredibly fortunate to be surrounded by such a talented and proactive community of young people putting themselves forward in a competitive and evolving job market.

The evening began with Felix Haynes (Class of 2017), who delivered a brilliant talk titled 'Being Yourself (and Trying to Get a Job in the Process)'. Felix shared an honest and often humorous account of his journey; from school, to Ofcom, to the Financial Conduct Authority, and now to his current role in policy at Coinbase. His reflections on applying to a wide range of roles in a third-year panic, from investment banking to theatre outreach to even detective work, struck a chord with many in the room. His key message was clear: focus on being authentic, recognise the skills you already have, and learn how to present them with confidence.



Felix was followed by the excellent Gail Sampson, a Global HR leader and VP at Sovos. With over 20 years' experience shaping people strategy across multinational organisations, Gail brought invaluable insight into today's hiring landscape. Her talk, 'Beating the Bot: Applying for Jobs in an AI World,' explored how recruitment has evolved in the age of AI. She pointed to a reported 32% decline in entry-level job postings since the introduction of newer AI tools, while noting that any direct correlation should be treated with caution, and spoke candidly about the growing automation of hiring processes.

Despite this, Gail's message was also an encouraging one: focus on crafting authentic applications, use AI as a tool rather than a shortcut, and ensure your own voice and skills come through clearly.



Following the talks, Stuart Wilson (Class of 1984) expertly chaired a panel discussion featuring Gail and Felix, alongside Fellowship members Ollie Brown (Class of

2019), Ben Rickard (Class of 2019), Amara Agwo (Class of 2019), and Zara Tso (Class of 2010). Representing a wide range of sectors including law, finance, media, and the social sector, the panel shared their individual career journeys, offering relatable and practical insights for those in the audience exploring similar paths.

The evening also provided plenty of opportunity for networking and reconnecting, something that remains at the heart of the RankNet community.

Overall, it was a fantastic event filled with meaningful conversations, valuable advice, and a strong sense of community. Everyone who attended is a testament to the power of the Fellowship network, thank you to all who made it such a special evening. ●



Ollie Brown (Class of 2019) shares thoughts and ideas with Jonathan Sinclair (Class of 1987) at Fellowship Futures.



Ripples



The Rank Foundation works in communities across the UK to encourage leaders, develop entrepreneurial mindsets and form strong Networks that improve life.

Founded in 1953 by the flour miller and film maker Arthur Rank, the Foundation is built on his Christian faith, enterprising spirit and commitment to community. During his lifetime, Arthur spotted opportunities to innovate, growing a multi-million pound empire. He remained committed to helping and encouraging others, describing young people as 'the seed corn of the future and the leaders of tomorrow'.

Today, the Rank Foundation continues to support the leaders of tomorrow and encourage enterprise for social good. Our grant programmes focus on:

- Leadership – nurturing purposeful, confident and inspiring leaders who drive positive change.
- Enterprise – developing resilient, impactful organisations that contribute positively to the people and places they serve.
- Community – building on and investing in a community's strengths.
- Faith – engaging in respectful conversations about faith in all its forms.

At the heart of the Foundation, is our supportive Network of over 1,500 leaders working in communities across the UK. Together, they learn, share and connect to tackle society's challenges. We build deep and lasting relationships of support with our Network, going beyond traditional funding to philanthropy based on mutual respect, trust and empathy.

Our thriving Network leads positive change to improve life in the communities they cherish.

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