

A horizontal infographic titled 'Foundations' Anti-Racism Transformation Plan.' It shows five transformation pillars in numbered boxes from 1 to 5:

**Pillar 1: Governance.** The change we will see: the Board is actively engaged with the anti-racism agenda and driving the transformation plan forward.

**Pillar 2: Leadership.** The change we will see: Leadership are driving anti-racism forward in the work of their teams.

**Pillar 3: People.** The change we will see: staff at Foundations are diverse, highly skilled, and feel supported to develop, thrive, and progress in their careers.

**Pillar 4: Culture.** The change we will see: racial bias and exclusion is not experienced at Foundations, and all staff feel a sense of belonging.

**Pillar 5: Work Programme.** The change we will see: evidence on racial disparities is embedded into the design and delivery of research and evaluation projects, guiding service and policy improvements for better outcomes for children and families from racially minoritised backgrounds.

Above the pillars, two labels indicate outcomes: 'Transforming our organisation' which is linked to pillars 1 to 4, i.e., Governance, Leadership, People and Culture; and 'Transforming our work' linked to pillar 5, i.e., Work programme.