



# RATHBONES CHARITIES CONFERENCE

20 MARCH 2025

RATHBONES

## AGENDA

- Welcome
- Finance function for the future.  
Presented by Sharon Monteith, RSM UK.
- Investing for the next decade.  
Presented by Adam Hoyes and Olivia Marlow, Rathbones.
- Break
- Adapting to digital change: building resilient charities for the future.  
Presented by Jonathan Waddingham, Lightful.
- Redefining wealth: do we need a fresh approach to understanding wealth generation?  
Presented by Max Richardson, Rathbones.
- Close
- Networking



# **RATHBONES CHARITIES CONFERENCE**



# Charity financial insights

Finance function for the future

20 March 2025

PRIVATE AND CONFIDENTIAL



# Introduction and agenda



**Sharon Monteith**

Accounting and Financial Reporting Director

[sharon.monteith@rsmuk.com](mailto:sharon.monteith@rsmuk.com)

## About Sharon

- Worked in the sector over 20 years
- Specialist in charity, housing, care & education sectors
- Experience as a Trustee/Chair of Finance and Audit Committee



[Read our Charity trustee insights here](#)


## Agenda

- 1 Trustee responsibilities and guidance
- 2 Finance functions in the sector
- 3 FRS 102 Update

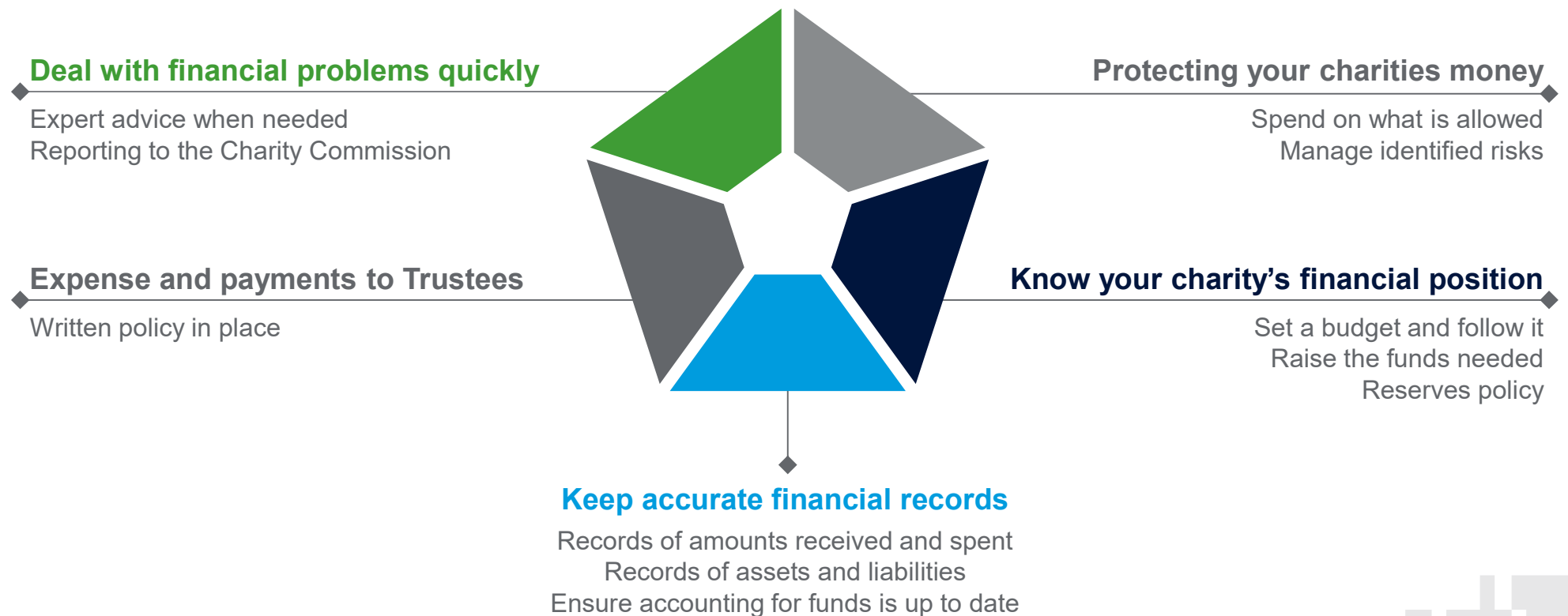
# 1 Trustee responsibilities

Charity Commission 5-minute guides:

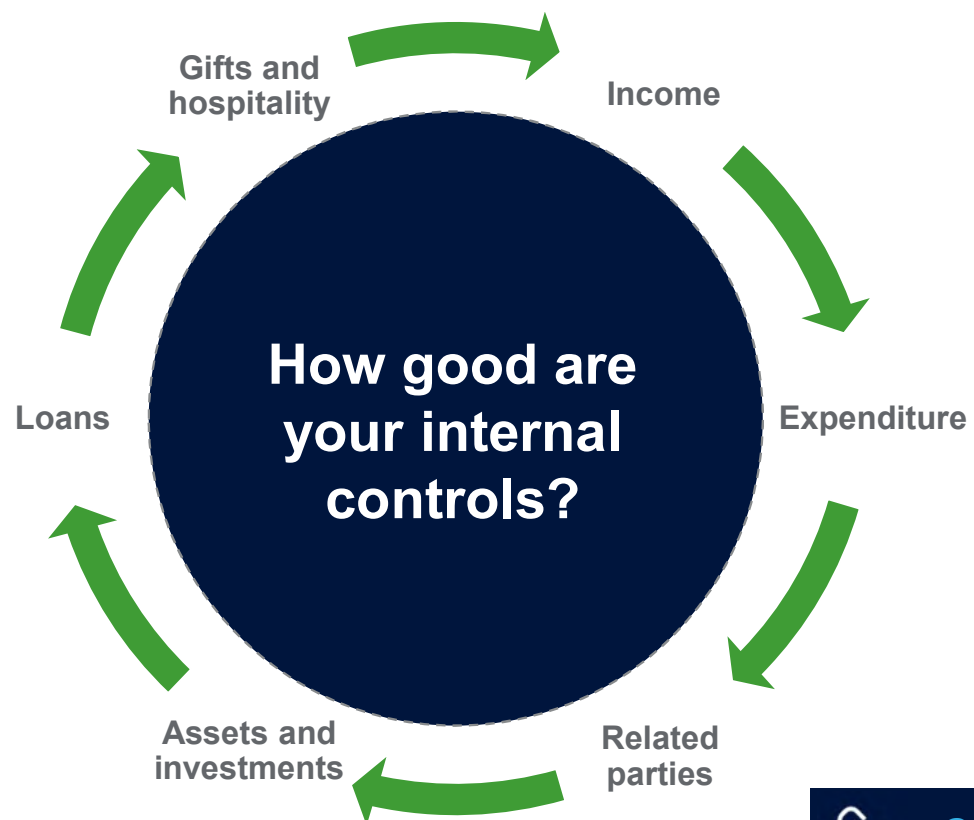
01	Charity purposes and rules	04	Safeguarding people	07	Political Campaigning
02	Managing conflicts of interest	05	Making decisions		
03	Reporting information	06	Managing finances		

  
[5-minute guides for trustees](#)

# Managing finances



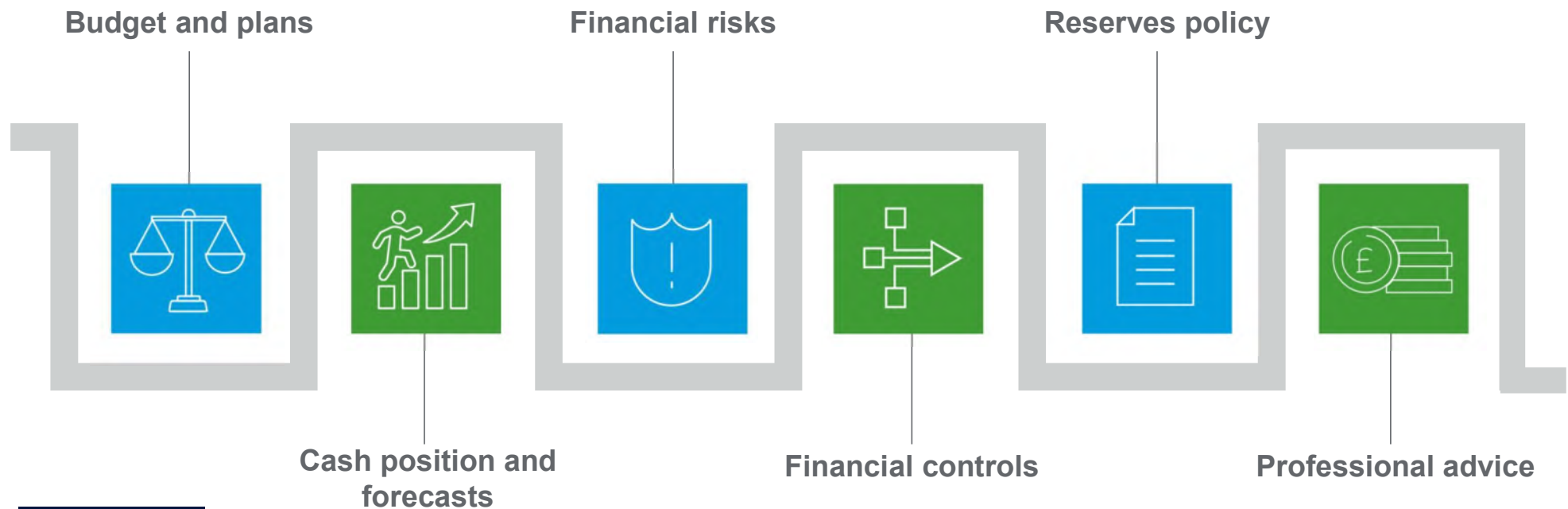
## CC8 – Internal Financial Controls for Charities





# CC12 – Improving your charity's finances

What to do if your charity is in financial difficulty



## 2 Finance functions in the sector

“

On average **35%** of time in not for profit finance functions is spent on 'low value' activity

”

“

**68%** of charities struggling to progress digitally due to finances, headspace and capacity.

”

“

Nearly **50%** of non profits not in the cloud are looking to move to it within the next 2 years.

”



[Read our Charity trustee insights here](#)

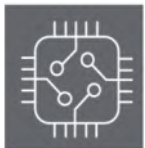
## Common issues and findings



Should be prioritising time in areas that add the most value to the organisation



Significant time spent on transactional processing



Over reliance on older technology and manual intervention

**1 out of 5**

**charities are at the earliest stage with digital**

**57%**

**of charities are poor at resourcing digital effectively**

**28%**

**of charities have a board with good or excellent digital skills**



[The Charity Digital Skills Report – Charity Digital Skills Report](#)

# Digital - top tips to consider



Are the financial processes and controls currently in place fit for purpose?



Has training and support for any new systems been considered?



Moving to a more digital system comes with several benefits:

- Integrated reserve accounting
- Digital links to other key systems
- Use of AI to streamline transactional processing
- Inbuilt financial controls
- Better audit trail



Effective digital solutions come at a price, and charities often make do with existing systems – this may be a false economy.





# Questions to ask

## Accounting system

- Is it charity specific?
- Is it cloud based?
- Is the system well supported via a dedicated helpdesk?
- How old is the system?
- Do the staff know how to get the most out of the system?
- Are lots of activities done off system e.g. via spreadsheets?

## Reporting

- Are reports generated easily by the system?
- Is there a long timeline for monthly reporting?
- Are key financial KPIs monitored within the system?
- Is the budget/forecast integrated into the system?

## Financial controls

- Is a purchase ordering system used?
- Are expenses processed manually?
- Are relevant authority levels included within the system?
- Have the access levels been set appropriately?
- Is transactional evidence retained within the systems?
- Does journal processing have appropriate authorisation in place?

## Automation

- Is a live bank feed used?
- Do other systems feed into the finance system well?
- Have recurring month end journals been set up?
- Does the system use 'machine learning'?
- Is optimal character recognition ('OCR') technology being used?

### 3 FRS 102 updates

- FRS 102 now updated and a draft Charities SORP due to be published March 2025
- New SORP will be subject to a 3-month consultation period
- Expecting new SORP to be published by Autumn 2025
- New SORP (and FRS 102) effective for periods commencing on or after 1 January 2026.

“

“The SORP making body noted that the charity sector in the UK and Ireland is dominated by smaller organisations and, as such, a particular focus of their work is to understand how smaller charities can be provided with an accounting framework that is proportionate, appropriate and practical. The changes to FRS 102, especially in relation to leases, are likely to be onerous for smaller charities so it will be interesting to see what other areas of simplification may be made available in the upcoming revising to the SORP”.

”



**Nick Sladden**  
Head of Charities  
RSM

# Headline changes – all entities

## Revenue recognition

- New model based on IFRS 15 5 step model, with simplifications
- Extent of impact will depend on form of customer contracts

## Lease accounting

- New model for lease accounting – based in IFRS 16 on balance sheet model
- Many organisations with operating leases will be impacted

# Headline changes – charities

## Leases

- Leases containing a non-exchange transaction
- Addition of right-of-use assets will increase total assets of a charity

## Incoming resources - Non exchange transactions

- Examples of resources that should be capable of reliable measurement vs are impractical to measure
- Low value goods, volunteer time

## Heritage assets

- Clarity over what constitutes a heritage asset

## Legacy Income

- Amendments in FRS 102 indicate that Charities SORP will be the guide





# Preparing for change

## Broader implications

Assurance requirements  
KPIs  
Covenant compliance

## Processes and controls

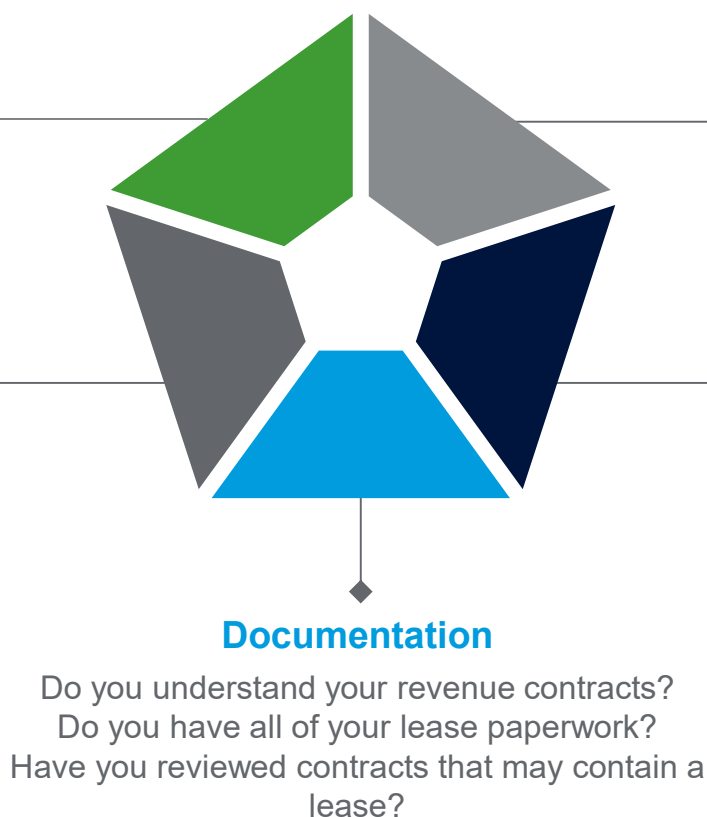
Do policies need to be updated?  
Are manuals in line with new requirements?  
Update/modify accounting systems

## Plan your project

Assign responsibilities  
Set clear deadlines  
Train the team

## Impact assessment

What is likely to impact you?  
Quantify potential changes



# Questions?

**THE POWER OF BEING UNDERSTOOD**  
AUDIT | TAX | CONSULTING



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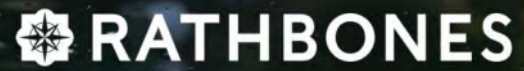
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# **RATHBONES CHARITIES CONFERENCE**





# INVESTING FOR THE NEXT DECADE

**Presented by: Adam Hoyes and Olivia Marlow**  
Rathbones Charities Conference - 20 March 2025  
Rathbones Group Plc

## AGENDA

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Macro: no return to the 2010s	3
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Sea change in fixed income	10
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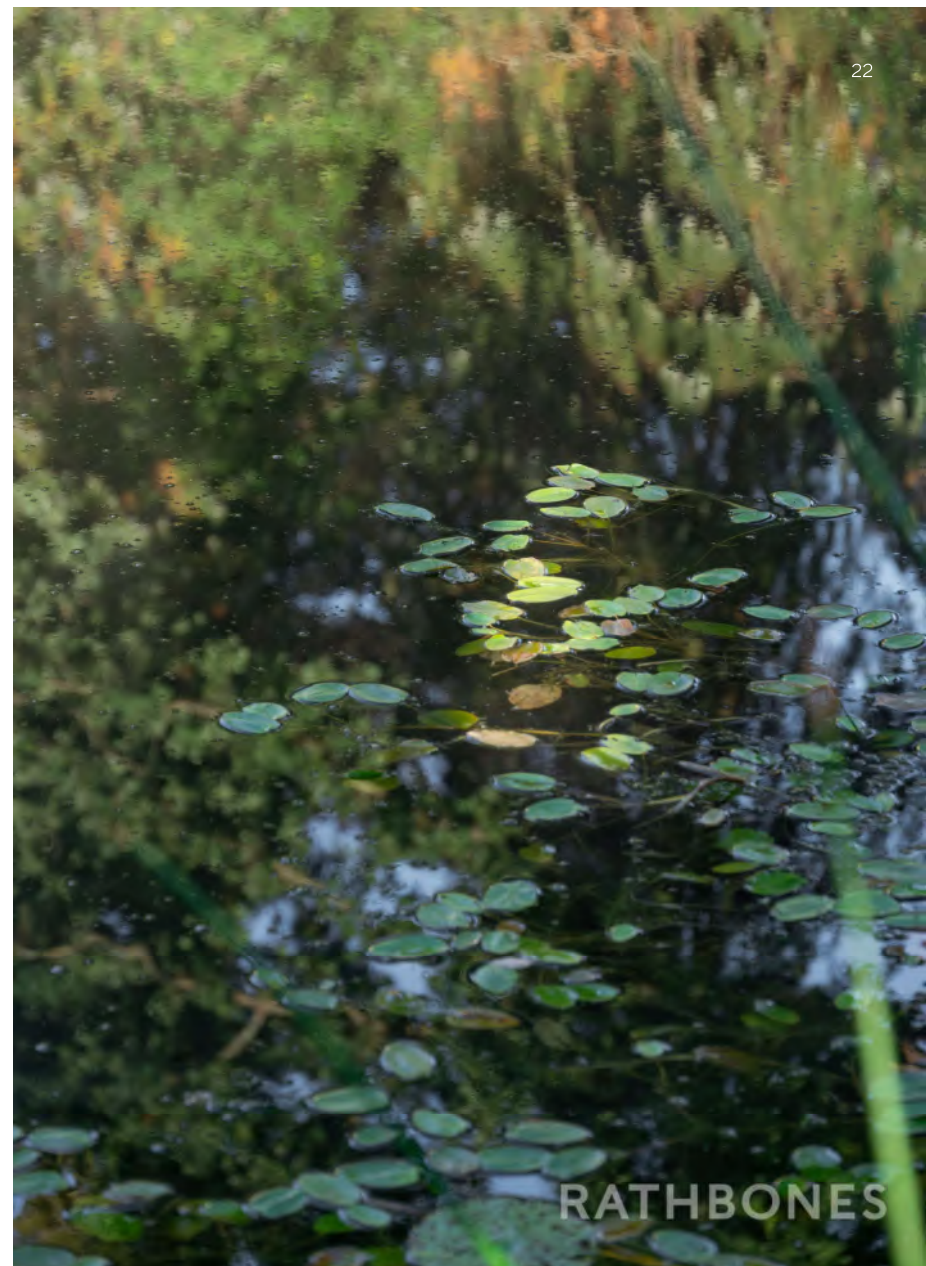
Equities for the long run, but US dominance to weaken	14
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Conclusions	21
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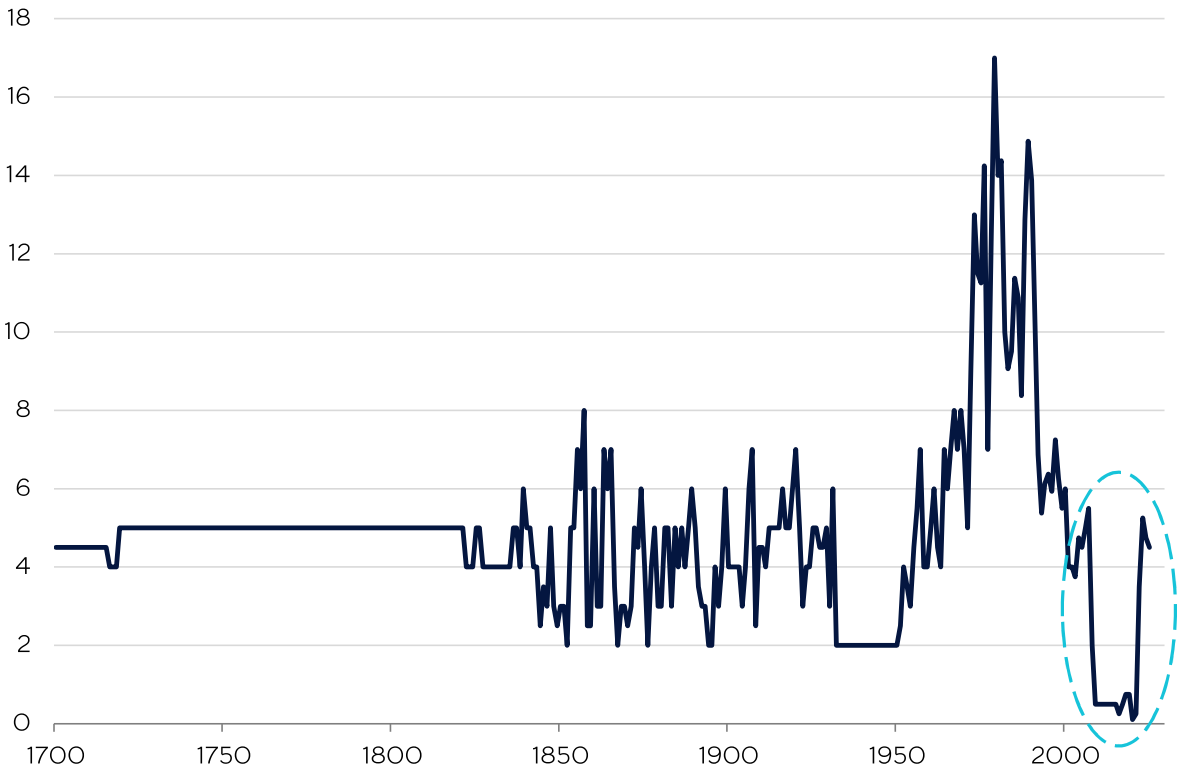
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# THE 2010S WERE A DECADE OF RECORD LOW INTEREST RATES AND HISTORICALLY STABLE INFLATION

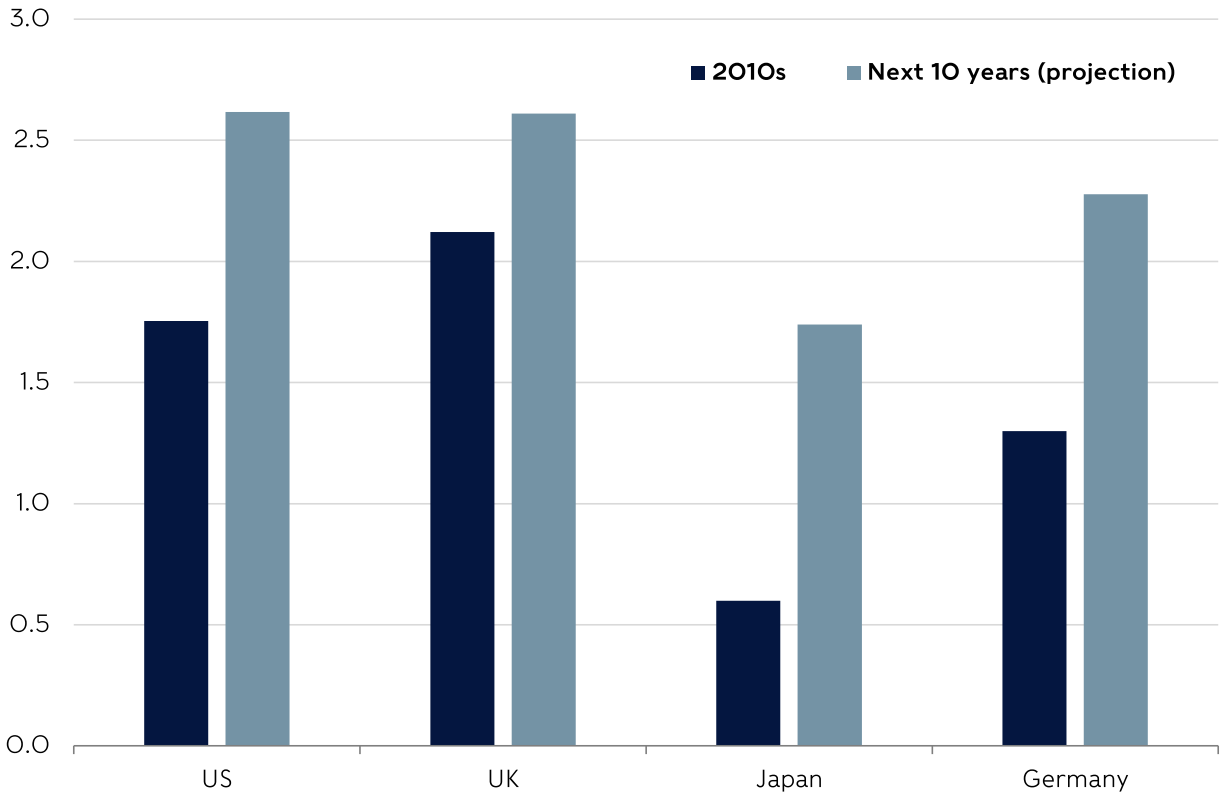
UK interest rates (%)



Sources: BoE Millennium Database (2025), LSEG (2025), Rathbones

# WE EXPECT INFLATION TO BE HIGHER THAN IN THE 2010S

Inflation projections and 2010s averages (%)



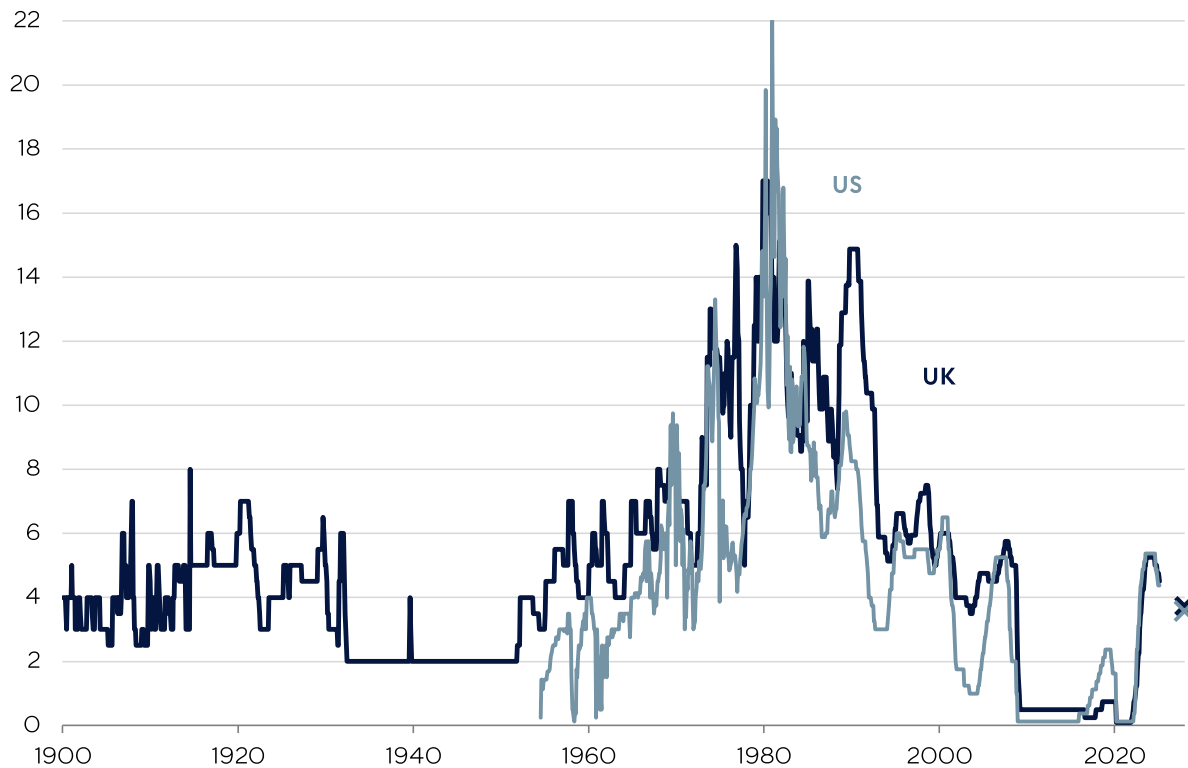
Sources: LSEG (2025), Rathbones

Inflation projections are subject to uncertainties and may not accurately predict future economic conditions.



## THAT SUGGESTS INTEREST RATES WILL BE HIGHER TOO

### UK & US interest rates & projections (%)



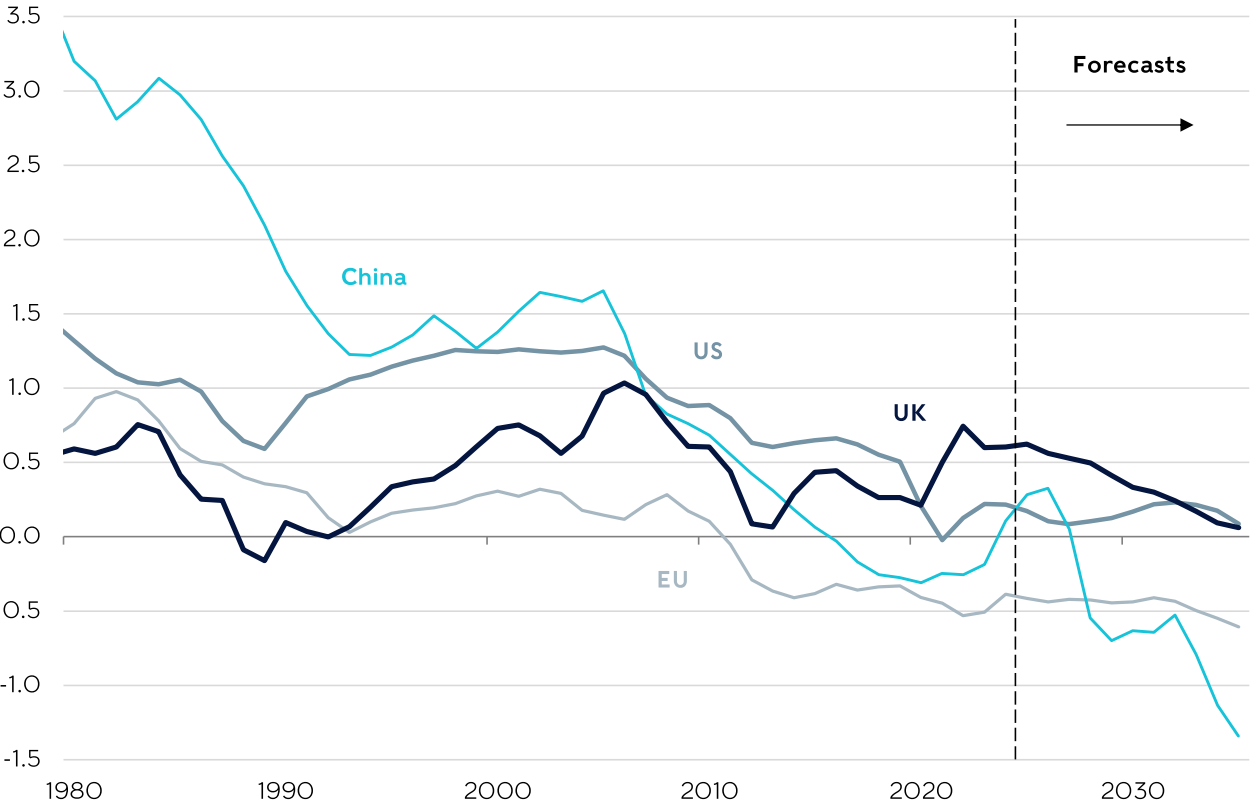
Sources: BoE Millennium Database (2025), LSEG (2025), Rathbones

Interest rate forecasts are not guaranteed and may not accurately reflect future market conditions.

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# DEMOGRAPHICS WILL BE A GROWING HEADWIND TO GROWTH

Annual working age population growth (%)

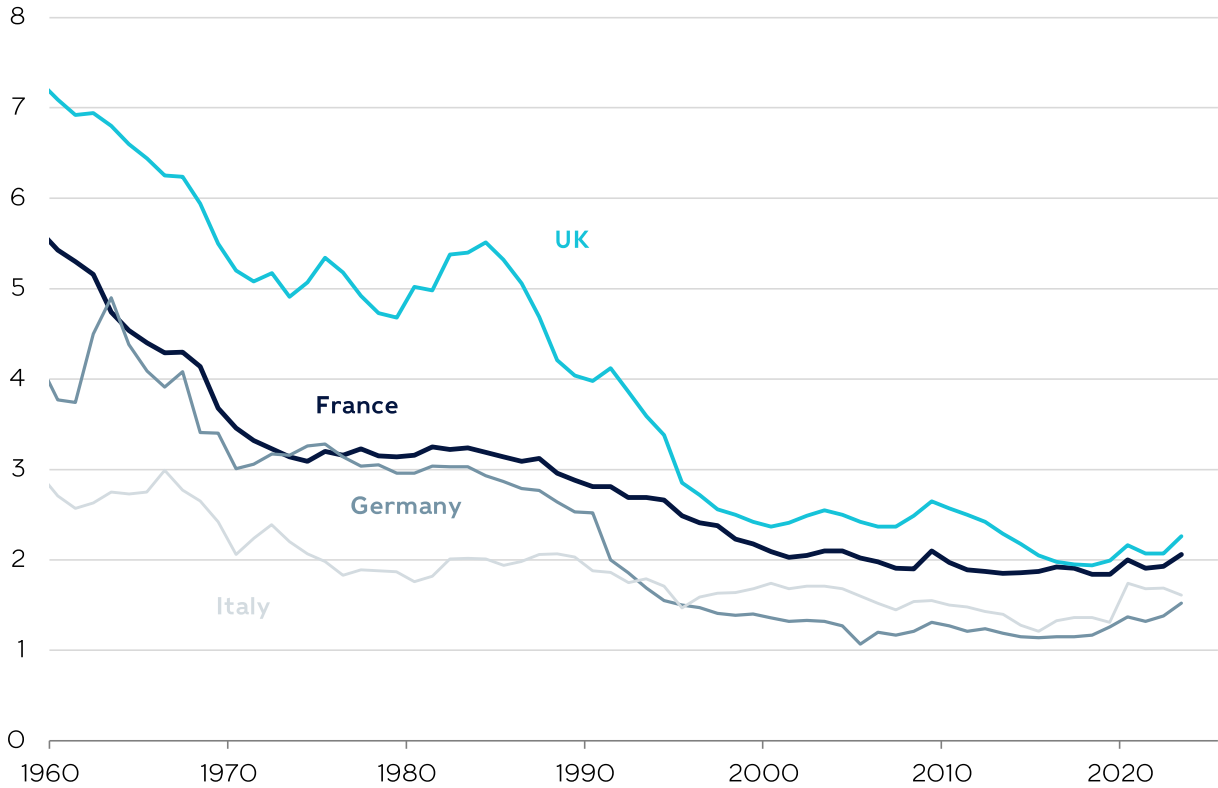


Sources: LSEG (2025), Rathbones

Forecasts are subject to various uncertainties and may not accurately predict future demographic trends.

# BUT THERE COULD BE SOME OFFSETTING FACTORS

European defence spending (% of GDP)

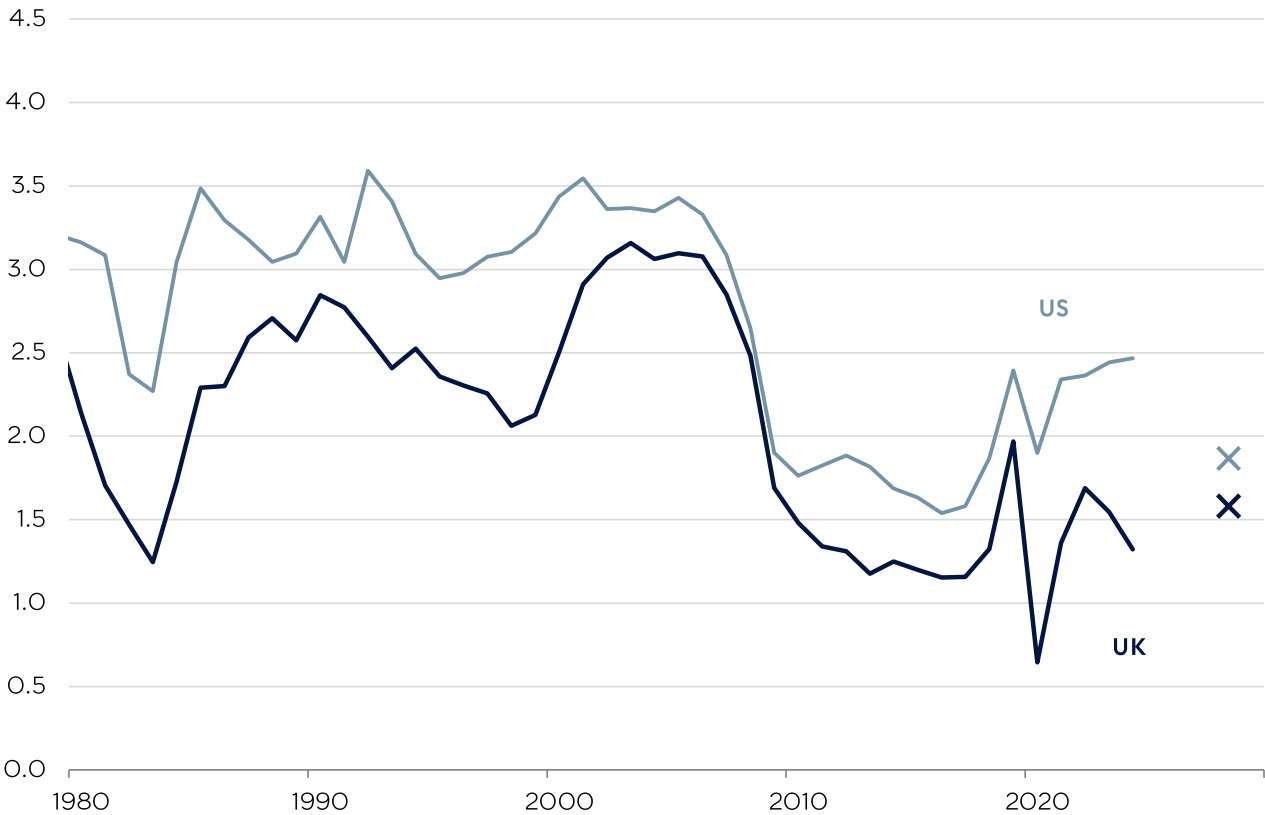


Sources: LSEG (2025), Rathbones



# ON NET, WE EXPECT ECONOMIC GROWTH TO BE A BIT WEAKER

10Y average real GDP growth & projections (%)

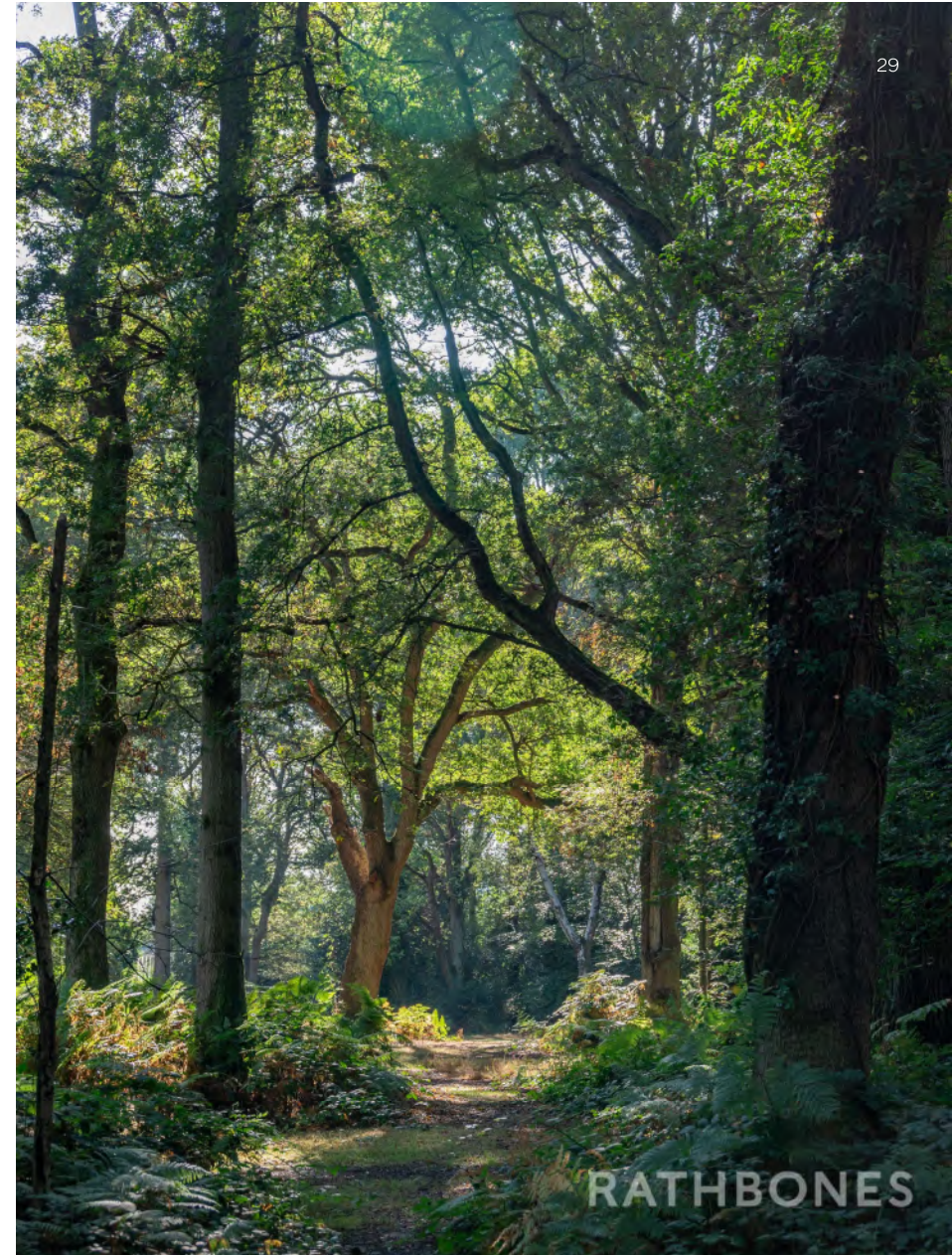


Sources: LSEG (2025), Rathbones

Past performance is not a reliable indicator of future performance. Forecasts are not a reliable indicator of future performance.

## NO RETURN TO THE 2010S

- Inflation is likely to be higher and more volatile in the 2020s than during the 2010s.
- But we aren't expecting a return to the 1970s. There are key structural differences in the economy today.
- Interest rates will also be higher and more volatile as central banks work harder to keep inflation at target.
- Economic growth will probably be similar to the 2010s. Demographics will be a drag, but there are also reasons elsewhere be more positive.



# HIGHER YIELDS ARE PROVIDING A MORE ATTRACTIVE ENTRY POINT FOR MOST FIXED INCOME ASSETS

## 10-year government bond yields (%)



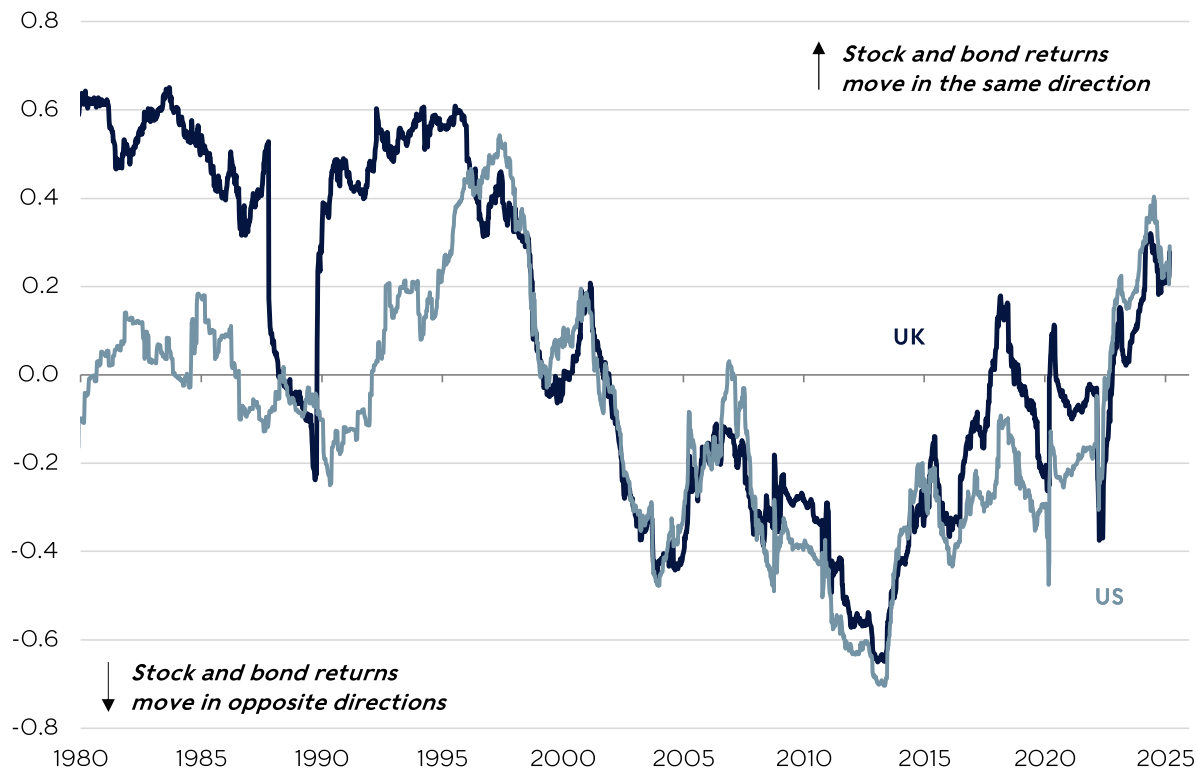
Sources: LSEG (2025), Rathbones

The value of investments can go down as well as up and you could get back less than you invested. Past performance is not a reliable indicator of future performance.

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# THE CORRELATION BETWEEN STOCKS AND BONDS HAS TURNED POSITIVE AGAIN

## 2-year rolling correlations between equities and bonds



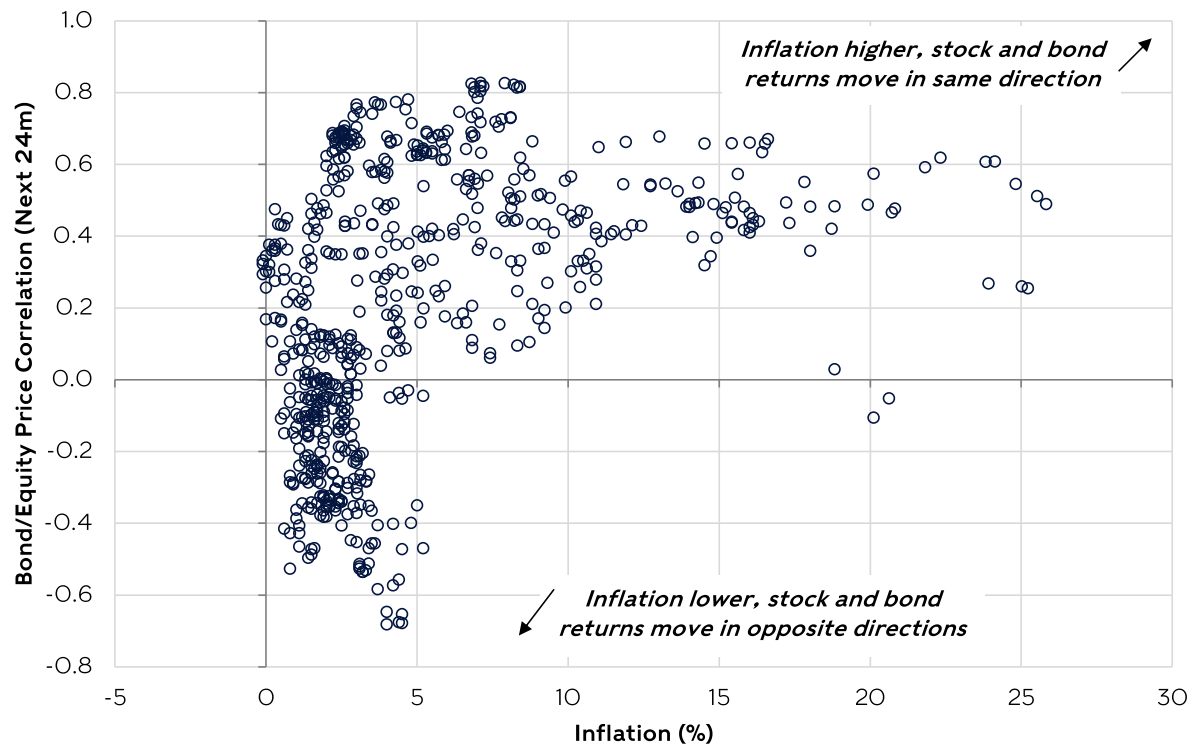
Sources: LSEG (2025), Rathbones

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# HIGHER INFLATION COULD MEAN THE CORRELATION IS LESS RELIABLY NEGATIVE IN THE FUTURE

UK inflation and subsequent correlation between equities and bonds (1969 – present)



Sources: LSEG (2025), Rathbones

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Past performance is not a reliable indicator of future performance.

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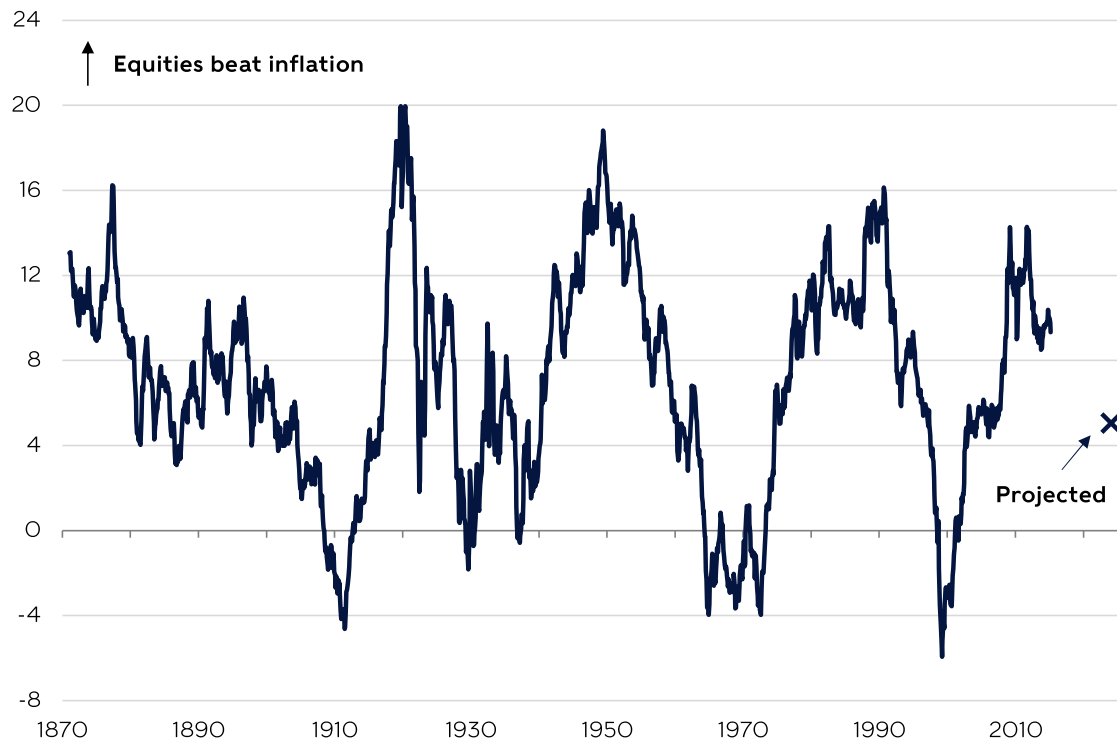
## SEA CHANGE IN FIXED INCOME

- The end of ultra-loose monetary policy has brought about the end of the ultra-low yields of the 2010s.
- Structurally higher policy interest rates suggest returns from most fixed income assets will be higher over the next decade.
- However, if inflation and interest rates are more volatile, then fixed income investors will probably have to endure bigger swings in returns.
- Higher inflation also means the correlation between stocks and bonds could be less reliably negative. Other diversifying assets are likely to play an important role in portfolios for lower-risk investors.



# EQUITIES HAVE A SOLID TRACK RECORD OF PROVIDING ABOVE-INFLATION RETURNS OVER LONGER HORIZONS

## 10-year annualised real returns from US equities (% , USD)



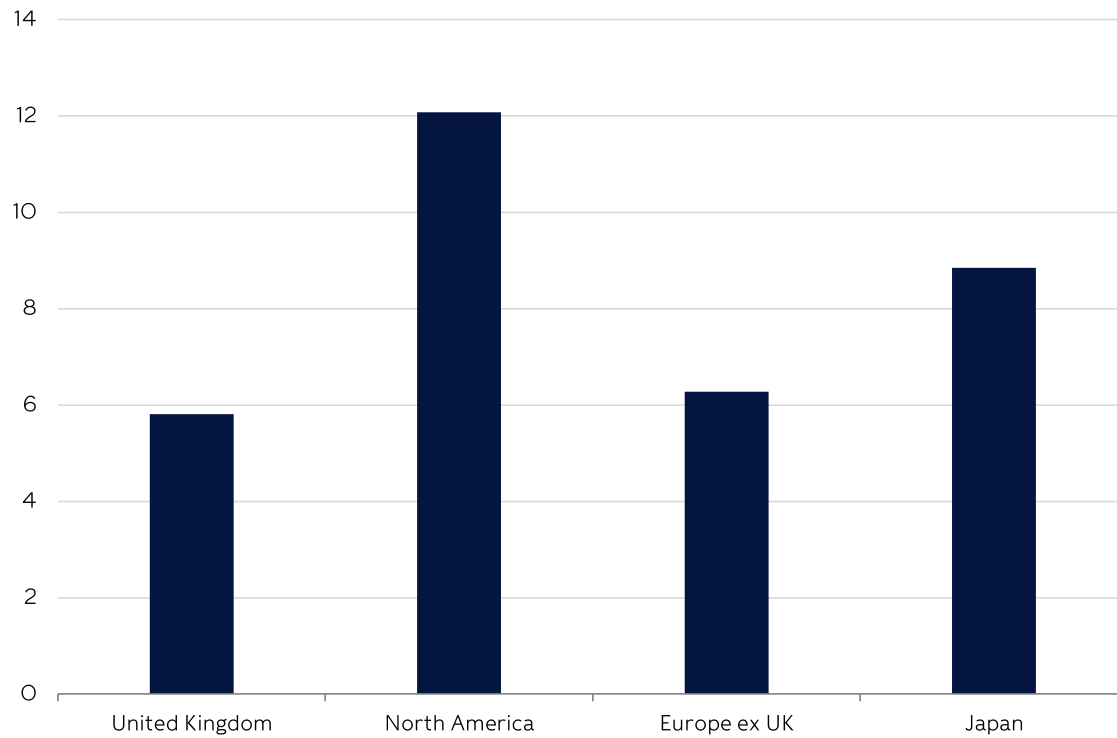
Sources: Robert J. Shiller (2025), Rathbones

The value of investments can go down as well as up and you could get back less than you invested. Past performance is not a reliable indicator of future performance. Forecasts are not a reliable indicator of future performance.



# THE US EQUITY MARKET HAS DOMINATED OVER THE PAST DECADE

## Equity returns over the past 10 years (% , local currencies)



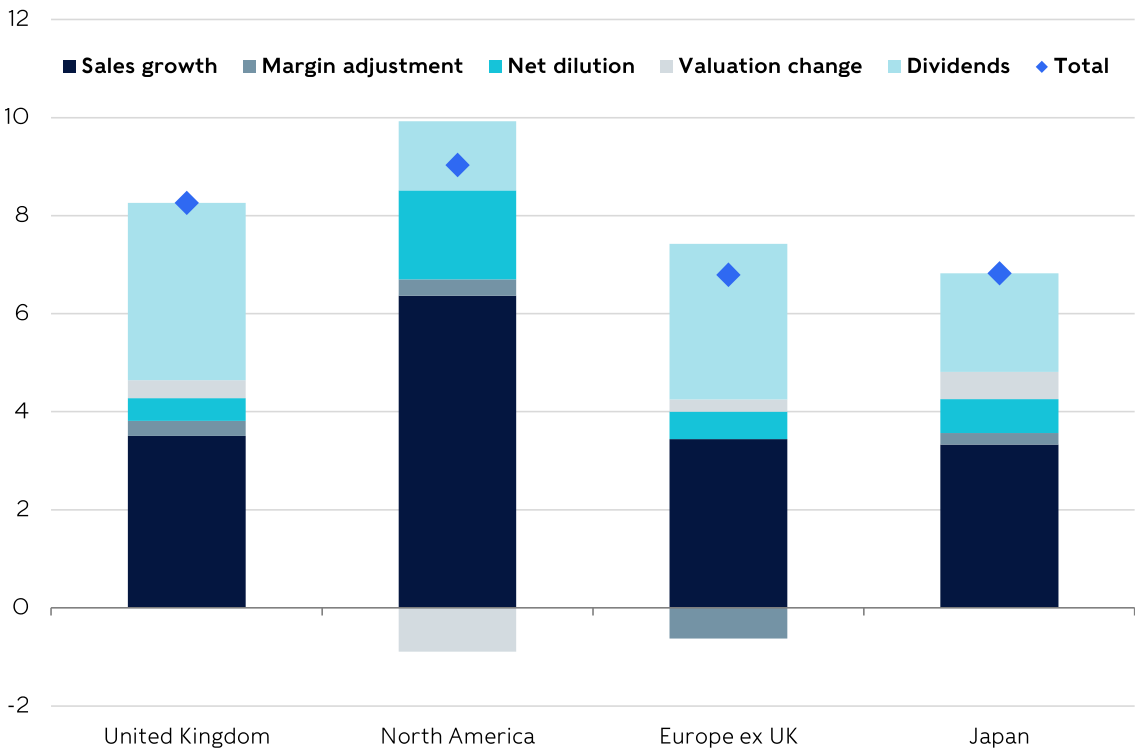
Sources: LSEG (2025), Rathbones

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# WE EXPECT SUPERIOR ECONOMIC GROWTH TO CONTINUE TO BOOST SALES FOR US FIRMS...

Breakdown of our equity returns projections (% , local currencies)

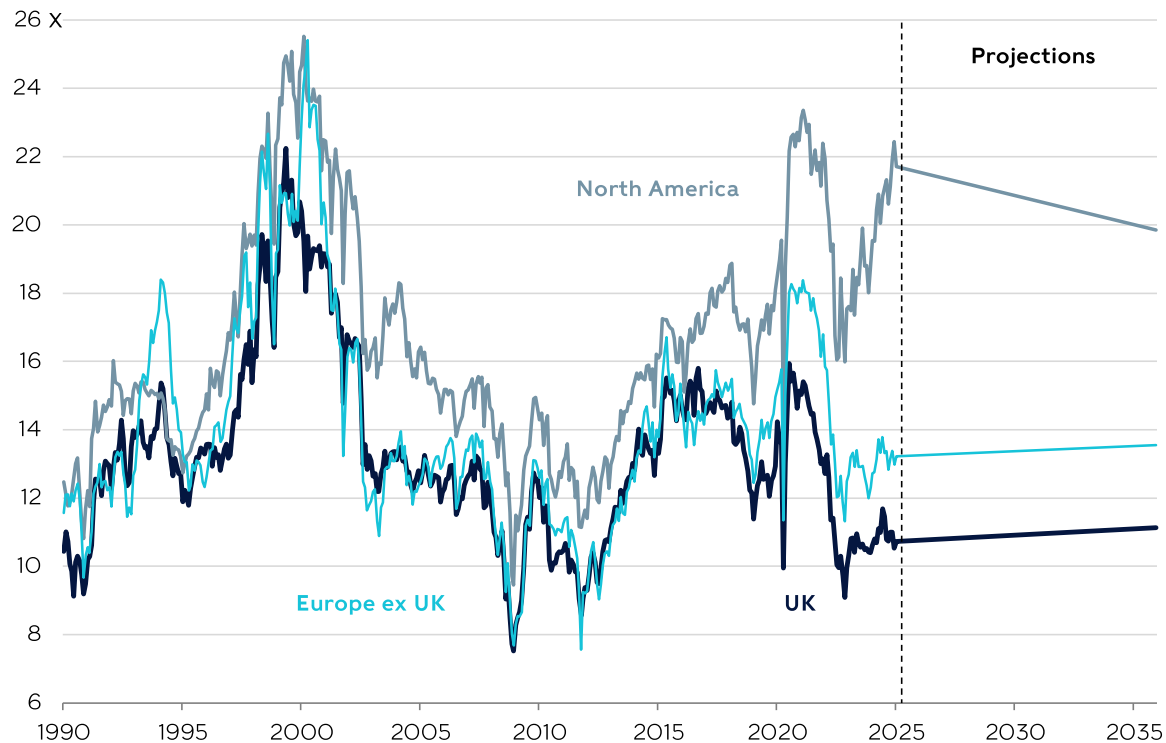


Sources: LSEG (2025), Rathbones

The value of investments can go down as well as up and you could get back less than you invested. Projections are not guaranteed and may not accurately predict future economic conditions.

## ...BUT HIGH VALUATIONS IN THE US COULD BE A DRAG ON RETURNS

### 12-month forward price/earnings ratios & projections



Sources: LSEG (2025), Rathbones

The value of investments can go down as well as up and you could get back less than you invested. Past performance is not a reliable indicator of future performance. Forecasts are not a reliable indicator of future performance. Changes in rates of exchange between currencies may cause the value of investments to decrease or increase.

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# AS COULD THE EXCHANGE RATE FOR STERLING INVESTORS – THE US DOLLAR AROUND ITS STRONGEST SINCE THE MID-1980S

US dollar real effective exchange rate (2015 = 100)



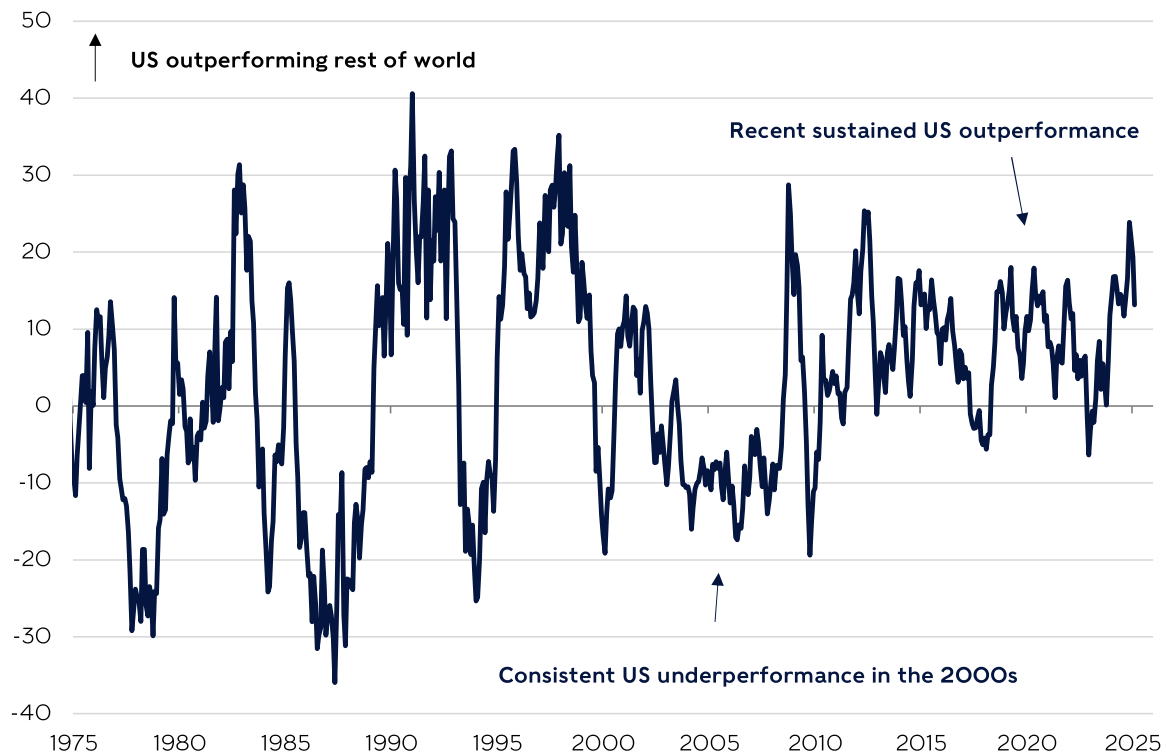
Sources: LSEG (2025), Rathbones

Past performance is not a reliable indicator of future performance.

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# US OUTPERFORMANCE IS A RECENT PHENOMENON

## US equity performance vs rest of world (1-year rolling, %)



Sources: LSEG (2025), Rathbones

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## **EQUITIES FOR THE LONG RUN, BUT US DOMINANCE TO WEAKEN**

- We still believe equities are capable of delivering returns well above inflation over the long run.
- Both our bottom-up projections and evidence from history suggest this will be the case.
- The main difference in our projections relative to the past decade is less dominant performance from the US.
- We don't expect poor returns from US equities by any means, just a more typical experience after a period of exceptional returns.





## CONCLUSIONS

- Inflation and interest rates are likely to be higher and more volatile in the 2020s than during the 2010s, but we aren't expecting a return to the 1970s.
- Economic growth will probably be similar to the 2010s, with demographics a key headwind.
- Higher yields make fixed income more attractive over longer time horizons, but the volatility of the asset class has probably also increased.
- Equities still appear capable of delivering returns well in excess of inflation, although the US may not be as dominant.
- The correlation between bonds and equities may be less reliable. Diversifying assets will remain important for lower-risk investors.





## ADDITIONAL INFORMATION

Information valid as of 12.03.2025 unless otherwise stated.

Tax regimes, bases and reliefs may change in the future.

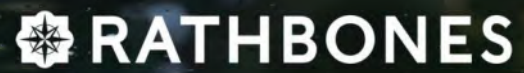
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**ANY QUESTIONS?**

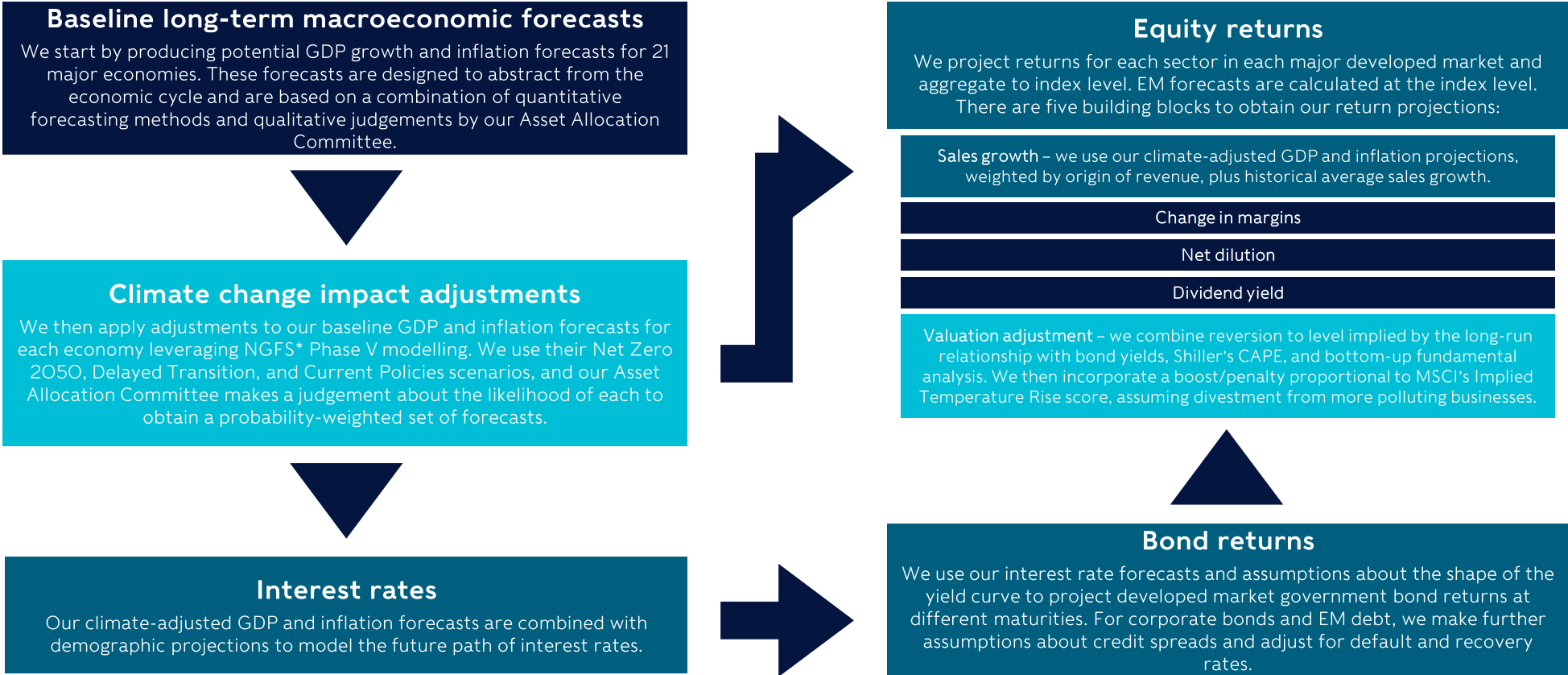




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APPENDIX

# ACCOUNTING FOR CLIMATE IN OUR CAPITAL MARKET ASSUMPTIONS

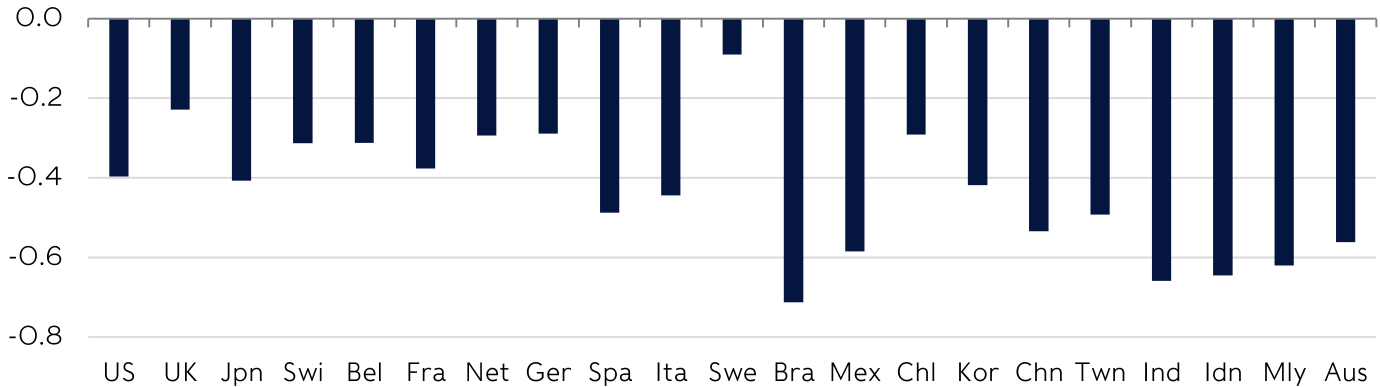


Source: Rathbones

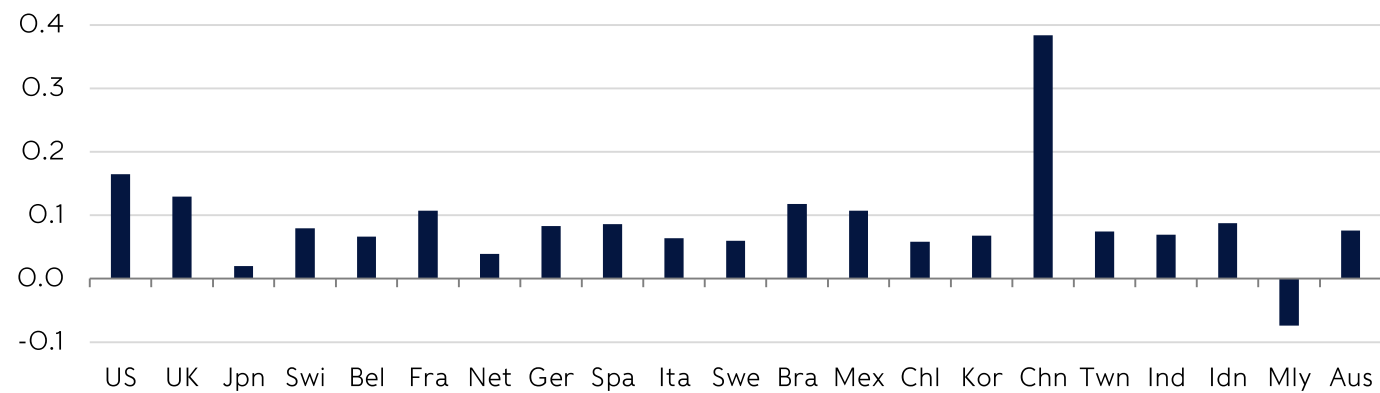
\* NGFS is the Network of Central Banks and Supervisors for Greening the Financial System. It is a group of central banks and supervisors for the financial sector that was founded in 2017 to manage risks and to mobilise mainstream finance in the context of environmentally sustainable development. The group currently has 142 members, including the Bank of England, the European Central Bank, and until January 2025, the US Federal Reserve.

# ACCOUNTING FOR CLIMATE IN OUR ECONOMIC PROJECTIONS

Climate adjustments to GDP projections (pp)



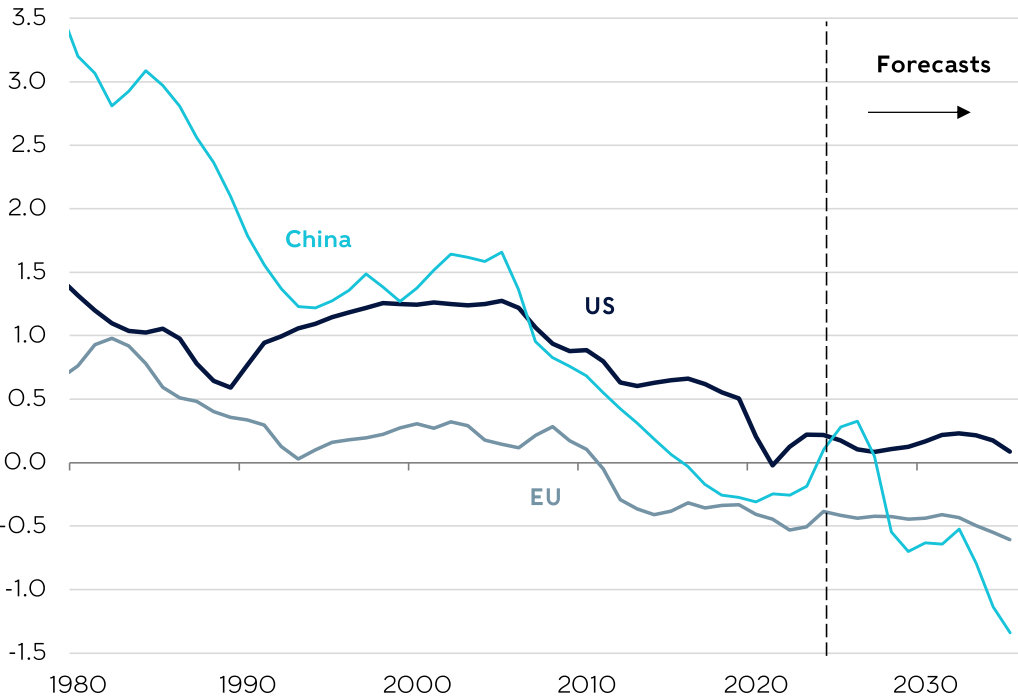
Climate adjustments to inflation projections (pp)



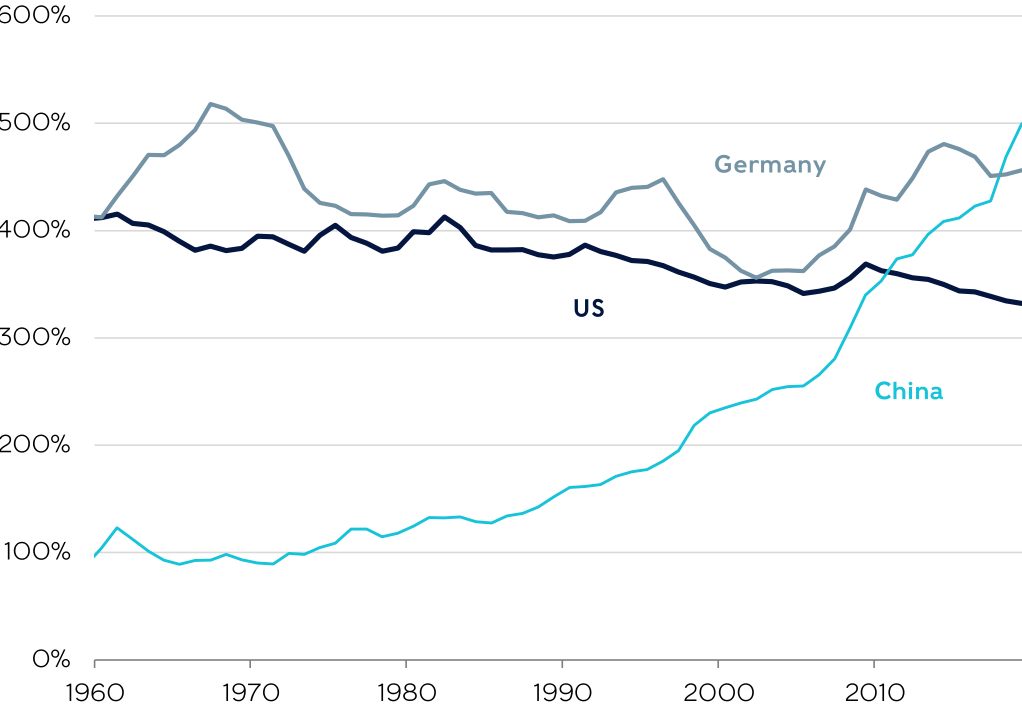
Source: Rathbones

# CHINA FACES STRONG DEMOGRAPHIC HEADWINDS, WHILE ITS INVESTMENT-LED GROWTH MODEL IS REACHING ITS LIMITS

Annual working-age population growth (%)



Capital stock (% of GDP)



Sources: LSEG (2025), Rathbones

# GEOPOLITICS MAKE FOR A TOUGHER INVESTMENT ENVIRONMENT IN CHINA, REGARDLESS OF ECONOMICS

## Share of mainland Chinese equities owned by foreign investors

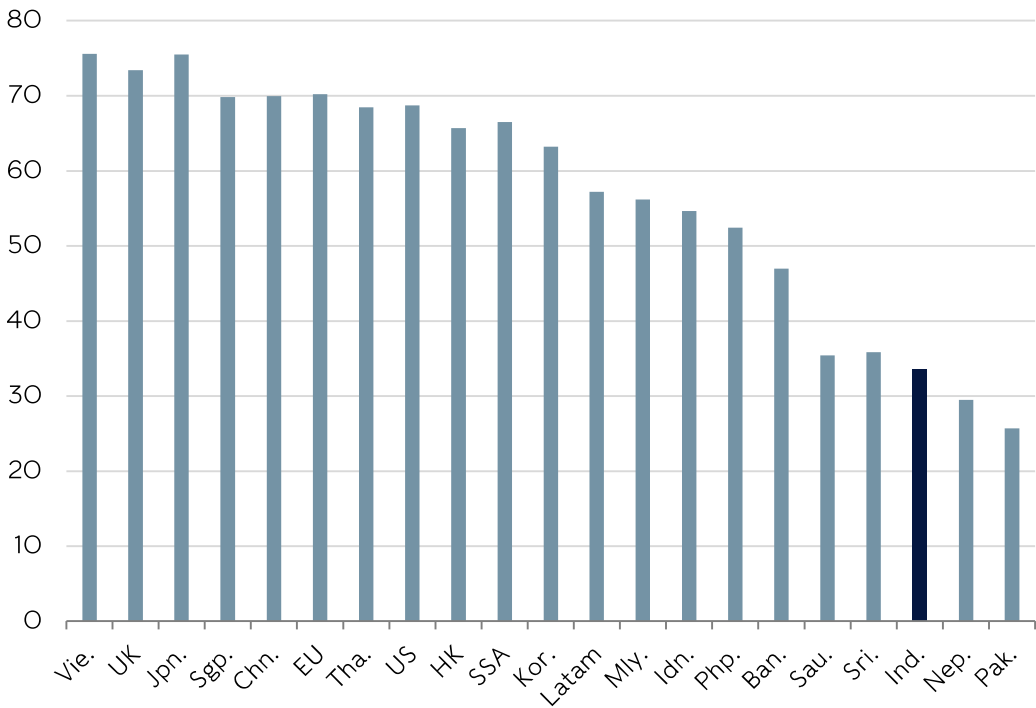


Sources: LSEG (2025), Rathbones

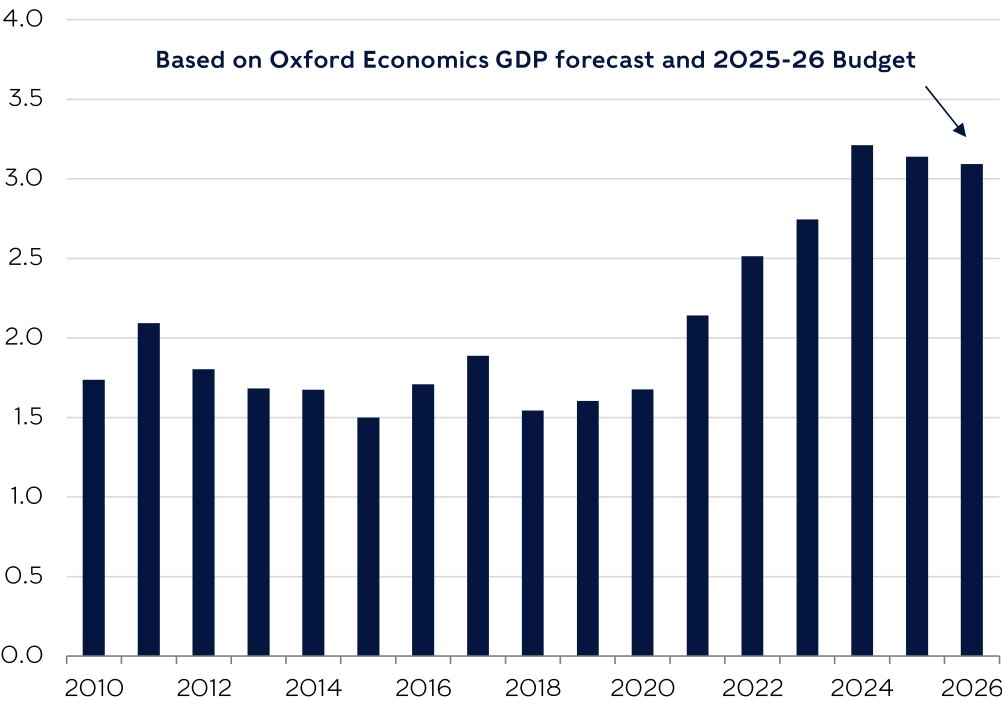


# INDIA HAS MORE FAVOURABLE DEMOGRAPHICS AND IS REMEDYING HISTORIC UNDERINVESTMENT

Female labour force participation (%)



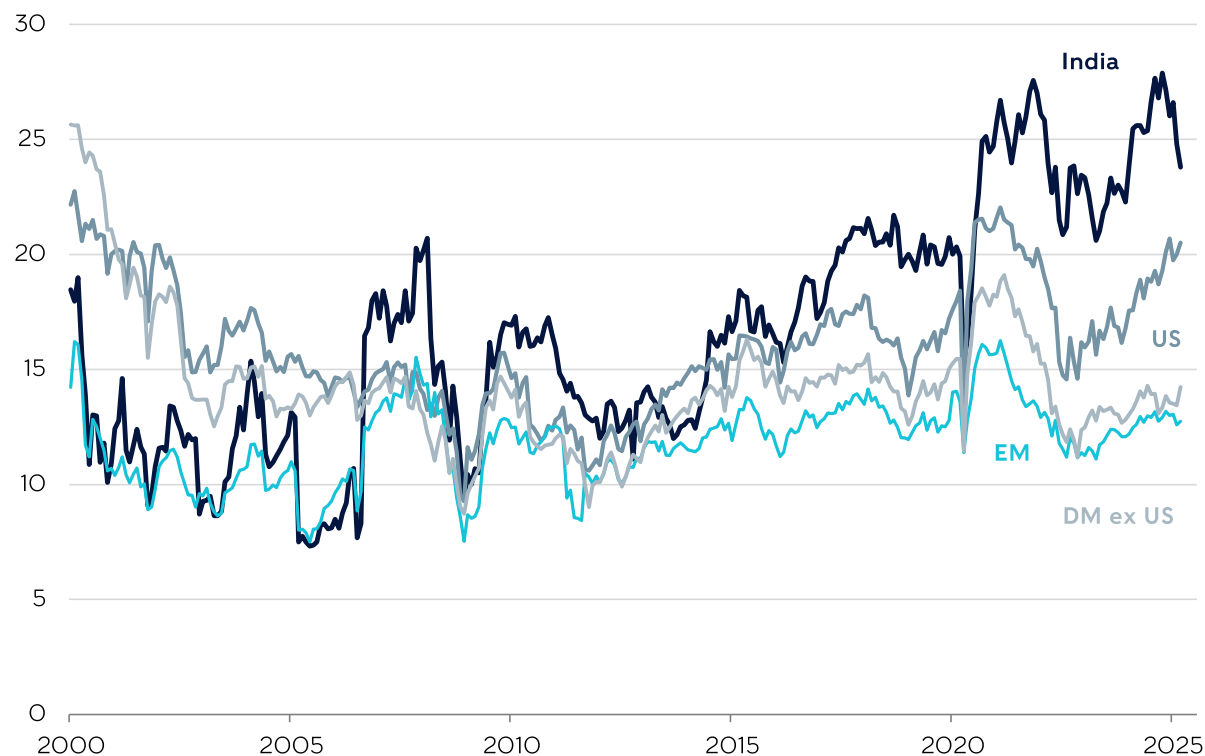
Indian government capital expenditure (% of GDP)



Sources: LSEG (2025), Rathbones

## HOWEVER, A LOT OF GOOD NEWS IS ALREADY PRICED INTO THE STOCK MARKET – IT TRADES AT A BIG PREMIUM TO THOSE ELSEWHERE

12-month forward price/earnings ratios adjusted for sector composition



Sources: LSEG (2025), Rathbones

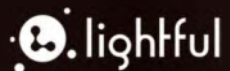
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# **RATHBONES CHARITIES CONFERENCE**

# Adapting to digital change: building resilient charities for the future

20th March 2025









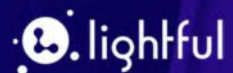


## Vision

A future where nonprofits have the power to create more equitable communities and a healthier planet

## Mission

To help nonprofits become better storytellers, build trust and raise more money





# The **charity sector** is under-resourced and left behind by technology



**72% of small charities are struggling digitally** and they struggle with digital fundraising



**88%** of attendees were unsure or did not have enough unrestricted income to manage **funding uncertainties**



**60%** of small charities are **not engaging with emerging tech trends like AI**



**96%** believe more training and support on **diversifying fundraising** would be helpful

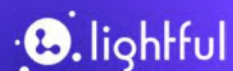
Please take the survey!

# Charity Digital Skills Report 2025

Have your say - take the survey now



[www.surveymonkey.com/r/CDSR2025](https://www.surveymonkey.com/r/CDSR2025)



# What does Digital Resilience actually mean?



## Skills

Equipping charities with digital skills

Applying those skills in their roles



## Support

Helping them use digital tools effectively

Not just one-and-done approach, but ongoing investment



## Adaptable





Ensuring they can navigate AI & emerging tech responsibly

Withstand turbulence - economic and health-related

# With the right support, small organisations can thrive



We tend to work with...

-  Small charities <£5m (<£1m) income
-  Willingness to run a campaign
-  Motivation to build digital skills
-  Basic digital presence



## The BRIDGE programme: Learning by doing, in community

-  3,500+ organizations
-  120+ countries
-  50+ funding partners



# How **BRIDGE** is structured

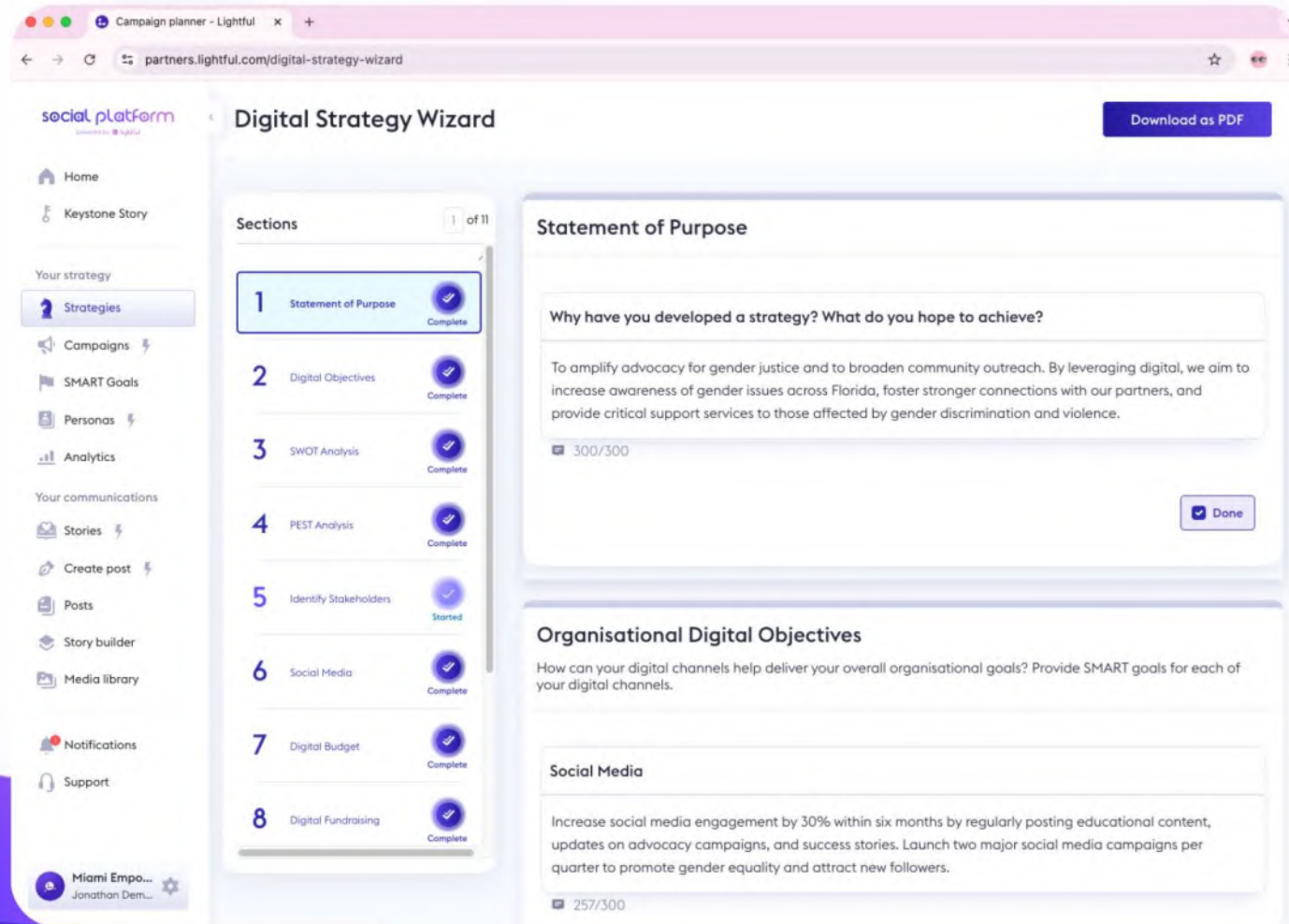




# How do charities learn about digital?



# Digital strategy wizard



Campaign planner - Lightful x +

partners.lightful.com/digital-strategy-wizard

social platform  
powered by lightful

Home

Keystone Story

Your strategy

Strategies

Campaigns

SMART Goals

Personas

Analytics

Your communications

Stories

Create post

Posts

Story builder

Media library

Notifications

Support

Miami Empo...  
Jonathan Dem...

## Digital Strategy Wizard

Download as PDF

Sections 1 of 11

- 1 Statement of Purpose Complete
- 2 Digital Objectives Complete
- 3 SWOT Analysis Complete
- 4 PEST Analysis Complete
- 5 Identify Stakeholders Started
- 6 Social Media Complete
- 7 Digital Budget Complete
- 8 Digital Fundraising Complete

### Statement of Purpose

Why have you developed a strategy? What do you hope to achieve?

To amplify advocacy for gender justice and to broaden community outreach. By leveraging digital, we aim to increase awareness of gender issues across Florida, foster stronger connections with our partners, and provide critical support services to those affected by gender discrimination and violence.

300/300

Done

### Organisational Digital Objectives

How can your digital channels help deliver your overall organisational goals? Provide SMART goals for each of your digital channels.

#### Social Media

Increase social media engagement by 30% within six months by regularly posting educational content, updates on advocacy campaigns, and success stories. Launch two major social media campaigns per quarter to promote gender equality and attract new followers.

257/300

# Campaign planner plus AI ✨

The screenshot displays the 'Campaign planner' interface within a web browser. The browser's address bar shows the URL: `partners.lightful.com/campaign-planner/c58aa2e4-a046-11ef-822e-e73d428eb809`. The interface includes a sidebar on the left with navigation links: Home, Keystone Story, Your strategy, Strategies, Campaigns (highlighted), SMART Goals, Personas, Analytics, Your communications, Stories, Create post, Posts, Story builder, Media library, Notifications, and Support. The main content area is titled 'Campaign planner' and features a 'Download as a PDF' button. A 'Sections' list on the left indicates the progress of the campaign setup: 1. About your campaign (Started), 2. Campaign goals (Not started), 3. Campaign theme (Started), 4. Audience (Started), 5. Task Timeline (Started), and 6. Campaign review (Not started). The 'About your campaign' section includes a 'Campaign status' toggle set to 'Active' and a 'Campaign type' selection area with options: Fundraising (selected), Advocacy, Awareness, Volunteer recruitment, Newsletter sign-up, and Other. A purple banner with an AI assistant icon states: 'Hi! I'm Lightful's AI support. I can help you start your campaign from a story!'. Below this, a message reads: 'Please select a story, and I'll brainstorm ideas for your campaign. Did you know? You can also create your Keystone story! It's a powerful, reusable story that will elevate your organization's impact.' A 'Select a story' dropdown menu shows 'Campaign launch blog post', and a button labeled 'Generate campaign idea with story' is available. The 'Campaign name' field at the bottom contains the text 'Empowering Florida Together'. The bottom left corner features the Lightful logo and a user profile for 'Miami Empo... Jonathan Dem...'.

# Ethical storytelling plus AI ✨

The screenshot displays the 'social platform' interface for 'Storytelling for Impact'. On the left is a sidebar with navigation options: Home, Keystone Story, Your strategy (Strategies, Campaigns, SMART Goals, Personas, Analytics), and Your communications (Stories, Create post, Posts, Story builder, Media library, Notifications, Support). The 'Stories' section is active. The main content area is titled 'Storytelling for Impact' and contains a form to 'Please provide your story'. The form includes a balance scale icon, instructions to provide feedback on stories of any type and length, and a prompt to start by posting in the field below and pressing 'Get AI Feedback'. There are buttons for 'Exit without saving' and 'Save and exit'. Below the form is a text input field with a placeholder 'Campaign launch blog post' and a pencil icon. The input field contains two paragraphs of text about Miami Empower. Below the input field is a character count '2,244' and a section to 'Add the story's purpose (optional)'. At the bottom are buttons for 'Save', 'Post story', and 'Get AI Feedback'. To the right of the form is a purple box titled 'Hi! Lightful's AI assistant' which explains that the assistant will provide suggestions on how the story could be improved in terms of Authenticity, Dignity, Empowerment, Transparency, Context and goals. It also mentions that it will give general thoughts and provide specific examples, and flag potential areas to consider regarding consent. Below this box is a 'View Previous Feedback' button.

social platform

Home

Keystone Story

Your strategy

Strategies

Campaigns

SMART Goals

Personas

Analytics

Your communications

Stories

Create post

Posts

Story builder

Media library

Notifications

Support

Miami Empo...  
Jonathan Dem...

Storytelling for Impact

Please provide your story

Exit without saving

Save and exit

Storytelling with Impact can provide you with feedback on stories of any type and length.

Start by posting in your story in the field below and pressing "Get AI Feedback".

Campaign launch blog post

In the vibrant and diverse city of Miami, a significant number of local youth face challenges that can hinder their personal and educational growth. Miami Empower is dedicated to changing this narrative by fostering a supportive environment where young minds can thrive. Their mission is to provide young individuals with the skills, knowledge, and resources they need to become empowered members of their community. By offering comprehensive after-school programs, mentorship, and leadership development opportunities, Miami Empower seeks to bridge the gap between potential and achievement.

Through targeted initiatives, Miami Empower has touched the lives of countless young individuals. Consider the story of Jamal, a high school student who struggled with direction and self-esteem. Joining Miami Empower's after-school program marked a turning point in his life. With access to mentoring sessions, skill-building workshops, and community service projects, Jamal transformed into a confident and driven young leader keen on making a difference in his community. His story exemplifies Miami Empower's impact, illuminating pathways that inspire and elevate youth.

2,244

Add the story's purpose (optional)

Save

Post story

Get AI Feedback

Hi! Lightful's AI assistant

Please add your story in the field on the left and I'll provide suggestions on how it could potentially be improved in terms of Authenticity, Dignity, Empowerment, Transparency, Context and goals.

I will give you general thoughts on these aspects, as well as provide specific examples. I'll also flag potential areas to consider regarding consent.

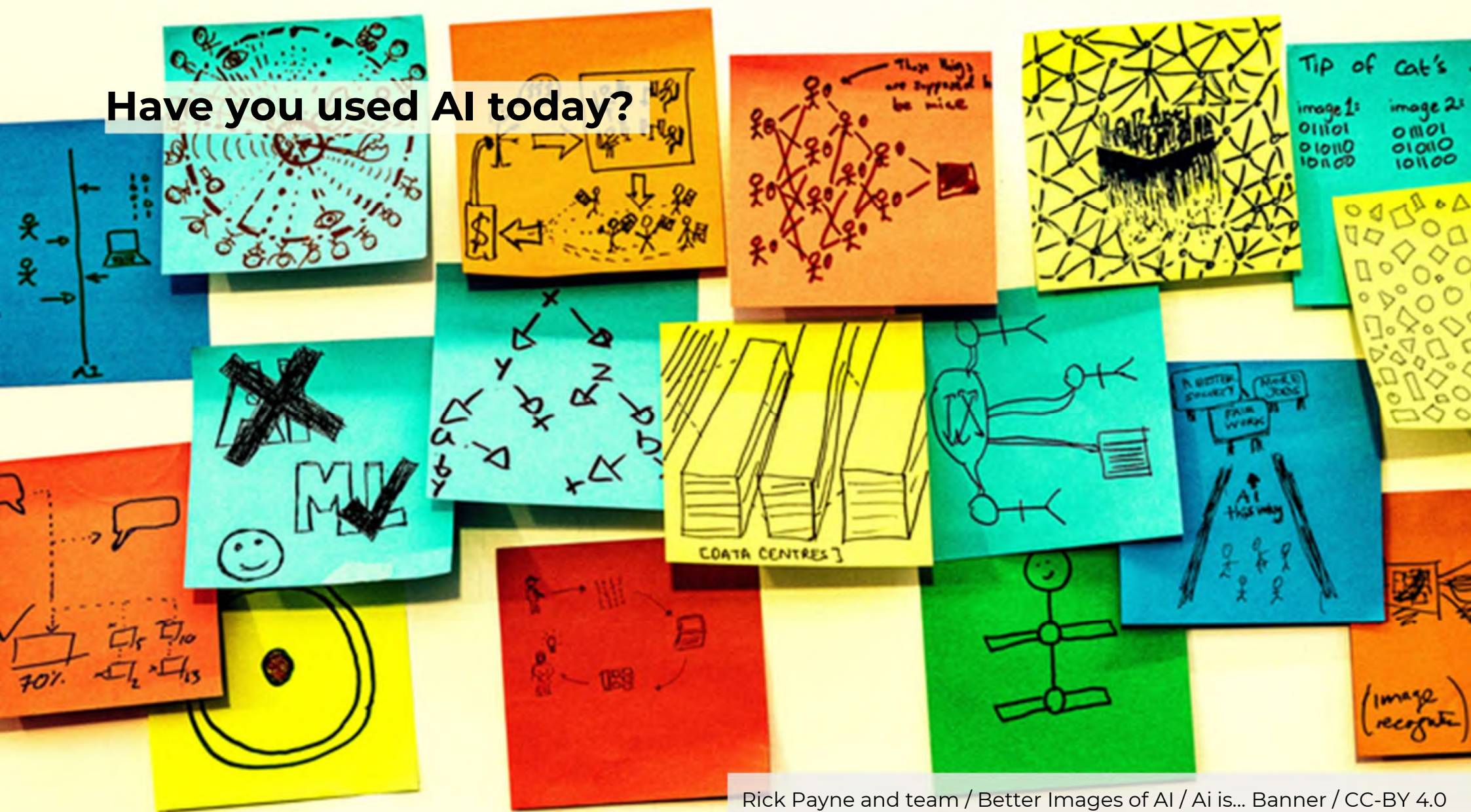
Your feedback will appear here...

View Previous Feedback

# Let's talk about AI...



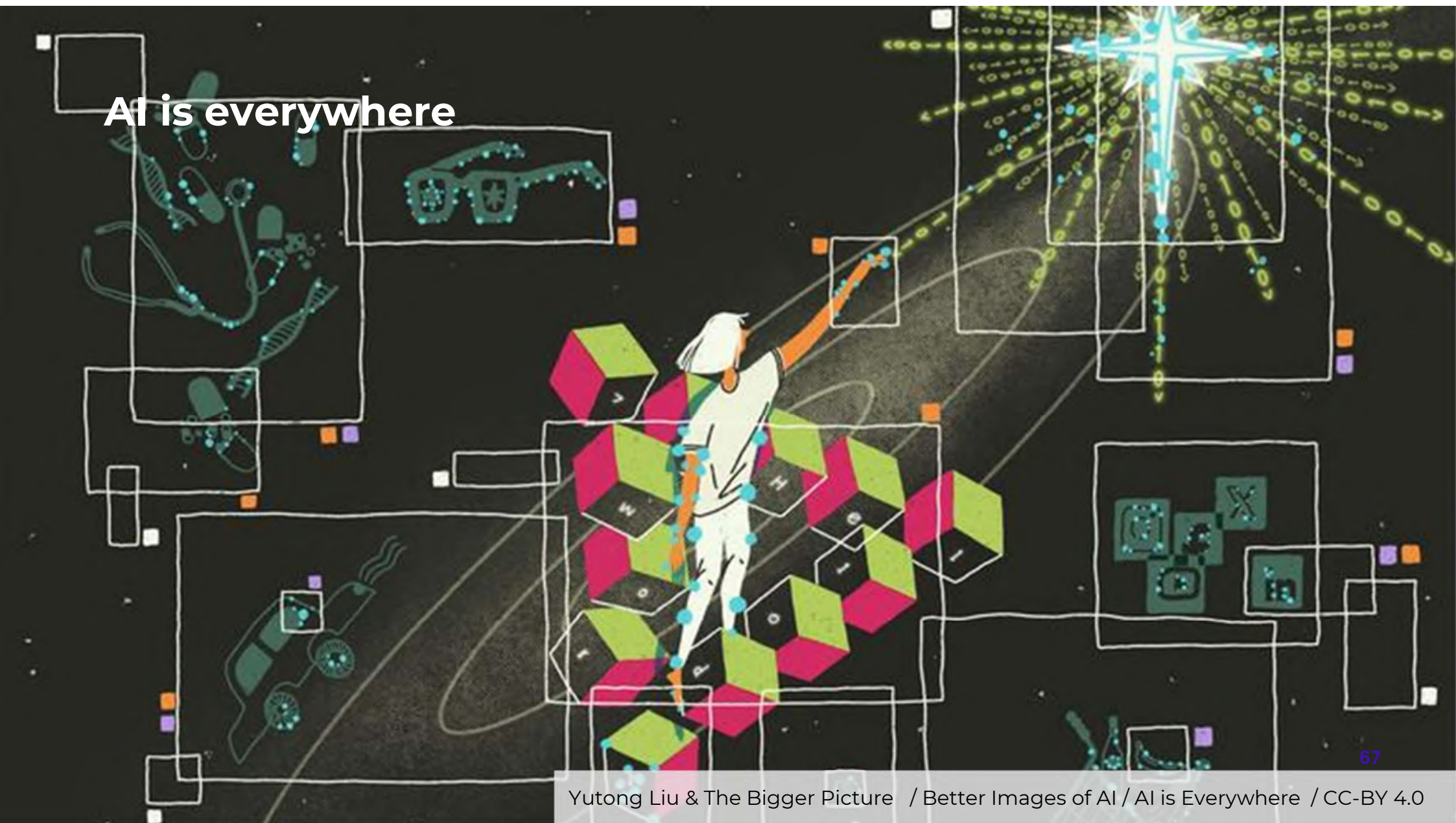
Have you used AI today?



Rick Payne and team / Better Images of AI / Ai is... Banner / CC-BY 4.0



AI is everywhere



## What should we do?



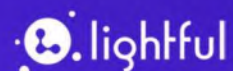


# Create guidelines or principles

## Our 10 principles of AI

Our work starts with communities so we want to use AI as a tool to help catalyse the knowledge, expertise and commitment of people, both within our organisation and within the communities we work to support:

1. Ensure **AI works for people**. Enable our people to do the work that is uniquely human and which they excel at, and design AI to emphasise these strengths.
2. Always have a **human in the loop** to ensure that our AI tools operate safely, securely and appropriately for their intended purpose.
3. Ensure that people have all the information they need and that we remain **accountable** for all the work we do when we use AI.
4. **Share our learning**, both successes and failures, from the responsibly delivered small and safe experiments we run.
5. Ensure that our use of AI technologies is **inclusive**, avoids discrimination and harm, and wherever possible leads to equitable outcomes.
6. Benefit our staff and customers through the delivery of more **efficient and effective processes**.
7. Monitor use of AI and its impact - knowing when it benefits people and communities and **knowing when not to use it**.
8. Understand the interconnection between communities and the environment and so only use AI when it is **meaningful**, targeted and supports positive change.
9. Demonstrate **transparency** in the way we utilise AI, internally and externally. Ensure we retain the knowledge of what and how we have developed AI so we can adapt it as we go and wherever possible share the technology.
10. Protect the **privacy** of all our stakeholders, staff and customers. We will always apply privacy and security by design to safeguard personal, proprietary and confidential data.



[www.tnlcommunityfund.org.uk/  
media/documents/AI-  
principles.pdf](http://www.tnlcommunityfund.org.uk/media/documents/AI-principles.pdf)



## AI principles

As artificial intelligence (AI) becomes more prevalent globally, it prompts important questions about the role it should play in people's lives and how it is used responsibly and ethically. To address these questions we at The National Lottery Community Fund have defined our own set of AI principles to demonstrate our commitment to using AI to benefit people and communities.

The rise of AI has the potential for a profound impact on the way we work. We hope that adopting, developing and deploying AI will help us make the best of the talents of our people and the communities we work with. We have brought together people from across our organisation and, with the support of external experts, developed these principles which are deeply embedded in our organisational values. We hope that they will also support others in the voluntary and community sector to understand their own journey with AI.

## Our 10 principles of AI

Our work starts with communities so we want to use AI as a tool to help catalyse the knowledge, expertise and commitment of people, both within our organisation and within the communities we work to support:

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10. Protect the **privacy** of all our stakeholders, staff and customers. We will always apply privacy and security by design to safeguard personal, proprietary and confidential data.

## Ask two questions






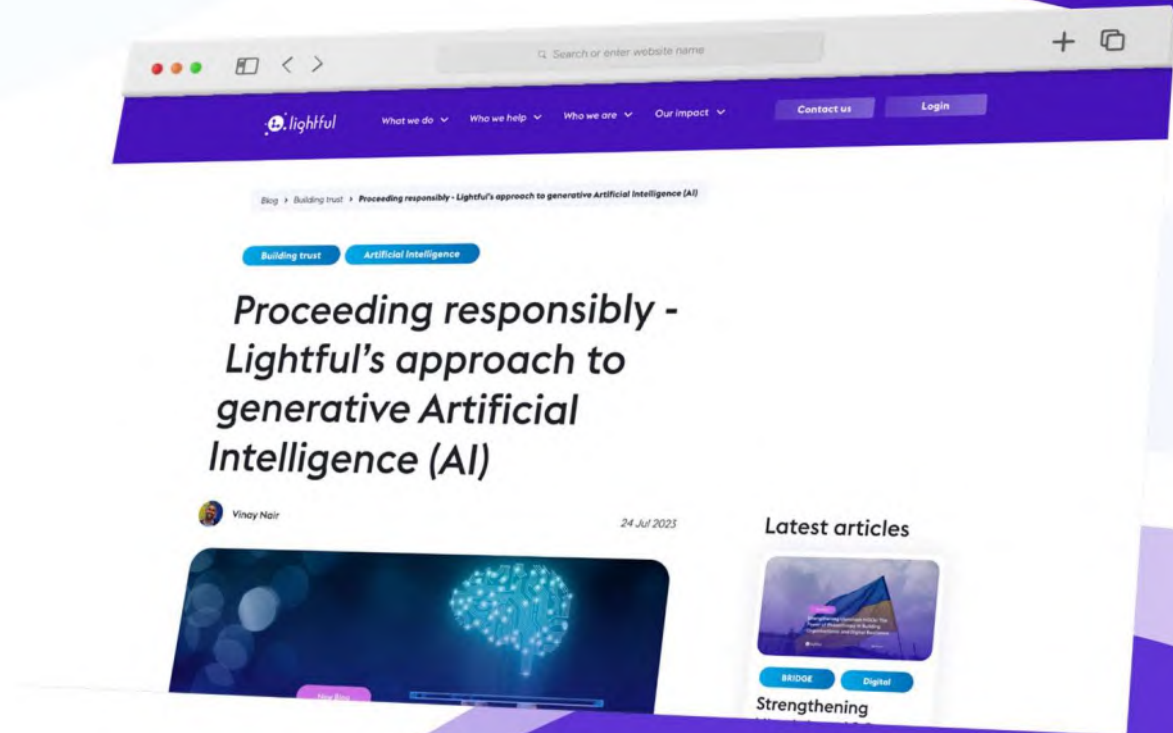
**What are you already using AI for?**



**How do you feel about it?**

# Lightful's AI principles

-  Building responsibly
-  Building equity
-  Building trust





# AI policy template



## Purpose

How will AI help us achieve our mission?

For example, consider why AI is being adopted in your organisation? How will it help you to achieve your mission and serve your community?

## Ethical use

How will we ensure AI is fair and doesn't cause harm?

Consider how you will use AI tools to promote social justice, fairness, and non-discrimination...

How do we avoid bias in AI?

What measures will you put in place to address any bias? How will you take an inclusive approach?



**Anyway, back to us humans**

**Does any of this work?**

## Outcomes and impact



95%

of respondents feel that the BRIDGE programme has had a **long lasting positive impact** on their organisation



79%

average **increase in funds** raised by nonprofits compared to the 12 months before the BRIDGE programme

From Lightful's 2024 Building Resilience Impact Report  
<https://lightful.com/building-resilience>

## Don't just take my word for it

“

### Buliisa Initiative for Rural Development Organisation (BIRUDO)

*I do really appreciate the BRIDGE program for greatly impacting lives. **Not just me who has been a direct beneficiary but also hundreds of people who get this information through people like me. Those who have gotten justice as a result of this program.** Continue impacting lives, as a lot still needs to be done, especially in our countries (Uganda) where I hail from.*

# Long-term nonprofit resilience **over ten years**

Gates  
Foundation

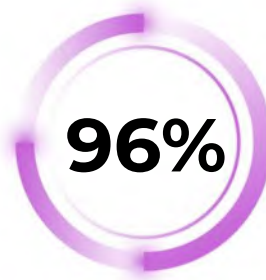


Department for  
Digital, Culture  
Media & Sport



Florida  
Philanthropic  
Network

Walmart



Of charities think the lessons learned from the BRIDGE programme **have helped them have a positive impact on the community they serve**



GREENWOOD PLACE  
THE PHILANTHROPY ACCELERATOR



Royal Academy  
of Engineering

project  
HOPE

MALALA  
FUND

OBAMA  
FOUNDATION

WILLIAM + FLORA  
Hewlett Foundation



Síol  
Foundation

Gates  
Philanthropy  
Partners







# Let's build the resilience of UK charities

Grow digital skills...

Diversify income streams...

Tell their incredible stories...

...and (re)build trust

# What you can do



## If you're a trustee

- ✓ Ensure digital is on your board's agenda.
- ✓ Invest in staff training & digital confidence.
- ✓ Support ethical AI adoption in decision-making



## If you're a Funder

- ✓ Ask grantees what support they need
- ✓ Invest in long-term digital capacity-building, not just one-off projects
- ✓ Ensure grantees have the right digital tools & governance in place

# We're running the **BRIDGE Collective** in June

## Open cohort

- Working together across funders and causes, with specific tracks focussed on UK, Florida and Climate

## BRIDGE programme

- 6 month programme to build digital resilience
- Responding to needs in the UK and beyond

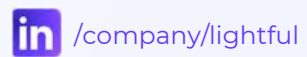
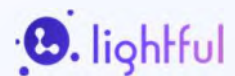
## June to December 2025

- Meeting the moment
- Crescendo towards #GivingTuesday and end-of-year giving



# Thank you!

[jonathan@lightful.com](mailto:jonathan@lightful.com)



# **RATHBONES CHARITIES CONFERENCE**



RATHBONES

# REDEFINING WEALTH – DO WE NEED A FRESH APPROACH TO UNDERSTANDING WEALTH GENERATION?

Rathbones Charities Conference  
Presented by Max Richardson

March 2025  
Rathbones Group Plc



## AGENDA

- What is wealth?
- The context for investors today
- Systems thinking
- Funding gaps
- Mindset shift
- Conclusion

The content contained in this document is for information purposes only and does not constitute a recommendation to purchase any product or service. You should always take appropriate advice from a professional, who has made an evaluation at the point of investing.





# WHAT IS WEALTH AND WHOSE BALANCE SHEET ARE WE USING ANYWAY?

Google wealth definition

Images Economics By Adam Smith Oxford News Inequality Sociology

About 1,210,000,000 results (0.41 seconds)

## Dictionary

Definitions from [Oxford Languages](#) · [Learn more](#)

## wealth

*noun*

1. an abundance of valuable possessions or money.  
"he used his considerable wealth to bribe officials"

Similar: affluence prosperity opulence riches means substance

2. a plentiful supply of a particular desirable thing.  
"the tables and maps contain a **wealth** of information"

Similar: abundance profusion plethora mine store treasury

Google wealth etymology

Greek Images Latin News Videos Books

About 4,560,000 results (0.32 seconds)

Definitions from [Oxford Languages](#) · [Learn more](#)

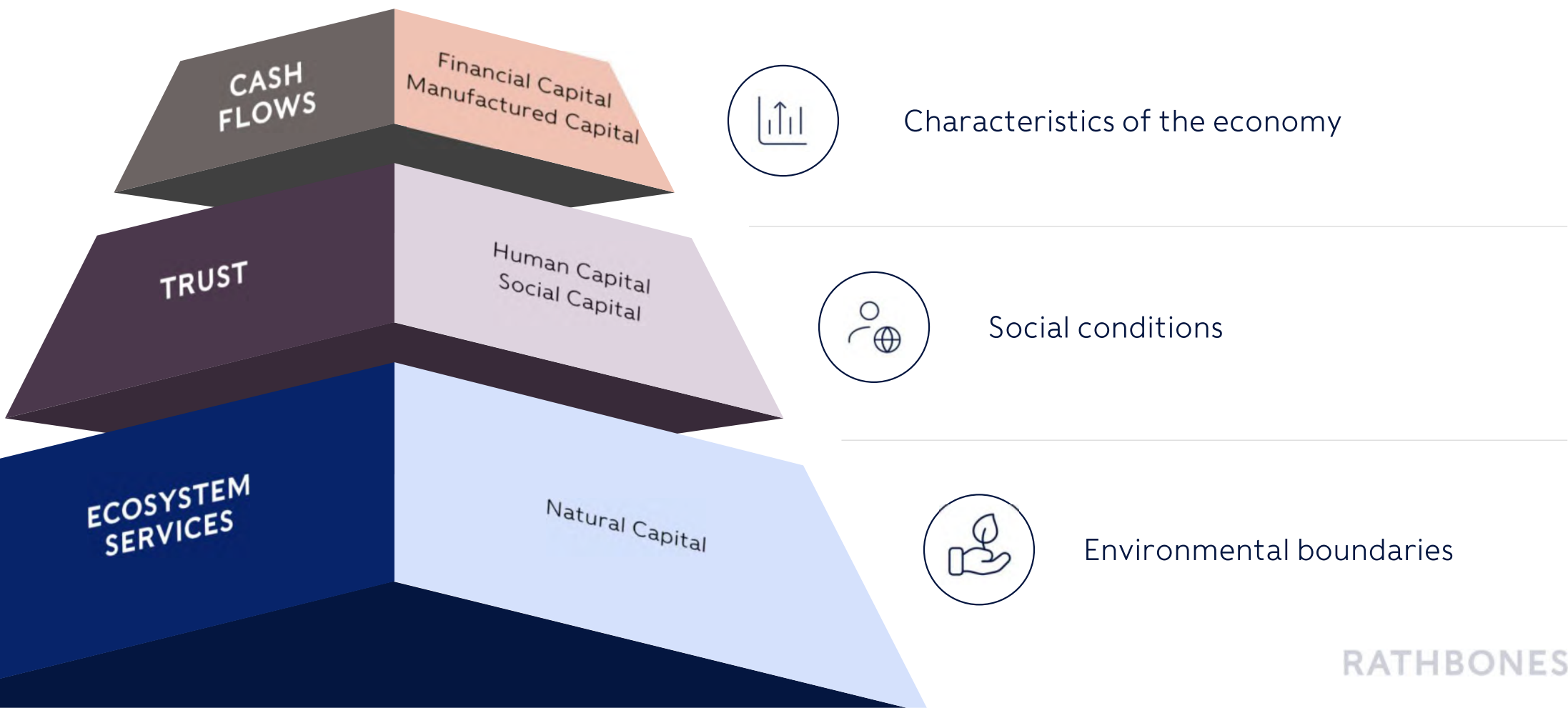
## wealth

### Origin

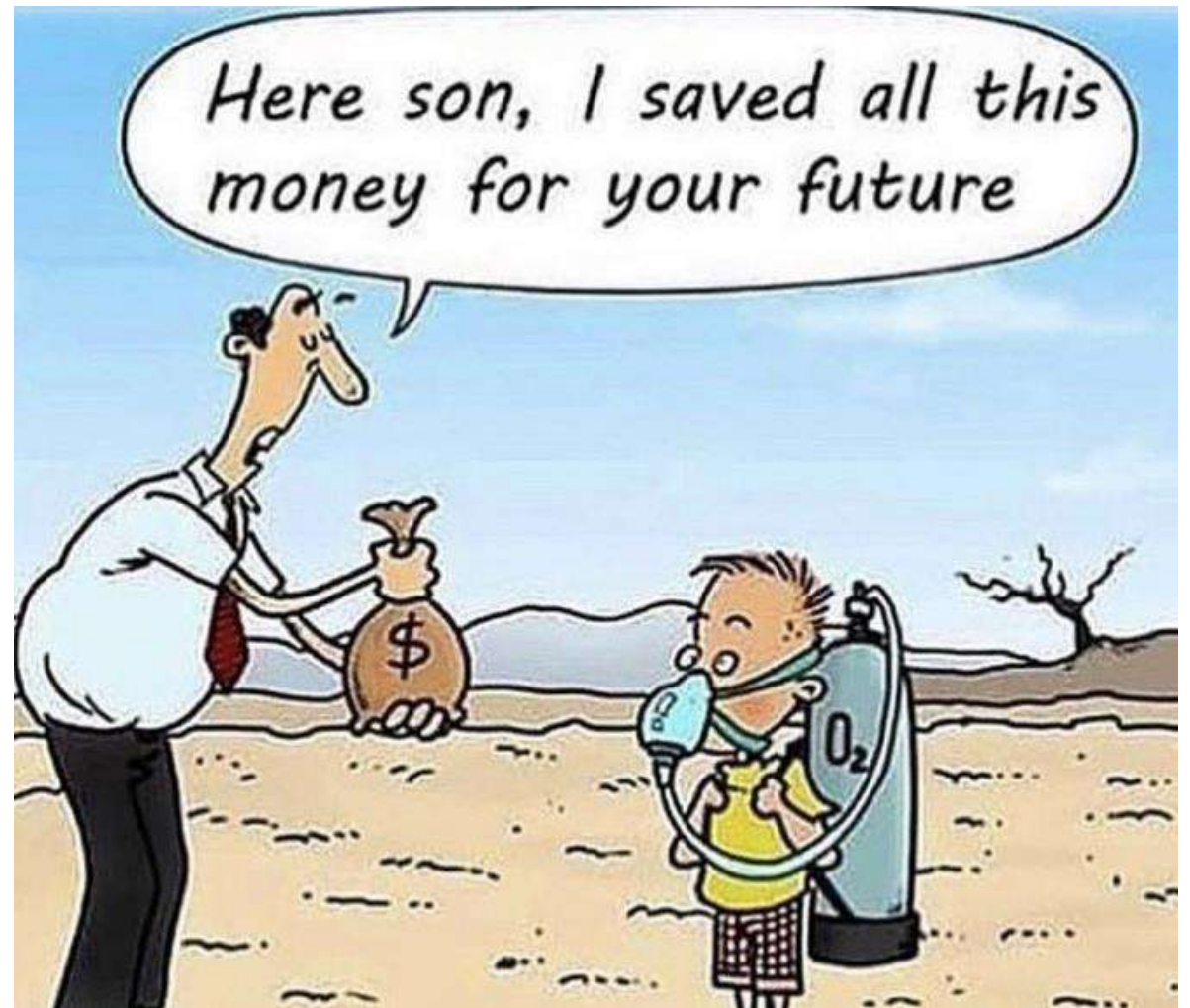


Middle English *welthe*, from *well*<sup>1</sup> or *weal*<sup>2</sup>, on the pattern of *health*.

# DOES PROTECTING WEALTH MEAN PROTECTING SYSTEMIC HEALTH?



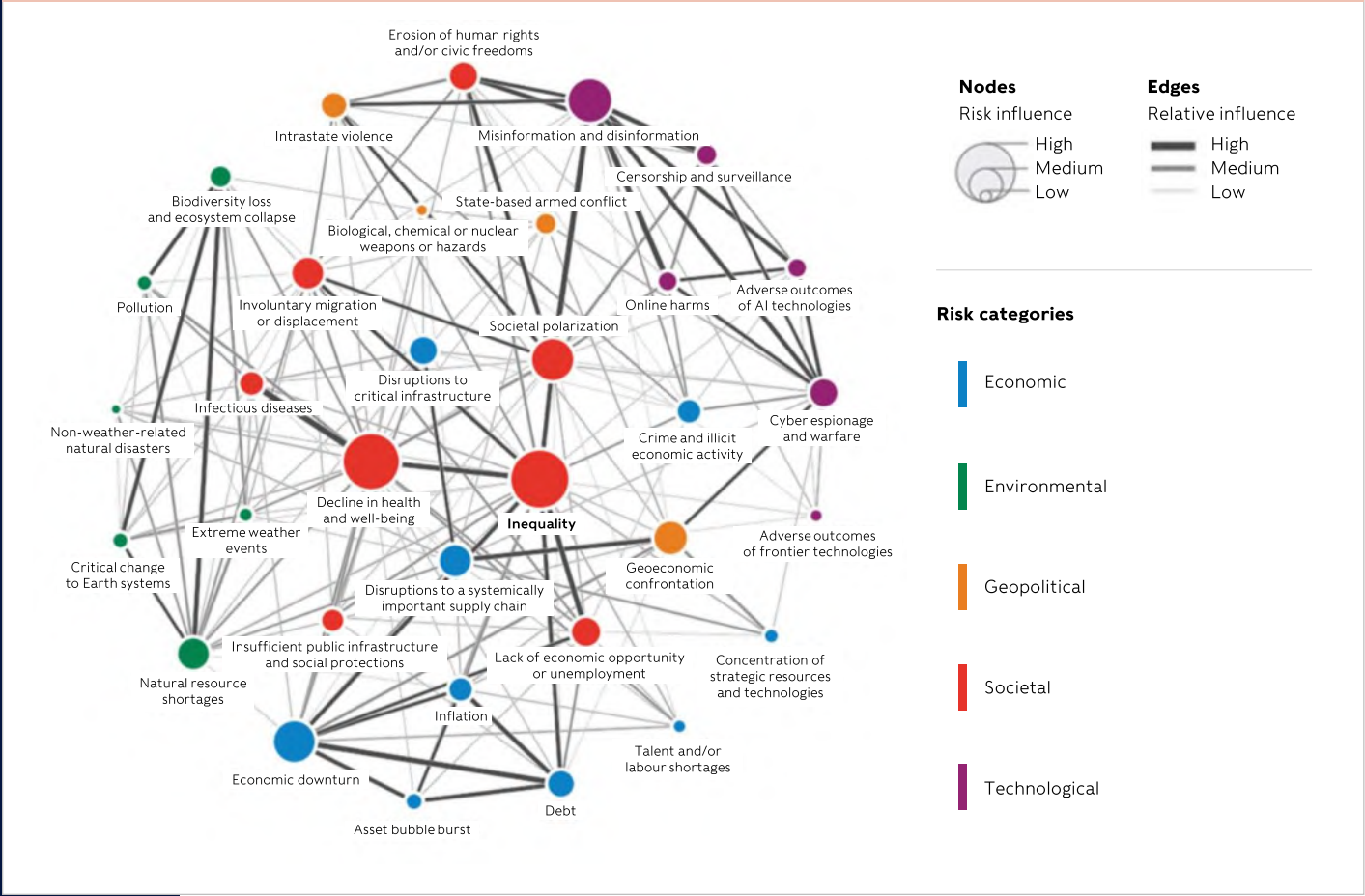
# WHAT IS INHERITANCE?





# VIEWING RISK AS A COMPLEX SYSTEM

FIGURE D | GLOBAL RISKS LANDSCAPE: AN INTERCONNECTIONS MAP<sup>3</sup>



Source: World Economic Forum Global Risks

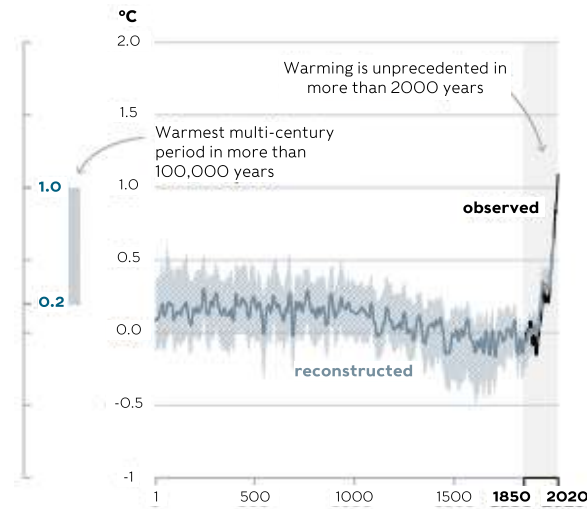
# THE RISKS LANDSCAPE IN 2025

Source: World Economic Forum Global Risks Perception Survey 2024-2025



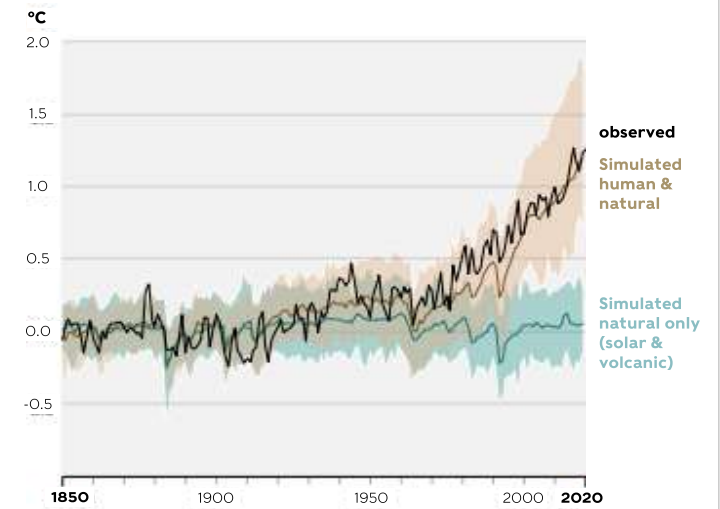
# HOW HOT IS IT?

## CHANGES IN GLOBAL SURFACE TEMPERATURE RELATIVE TO 1850-1900



**A**

Change in global surface temperature (decadal average) as **reconstructed** (1-2000) and **observed** (1850-2020)

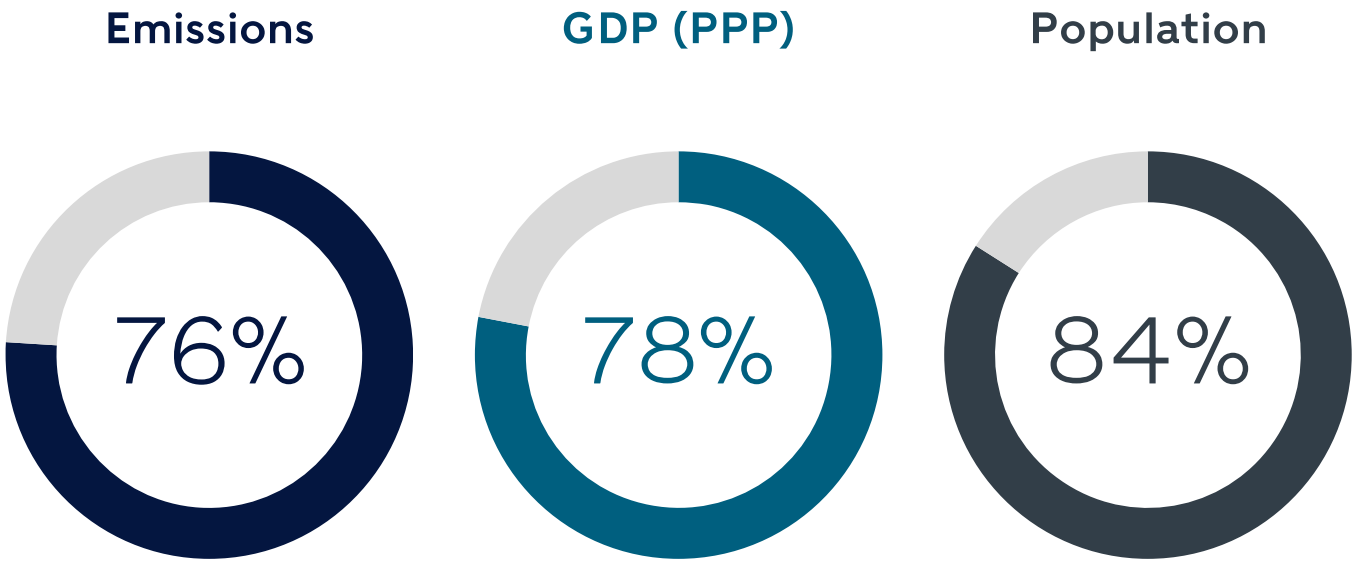


**B**

Change in global surface temperature (annual average) as **observed** and simulated using **human & natural** and **only natural** factors (both 1850-2020)

# NET ZERO COVERAGE 2024

## GLOBAL NET ZERO COVERAGE



Country-level coverage only. We do not include sub-national net zero targets in countries without a target

Source: ECIU



## Net Zero Numbers

Out of 198 countries, 711 regions, 1,186 cities and 1,974 companies.

142  
Countries

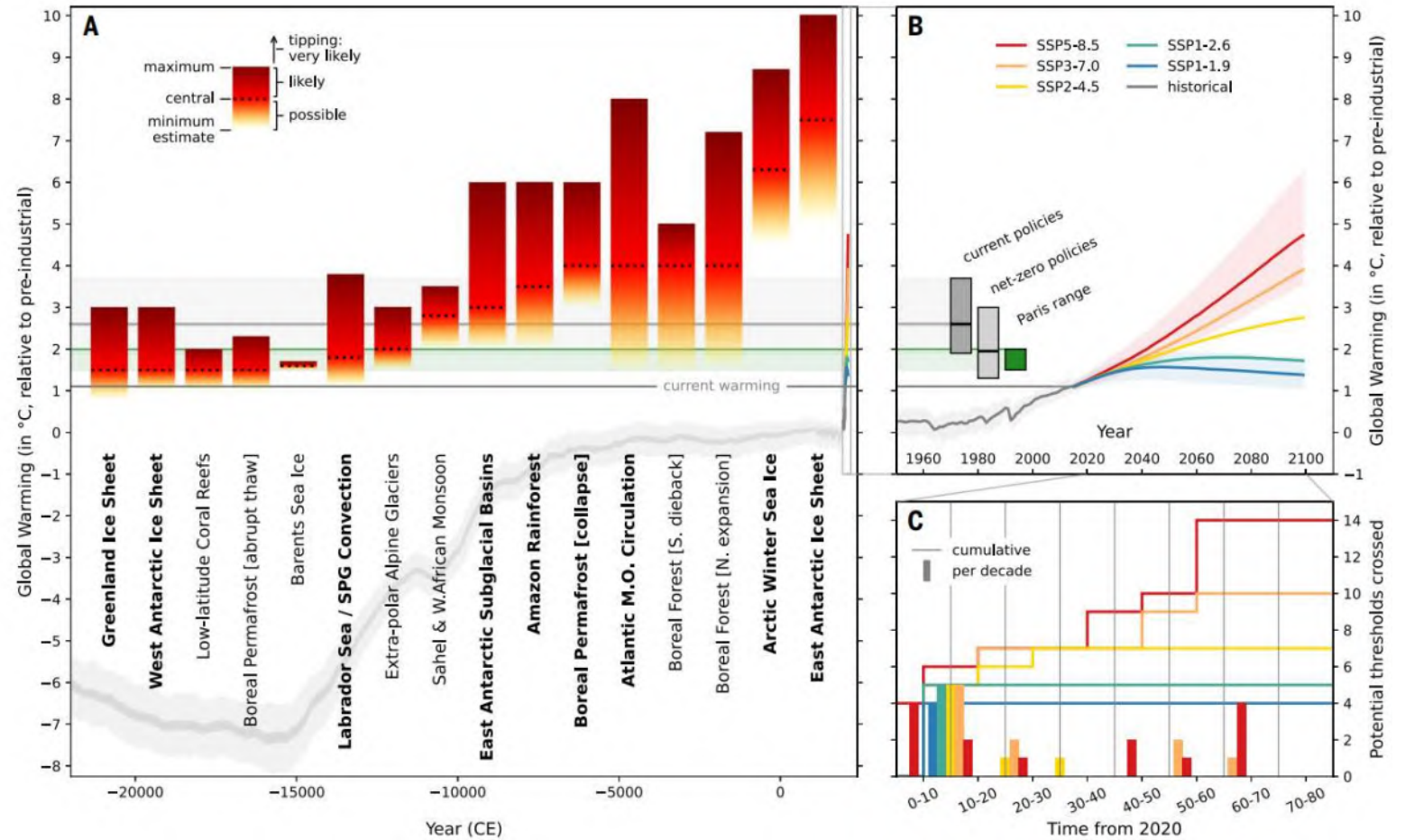
193  
Regions

280  
Cities

1,175  
Companies



# TIPPING POINTS



Source: Exceeding 1.5°C global warming could trigger multiple climate tipping points David I. Armstrong McKay<sup>1,2,3,4\*</sup>, Arie Staal<sup>1,2,5</sup>, Jesse F. Abrams<sup>3</sup>, Ricarda Winkelmann<sup>6,7</sup>, Boris Sakschewski<sup>6</sup>, Sina Loriani<sup>6</sup>, Ingo Fetzer<sup>1,2</sup>, Sarah E. Cornell<sup>1,2</sup>, Johan Rockström<sup>1,6</sup>, Timothy M. Lenton<sup>3</sup>

# REQUIRED EMISSIONS DECLINE PATH



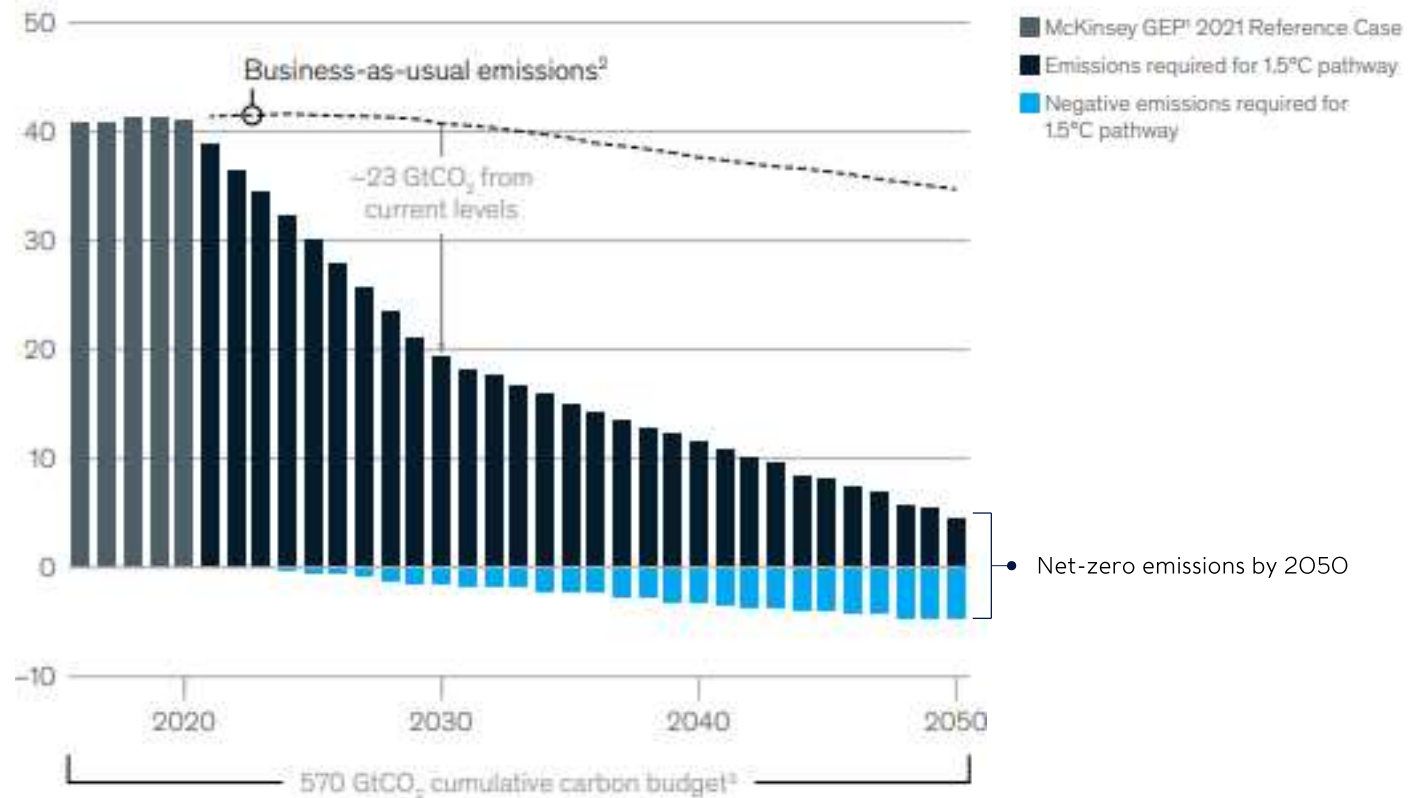
# NEGATIVE EMISSIONS

<sup>1</sup>Global Energy Perspective

<sup>2</sup>While emissions fell by a quarter at the peak of COVID-19-related lockdowns, daily emissions have rebounded to be only 59% lower than 2019 levels. Scenarios to 2050 remain the same. Forster et al. "Current and future global climate impacts resulting from COVID-19," Nature Climate Change, August 7, 2020, nature.com

<sup>3</sup>Budget of 570 GtCO<sub>2</sub>, emissions from 2018 onward offers a 66% chance of limiting global warming to 1.5°C, when assessing historical temperature increases from a blend of air and sea-surface temperatures  
Source: Corinne Le Quéré et al, "Global Carbon Budget 2018," Earth Systems Science Data, 2018, Volume 10, Number 4, pp. 2141-94, doi.org; IPCC; McKinsey Global Energy Perspective 2021, McKinsey analysis

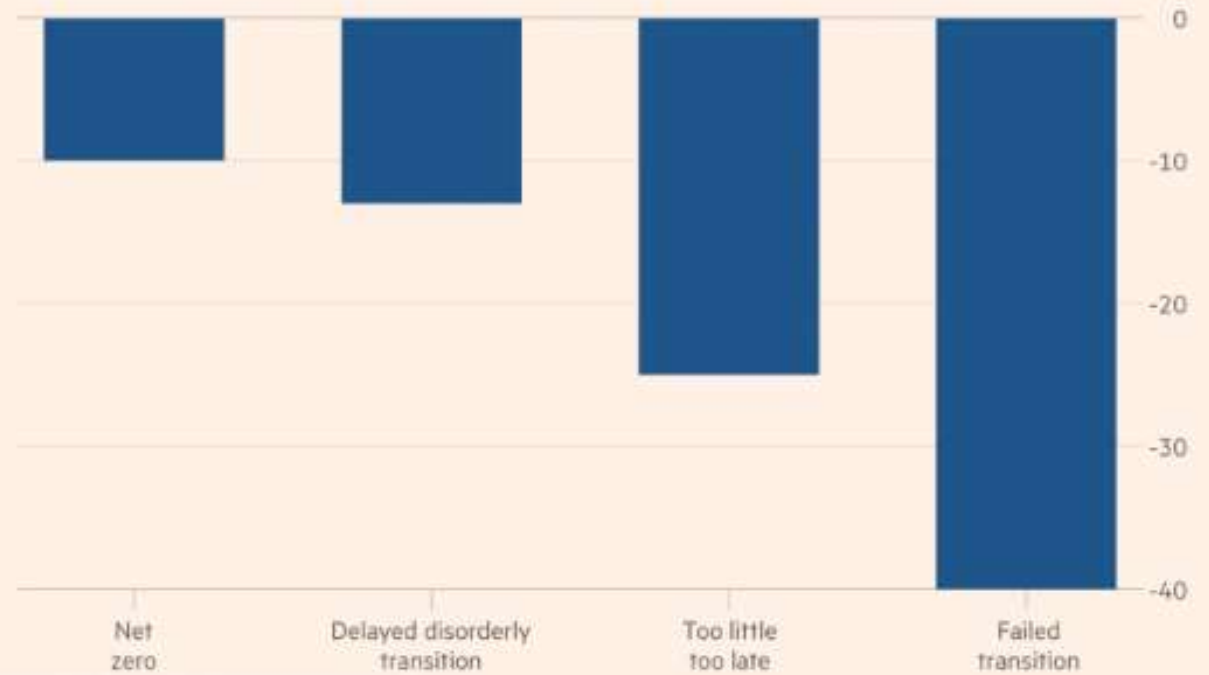
GLOBAL CARBON-DIOXIDE EMISSIONS, GIGATONS (GtCO<sub>2</sub>) per year



# INVESTORS ARE TAKING NOTE

## Net zero is the least worst option for investors

40-year cumulative returns as a difference from baseline (%)



Sources: GIC; Cambridge Econometrics; Ortec Finance  
© FT

Source: Cambridge Econometrics - A hypothetical global portfolio of 60% equities and 40% bonds will see its cumulative returns decline by 10% to nearly 40% over a 40-year period, in comparison to a climate-uninformed baseline.

Redefining wealth

**IS INSURANCE  
TAKING THE  
LEAD ON THIS?**



# WHAT TO DO WHEN THE US BECOMES UNINSURABLE

☰ CBS NEWS

96



MONEYWATCH >

## Another major insurer is halting new policy sales in California

MONEY  
WATCH

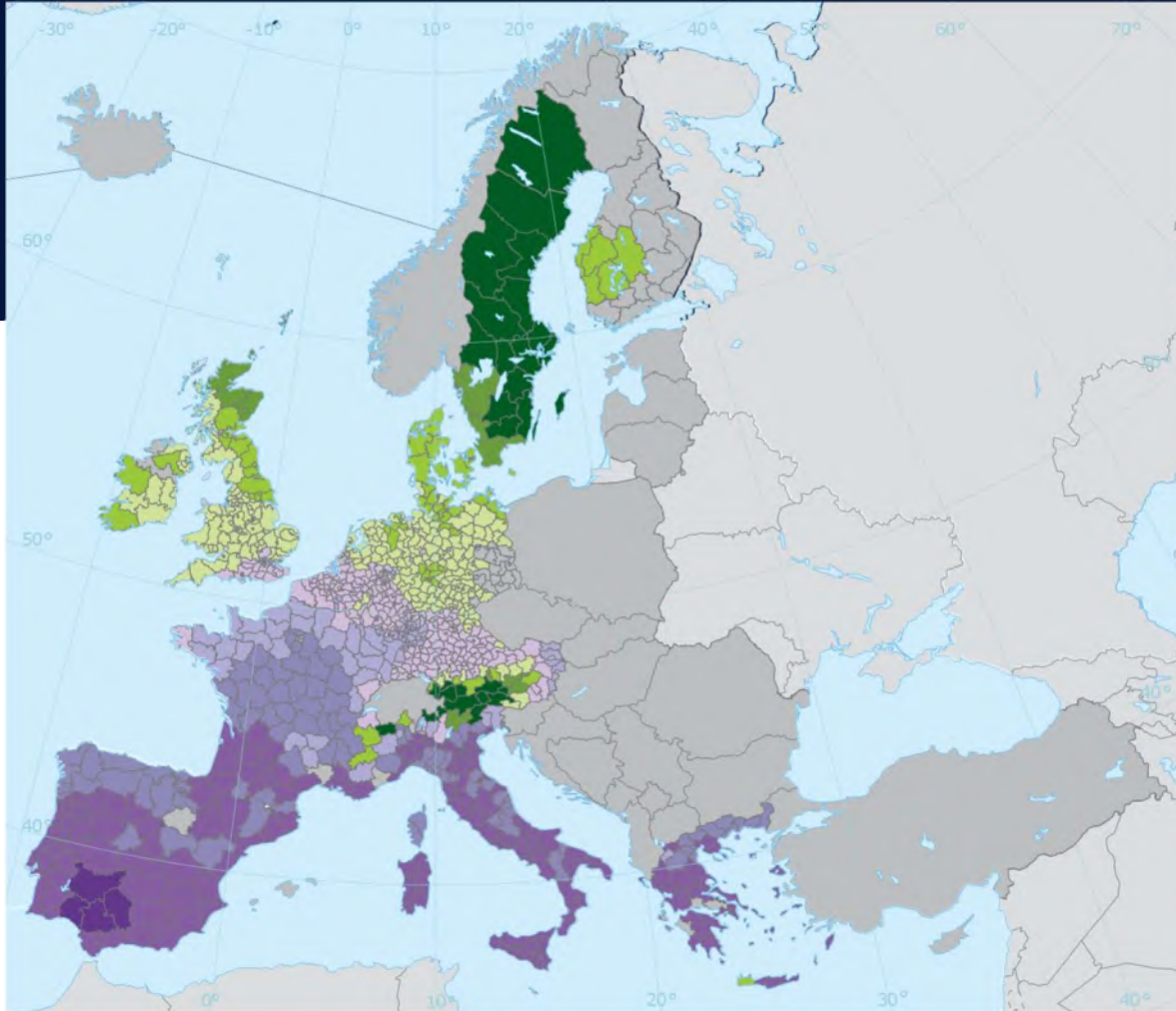
BY KHRISTOPHER J. BROOKS

JUNE 2, 2023 / 5:04 PM / MONEYWATCH



RATHBONES





# THEY DON'T MAKE LAND ANYMORE, BUT...



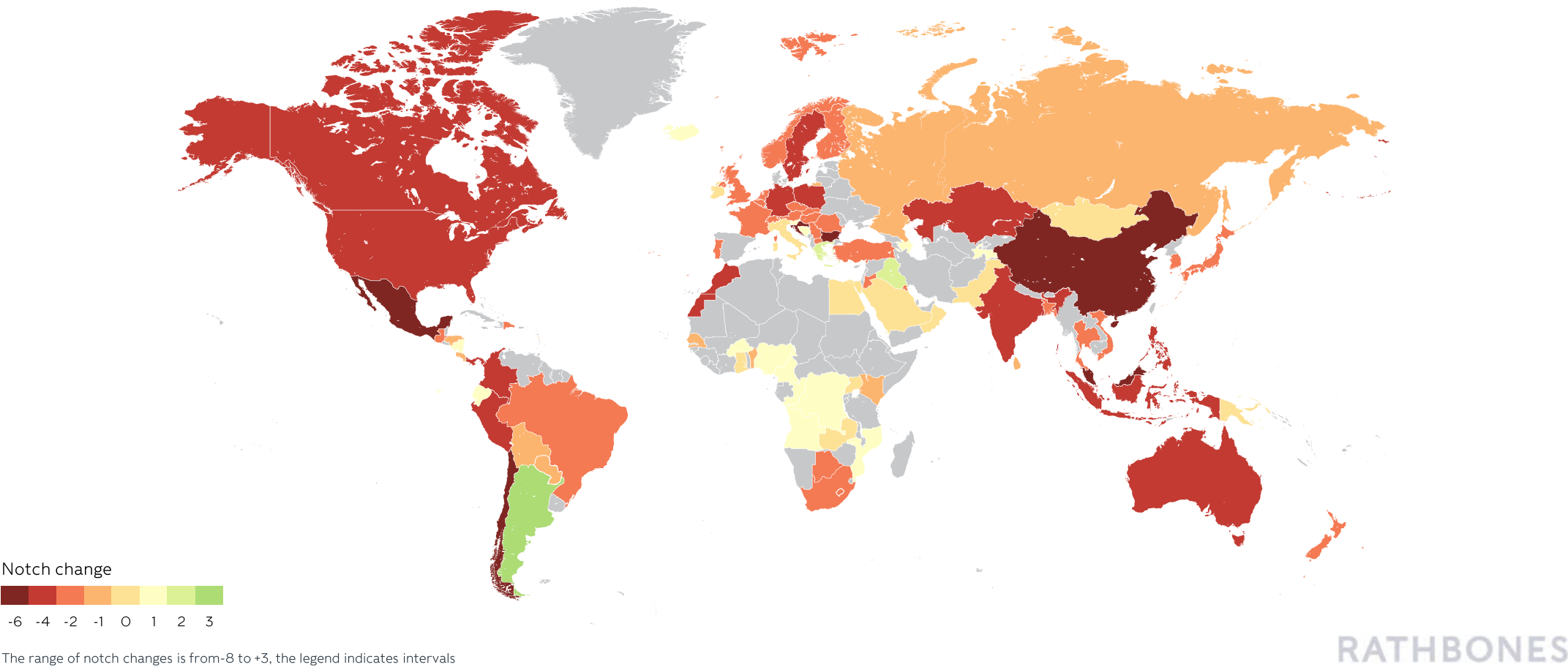
## Predicted Climate Change Impact on Land Values (2100)

% change

■ ≤ -80	■ -80 to -60	■ -60 to -40
■ -40 to -20	■ -20 to 0	■ 0 to 20
■ 20 to 40	■ 40-60	■ > 60

# RISING TEMPERATURES, MELTING RATINGS

FIGURE 8. GLOBAL CLIMATE-INDUCED SOVEREIGN RATINGS CHANGES (2100, RCP 8.5)



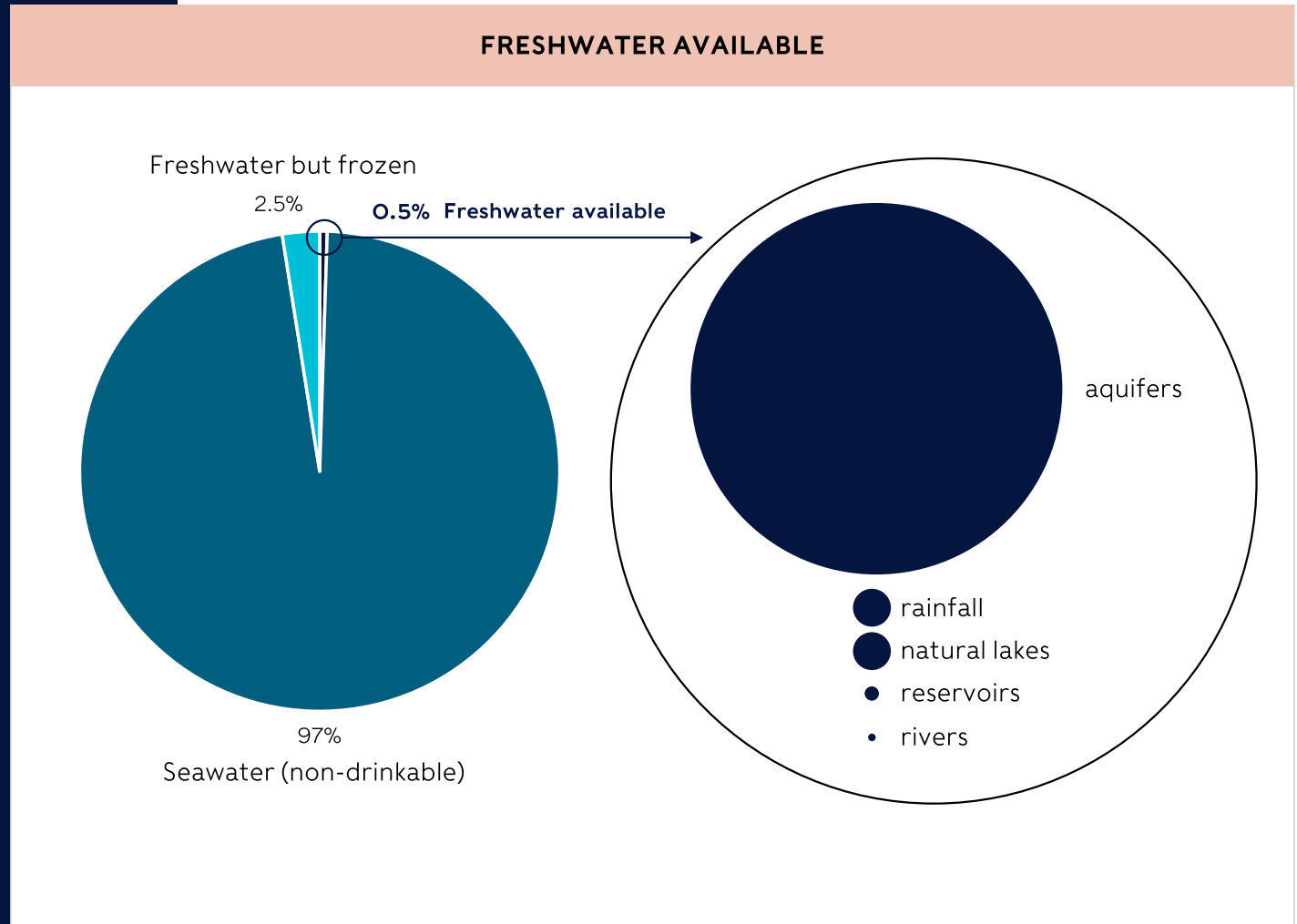
# EXPLAINING THE NATURE CRISIS – THIS MUST BE INFLATIONARY...



Source: Photo Kevin Frayer/Getty Images

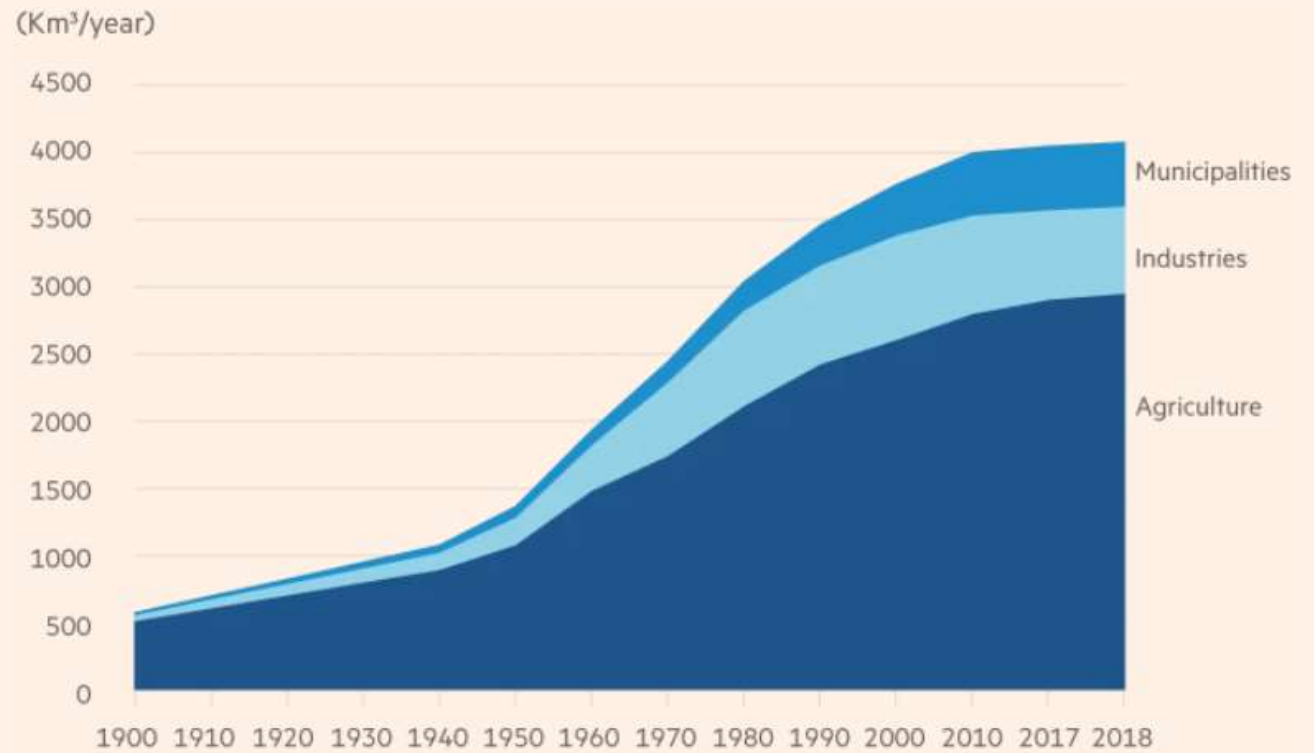
RATHBONES

# FRESH WATER IS PRECIOUS



# EXPLAINING THE NATURE CRISIS

EVOLUTION OF GLOBAL WATER WITHDRAWALS, 1900-2018



Source: Unesco  
© FT



# WATER AT CRITICAL

Not just for hydropower but to cool nuclear and thermal power

Chinese economy [+ Add to myFT](#)

## Toyota and Foxconn hit as drought leads to record low Yangtze River level

Extreme weather in China's Sichuan province slashes hydropower capacity



The Yangtze River in Wuhan this week. The Yangtze has reached its lowest level on record for this time of year, according to the Chinese government © China Daily/Reuters

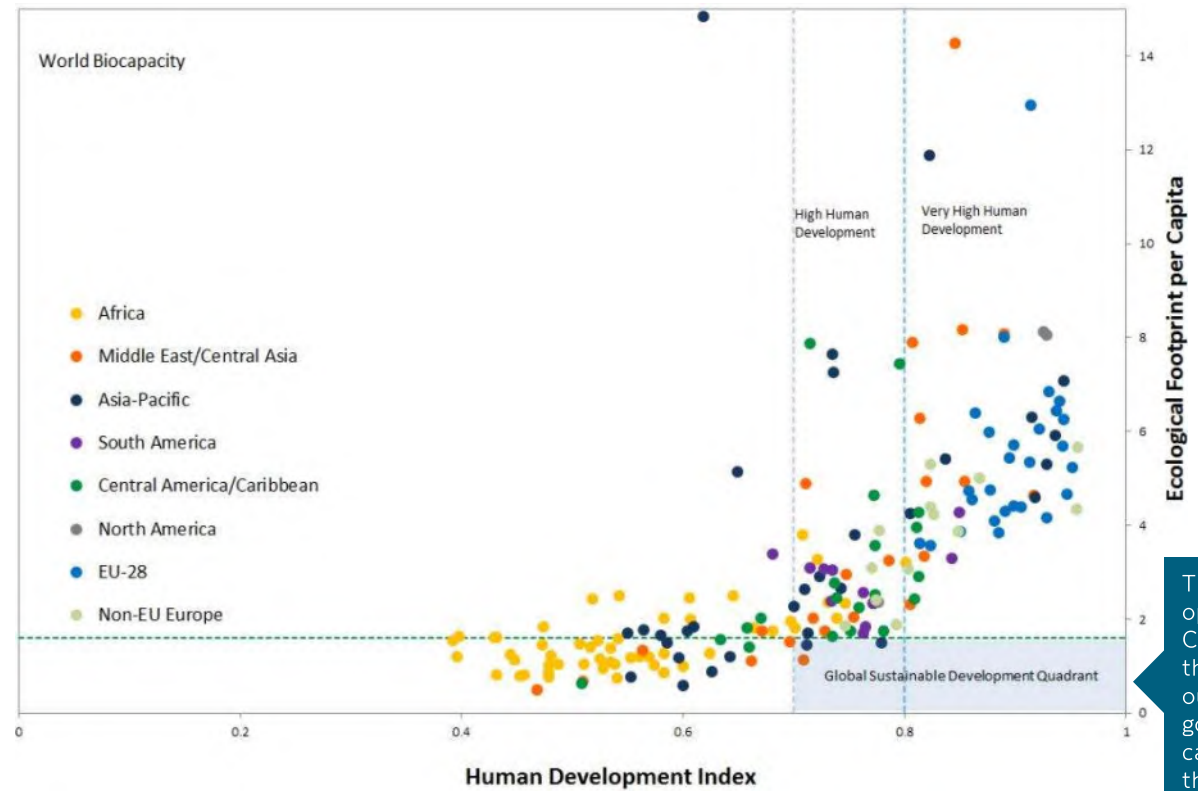
William Langley, Gloria Li and Primrose Riordan in Hong Kong AUGUST 17 2022

40

# THE INVESTMENT OPPORTUNITY

Sustainable Investing  
\$4 trillion p.a.

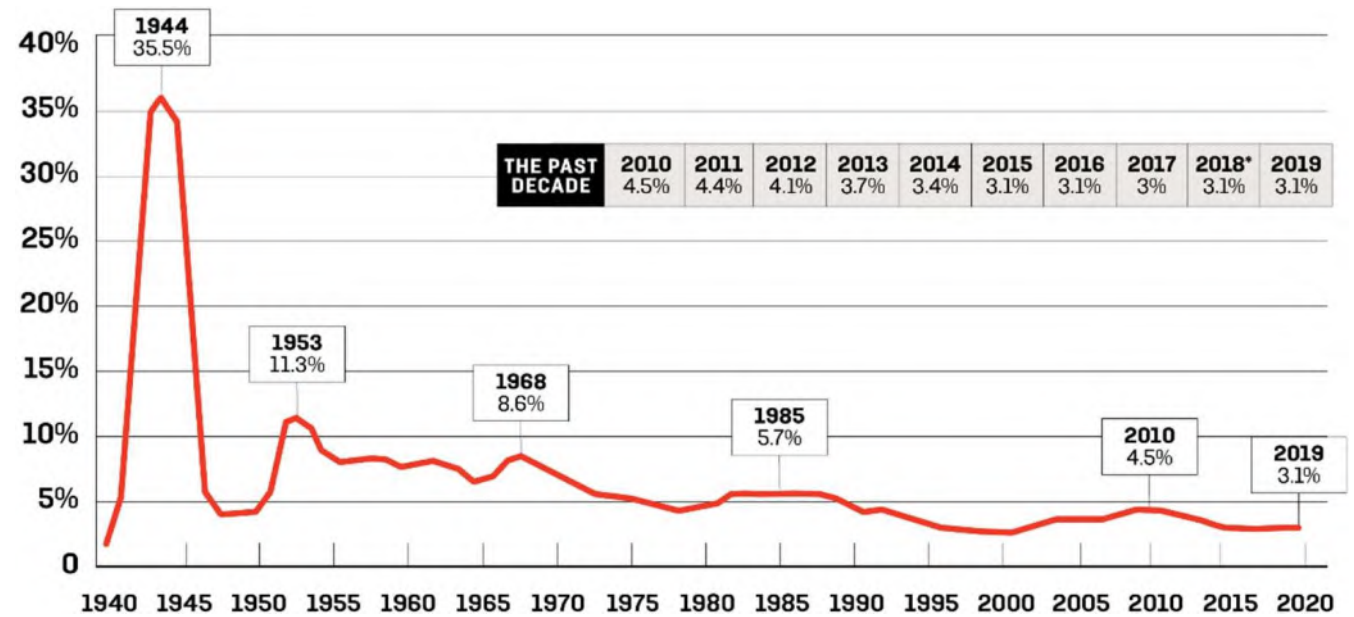
## ECOLOGICAL FOOTPRINT AND HUMAN DEVELOPMENT INDEX OF COUNTRIES (2018)



The opportunity: Companies that figure out how governments can appear in the blue box.

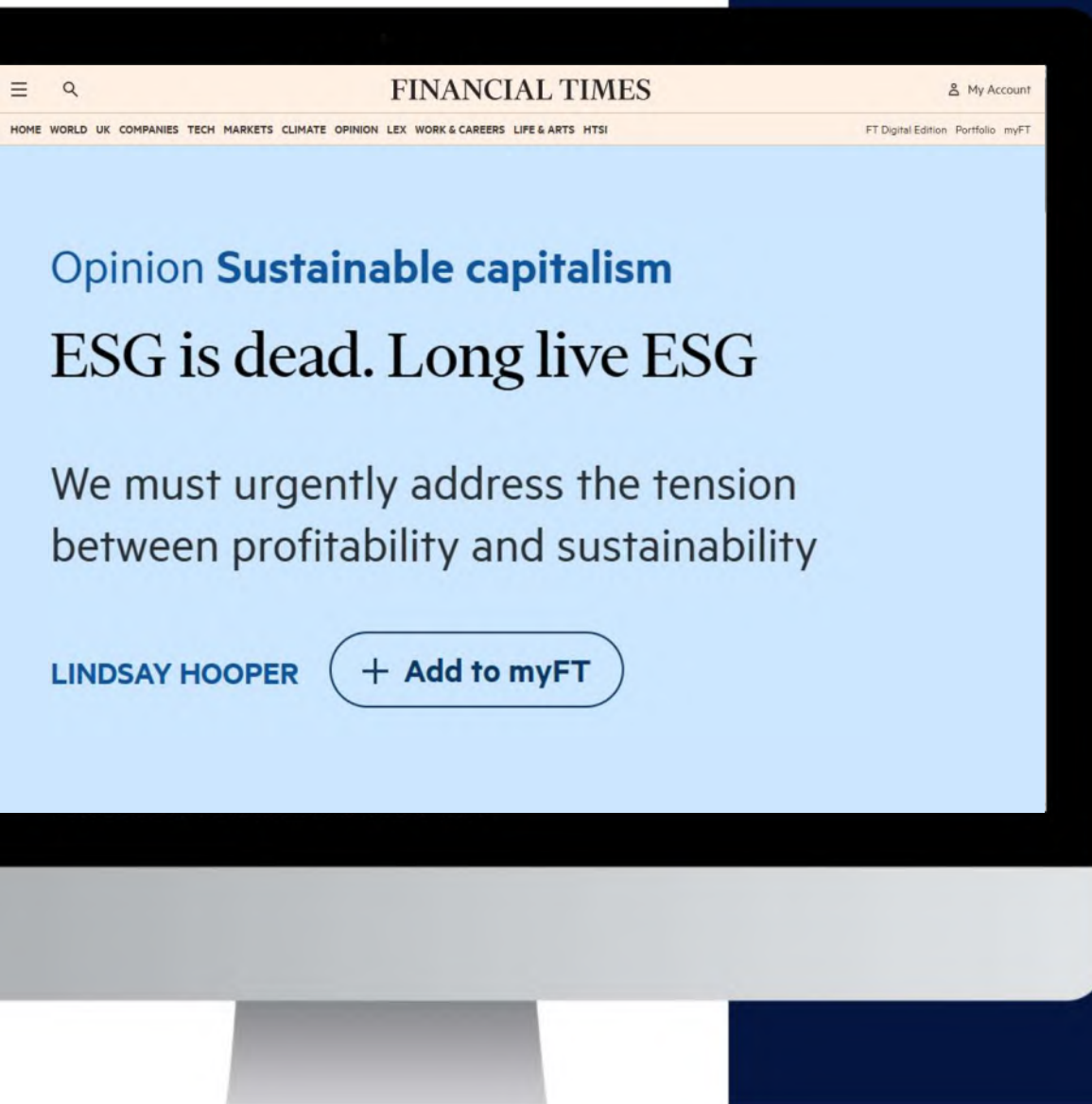
**\$4 TRILLION  
IS C. 4.7% OF  
GLOBAL GDP**

### DEFENSE OUTLAYS VS. GROSS DOMESTIC PRODUCT FROM FISCAL YEARS 1940 TO 2019



Source: U.S. Department of Defense: "Reflects Annualized Continuing Resolution Funding Levels"

RATHBONES



# ADDRESSING THE TENSION BETWEEN PROFIT AND SUSTAINABILITY

‘The business case for sustainability is clear: companies cannot thrive on a planet suffering from cascading crises and unmanageable risks.

Climate change and biodiversity loss are not abstract threats but real and measurable factors that will undermine business as usual.

Rather than asking “How much sustainability can we afford?” companies must ask “How do we accelerate, navigate and benefit from the transition?”

By invitation | The future of climate activism

## Tariq Fancy on the failure of green investing and the need for state action

Pushing firms to adopt climate-friendly practices doesn't work, but government can change economic incentives, says a former sustainable-investing insider



Nov 4th 2021

Share

“However, the very group that should be at the vanguard—the environmental, social and corporate governance (ESG) community—hurts rather than helps. Yes, it usefully collects data and reports standards. And it encourages a wave of talented people to work in the area. But these technical and human resources are not used well. The result is that corporate ESG efforts have negligible impact. Worse, its saintly narratives distract the public from seeing the need for aggressive, systemic reforms that only governments have the ability and legitimacy to pursue.”

**Fancy, 2021**



Redefining wealth

# CONCLUSIONS...



## ADDITIONAL INFORMATION

Information valid as of 20.03.2025 unless otherwise stated.

Tax regimes, bases and reliefs may change in the future.

Rathbones Group Plc is independently owned, is the sole shareholder in each of its subsidiary businesses and is listed on the London Stock Exchange.

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# **RATHBONES CHARITIES CONFERENCE**