



A DECADE OF
PROVOCATION
& PRACTICE



TEN YEARS' TIME
PHILANTHROPY REIMAGINED

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Foreword

People often say to us how much they admire the work of Ten Years' Time without fully pinpointing why. When pushed, they may mention the 2027 Associates Programme or the Grant Givers' Programme. Often, they mention components of our work, one or two chapters, but never the full manuscript. This report, in many ways, tells our story.

Over the last ten years, we have supported numerous wealth holders and foundations as advisors, researchers, learning partners, educators, critical friends, provocateurs, strategists, coaches, and confidants. We have also moved money, critically, to underserved areas such as racial and climate justice, youth power and grassroots leadership. During this period, we have prodded and provoked wealth holders, corporate foundations, and charitable trusts to do better. To confront their power and privileges, to acknowledge the origins of wealth and to think more holistically about their wealth and how to redistribute it.

We have never settled for training or short-term programming, but instead attempted to change norms and behaviours, shift mindsets and cultural practices, and centralise racial, reparative, and climate justice, with care and courage, without divorcing these issues from one another. Philanthropy has never been the destination; it is more a starting point for creating a resourcing infrastructure that centres on repair over relief.

After ten years of operation, this is our first impact report and charts just the beginning of our journey. We believe that systemic change cannot be measured annually - in the number of people engaged, the amount of money distributed, or the partners reached. Real change takes time and is rarely seen or delivered in a linear way. This report is not linear either, nor does it cleanly capture our full impact. The impact and ripples we create are not ours alone. They are rooted in our shared values of joy, imagination, radical honesty, revolutionary love, and humility - and carried forward by those who move through this space with us.

We commissioned trusted partners to write this report - to talk to clients, partners and staff, past and present - and understand our impact, so we and others might learn from our journey so far. Our story does not end here, but breathes through the ideas, infrastructure and individuals that will outlive us.

As we look toward the next ten years, we remain committed to a relational, reparative, and regenerative approach to our work. We will continue to name harm unapologetically - with intention, care, and integrity - and walk alongside wealth holders and foundations ready to use their power and resources in service of just and free futures.

Derek Bardowell & Rowena Estwick

Co-CEO's Ten Years' Time, 2025



Acknowledgements

This report is the result of many voices, reflections, and relationships. First and foremost, we are deeply grateful to the 14 individuals who generously gave their time to be interviewed, sharing candid insights, constructive challenges and moving testimony about the role TYT has played in their journeys. Your honesty and vision helped bring this report to life.

We also appreciate the insights of those who contributed to the content of this report in other ways - both those who wanted to be named, and those who wanted to stay anonymous.

We would like to thank all those who have been part of TYT's work over the last decade: clients, programme participants, partners, collaborators, and critics. From the 2027 Associates to wealth holders stepping into reparative giving, from Foundation leaders to movement organisers - thank you for your courage, curiosity, and commitment to doing things differently.

Special thanks also goes to current and former TYT staff, including Jake Hayman, whose founding provocation made space for bold experimentation; Derek Bardowell and Rowena Estwick, whose leadership has deepened TYT's political clarity and strategic reach; to Eli Manderson Evans, Angela Newton, Aditi Shah, Bonnie Chiu, Stephanie Brobbey, and Ciorsdan Brown who have contributed to TYT's evolution through their work, care, and challenge. And to all TYT staff and associates past and present for their belief in what TYT are trying to shift, and their resilience as they embarked on this journey with them.

We also acknowledge our colleagues across the wider philanthropic ecosystem who continue to question, organise, build, and disrupt, often in ways that go unseen. Your efforts have inspired and informed much of what TYT has attempted to support.

Finally, thank you to the editorial and design contributors behind this report, who helped translate a complex, messy, and meaningful decade into a narrative that honours both reflection and momentum.

To everyone who has helped shape TYT, thank you. This work belongs to all of you.

Harpreet Kaur-Spannos & Aditi Shah

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Stephanie Brobbey, Founder and CEO, Good Ancestor Movement



Executive Summary

Ten Years' Time (TYT) began not with a blueprint for justice, but with a disruptive question: *what if philanthropy itself was part of the problem?*

Founded in 2015 as a provocation, TYT asked who philanthropy listens to, whose expertise it values, and who it truly serves. From that starting point, TYT has become a catalytic force for cultural change, supporting funders, foundations, wealth holders and philanthropy professionals to interrogate power, challenge norms, and rethink how decisions and resources are shared. Over ten years, they have helped build a new kind of philanthropic infrastructure: one grounded in honesty, humility, and the leadership of those most harmed by economic, social, cultural, and racial marginalisation.

TYT doesn't offer fixes from up above. Their work is built on deep relationships, critical reflection, and the belief that philanthropy must shift from charity to repair. They have consistently asked difficult but necessary questions: Who decides? Who benefits? What does it mean to build power and redistribute wealth for community-led solutions? TYT's approach spans the entire funding ecosystem, from high-net-worth individuals and foundations to grantmakers, activists, and movement leaders. Their programmes, partnerships, and spin-offs have shifted resources, developed leaders, and created new norms for what fair, values-led philanthropy can look like.

“**The problems of philanthropy are never felt by philanthropists.**”
 Jake Hayman, Ten Years' Time founder

2015–2025 at a glance

410+ people and **85+** organisations reached through flagship programmes - bespoke learning journeys, Community of Practice, Reimagining Horizons, Grant Givers Programme, including tailored versions for individual funders.

125 brilliant frontline workers from working class communities placed in grantmaking roles across the UK through the 2027 Associates Programme (2017-2024), with 80%+ securing long-term roles in the sector.

55+ Black and racially minoritised staff within philanthropy supported through a range of partnerships, including the delivery of Reimagining Horizons, Wellbeing Circles within the Community of Practice and fiscal hosting of Future Foundations UK. This is in addition to wider partnership support for those working within community organisations.

2 major new initiatives incubated:

- *Grant Givers Movement*: brings together people working in grant giving, and provides them with an opportunity to think about the best ways in which philanthropy can be used to advance social justice. It has over 400 members.
- *Impatience Earth*: educates, challenges, and inspires wealth holders to take bolder funding decisions to address the climate emergency. Since launching in 2020, they have supported their clients to make over £250 million in new philanthropic funding made available for climate action.

The impact in numbers

£26+ million moved toward racial, economic, social, and climate justice priorities as a direct result of wealth holders and funders working with TYT.

The long-term, systemic legacy of TYT learning journeys has indirectly influenced over **£68+ million** in grants and investments.

50+ senior philanthropy leaders and practitioners participating in the TYT Community of Practice, building internal capacity to transform their institutions. The inaugural cohort of funders has the capacity to distribute **£95.59 million**, and are cumulatively worth **£2.1 billion**.

30+ wealth holders reached through 1:1 advisory or learning journeys on reparative, justice-centred and trust-based giving.

Of the learning journeys curated between 2019-2024, over **450** experts shared their knowledge and experience with clients. **230** of these people identified as being from minoritised communities.



Introduction

TYT's legacy lies in the philanthropic movement-building ecosystem it has helped build, one where values like redistribution, participation, and repair are no longer fringe ideas but growing norms. Where 'radical honesty' is not just a value on a wall, but a practice shaping how decisions get made. But what's even more impressive is that TYT is not simply a consultancy doing cultural think-pieces on paper; they are working on rewiring the financial and cultural infrastructure of the sector, and ensuring that philanthropists translate these values into actually moving money.

This report traces TYT's journey over ten years of learning, experimentation, and cultural intervention. It draws on interviews, data, case studies, and principles of movement building shared by the **Wildfire Project**, (see methodology section for more information) to show not just what TYT has done, but what it has helped make possible: a field more honest about its origins, more accountable to those it claims to serve, more ambitious in its imagination and giving.

This report traces the evolution of that work across five key areas of impact and against our organisational values of **Joy, Humility, Imagination, Radical Honesty** and **Revolutionary Love**. It provides recommendations for the future strategic direction of TYT.

Key areas of impact

- 1. Philanthropy advice & learning partnerships
- 2. Thinking aloud, acting together
- 3. Talent & leadership development
- 4. Innovation & Cultural Change
- 5. Impact Beyond Service Delivery

This report includes case studies, reflections from alumni and partners, and a transparent look at successes and limitations. TYT has always been more interested in real change than easy wins. This report celebrates ten years of holding that line and laying the foundations for what must come next.

**Thank you to everyone who has been part of this journey,
and welcome to those just getting started.**

1 The Wildfire Project strengthens movements for ecological, racial, and economic justice by supporting organisations to transform, and spread a thriving culture: resilient in the face of changing terrain; grounded in history, vision, and strategy; connected to a "north star" bigger than themselves; building across identity; and prepared to grow and win. They do this through deep facilitation using democratic, experiential methods: fusing political education and skills training with personal and group transformation in a curriculum tailored to specific needs of grassroots activism. Their Six Elements of Thriving Movement Culture are: Thriving Groups; Compelling Visions of Freedom; Building Power Across Difference; Study & Practice; Transformative Strategies & the Skills to Strategize and Cultivate Spirit & Faith ([source](#)).

Methodology

This report draws on a combination of qualitative and quantitative methods to understand the reach, influence, and impact of TYT over the past decade.

Interviews:

We conducted 14 in-depth interviews with a diverse range of people who have engaged with TYT across its programmes, partnerships, and leadership. This included funders, foundation executives, high-net-worth individuals, alumni of 2027 Associates Programme, Grant Givers Programme participants, movement leaders, and current and former staff. These conversations were semi-structured and designed to surface both direct outcomes and longer-term shifts in mindset, strategy, and practice.

Document Analysis:

We reviewed over 50 internal and public-facing documents, including TYT's strategic plans, programme outlines, theory of change models, and published reports. Special attention was given to field-shaping publications such as *Social Change & Climate Justice* and *Racial Justice and Social Transformation*, as well as early TYT materials that illustrate the organisation's evolution.

Quantitative Data:

We analysed organisational datasets provided by TYT, including participant and partner lists, programme cohorts, and data on funder reach and influence, as well as undertaking desktop research (i.e. funder annual reports, Charity Commission submissions). We also sent surveys to participants across TYT's programmes, and analysed the responses received.

Given the nature of the work that TYT does with its clients, we saw the need to capture impact in terms of direct (i.e. money moved as a result of a partnership) as well as indirect (i.e. grantmaking and investment practices and strategies influenced by the long-term behaviour change and systems thinking nature of TYT's interventions).

Analytical Frame:

Our analysis was informed by frameworks drawn from social movement organising (e.g. [Wildfire Project's Six Elements](#)), participatory philanthropy, and systems change theory. These helped us assess not only outputs and outcomes, but also cultural shifts, leadership development, and ecosystem influence, often harder to quantify, but central to TYT's approach. In addition to this, we noted the application of TYT values of Joy, Imagination, Humility, Radical Honesty, and Revolutionary Love against each area of impact.

Limitations:

Much of TYT's influence lies in long-term cultural change, relational trust, and subtle shifts in how power and funding are negotiated, and these forms of impact are not easily measurable in standard metrics or timelines.

Approach

Ten Years' Time (TYT) focuses on supporting philanthropists and foundations in shifting power, redistributing resources, and building capacity within communities to lead their own change. One of the key elements within this work is ensuring that **marginalised and invisibilised communities are centred** in all that TYT and their partners work on, so that the work is informed by the realities of marginalised communities, leading to more effective and equitable outcomes.

Reflecting over the last ten years, something that really shines through is TYT's **balance between patience and provocation**. They believe that change does not happen overnight, but also acknowledge that it's easy to stall or overdeliberate when one is confronted with difficult truths in this work. They work in a way that allows for deep and sustained engagement, fosters trust, enables continuous learning, and supports the development of robust strategies for systemic change.

Their programmes offer **comprehensive and holistic support** that not only focuses on improving the quantity and quality of money moving towards social, economic and racial justice issues, but also addresses multiple facets of organisational and individual development. This, to date, has included:

TYT Community of Practice:

A holistic programme of support and development for trusts, foundations, and charities on their journey towards racial justice. It provides tailored support through accountability frameworks, allowing organisations to measure progress and put learning into practice.

Bespoke learning journeys:

A 3-month investment or 7-8-month learning programme for donors and foundations to develop holistic, equitable, and reparative approaches to philanthropy. It involves radical listening to communities, expert meetings, workshops, and deep community insights.

Grant Givers Programme:

Aimed at early-career professionals in grant making, this programme provides training and support to develop a critical understanding of power dynamics in philanthropy and to promote equitable funding practices. Multiple spin-offs include Reimagining Horizons and Lloyds Bank Foundation's Challenge & Stretch series.

Reports and advocacy:

TYT produces accessible, action-oriented reports that serve as practical tools for funders and organisations. These influential reports translate complex issues into actionable insights, guiding stakeholders in implementing equitable practices.

2027 Associates Programme:

A partnership programme that takes brilliant frontline workers from working-class communities and prepares them for decision-making roles in grant-making organisations through a 12-month salaried programme.

TYT Values

Another key element of TYT's approach is collaborative learning - they foster environments where funders, practitioners, and community members can learn together. Through facilitated dialogues, workshops, and shared experience, participants begin to challenge assumptions, build mutual understanding, and co-create solutions. Throughout this approach, they show accountability and transparency by holding themselves and their partners accountable to the communities they serve. This involves regular reflection, open communication, and a willingness to adapt their practices based on feedback and outcomes, rooted in their values of :



Imagination

TYT activates their imagination to dream of a brighter future.



Joy

TYT celebrates and shares the joy and innovation that sits deep in the heart of communities.



Radical Honesty

TYT creates spaces that sensitively confront the ways we all contribute to systemic oppression.



Humility

TYT believes that new worlds can be created if they prioritise the love of humanity as the motivation for everything they do.



Revolutionary Love

TYT believes that new worlds can be created if they prioritise the love of humanity as the motivation for everything they do.





A decade of impact

“I don’t think of TYT as a typical organisation. It’s a force in the world, a conduit for revolutionary love... They model courage and care in equal measure. And they’ve redefined what’s even thinkable in philanthropy.”

Stephanie Brobbey
Founder of Good Ancestor Movement

TYT celebrates ten years of challenging norms and laying the foundations for a more equitable redistribution of resources, inviting new participants to join the journey.

START

2015
Founding



Previously housed with The Social Investment Consultancy, Jake Hayman establishes TYT as a separate entity to challenge traditional philanthropic norms, aiming to disrupt the status quo and question who philanthropy truly serves.

2016
Early engagement

Early development of bespoke learning journeys for private individuals and family wealth-holders. Although most of client's remit has been in the UK, over the years, some focus on other countries, such as Papua New Guinea, Canada, and Chile, amongst others.

2017
Programme development

Launch of Grant Givers Programme, supporting grantmakers to use their power to advance transformational change.

Launch of 2027 Associates programme with Ruth Ibegbuna, Baljeet Sandhu and Koreo) to bring more working-class voices into trusts and foundations.

2027

2018
Research and advocacy



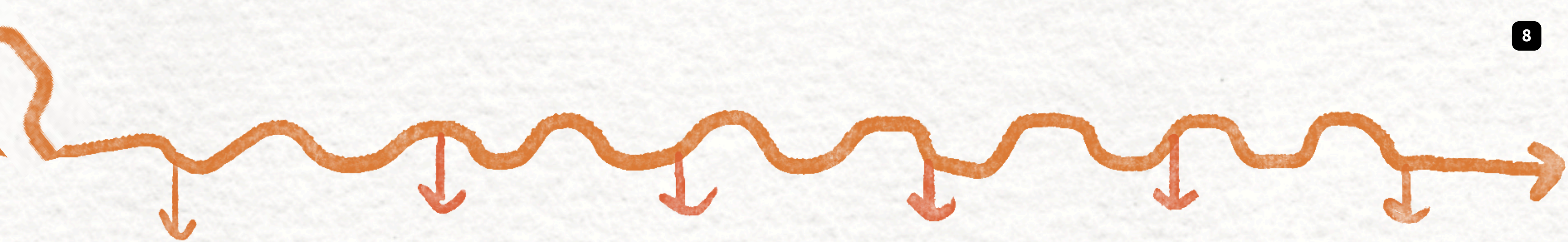
Initiation of 'How funders can act' research series, exploring areas of under-investment and calling for sector-wide change.

2019
Expanding influence

Further development of tailored learning journeys for Foundations, later leading to TYT's climate philanthropy work spinning off into Impatience Earth in 2020 to move more philanthropic capital into climate.



IMPATIENCE EARTH



2020

Responding to global turmoil

The first COVID-19 lockdown hits the UK in March 2020, closely followed by the murder of George Floyd in the US - triggering global protests. TYT holds a call to action webinar to urge trusts and foundations to respond to the crisis with humility and urgency. TYT successfully moves many of its services online.



2021

Scaling impact



Launch of 2027 Missed Expertise report, and the Trustee Coaching Programme.

Derek Bardowell joins as CEO. Focus and expertise become racial justice, rooted in intersectional approaches. Grant Giver's Programme content becomes increasingly led by Black and racially minoritised women.

2022

Racial justice

TYT launches its landmark report 'Racial Justice and Social Transformation: How funders can act' report. This provides a clear path of how trusts and foundations can advance racial justice in the UK through their investments, grantmaking, operations and governance. TYT developed its first strategy and became the first philanthropy advisory firm in the UK with a racial justice focus.



2023

Deepening cultural practices

The Racial justice report (2022) spurs learning partnerships with trusts and foundations focused on racial justice. Reimagining Horizons is launched in partnership with Funders for Race Equality Alliance (FREA) and Future Foundations UK to increase the retention of Black and minoritised staff and improve internal organisational cultures within the sector.

Rowena Estwick joins as co-CEO, kickstarting TYT's journey towards a co-leadership model.

2024

TYT Community of Practice



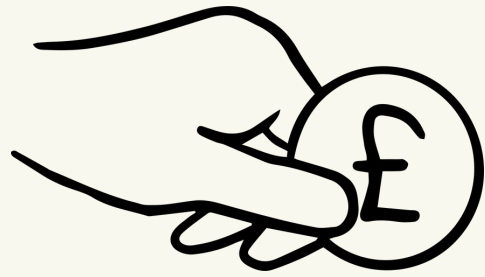
TYT launches the TYT Community of Practice, a holistic programme of support and development for trusts, foundations and charities on their journey towards racial justice. Its inaugural cohort of funders distribute £95.59m and are cumulatively worth £2.1bn.

2025

Towards reparative justice

TYT launches its Moving Towards Reparative Justice report. The report helps funders move from acknowledging their links to African chattel enslavement to action. TYT is working with clients distributing over £150m per year.

INFLUENCING FLOW OF PHILANTHROPIC CAPITAL



£68

MILLION

(INDIRECTLY)

AND

£26

MILLION

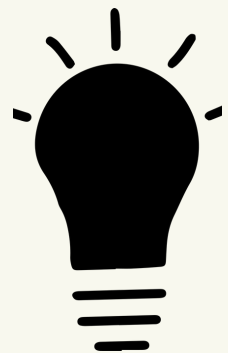
(DIRECTLY)

WEALTH HOLDERS



30+ **WEALTH HOLDERS REACHED** THROUGH 1:1 ADVISORY OR LEARNING JOURNEYS ON REPARATIVE, JUSTICE-CENTRED AND TRUST-BASED GIVING,

COMMUNITY OF PRACTICE



WORKING WITH **50+** SENIOR LEADERS AND PRACTITIONERS IN TRUSTS AND FOUNDATIONS WORTH **£2.1 BILLION**, WITH THE CAPACITY TO DISTRIBUTE

£95.59 MILLION IN GRANTS AND INVESTMENTS.

FLAGSHIP EDUCATIONAL PROGRAMMES



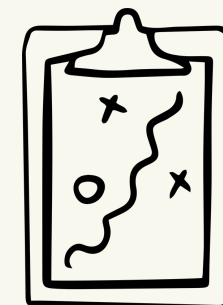
WE HAVE REACHED **410+** PEOPLE AND **55+** ORGANISATIONS WORKING WITHIN PHILANTHROPY AND INVESTING THROUGH OUR FLAGSHIP TRAINING AND EDUCATIONAL PROGRAMMES, INC. **GRANT GIVERS' PROGRAMME**, **COMMUNITY OF PRACTICE** AND **BESPOKE OFFERINGS**.

LEARNING FROM EXPERTS



OF THE **11** LEARNING JOURNEYS HELD BETWEEN 2019-2024, OVER **450** EXPERTS SHARED THEIR KNOWLEDGE AND EXPERIENCE WITH CLIENTS, AND OF THOSE, OVER **230** IDENTIFIED AS BEING FROM MINORITISED COMMUNITIES.

INCUBATION OF NEW INITIATIVES



IMPATIENCE EARTH, CLIMATE PHILANTHROPY ADVISORS, HAVE ADVISED ON OVER **£230 MILLION** IN NEW PHILANTHROPIC CAPITAL FOR CLIMATE.

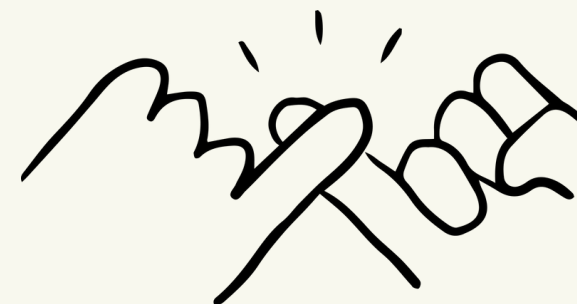
THE **GRANT GIVERS' MOVEMENT** HAS OVER **300** MEMBERS



SUPPORTING BLACK AND RACIALLY MINORITISED COMMUNITIES

55+ BLACK AND RACIALLY MINORITISED STAFF SUPPORTED THROUGH A RANGE OF PARTNERSHIPS, INCLUDING THE DELIVERY OF REIMAGINING HORIZONS, WELLBEING CIRCLES AND FISCAL HOSTING.

2027 ASSOCIATES PROGRAMME



2027 HAS SUPPORTED **125** WORKING CLASS PEOPLE TO ENTER GRANT-MAKING AND **80%** INVESTMENT INSTITUTIONS. AND OVER REMAIN EMPLOYED IN THE SECTOR.

HOW FUNDERS CAN ACT



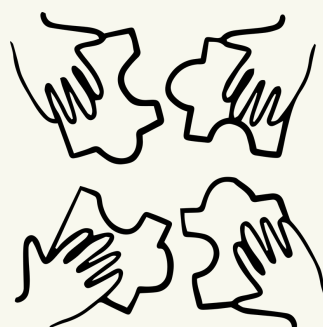
OUR RESEARCH SERIES EXPLORES AREAS OF GROSS UNDER-INVESTMENT AND THE NEED FOR CHANGE WITHIN PHILANTHROPY - **CLIMATE CHANGE AND SOCIAL CHANGE, RACIAL JUSTICE AND SOCIAL TRANSFORMATION AND MOVING TOWARDS REPARATIVE JUSTICE.**

RECOGNITION & INFLUENCE



DEREK BARDOWELL HAS BEEN RECOGNISED BY **SPEARS 500** AS A RECOMMENDED PHILANTHROPY ADVISOR FOR THREE CONSECUTIVE YEARS. FORMER AND CURRENT TEN YEARS' STAFF HAVE MOVED INTO **SENIOR LEADERSHIP** AND **GOVERNANCE** ROLES WITHIN THE SECTOR.

PHILANTHROPY ADVISORS



IN 2022, WE REBRANDED AND BECAME THE **UK'S 1ST** **RACIAL JUSTICE PHILANTHROPY ADVICE FIRM.** WE HAVE WORKED WITH BLACK AND RACIALLY MINORITISED-LED FUNDERS SUCH AS OUNANO FOUNDATION AND MISSION 44.

Impact pillars



Over the past decade, TYT has evolved from a bold provocation into a catalytic force for values-led transformative change in philanthropy. TYT has redefined how philanthropy can operate to support systemic justice. This section of our report delves into TYT's multifaceted impact, structured around five key impact pillars:-

1. Philanthropy advice & learning partnerships: Exploring how TYT's collaborative learning journeys with high-net-worth individuals and foundations have led to co-created strategies and grant programme redesigns.

2. Thinking aloud, acting together: Highlighting the influence of TYT's accessible, action-oriented reports on topics such as racial and climate justice, and reparative justice, and how they've shaped field-wide conversations and programme designs.

3. Talent & leadership development: Examining the outcomes of initiatives such as the 2027 Associates Programme and the Grant Givers Programme, and spotlighting alumni who have transitioned into roles of systemic influence.

4. Innovation & Cultural Change: Tracing TYT's transition from disruptive provocation to long-term field-shaping infrastructure. From Jake Hayman's early challenges to traditional philanthropic to Derek Bardowell and Rowena Estwick's strategic deepening. TYT's evolution reflects a growing ambition: not just to build bold individuals, but to build lasting conditions for cultural and systemic change.

5. Impact Beyond Service Delivery: An exploration of how TYT has achieved impact beyond service delivery through the evolution and application of their values of Joy, Imagination, Humility, Radical Honesty and Revolutionary Love to create, practice, role model and and reimagine a different form of philanthropy.

Through these pillars, TYT has not only challenged existing norms but has also built an ecosystem where values-led, justice-oriented philanthropy can thrive. **And through these pillars the TYT values are embedded, acting as guardrails of integrity and reflection.**

1. Philanthropy advice and learning partnerships

TYT's learning partnerships aren't 'training' programmes. They are a form of political and personal accompaniment, shaped by radical listening, a commitment to transformation, and the centring of lived experience. As TYT Co-CEO Derek Bardowell puts it,

"We're bringing philanthropy into our world, not the other way around."

That world is one shaped by lived experience, by communities historically shut out of decision-making, and by a commitment to redistribute, not just capital, but decision-making power about who and what gets funded. So, what does this actually translate to when it comes to supporting and guiding wealth holders? Through bespoke learning journeys, one-to-one support, and multi-year partnerships, TYT accompanies donors and foundations in building giving strategies that are trust-based and grounded in the needs of the community. This is not about offering a pre-packaged model. As Jake Hayman, TYT's founder, reflects:

"It wasn't that we had all the answers, it was that we were committed to asking better questions. About power. About accountability. About harm."

The TYT approach is disciplined, organised, and simultaneously extremely relational. They recognise that true partnership isn't about one party having all the answers, but about the TYT team and wealth holders learning together.

Unlike traditional advisory relationships where clients passively accept expert advice, a partnership with TYT is characterised by co-discovery, mutual learning, shared vulnerability, and empathy. Their collaborative approach fundamentally changes power dynamics, shifting from a hierarchical consultant-client relationship to a more trust-based interaction where everyone acknowledges the complexity of the work and learns together.

This work reflects what the Wildfire Project describes as healing and transformation going together. TYT supports funders to do their internal work while reimagining how their resources can be used to build just futures. As one team member described,

"This isn't just about where the money goes, it's about what has to shift in the funder for that decision to be made differently."

Most donors and foundations tend to get their advice from the wealth protection industry - an industry that often offers a view of the world in which wealth accumulation alongside a scattering of 'feel-good' philanthropy is encouraged. When Thirty Percy Foundation first came to TYT, they were offered the opposite of this. In their search for support and ideas on reimagining economics and addressing an instinctive discomfort around their wealth and privilege, they were introduced to alternative narratives and ways of thinking and spoke with people who were on the front lines of this work.

"There was something about how TYT approached the work - it was shared education, it felt we were doing it together, it wasn't being done to us. It was collaborative."

Former Learning Journey Client
Louisa Mann
Chair, Thirty Percy

“ It was a bit overwhelming because of the hugeness of the topic at hand, but I also remember feeling energised by it, feeling that it was connected to reality, and it gave hope. Hope for what I could do personally in my role as a family member within this family office, of how to use philanthropy as a tool to contribute to the transformation that's needed. It made me see that there was a space for us to work in a way that feels more systemic and useful, rather than just using philanthropy as a distraction and way of masking the wealth that it's been born from (...) It helped me reimagine what legacy is and how it can be truly useful.”

Former Learning Journey Client
Louisa Mann, Chair, Thirty Percy

Strategic accompaniment, not charity consultancy

Over the past decade, TYT has worked with dozens of individual donors and foundations to reimagine their funding relationships, often guiding them through complex processes of change. Stephanie Brobbey, CEO and Founder, Good Ancestor Movement reflects:

“I don’t think of TYT as a typical organisation. It’s a force in the world, a conduit for revolutionary love... They model courage and care in equal measure. And they’ve redefined what’s even thinkable in philanthropy.”

That boldness is never abstract. It shows up in who is in the room, whose knowledge is centred, and how decisions get made. As Nina Alexandersen, a former learning journey client who came to TYT after being introduced to the Good Ancestor Movement, recalls, the journey was transformational:

“What I appreciated most was how they modelled the values they talked about.”

She recounted being gently unseated from donor-centred expectations and invited into a space of co-learning, where humility and community-centredness were not just encouraged, but required. TYT’s work actively centres lived experience and the wisdom of frontline communities, not by tokenising their input, but by designing learning journeys where they lead.

Nina went on to describe how this shaped her:

“We spoke to Indigenous organisers, racial justice activists, and frontline climate leaders. And because it wasn’t a pitch space, because they were paid and not there to impress me, they could be honest. It was one of the most spiritually grounding experiences I’ve ever had.”

The methodology that TYT applies teaches clients how to engage more deeply and honestly with communities, and how to make sense from what they were hearing, seeing and experiencing, especially when it's uncomfortable. As one partner put it:

“It helped us be more relational and reflective, whilst also being action orientated.”

As the Wildfire Project writes, transforming power is about building the ability to act, choose, and create in ways that shift systems. TYT’s learning partnerships do just that, and the impact of it goes way beyond just the direct work with the partner. Nick Ashley-Cooper, Chairman of the Talbot Village Trust, and former learning journey client mentions,

“We often refer back to the work we did together in 2021. It marked a real step change in how we give and the level of attention we now place on philanthropy.”

From advising donors and foundations on reparative giving post-George Floyd’s murder, to exploring the racialised origins of endowments, TYT has helped, directly and indirectly, move around £95 million (just over £26m directly,

and £68m indirectly) toward climate justice, racial equity, youth, and frontline power. Bonnie Chiu, Managing Director of The Social Investment Consultancy, puts it simply:

“TYT speaks the language of funders, but stays rooted in community. That’s rare, and it changes people.”

One partner summarised:

“TYT doesn’t just change your giving. It changes what you think giving is for.”

And the impact doesn’t stop when the learning journey comes to an end. As Louisa Mann said,

“The work we did with Ten Years’ Time on rebalancing economies - I can’t really stress enough how influential that was on our approach going forward”.

“It was a moment of deep self-reflection for us...We wanted to be braver. TYT didn't come in with a plan. They came in with a provocation, with a sense that we could do more, and differently...They pushed us on equity, on risk, on who we were listening to. It shaped our culture of questioning...TYT's influence isn't a moment, it's a way of thinking that's stayed with us.”

Former Learning Journey Client
Essie North, CEO, Big Change

From root causes to relational repair

Essie North, CEO of Big Change, first engaged with TYT roughly a decade ago. She shares,

“It was a moment of deep self-reflection for us. We wanted to be braver. TYT didn’t come in with a plan. They came in with a provocation, with a sense that we could do more, and differently.”

That accompaniment helped Essie and her team think beyond symptom-treating and begin investigating root causes.

“They pushed us on equity, on risk, on who we were listening to. It shaped our culture of questioning.”

Big Change has since embedded many of those practices: long-term unrestricted funding, localised strategy design, and a greater emphasis on relationships over metrics. TYT works with wealth holders and foundations as long as they need and in a way that works best for them, rather than indefinitely. Essie adds,

“Derek has been a mentor, a thought partner, and a critical friend...TYT’s influence isn’t a moment, it’s a way of thinking that’s stayed with us.”

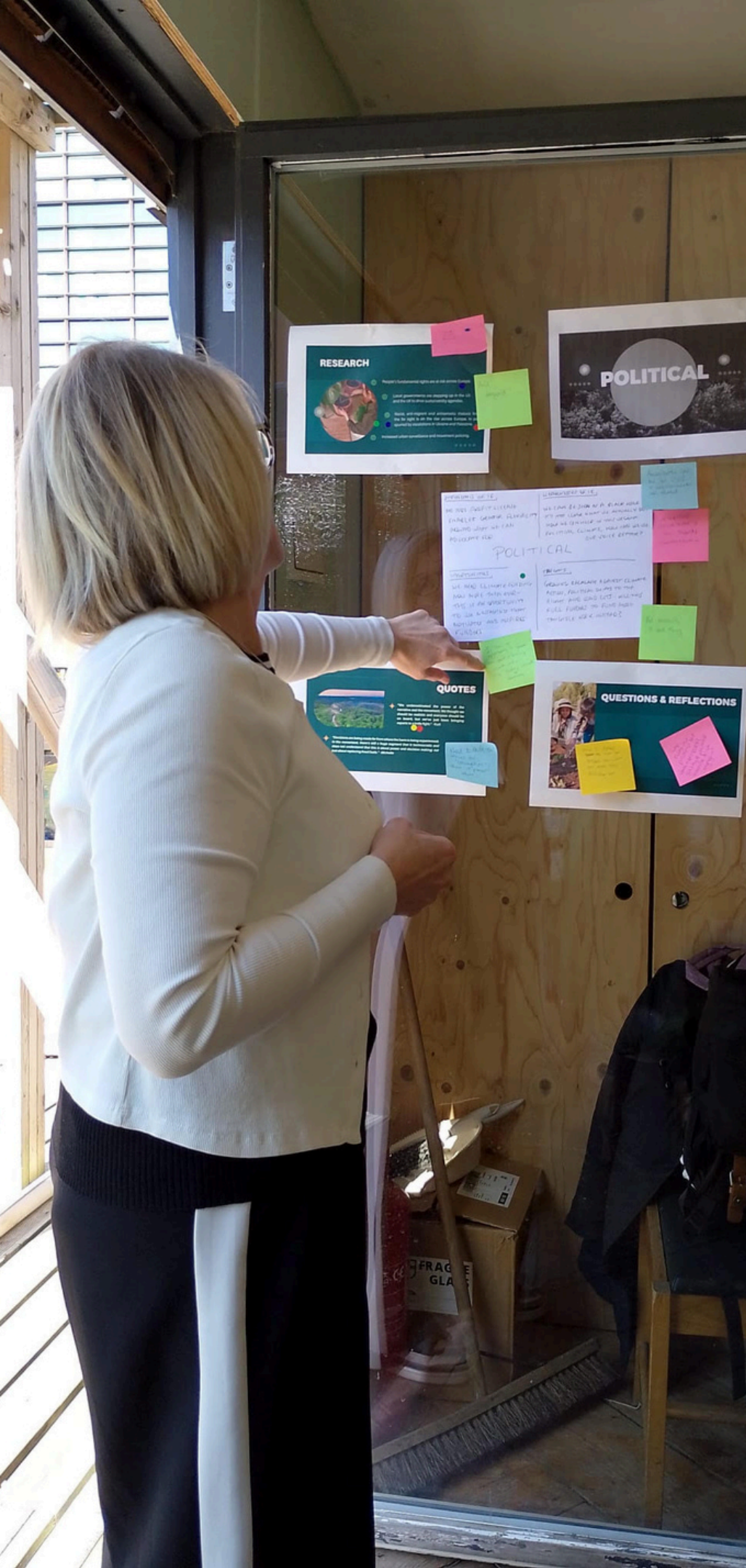
Others have echoed the deep, if sometimes quiet, influence of TYT’s approach. Some interview participants noted that TYT has helped shift the culture of philanthropy, not just by offering advice, but by challenging ego, centring humility, and connecting funders to people who truly understand the problems.

Rowena Estwick, TYT’s Co-CEO, commissioned TYT whilst working as Director of DEI at Guy’s & St Thomas’s Foundation and shared why she chose to work with TYT and how they held space for institutional truth-telling, moving from claims of generosity to responsibility.

“ I commissioned TYT to do this work, as it is challenging and multi-layered; it needs people who were able to understand the challenges faced by Foundations in this space, both from the external public perception, but also from the internal dynamics that can come up. Their experience and knowledge of working with foundations meant they were able to take a nuanced approach to this work, building the journey with the Foundation and using immense patience to guide individuals through personal discomfort to focus on the wider societal mission of racial and economic justice. ”

Former research client

Rowena Estwick, DEI Director Guy’s and St Thomas’ Foundation



Transforming power for collective liberation

TYT’s influence isn’t always visible, but it’s deep. It shows up in how funders describe risk, in who they call for advice, and in whether they feel comfortable writing a six-figure cheque with no application form attached or not. For TYT, the ultimate aim is not to improve philanthropy, but to transform it. As Derek puts it:

“We’re not here to fix philanthropy. We’re here to make it face itself. To be honest. To do less harm. And to build something braver.”

In a sector that often rewards performative accountability and surface-level change, TYT has modelled what it looks like to take people, and their institutions, on a journey from ideology to impact, from learning to action, and from control to community. One partner said that TYT’s influence has:-

“Helped our board embrace devolved decision-making, participatory funding models, resourcing movements and prioritising grassroots and community-led organisations.”

Whilst another told us that:

“We now have a much deeper understanding of the challenges facing our local area, and of the people and organisations working to address them. We’ve become braver and more intentional in what we do and why we do it. Our approach to giving has also evolved in practical ways – moving away from capital-only funding towards more flexible support, including revenue, multi-year grants, core costs, and partnership-based work”

Reflecting on her organisation's partnership with TYT, Francesca Mott, Chief Executive at Old Dart Foundation, shares that;

“For the board, I believe it was an increased sense of ambition for our impact and responsibility for our role within the wider ecosystem, including embracing all the expertise external to our organisation. For me, funding alternative models to solely direct delivery organisations and a prioritisation of locally-led partners has been hugely transformative.”

Whether the client is a wealthy individual just beginning to interrogate their giving, or a longstanding Foundation rethinking its grant portfolio, TYT’s method is consistent:

increase the quantity and quality of money flowing towards racial and social justice work by holding space for discomfort, prioritising relationships, and modelling practices that honour community wisdom.

Their combined programmes have informed and influenced more than 350 donors and institutions to shift their mindset and resources away from models that focus on transactional charities, and instead, embrace relational solidarity. This is not an impact that fits neatly on a dashboard. It is cultural. It is cumulative, and as one partner put it,

“They might not shift the system overnight, but they shift the value set, and that’s what changes systems in the long run.”



2. Thinking aloud, acting together

TYT has published many reports that have influenced the sector, with the following selected for inclusion and analysis within this Impact Report:

- **Social Change and Climate Justice**: Urges funders to align climate strategy with frontline movements, rejecting technocratic, siloed approaches.
- **Racial Justice and Social Transformation**: Calls for structural reforms in governance, investment, and programme design, centring lived experience.
- **Moving Towards Reparative Justice**: Gives you the tools to assess where you are on your journey towards reparative justice and how you, along with other funders, can make progress on the issue.

Reports as “Infrastructure for Change”

TYT’s publications are not conventional reports. They are tools for provocation, practice, and power-shifting, crafted to reframe problems, embed values, and create pathways to action for decision-makers.

These publications invite funders to think aloud

together, to wrestle with discomfort, and to co-create approaches that are grounded in justice. Over the past decade, TYT’s research has shaped grant making strategy, inspired programme design, deepened conversations, and changed how philanthropic money moves when it comes to race, wealth, governance, and climate.

From origins of wealth to racial and climate justice, TYT’s reports have consistently asked: *what would it mean to repair, not just respond?*

In *Social Change and Climate Justice: How Funders Can Act on Both*, TYT challenged funders to confront the root causes of climate breakdown, not just its symptoms, and demonstrated that the climate crisis cannot be seen, or dealt with, in silos. Grounded in conversations with 20 frontline organisers, the report emphasised that climate justice is social justice, and that lived experience, not only technical expertise, must shape philanthropic responses. This report helped with the establishment of Impatience Earth, who were then able to directly support wealth holders to start taking an intersectional approach to climate funding. Impatience Earth has since advised on over £250m in philanthropic giving.

Upon reading the report, the CEO of a Foundation focused on disability said,

“I am just beginning the process of writing a draft strategy for us on what we can do to address issues related to the impact of climate change on disabled people, as well as what we can do to mitigate our own impact. So this will be really useful.”

In *Racial Justice and Social Transformation*, TYT went further. The report framed diversity, equity, and inclusion not as an organisational add-on, but as a matter of power, legitimacy, and historical accountability. They highlighted how racial injustice is built into philanthropy’s origin stories and governance, and made the case for addressing this through reparative giving and structural reform.

“ Yet more inspiring, forthright & necessary work from Ten Years’ Time and Esmée on the power funders must wield to tackle climate change. So perfectly put in the intro – ‘if you are reading this, the chances are that the outcome rests, in some small part, in your hands. ”

Sufina Ahmad, Director of John Ellerman Foundation,

Ciorsdan Brown, Co-founder of the Grant Givers Movement and a Grant Givers' Programme alumni, reflected on this cultural provocation:

“TYT created the space and paved the way for what came after. You might not be able to trace an exact line from them to every bold shift that followed, but you could hear echoes of TYT in every progressive sentiment that moved practice.”

The report created space for pause, reflection, and provocations in the sector, and the responses leaned towards donors and foundations wanting to embed equitable practices, anti-racism and racial and economic justice into their organisational structure. And so was born TYT's *Community of Practice* - a holistic programme of support and development for trusts, foundations and charities on their journey towards racial justice. Through the TYT values of imagination, revolutionary love, joy, humility and radical honesty, the programme holds space to upskill about racial justice and practice and start embedding it deeply into governance, leadership, investments and grantmaking, as well as offering coaching for senior leaders and facilitated wellbeing spaces for Black and racially minoritised staff members.

This ethos is reflected in Rowena Estwick's description of how TYT influenced her work during her time at Guy's & St Thomas' Foundation:

“This was the only organisation talking about issues of race and injustice within philanthropy and doing it openly ... it was important for us at the time to ensure our funding was reparative. TYT didn't just help us name the problem, they pushed us to act differently.”

TYT's partnership with Guy's & St Thomas's Foundation, highlighting their tailored research, exemplifies the movement from theory to transformation and the broader impact they had within the sector. In commissioning TYT to support how it responds to the origins of its 500-year-old endowment, the Foundation wasn't seeking just a history lesson, but looking to develop a funding and investment approach that centred on racial and reparative justice.

“At that time, we weren't just unpacking history, we were pointing toward redress and responsibility. We knew that that work wouldn't have looked the same without TYT's involvement.”

The process helped to influence how the Foundation thought about reparative giving, funding communities closest to harm, and internal culture change.



Research as Collective Practice

Across each of its publications, TYT models what the Wildfire Project calls “collective sense-making” - producing knowledge with, not just about, impacted communities. Reports emerge not from detached consultancy but from embedded relationships, iterative dialogue, and a commitment to moving at the speed of trust. This approach creates ripple effects. Eli Manderson Evans, who wrote the Racial Justice & Social Transformation report whilst at TYT and who is now the CEO of the Blgrave Trust, told us about his process of writing it:

“The Racial Justice & Social Transformation report was a turning point for me. It wasn’t just a publication, it was a process grounded in trust, creativity, and care. I had the freedom to design the methodology, to hold focus groups in spaces that felt culturally aligned, like a Caribbean restaurant, and even to interview my grandfather. That kind of permission and space to be creative, political, and rooted is rare in philanthropy. It helped me crystallise how racial justice shows up in funding structures, in culture, in investment strategies, and gave me a concrete tool I could take into leadership. It’s still one of the pieces I’m proudest of. The report gave me both a methodology and a profile, it became a hard piece of evidence I could carry into leadership.”

Eli’s experience leading the report reveals TYT’s strength in radical research practice, blending rigorous content with

culturally grounded, relational methods.

Doing the work

Across these examples, TYT’s reports are better understood as organising infrastructure. They do not present neutral data, but open up space to ask fundamental questions:

- What are we doing with our money?***
- What histories are we upholding?***
- What futures are we resourcing?***

Ciorsdan Brown described TYT’s reports as a form of “bullshit-free credibility”:

“In a sector with a lot of front but little depth, TYT’s reports were reassuring. They help filter out the noise, they give you guardrails.”

Their influence lives not just in citations or downloads, but in the decisions they shape: shifts in strategy, new funding programmes, and courageous conversations that ripple through the sector long after publication.



Derek Bardowell noted that:

“We wanted to make people work, to not give them easy answers, but to disrupt their assumptions about money, value, and usefulness.”

Nina Alexandersen, a TYT learning journey client, welcomed the opportunity to do this work, and the depth and preparedness it enabled for learning from community practitioners. Derek Bardowell echoes this, describing TYT’s approach as

“Positioned between thought leadership and practical reform... grounded in movement logic and designed for uptake”.

This action-oriented approach has allowed TYT’s reports to function as field-shaping interventions. Stephanie Brobbey, Founder & CEO of the Good Ancestor Movement, describes their influence in helping philanthropy evolve from legacy-driven giving towards systems change:

“Ten Years’ Time hasn’t just published reports, it’s incubated ideas that have reshaped how philanthropy understands the world. The Racial Justice and Climate Justice reports were part of something bigger: a lineage of thought that reframes issues like climate and racial justice as systemic, structural, and economic. Their research doesn’t just inform, it shifts consciousness and gives people new language and clarity for action.”

As the Wildfire Project notes in their framework for transformative change, shifting the narrative is one of six critical elements for ecosystem transformation. TYT’s reports exemplify this kind of strategic narrative work, challenging dominant ideologies, offering counter-histories, and seeding new norms grounded in justice, care, and repair.

For example, the *Moving Towards Reparative Justice* report opened up conversations within organisations about how they can better centre reparative justice in their grantmaking, operations, and investments, and over time has the potential to improve the quality foundations giving through its assets. Similarly, the *Racial Justice and Social Transformation* report led to many organisations wanting to find practical ways in which they could begin implementing the lessons from this report, as well as leading to the creation of the TYT Community of Practice.

While the sector often treats research as knowledge to disseminate, TYT treats it as infrastructure: a container for learning, accountability, and cultural shift. It’s not about the authority of facts, but about making space for what *different* could look like.

TYT’s publications are not conclusions; they are starting points for acting together, thinking aloud, then doing the work.



“ We’ve created a pool of people across organisations who have signed up to the values of economic and racial justice. One of them might be the next CEO of an organisation that doesn’t even know it needs this work yet. ”

Rowena Estwick
Co-CEO, Ten Years’ Time

3. Talent and leadership development

TYT has long recognised that shifting the field of philanthropy means shifting who’s in it. From the beginning, they have sought not just to reform institutions from within, but to widen the gates and to support new kinds of leaders to step into the sector, stay in it, and shape its future.

Their approach to talent development is rooted in the conviction that leadership isn’t an individual attribute; it’s relational, systemic, and shaped by the conditions that are built together. As the Wildfire Project puts it,

“We don’t need more charismatic individuals, we need interdependent, principled, and powerful leadership cultures.”

TYT reflects this: their talent programmes are built not on extraction or competition, but on interdependence, care, and alignment around shared values rooted in equity and fairness. Their influence has extended across multiple levels of the sector, from entry pathways like the 2027 Associates Programme, to the creation of immersive roles for internal staff, and the coaching and mentoring support of those now leading their own organisations.

Together, these elements form an ecosystem of emerging leadership - what Stephanie Brobbey refers to as a:

“Generation of unapologetic changemakers who are breaking the rulebook, reimagining leadership, and building the future we need.”

Deep Dive: The 2027 Programme

Despite so many organisations having equality and inclusion initiatives, hardly anyone talks about class. In the UK, if you’re talking about class, you’re also talking about race, but the interconnectedness is rarely acknowledged, and so conversations about working-class communities become centred on white working-class communities, putting out all the racially minoritised people who also sit in those communities.

The 2027 Associates Programme was established in 2017 as a ten-year campaign (by TYT, Ruth Ibegbuna, Baljeet Sandhu MBE, and Koreo) to bring to light this hidden class system.

Ruth Ibegbuna, 2027 Associates Programme Partner, Founder / Director of Northern Soul told us:

“All of us had different levels of expertise we brought to the Programme, and we all cared about the core issue of not only bringing more diverse voices, faces, and thinking into grant giving, but also challenging the sector a little bit to not be quite so pleased with itself”

Jordan Rolfe, former Portfolio Director at Koreo (partner organisation for 2027 Associates programme). told us:

“We wanted it to be a talent pipeline for philanthropy that championed diversity and specifically working-class talent”

Built on advice from TYT staff and partners, Baljeet Sandhu, and Ruth Ibegbuna, the programme was explicitly structured so that 100% of participants self-identified as working class with 55% identifying as being from a Black or racially minoritised background.

The 2027 Associate Programme's structure combined 12-month paid placements in grantmaking organisations with coaching, mentorship, and peer learning. This long-term support helped Associates develop not just skills but confidence, clarity, and a sense of legitimacy. A key part of the programme was the provision of a residential that focused on creating safe spaces and participant wellbeing. These spaces encouraged Associates to gain strength from each other, build their confidence, address imposter syndrome, and discuss strategies for navigating the realities of working in organisations that have historically excluded their voices.

Ruth shared that:

“A lot of time was spent talking about how it was okay to be unapologetically yourself in these workplaces, and that if you're the only one in an organisation that's come from a working class background, how do you retain that sense of self when you get when you're quite isolated?”

And Jordan added that:

“Associates talk about growing confidence, tackling

imposter syndrome, and learning how to use their lived experience as a strength... that's a powerful thing to witness.”

The intended outcomes for the programme were on five different levels: individual Associate, organisational (foundation or family office), philanthropic sector, community, and the system as a whole. Of the 125 Associates who have gone through the programme, over 80% have gone on to secure long-term roles in the social sector, many within philanthropy itself. Ruth says:

“The idea behind the programme was one of building critical mass. We didn't make it a three-year program, but a 10-year program. I've lost count of the number of times I'm coming up against 2027 Associates, in more senior positions, in my day job (...) The associates who are still in the sector, still carrying some of those values, still knowing how to hold themselves powerfully in those spaces, means that different decisions will be made, and we're starting to influence the power imbalances differently”

On the organisational level, what was really important from the start was not to have hiring Associates from diverse backgrounds as the end goal, but to focus on how people from diverse backgrounds can actually shift the organisation's thinking and practices. Ruth shared:

“One of the most powerful things that we did was to take all

the 2027 Associates, representing about nine different funders, to host a meeting in a social housing area of London. They invited the residents to come and have tea and biscuits, and ask questions. It turned out that so many residents were running sewing clubs, language classes and the likes, but had no idea that there were funders 500 meters from where their housing estate was, nor that they could get the funding, nor that they were entitled to the funding. It was such a powerful two hours, and I'd love to see that kind of thing kind of mainstream”

This is what the 2027 programme brought to the philanthropy sector. The power of ordinary people, who look and sound like the people in the community, who were totally at ease in community spaces, and did the vital work of listening to what communities truly wanted and needed. The ability of 2027 Associates to act as “bridges” between the community and the funder was the magic ingredient - it wasn't just a tick box exercise. As Ruth put it,

“I just wish that some of the CEOs of the funding organisations could have seen how seamless that interaction was. It wasn't setting up a webinar to talk about our new funding grants. It was people meeting another community need.”

Despite the success of the programme, if you were to ask the founding members what they would do differently if they were to start a similar programme today, they all speak to

finding ways to ensure that the host organisation is “2027-ready”. There is something in the current iteration that has brought to light the fact that junior, racialised, and working-class talent can’t and shouldn’t carry the load in organisations where they have very little decision-making say and power.

The 2027 Associates Programme was positioned as both a leadership development pipeline and a sector disruptor, aiming to shift how foundations recruit, train, and retain talent. The programme highlighted a major challenge: placing the burden of change on the Associate, while not holding host organisations equally accountable for inclusion and power redistribution. As a result, the next version of the programme may look to include deeper organisational development for hosts (training, policy audits), extending the placements to two years, and introducing rotational placements to broaden sectoral insight.

Jordan suggested future iterations of the programme should focus more on host organisations’ responsibility to shift their own cultures, and not just diversifying recruitment. As he puts it,

“Currently, the 2027 Programme positions the Associates almost as the primary agent of change within their host organisation, and that doesn’t feel quite right. That’s a lot of responsibility on their shoulders to change systems they didn’t create.”

The 2027 Associates Programme exemplifies a systems-informed intervention as it is targeting both supply (talent) and demand (organisational readiness), though that balance is still being adjusted.



“Ten Years’ Time doesn’t shout about its impact; they’re not posting about it every few minutes, but behind the scenes, they’re moving real capital, hearts, and minds. That humility is powerful.”

*Eli Manderson Evans
CEO, Blagrove Trust*

Towards the future: Leadership as redistribution

What sets TYT apart is not just who they develop, but how. For example, the Grant Givers Programme (especially since 2021) has platformed primarily Black and racially minoritised women, from the UK as well as internationally, as the experts leading the content of programmes. This effectively shifted the lens on who participants hear from, who they’re exposed to, and who they hold as reference points.

The fact that many GGP participants have moved into senior leadership positions after graduating from the programme, or continue to hold progressive positions in their work, means that their learnings around how to centre equality and anti-oppression in grantmaking start seeping into senior leadership, boardrooms, and eventually into decisions, processes, and behaviours within their organisations. TYT has built something rare: a network of leaders who carry its values into other institutions, creating ripples across the sector. From senior roles in foundations to movement-building initiatives to grassroots changemaking, the influence of TYT alumni is visible and still growing.

Their model defies traditional talent pipelines that extract potential for institutional gain, and instead focuses on cultivating leadership with a liberatory logic: one rooted in redistribution, collective responsibility, and interdependence. This aligns powerfully with the Wildfire Project’s vision of transformative leadership: *Not just leading, but building*

cultures that lead. Not just exceptional individuals, but collective transformation.”

In the words of Ciorsdan Brown,

“TYT’s unwavering commitment to justice has been widely respected, and is for many of us, a compass.”

Marcia Asare, Executive Director of the Walcot Foundation, participated in the Grant Givers Programme four years ago. She shared:

“The GGP was the first thing I attended that both addressed issues and views I had long held, but not held elsewhere – alongside this, there was lots of stretch on what (felt like at the time) future proofing ideas (which I now accept were “now” ideas). Many of the words I would use to describe the programme do not do it justice, but I will try. It was insightful, thought-provoking. Very challenging! It was also very inspiring. Three of the speakers remain as people I aspire to – even now.

I started my current role around 6–9 months after I completed the programme, and it profoundly shifted the poise and position that I brought to my Foundation. It definitely made me more focused and committed to the work, and braver and more willing to fight the good fight.”

TYT has not simply trained talent. They have helped reimagine what leadership in philanthropy could be, and must be, if the sector is to meet the needs and demands of wider society.

4. Innovation and cultural change

From its inception, TYT has been a vehicle for cultural disruption, asking uncomfortable questions about who philanthropy serves and challenging the sector's comfort with its own power. Under the founder, Jake Hayman, TYT's early years were marked by a willingness to provoke, platform dissenting voices, and push against philanthropic norms.

As leadership transitioned to Derek Bardowell and later Rowena Estwick, TYT has evolved into an organisation more deeply rooted in systems analysis, long-term strategy, and sector-wide cultural transformation. This shift has moved TYT from the disruptive edges of philanthropy to a place of institutional influence, designing learning infrastructure, building accountability tools, and working inside organisations to embed values of equity and repair.

This section reflects on that evolution. It traces how TYT has navigated the tension between challenging from the outside and shifting from within. It highlights how a decade of reflection, experimentation, and relationship-building has laid the groundwork for ecosystem change, even as questions remain about how deep and wide that transformation can reach.

Rather than offering a single theory of change, TYT's impact lies in its ability to evolve, adapt, and challenge the sector to imagine more, together.

What began as a one-person advisory experiment founded by Jake Hayman has become a strategic force for cultural and systemic change. TYT's story is one of continual transformation, from external challenger to internal partner, from experimentation to embedded infrastructure.

Their journey mirrors what the Wildfire Project calls "building culture" and "transforming conditions": the work of shaping not just what we do, but how and why we do it, and who gets to decide.

TYT did not remain static. As their leadership shifted, with Derek Bardowell taking over as CEO in 2021 and Rowena Estwick joining as Co-CEO in 2023, and transitioning to CEO in 2026, the organisation evolved into something "**completely different, and better**," Jake reflects. They moved from a provocation to a practice, from asking "what if" to building the tools, relationships, and communities that make new forms of philanthropy possible.

“In a sector with a lot of front but little depth, TYT's reports were reassuring. They help filter out the noise, they give you guardrails.”

Ciorsdan Brown
Co-Founder, Grant Givers Movement

A decade of cultural practice

TYT's cultural interventions have consistently worked on two levels: public and relational. On the one hand, they've helped shift discourse, making once marginal ideas like reparative giving, wealth redistribution, and the origins of wealth part of mainstream conversation. On the other hand, they've built long-term relationships behind the scenes with individuals, foundations, and peer institutions, which Rowena describes as **“accompaniment, not extraction.”**

This combination of internal reflection and external provocation is core to what the Wildfire Project calls *“growing our groups’ power.”* TYT doesn't try to dominate; they don't move fast and break things. Instead, they build people's capacity to stay with complexity, to lead from values, and to shift the very culture of the spaces they're in. The sustained networks of people around TYT who can still call on the leadership are part of the reason why there's resilience, continuous learning and impact in this movement.

Rowena sees TYT's Community of Practice as its most ambitious cultural intervention to date:

“It's not about training one person. It's about helping institutions build muscle memory for justice, care, and honesty, so the work doesn't collapse when one person moves on.”

Others echoed this shift, from individual learning to embedded organisational change.

Eli Manderson Evans paints a picture of TYT as an organisation that has constantly evolved, sometimes in quiet or unacknowledged ways. His reflection on the spin-off of Impatience Earth speaks to TYT's generosity in seeding new initiatives and testament to its commitment to systems change, even though this generosity has also at times come at the cost of the organisation being “hollowed out” of key areas. As Wildfire puts it, TYT prioritises *“building community and not control”*, allowing ideas and institutions to grow even if that means TYT itself becomes quieter.

This capacity to balance rigour and letting go, to maintain coherence without controlling outcomes, is what has allowed TYT to have an enduring cultural impact. They're seeding changes, through-people, practice, policies, movements, and institutions, that are actively designed to outlive them. This model of creating spin-offs, although potentially harmful to the sustainability of TYT, is where their efficacy also lies: a constant act of strategic displacement that is always focused on finding more ways to bring justice, equity, and anti-oppression to the forefront of conversations in philanthropy and beyond.

“ Ten Years’ Time doesn’t shout about its impact; they’re not posting about it every few minutes, but behind the scenes, they’re moving real capital, hearts, and minds. That humility is powerful. And yet, having seen the care, speed, and quality TYT brings, other similar offers have felt a little underwhelming. Sometimes I wish they’d shine a bit brighter, because the work they’re doing really is in a league of its own. ”

Eli Manderson Evans
CEO, Blagrove Trust

Stretch, Change, Hold

Internally, TYT has built a culture of care and accountability that models the change it seeks. As one interviewee noted,

“It’s not just that they talk about values, they live them.”

This has included:

- Embedding feedback loops within learning journeys.
- Practising radical honesty within client relationships.
- Reflecting openly on internal challenges (e.g. leadership transitions, scope of impact).
- Holding complexity without rushing toward certainty.

Stephanie Brobbey described TYT as rooted in trust, but that they also care: ***“About pace, about staying with the discomfort long enough for something better to emerge”***.

This approach aligns closely with Wildfire’s emphasis on *“stretch and care”*: the ability to challenge people and systems without breaking them, to invite transformation whilst holding people’s dignity intact.

Shaping the future of practice

TYT’s influence on sector culture isn’t limited to formal programmes. As Ciorsdan Brown put it:

“TYT’s impact isn’t about scaling itself. It’s about catalysing others.”

Through initiatives like the Grant Givers Movement and the 2027 Associates Programme, TYT has quietly seeded new cultures of practice, each carrying a thread of its founding DNA: reflect, relate, redistribute. We see this play out in Roxanne Nazir’s (Head of Grants & Programmes, Global Programmes, Battersea Dogs and Cats Home) journey with the Grant Giver’s Programme.

This vision is still in formation. As Aditi Shah, Co-CEO of Impatience Earth, noted,

“TYT is no longer just about disruption, it’s about continuity, about creating conditions for others to lead.”

She credits TYT with shaping her own leadership,

“Not through instruction, but through proximity, care, and critique.”

“At the same time, TYT is entering a new phase, one that asks not just how to shift philanthropy, but how to build something that transcends it. Rowena spoke of moving from just “educating the sector” to include “supporting those already doing the work.” Her vision is for TYT to help build a distributed, values-aligned movement, where leadership is networked, not centralised, and where legitimacy flows from community, not capital.



Cultural change, not just programme design

TYT models that culture change doesn't happen through programme design alone, it happens in how people show up, in how power is held or shared, in how discomfort is met, and how clarity is offered in moments of confusion. Angela Newton summed it up simply:

***“We’re not here to make philanthropy more efficient.
We’re here to make it more honest.”***

In a moment where many progressive infrastructure groups are closing their doors to ideas of equity and systems change, TYT has doubled-down on its commitment towards racial justice, not by scaling, but by deepening; investing in relationships, showing that you can hold your values and still hold power responsibly, and reminding the sector that culture and how we are with one another, is not an add-on. It is the work.



5. Impact beyond service delivery

The sector has a fascination with impact, and the impact of service delivery. As we have already seen TYT's impact is far reaching and goes beyond traditional concepts of impact. TYT has achieved impact through the evolution and consistent application of their values of Joy, Imagination, Humility, Radical Honesty and Revolutionary Love to create, practice, role model and and reimagine a different form of philanthropy.

Transforming leadership across the sector - seeding a culture of care, clarity, and courage

Beyond their formal programmes, TYT has incubated a powerful culture that has served as a learning ground and launchpad for some of the most exciting leadership talent in UK philanthropy today. The foundation of TYT's approach is rooted in trust as well as understanding that, to get this right, people need to be in a process of unlearning and learning about what is needed to cultivate transformation in leadership.

Eli Manderson-Evans, who joined TYT early in his career, describes TYT as a 'training camp':

"I learned to speak the language of capital, to navigate power without losing my values. That knowledge, paired with the relationships and trust I built, was essential."

Eli credits his time at TYT with opening up access to the inner workings of wealth and funding, from board dynamics to investment strategies, insight that is rarely available to early-career professionals. But it was more than just technical knowledge:

nn"At TYT, I was given room to reflect and grow in ways that were unusual in the sector. Derek and Angela carried forward a culture of care and trust."

That culture was similarly formative for Maxine Thomas-Asante, Power of Pop Fund Lead at Comic Relief.

"TYT was unlike any workplace I've been in. They trusted me completely. I had the space to shape my role, support strategy development, take on public-facing communications... and lead."

The result was not just personal development, but a deepened commitment to leading with clarity and values in her next role.

"If Ten Years' Time was a school for philanthropy, now I was out in the field, with the resource, the profile, and the chance to implement what I'd learned."

This kind of leadership development doesn't come from formal training alone; it comes from trust, from challenge, and from being believed in. Angela Newton, Managing Director of TYT, who has mentored and supported many TYT team members and alumni, describes this as

"A culture of radical honesty, relational accountability, and trust."

It's this cultural practice, more than any one programme, that keeps TYT's impact expanding beyond their organisational walls. It's this cultural practice, more than any one programme, that keeps TYT's impact expanding beyond their organisational walls. These stories are not isolated. They reflect a wider pattern of TYT's impact on the leadership landscape. Aditi Shah, Co-CEO at Impatience Earth, sums it up succinctly:

"I couldn't have done the systems-level thinking needed at Impatience Earth without what I learned at TYT."

She credits TYT with building the "pattern-disrupting capacity" needed to not just survive in elite philanthropic spaces, but to change them from within.

“It’s long-term systems change. They’re not just shifting organisations, they’re shifting what’s imaginable.”

Stephanie Brobbey echoes this:

“It’s probably not an overstatement to say that TYT has helped inspire a generation of leadership in the social sector.”

For Stephanie, TYT’s bravery in living their values has created space and permission for others to do the same.

Their example showed that it was not only possible, necessary, to act with clarity and courage.”

This is leadership as an ecology. TYT doesn’t simply develop leaders; they grow the conditions in which leadership becomes possible. Stephanie describes it as:

“Whether through formal programmes or through the culture and mentorship offered by leaders like Derek and Jake. TYT has played a pivotal role in enabling people to grow into positions of influence. If the people they supported go on to lead foundations 25 years from now, we’ll see just how far that legacy stretches, especially if they come from working-class or non-traditional backgrounds.”

TYT consistently aims to create the conditions for a justice and values focused workforce. But there isn't really a precedent around how you support staff doing this type of work, grounded in values of joy, revolutionary love, imagination, humility and radical honesty.

When you are a justice focused organisation operating within philanthropy, you are automatically working at odds with the sector. It's a conflicted space; constantly balancing challenge and appeasement, honesty and complicity. TYT are the first to acknowledge the tensions within this and that they haven't always got it right. TYT delivers a form of frontline work, with a workforce drawn from the many marginalised and minoritised communities philanthropy often deemed as "beneficiaries" or "target communities".

Their role is to be changing, challenging, and supporting those same organisations, and this is challenging both professionally and personally. This unique work environment requires specific support mechanisms to ensure that staff feel both empowered, supported and able to thrive. TYT recognises that they haven't always provided these conditions. In line with TYT culture and values, staff are provided with opportunities and stretch roles to support and accelerate their careers, if and when they feel ready to do so. On reflection, this has sometimes happened without an honest assessment of staff readiness for the reality of the real world challenges this work can bring, or sufficient preparation of staff, especially for those not fully ready for such responsibilities. There is also a tension between upholding anti-oppression and racial justice values and complying with external, sometimes oppressive, structures and laws.

“Working with TYT makes you more knowledgeable, equipped, and confident in noticing and calling out injustices and oppressive practices in your personal and professional life. However, within the workplace, calling out white privilege or pointing out how systemic injustices are surfacing within leadership structures, for example, can get you into a difficult spot when it comes to HR or employment law because the legal infrastructure and social fabric around you isn’t centring anti-oppressive frameworks like you are.”

Aditi Shah

Co-CEO, Impatience Earth

The glimmer of hope and solidarity within this is that the team at TYT isn't just talking the talk, they are also living the same realities of running an organisation with anti-oppression and racial justice at its core, while trying to remain compliant. As Rowena puts it:

“We understand the challenges within philanthropy, because we also live the same realities of the people we build journeys with on this work. Both as leaders running a viable purpose and values led business and as Black and racially minoritised and/or working class people, experiencing the same real world experiences of our communities - but it can be done.”

Looking past TYT's staff, there are also learnings from some of TYT's programmes. Reflecting upon the 2027 Associates Programme, Ruth shared that there was a mismatch between the perceived programme and the reality of it. One of the challenges that constantly came up was the fact that Associates were going through a programme and an experience that their managers were not going through.

And so, while a groundswell of 2027 Associates bore an 80% retention rate of people from Black, racially minoritised and working-class communities in the sector, it didn't have the outcome as the programme originally intended. Associates often came up against the managerial wall - they'd find themselves coming across managers who haven't been on the same journey and don't fully understand what systems Associates are trying to disrupt and change. These

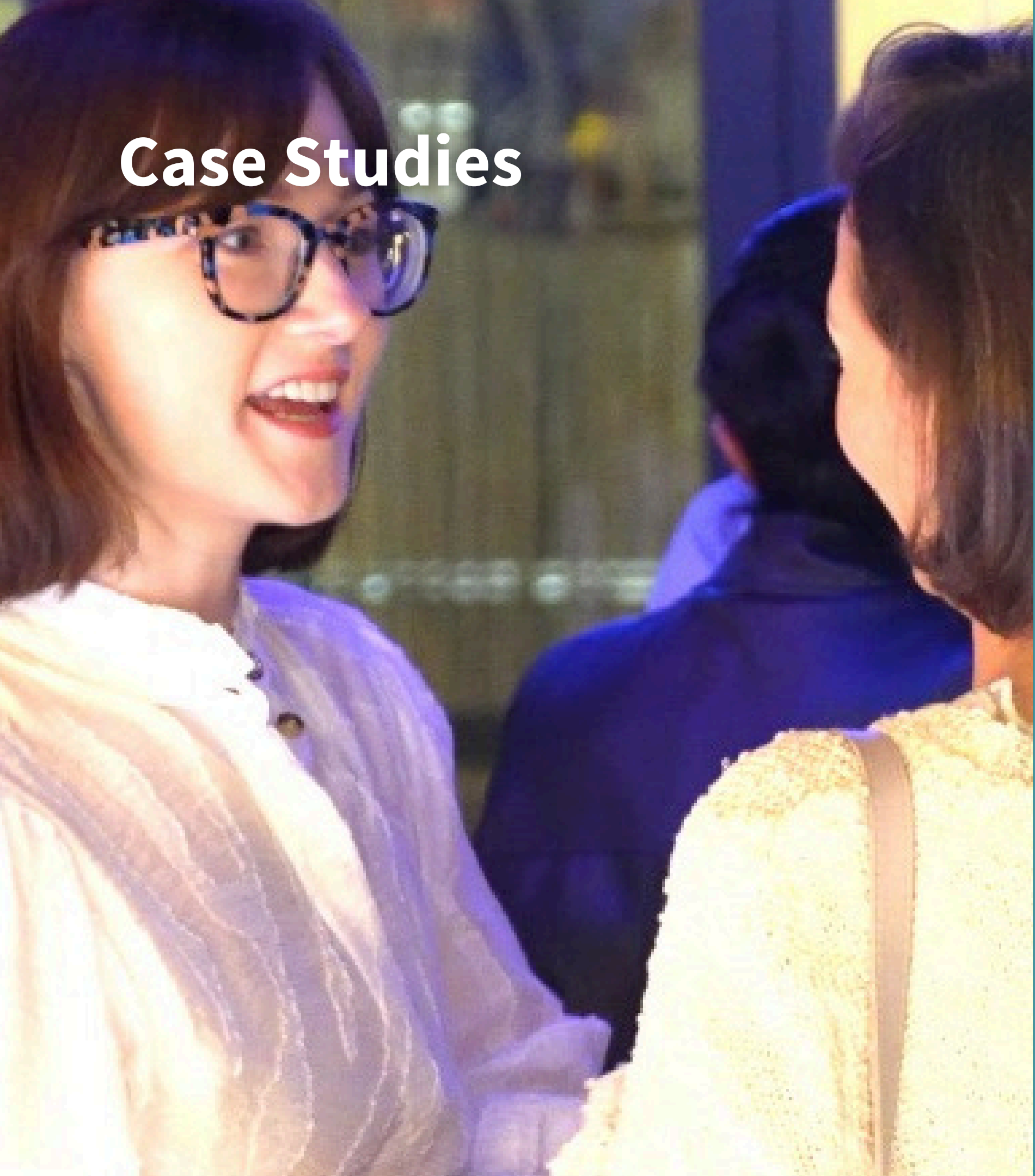
managers haven't bought into the fact that there needs to be a shift in the system, or that they themselves are going to have to change their position, privilege, and power to enable change. The response to this learning was to start engaging managers in the programme; however, this resulted in the space that was being held for Associates changing and becoming compromised in some ways. Ruth reflects:

“I almost felt like there needs to be a 2028 Programme, but for the managers. They need an extra year to learn about how they can steward in this change, how they stand alongside the Associates, and how they can become enablers of change.”

“ I sometimes felt like we were sending back our Associates, all pumped up after a training day, to just working through grant applications. They were being assessed on whether their grantmaking followed company procedure, they weren't being assessed for their change-making abilities. ”

2027 Partner
Ruth Ibegbuna

Case Studies



TYT's influence often resists easy measurement. It shows up not only in reports and strategy documents, but in the day-to-day behaviours, conversations, and decisions of people who lead, fund, and challenge the norms of philanthropy. These case studies illustrate how TYT's relational, reflective, and values-rooted approach has translated into tangible shifts across the sector, from wealth holders and foundation leaders to frontline practitioners and alumni-turned-influencers.

These stories are just a glimpse into TYT's ecosystem of influence. Across individuals, institutions, and initiatives, TYT's impact is relational, cumulative, and grounded in a long-term view of change. They don't just equip people to do philanthropy differently; they help them become different kinds of actors within it.

Case study: Philanthropy advice and learning partnerships

Reimagining Accountability, Equity and Care.

“ *Working alongside Ten Years’ Time is an important part of my continuous journey into reimagining what accountability, equity and care can look like within philanthropy.*

They bring a rare combination of rigour and compassion into a space that is often resistant to change. They create the conditions for us all to reflect deeply on power, redistribution and repair. In the spaces I navigate, that resistance can be fierce, yet my years-long relationship with Ten Years’ Time has enabled me to contribute meaningfully to multiple projects and initiatives, while also building my own resilience, strength and capabilities.

Collaborating on the “Racial Justice and Social Transformation: How Funders Can Act” report in 2021 was a defining experience. Supporting the production of the report helped me comprehend how centring relational approaches, collective accountability and self-care are not optional skills, but essential and often overlooked practices when striving to address structural inequities. The report offered with grace and honesty a moment to bring together and celebrate voices too often silenced. The production of the report was in itself solidarity in practice.

For The Clothworkers’ Foundation Board, supporting the report stood as a fundamental milestone. Such an ambitious research project came with a refreshed commitment to improving governance, grantmaking practices, and processes to better contribute to reducing the funding gap that organisations working alongside communities experiencing racial inequity have historically faced. To this day, The Clothworkers’ Foundation continues to uphold its commitment to addressing social inequity and deepening its understanding of such issues; Ten Years’ Time remains a strong strategic partner.

Most importantly, practising joy, care and solidarity was an inherent and generously crafted part of the work; it still is, and the practice profoundly influences my leadership style today ”

Learning Partner Client

Nelly Koko-Konan, Proactive Programmes Manager, The Clothworkers’ Foundation



Case study: Philanthropy advice and learning partnerships

Reimagining investments

This ability of TYT's to hold space for discomfort, disruption, and collective action also shows up in how Thirty Percy's work has been evolving since they first began working with TYT in 2018 and then again in early 2021.

During the COVID-19 pandemic, whilst the world was gripped by a crisis that highlighted and exacerbated injustices and inequalities, Thirty Percy Foundation saw its responsible investment portfolio increase in value by almost 30%. Seeing their wealth go up and up, they started reflecting on how economic and financial systems have been constructed to purely serve the accumulation of capital, rather than the wellbeing of all people, communities, and the planet.

In early 2021, they began working with TYT, for a second time, to explore what it might mean to fundamentally reimagine 'investment', and how they could invest in, support, resource, and grow change that is truly transformational in its vision for a more regenerative, sustainable, reparative and ultimately more caring world. Louise Mann shared that:

“The work we did with Ten Years’ Time, I can't really stress enough how influential the experience was to our approach going forward. It was the way TYT curated the enquiry, the people, the exposure to alternative narratives and ways of thinking, it was absolutely invaluable. It felt real.”

Their journey with TYT, and the conversations that came from it, made them sit with the uncomfortable truth that Thirty Percy was an organisation whose existence had been

made possible by systems that privilege the accumulation and preservation of private financial wealth. Through that reckoning, they landed at the decision that any investments they make must break from that cycle of perpetual accumulation towards a model that redistributes wealth and power.

In essence, they no longer saw any justification for deriving and capturing (for themselves) a financial return on the investments they make.

As they began to explore what investment might mean for them, they found clarity in a visual of 'spiral investing', which draws attention to the non-financial forms of wealth we are hoping to create with their financial capital. This is not 'wealth' in the very narrow sense that many of us have become accustomed to. This is holistic wealth - wellbeing; health; resilient, flourishing ecosystems; collective prosperity; thriving communities; joy.

In addition to spiral investing, they also launched the Changemaker Trust Fund to support individuals working to change current systems for a fairer and just society. It provides direct and unrestricted grants of up to £70,000 to people over 2–3 years. In 2024 and in collaboration with elder changemakers, they developed [The Honouring Fund](#) to acknowledge and celebrate elders and their lifelong commitment to social change by providing meaningful support to this community of individuals.

They also collaborated with their changemakers and others interested in organisational support to develop the [Infrastructure Changemaker Fund](#), a cohort of changemakers who are reimagining and building the infrastructure that enables systemic change for liberated futures.

In the past, they also supported the creation of the Resourcing Racial Justice Fund - a coalition of people of colour innovators, change makers, activists, artists and social leaders dedicated to social change. It established a new UK-wide funding pool to support individuals and communities working towards racial justice.

Thirty Percy's commitment to transformation and redistribution is deep-rooted and systemic. By aligning their investments with climate justice, centring racial equity in their grantmaking, and confronting the roots of their wealth and power, they offer insight into how a Foundation can evolve and move towards a model of holistic, courageous philanthropy. In a time of political retreat and ecological crisis, Thirty Percy is showing what it means to disrupt, reimagine, and redistribute with integrity.

Former Learning Journey Client
Louise Mann, Chair Thirty Percy



Case study: Philanthropy advice and learning partnerships

Moving money with humility and courage

Nina's story highlights the personal, often spiritual, reckoning that can unfold.

Nina came to TYT seeking guidance on redistributing wealth, but what she found was a values-rooted, community journey that challenged her entire understanding of philanthropy. Rather than centre her wealth or position her as the problem to be solved, TYT invited Nina into a process of shared inquiry, one that re-centred expertise and challenged traditional hierarchies between “giver” and “recipient.” Nina began to reframe giving not as a transactional act, but as a deep ethical and spiritual commitment to dignity. Her journey took her beyond traditional philanthropic norms, towards trust-based relationships, global solidarity, and a courageous practice of wealth redistribution rooted in dignity and community. Nina reflects that TYT's approach was both structured and deeply human. Across months of sessions, Nina was exposed to thinkers and organisers from across the world, Indigenous leaders, spiritual teachers, and climate justice organisers. She was challenged to consider not just how to move money, but why, and what it means to be in community with those to whom resources are owed.

“One of the speakers spoke about destruction and regrowth as a cycle. It was a perspective I didn't realise I needed. It changed how I think about giving, not as fixing, but as part of life's regeneration.”

That framing helped shift Nina's entire approach. Rather than seeking KPIs or neat theory-of-change diagrams, she began backing community-led initiatives working at the intersection of ocean and biodiversity, and cultural survival, offering profound examples of dignity and resistance.

“TYT helped me see that giving isn't about controlling outcomes, it's about trust, being in community, and showing up.”

Nina's journey didn't end with the formal programme. Through ongoing coaching with Derek Bardowell and by stepping into informal mentoring of other wealth holders, she has continued to model what a values-aligned approach to wealth can look like.

“There's no finish line, but TYT gave me a place to begin, and they walked with me while I unlearned and rebuilt.”

The most powerful lesson?

“It matters that you care about others' dignity. That you witness. That you don't turn away. TYT didn't just help me move money, they helped me move differently.”

Former learning journey client
Nina Alexandersen, wealth holder

Case study: Thinking aloud, acting together

Reimagining Horizons, a collaborative intervention

In response to persistent challenges facing Black and Minoritised staff within the UK philanthropic sector, Reimagining Horizons was developed as a collaborative initiative to support people’s wellbeing, leadership, and retention. The programme originated from the Funders for Race Equality Alliance (FREAA).

This is an example of TYT using their lived and learnt experiences from within their own working practices, as well as what they are hearing across the sector to adapt, iterate and provide solutions to identified challenges. Addressing the gaps and areas with practical action, TYT has been able to live and role model the change they hope to see in the sector, learning alongside peers and colleagues and living their values of humility and radical honesty to support a sector that is underscored by contradictions of harm and hope.

FREAA brought together Future Foundations UK (FFUK), an organisation focused on the wellbeing of Black and Minoritised staff in philanthropy, and TYT to shape and deliver the programme. TYT designed and facilitated the pilot in 2023, drawing on their experience in participatory programme design and racial equity practice. Together, the partnership curated a space for healing, regeneration, and joy, treating these not as ancillary but as central components of long-term leadership and sector transformation.

Responding to the emotional toll of navigating microaggressions, burnout, and underrepresentation, the programme centred on healing, joy, and peer support as leadership practices. It met a deeply felt need: the pilot was oversubscribed, with 43 applicants for just 16 spaces.

Participants comments:



There’s a need for a space like this. You don’t know how harming the sector can be until you’re burnt out.

It's everything I didn't know I needed

It’s an excellent programme with first class speakers/contributors, one I will surely endorse



Case study: Talent and leadership development

Growth and confidence

“ I participated in the Grant Givers Programme in 2019, during a sabbatical period from my role at the Open Society Foundations. I learnt a huge amount from the programme and the participants, solidifying and renewing my commitment to continue shaping the grant making and philanthropy sector. As a result of the Grants Givers Programme, I learnt about the challenges the sector faced and met the founders of the Grant Givers Movement. I promptly joined the Core Organising Group for the following 5 years. During this period, we transferred our learning from GGP into our work at the GGM. A highlight of this work was research on Power & Trust in Grant Making, and Ethics in Philanthropy, which enabled us to convene sector colleagues through numerous events. Without my participation in the Grant Givers Programme, I would not have had this opportunity to contribute to this important movement and to strengthen my understanding and leadership in the sector. I’m now leading Battersea’s grant giving and have encouraged members of my team to participate in this programme, and have been lucky to host a 2027 Associate – another great initiative of Ten Years Time.”

Former Grant Givers’ Programme Alumnus
Roxanne Nazir, Head of Grants and Programmes (Global Programmes),
Battersea Dogs and Cats Home



Case study: Talent and leadership development

Social justice researcher to sector leader

As a former TYT Social Justice Researcher, who later became CEO of The Blagrave Trust, Eli's story illustrates how TYT's values not only shape individuals but ripple outward through the organisations they go on to lead.

From the inside out, Eli Manderson Evans' journey through TYT exemplifies what leadership development grounded in justice, care, and strategic clarity can look like. As one of TYT's early team members, Eli witnessed and helped shape the organisation's evolution from a disruptive startup under Jake Hayman to a more systems-rooted force for racial and economic justice under Derek Bardowell. Today, as the CEO of The Blagrave Trust, Eli carries forward the values, approaches, and vision he helped cultivate at TYT.

A training ground for transformation

Eli joined TYT in 2018 after graduating from SOAS and encountering barriers common to many emerging changemakers: institutions unwilling to take risks on new talent without traditional credentials. At TYT, he found something different, a fast-paced, values-driven environment that prioritised relational trust, intellectual curiosity, and a commitment to systems change.

"I always felt I could share what was on my mind. It felt very different from other places I'd worked."

Eli quickly took on wider responsibilities, working across the 2027 Associates Programme and climate-focused strategy, and developing client relationships that required both analysis and care.

"TYT gave me access to conversations and spaces I never imagined I'd be part of. They didn't just change my understanding of philanthropy, they changed my belief in what I could contribute to it."

Through his work under Jake's leadership, Eli encountered the breadth of UK philanthropy, from "low trust gatekeeping" to emerging voices pushing for more transparent and accountable practice. But it was the internal culture of TYT that had the deepest impact.

"There was space to bring your whole self. Even when racial justice wasn't the headline agenda, I could bring that perspective in, and it was valued."

A shift towards justice, in practice

That space expanded significantly as TYT transitioned into a new phase. Under Derek Bardowell's leadership, TYT more explicitly foregrounded racial and economic justice, not only in their external work, but in their internal culture and strategy. Eli co-authored TYT's Racial Justice and Social Transformation report during this period, a piece he describes as ***"a blueprint for how I now lead."***

The report gave Eli both language and confidence to move bolder ideas into practice. He began to think more critically about how foundations operate as financial institutions, not just grantmakers.

He also internalised another critical lesson: care. Eli emphasised the role of collective wellbeing in doing heavy systems change work. This insight didn't remain theoretical. He carried it into practice by running focus groups for the report in Caribbean restaurants, choosing spaces that felt safe and affirming for participants.

“It was about aligning the process with the change we wanted to see.”

Beyond the Consultancy

For Eli, TYT was never just a consultancy. It was a space for a political education, a community of practice, and a launchpad.

“We often say Ten Years’ Time changes the people who work there. They change your ideas of what’s possible, and what you’re capable of.”

That legacy lives on in his current role. At The Blgrave Trust, Eli is implementing investment reform, deepening racial justice commitments, and building networks of funders willing to challenge the status quo. He also remains deeply connected to the TYT community, calling out the sense of loyalty and collective purpose that extends beyond any single job or role.

“We were an eclectic mix of people who might not have met otherwise. But we held a shared vision for something better, and that’s still with me.”

Eli describes TYT as “a training camp” that prepared him for sector leadership, not through formal programmes, but through exposure, experimentation, and the shared courage to ask harder questions.

“They’re a choreographer. One who designs care, power analysis, and strategic action to move together. That’s the magic.”

From shaping funder strategies to leading a progressive foundation, Eli's trajectory illustrates how TYT has nurtured critical thought, sector-wide analysis, and bold leadership from within.

Former staff at Ten Years’ Tim
Eli Manderson Evans, CEO, The Blgrave Trust



Case study: Innovation and culture

Turning reflection into bold strategy

Essie's journey with TYT showcases how organisations can build cultures of confidence and courage through deep accompaniment.

When Essie first engaged with TYT a decade ago, Big Change and TYT went on a journey of deep accompaniment to question who holds power, who gets heard, and how philanthropy can avoid reinforcing the very systems it aims to change. Today, Big Change provides long-term, flexible funding, rooted in local strategy co-design and a relational, trust-based approach.

***“It’s more than a strategy shift. It’s a cultural one.
TYT helped us think systemically, act relationally, and stay accountable to our values.”***

When Big Change was in its formative years, it turned to TYT for guidance, not in the form of traditional consultancy, but in the shape of a relationship that challenged assumptions, shifted narratives, and grounded strategy in lived experience. TYT helped embed a “questioning mindset” within the organisation, sparking internal conversations about power, equity, and what truly counts as impact.

***“They gave us the confidence to do things differently.
To think long-term, fund boldly, and trust people with the vision to create change.”***

This approach included redesigning grantmaking strategies to centre on systemic change, being early backers of untested but visionary leaders, and rethinking accountability mechanisms away from transactional reporting towards trust. Essie describes TYT's involvement as more than a partnership; it was catalytic.

***“We were already values-aligned, but TYT gave us the courage of our convictions.
They helped us see that challenging the status quo wasn’t just valid, it was necessary.”***

Former Learning Journey Client
Essie North, CEO, Big Change

Case study: Impact beyond service delivery

From programme graduate to movement builder

The ethos of combining internal reflection with external action runs through the story of Ciorsdan Brown. Her experience on the inaugural Grant Givers Programme did more than inspire personal growth; it seeded a collective movement.

From programme graduate to co-founder of the Grant Givers Movement, Ciorsdan's path exemplifies how TYT helps nurture not just leaders, but movement builders.

When Ciorsdan joined the first-ever cohort of TYT's Grant Givers Programme in 2017, she was working in what she describes as an 'old-school' philanthropic foundation, which was deeply hierarchical, paper-based, and largely detached from the communities it was meant to serve. At the time, Ciorsdan was beginning to question and test the appetite for change within the organisation. The TYT programme, she says, arrived 'at exactly the right time' to connect that internal questioning with broader momentum.

“There was a huge gap in the sector for progressive thinking, for training that centred justice, and for space to reflect on the politics of power, race, and accountability in philanthropy.”

TYT's programme wasn't a conventional workshop or professional development course. It was a space built around trust, conversation, food, and openness, a countercultural environment that gave space to feelings often left out of sector strategy: isolation, frustration, and a yearning for alignment.

Most importantly, it made Ciorsdan realise she wasn't alone.

“There were others, other people also stuck in systems they wanted to challenge. We weren't just frustrated. We were ready to organise.”

That realisation became the spark for the Grant Givers Movement, co-founded by Ciorsdan and others from the TYT programme. The Movement sought to create a collective space for those working inside foundations to push for transformation, from more inclusive grantmaking to challenging how power and voice are distributed in funding decisions. TYT supported the idea from the outset, not by controlling or owning it, but by backing a group of early-career funders to speak honestly and act collectively.

“What TYT did was create space for dissent. They weren't trying to co-opt the movement. They held up a mirror and made us realise we could build something new.”

The Grant Givers Movement has since become a recognised voice in UK philanthropy, advocating for participatory practices, transparency, and structural accountability. It's also become a peer-led support space, a community of “in-system” radicals navigating how to hold integrity in institutional roles. It has undergone a transition in the past year, with new organisers taking the reins to bring it forward into a new era.

Even as Ciorsdan's career has evolved, including becoming a trustee and moving into new funding roles, her organising roots remain clear.

“There’s still so much to do, but thanks to spaces like TYT, we’ve stopped waiting for permission.”

In moments of political backlash, shrinking civic space, and philanthropic caution, Ciorsdan sees the need for organised dissent more than ever.

“The sector still likes comfort, but change doesn’t come from comfort. It comes from people willing to disrupt, to imagine differently, and to build together.”

TYT fostering a culture of dissent and reflection aided a community of like-minded individuals ready to challenge the status quo in philanthropy, and the Grant Givers Movement has since become an influential force in UK philanthropy, providing both advocacy and peer support.

Grant Givers Programme alumnus
Ciorsdan Brown. Co-founder, Grant Givers Movement



Case study: Impact beyond service delivery

From values to practice in Black-led philanthropy

TYT's influence isn't only found in legacy institutions. It's equally visible in new, Black-led, movement-facing spaces, where alumni like Maxine Thomas-Asante are translating radical values into real-time funding decisions, governance shifts, and cultural interventions.

Maxine's journey into philanthropy wasn't typical. With a background in racial justice consultancy and a deep grounding in student organising, she was already steeped in analysis, activism, and creative strategy when she joined TYT in 2022. What TYT offered her wasn't ideology, it was infrastructure. It was the first place, she says, that made her feel

“Racial justice wasn't just a theory, but a practice of redistributing resources, at scale.”

Her experience at TYT wasn't just a job; it was a pivot point. Joining as the organisation underwent a strategic refresh, Maxine found herself embedded in systems building, sector-facing communications, and designing learning journeys for wealth holders.

“TYT gave me creative licence. If you had an idea and could cost it, they let you run with it.”

In this context, Maxine began developing a nuanced, pragmatic, and political understanding of philanthropy. She brought to TYT the ability to engage resistant audiences from her background in higher education. In return, she absorbed donor strategy, movement alignment, and curriculum design, tools she now credits with the growth of her current fund from £1.9m to over £4.5m.

“If TYT were school, then my current role is the field, and I use what I learned every day.”

Since joining the Power of Pop fund hosted by Comic Relief, Maxine has embedded TYT's values, from radical love to proximity to community, into every aspect of her strategy. That includes governance reform, co-creating a lived experience advisory board (the Community Council), and using participatory methods to design funding frameworks.

“Everything I helped others do at TYT, I now get to do for real, and the spirit of that work runs through all of it.”

Maxine also speaks candidly about the limitations of her time at TYT. She praises its

visionary work but points out a need for better clarity around audience targeting and internal learning.

“We were too bespoke when we should have been tailored. That distinction matters. And we didn't always have the right people in the room to make the impact stick.”

Maxine also noted that the Community of Practice evolution is taking steps to address this. Her reflections are steeped in gratitude.

“TYT gave me room to build, not just in theory, but in myself. Their curriculum may not be written down, but I carry it in everything I do.”

As Maxine's journey illustrates, TYT's approach to leadership development is not just about individual transformation; it's about equipping people to shift institutions and challenge power from within.

Former staff at Ten Years' Time.
Maxine Thomas-Asante, Power of Pop Fund Lead, Comic Relief

Roll Call

Ten Years' Time wouldn't be where it is today if it wasn't for the diversity of voices, thoughts, approaches, and provocations that its staff and associates, past and present, brought to the table. Their hands and hearts have built TYT's shared success, and so a thank you to:

Staff

Aoibheann Hornbuckle, Amel Hamilton, Angela Newton, Angela Okafor, Archie Cage, Bami Jolaoso, Claire Arnott, Cobi-Jane Akinrele, Dee Brecker, Derek Bardowell, Eli Manderson Evans, Elizabeth Whitebread, Faye Kilgour, Haneen Hammou, Jake Hayman, Lucy Cornell, Liz Wheen, Katie Davies, Kayon Cox, Kieshia Assing, Khai Bailey, Maxine Thomas-Asante, Marina Mansilla Hermann, Nadia Hassan, Pavlina Draganova, Poonam Sakarsudha, Rowena Estwick, Rowena Teall, Safi Yule, Sally Buchannan, Sarah Bekkali, Selina Nwulu, Steve Williams, Vedantha Kumar.

Associates and Partners

Aditi Shah, Emily Reynolds, Nico Johnson, Joaquin Figerado, Dean Harrison, Kimberley McIntosh, Rebekah Delsol, Stephen Shashoua, Valentine Piedelievre Bryony Wilde, Josiane Smith, Joe Collins, Feng Qiao, Natasha Joseph, Farah Williamson, Natalie Creary, Yvonne Campbell, Harpreet Kaur-Paul, Marai Larasi, Paulette Amadi.

The Social Investment Consultancy Team whose work inspired the establishment of Ten Years' Time:

Bonnie Chiu, Yuki Lo, Rachel Linn, Sally Marsh, Angelica Lebre, Annie Spar, Meera Chadha.





TEN YEARS' TIME

PHILANTHROPY REIMAGINED

A DECADE OF PROVOCATION & PRACTICE