

GREENWOOD PLACE

OUR YEAR AT A GLANCE
2024/2025

(April 2024 to March 2025)





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“Greenwood Place has been an outstanding partner. Thoughtful, committed, and deeply aligned with the values that guide our work. Their ability to combine strategic thinking with a human-centred approach makes them truly unique. Their presence feels close, their communication is always clear, and their support consistently adds value to our social impact efforts.”

CURRENT CLIENT

INTRODUCTION

FROM OUR CHAIR

Greenwood Place continues to grow – not just in scale, but in confidence, capability, and clarity of purpose.

The past year saw the overall giving managed by Greenwood Place rise by almost a third – total managed giving for the year was **£28.5 million**, a figure that reflects the steady expansion of the team’s reach and reputation. But as ever, the numbers only tell part of the story.

What stands out is the quality of the work: the care with which grants are made, the relationships built with grantees, and the deliberate effort to build community among philanthropists navigating complex challenges – all of which are reflected in the interviews that you will read in this year’s Annual Report. I was particularly struck by the impact of the Pathways to Change programme, supported by the Gates Foundation. The programme did more than deepen understanding; it sparked new relationships, unlocked over **\$10 million** in fresh funding to issues of global health and livelihoods, and reminded us what can happen when learning is paired with action.

Behind the scenes, the team has taken significant steps to future-proof the organisation. They have overhauled financial systems, introduced new frameworks for managing larger “big-bet” grants, and sharpened their focus on long-term partnerships over short-term projects. These operational shifts may not grab headlines, but they are essential for the integrity and effectiveness of Greenwood Place’s work.

At the same time, the leadership team have focused hard on maintaining and deepening the organisation’s positive and proactive culture – and I was delighted to see this renewed focus recognised in a Sunday Times Best Place to Work award.

This report captures a team in motion – responsive, ambitious, and grounded in values. I continue to be impressed not just by what Greenwood Place does, but by how they do it.

PAUL FLETCHER



Paul Fletcher

In addition to Greenwood Place, Paul serves as Chair of Teach for All, Greater Share, Kensington Aldridge Academy and Systemiq Capital. He was the Senior Partner of Actis, the emerging markets investor.

INTRODUCTION

FROM THE PARTNERS

2024/25 was a year of growth: in reach, in ambition, and in learning.

Together with our clients, we oversaw **£28.5 million** in giving across a wide range of issue areas – from criminal justice in the UK, to river conservation in Europe, from access to employment in Africa to refugee support globally. We are particularly proud that almost all of our managed clients have remained with us for the long term, some since Greenwood Place opened its doors eight years ago. These enduring relationships are the foundation of our work.

This year also marked a step-change in the complexity and ambition of the portfolios we support. Clients made larger grants, explored new geographies, and engaged more deeply in strategy. To support this, we introduced new systems for managing “big-bet” grants, refined our internal “how-to” handbook for being an exceptional Foundation Director, and engaged a “fractional” finance team to support our growing scale.

One of the highlights of our year was Pathways to Change, our new learning and funding initiative backed by the Gates

Foundation. Pathways 1.0 brought together a diverse group of donors, experts, and change-makers, creating space for honest conversations and collaborative action. The programme has already catalysed over **\$10 million** in new giving, and we’re excited to see what more it unlocks as Pathways 2.0 launches in 2025.

Internally, our team has grown too. Sixteen staff, five freelancers, and two new babies (we’re delighted to welcome little Eloise and Zadie to the extended Greenwood Place family). We are building Greenwood Place not just as a workplace, but as a values-led, action-oriented community that is positioned to help our clients and grantees shift the dial on the complex and difficult issues that they work on.

We are grateful to each one of our clients and grantee partners for shaping us through their trust, candour and curiosity. Thank you to everyone who responded to our annual survey and a particular note of thanks to Rory and Elizabeth Brooks, Jamie Feilden, Jake Curtis, Nicole Rycroft and Lisha McCormick for taking the time to talk to us and share their journeys for this year’s Annual Report.

We know there is more to do. But this year felt like an inflection point: a year in which the depth of our relationships, the strength of our systems, and the clarity of our purpose all moved forward together.



Rebecca Eastmond



Louisa Brassey



Sonal Shah



Lucy Clarke

REBECCA EASTMOND

A handwritten signature in black ink, appearing to read 'Rebecca Eastmond'.

LOUISA BRASSEY

A handwritten signature in black ink, appearing to read 'Louisa Brassey'.

SONAL SHAH

A handwritten signature in black ink, appearing to read 'Sonal Shah'.

LUCY CLARKE

A handwritten signature in black ink, appearing to read 'Lucy Clarke'.

“Greenwood Place has strong professional skills as both a grant-maker and advisor. They’re thoughtful, well-researched, and bring deep knowledge of the social sector. They balance strategic thinking with humility, and they’re great at connecting donors to high-impact opportunities without pushing a one-size-fits-all approach”

CURRENT CLIENT



TIMELINE

APRIL 2024
We surpassed **£100 million in cumulative giving** since Greenwood Place began – an exciting marker of the impact our clients are having around the world.

AUGUST 2024
Annual Reading Weeks: **two weeks of reading, reflection and strategic thinking** gave space for new ideas and inspiration across the team.



JUNE 2024
A powerful **site visit to Rwanda**, connecting with partners and deepening our understanding of community-led change in post-conflict contexts.



SEPTEMBER 2024
The Pathways to Change Programme residential brought together our first cohort in person, sparking rich conversations and lasting connections around transformative philanthropy.



DECEMBER 2024
We closed the year with a **site visit to Greece**, spending time with partner organisations supporting **refugees, asylum seekers and migrant communities**.



FEBRUARY 2025
The Greenwood Place team grew to 21. We gathered for a special offsite full of connection, reflection, renewed ambition for the year ahead – and lambs!

We hosted numerous informative sessions to foster connections, learning and discussion. A highlight included our **Criminal Justice Roundtable**, where we discussed with sector experts on whether the current justice system is fit for purpose.

NOVEMBER 2024
Memorable site visits in the **UK** and internationally. Spending time with and learning from long-standing and newer partners in the Wirral, North East and South West of England as well as in **Kenya**.

MARCH 2025
We launched the Green Horizon Fund: Greenwood Place's first environment-focused giving initiative, seeded with 1% of our annual revenue.

We also travelled to **Ghana** and **Ethiopia**, where we learned from local leaders building climate resilience and driving community-powered change.

MAY 2025
We were honoured to be named one of the **Sunday Times Best Places to Work** – a reflection of the brilliant people and values that make Greenwood Place what it is.

APRIL 2025
Back in Oxford for Skoll Week, we hosted our annual breakfast discussion, led by **our advisor Kevin L. Brown from Mighty Ally** on storytelling and branding for non-profits. We also cheered on our partner **Healthy Learners** as they received a Skoll Award for their incredible work on health and education.



Total Giving this year was **£28.5m**

Lisha McCormick: CEO of Last Mile Health

Last Mile Health is solving one of the world’s most entrenched inequalities: access to healthcare for remote and rural communities. Operating in 17 countries, the organisation is on track to reach 75 million people by 2030. But it began with a simple idea: no one should be out of reach.



“We’re quite literally delivering care to people who would never otherwise have access. That’s not just meaningful – it’s necessary.”

LISHA MCCORMICK, CEO

What motivates you to do this work?

“I believe very strongly that nobody should be left out. One of my earliest memories is watching a little girl being excluded at the playground. I can still see the sadness on her face.”

That moment shaped Lisha’s life. Her career began in the U.S., working in community-based primary care for underserved populations. “Even in high-income countries, people fall through the cracks. My experience showed me how transformative local, trusted care can be – and how it often fails to reach those most in need.”

Her commitment deepened as she moved into global health. “We often say our mission becomes our mantra, but it’s those formative, visceral experiences that shape who we are,” she reflects. “Whether it’s a playground or a rural village in Liberia, it comes down to the same thing: who gets left out, and what are we going to do about it?”

Today, she leads efforts to deliver life-saving healthcare to some of the world’s most remote communities. “Being excluded from healthcare just because of where you live is something I believe we can and must fix.”

“It’s not about charity. It’s about designing systems that work for everyone.”

What have you learned from the communities you serve?

Lisha doesn’t think twice. “Resilience. Without question.”

“I’ve learned so much about strength, dignity, and community from the people we serve.”

She recalls visiting Gboe, a remote village in southeastern Liberia. “When I first visited, the health indicators were grim. Children hadn’t been vaccinated. Women had to carry each other for hours to reach a clinic during childbirth complications.”

At a community gathering, she asked how many women had lost a child “There were maybe 12 or 15 women, and every hand went up.”

Today, things are different. A trained community health worker named Roselyn now lives and works in Gboe. She treats fevers, provides immunisations, and supports mothers through pregnancy and beyond. “Since Roselyn began her work a decade ago, there hasn’t been a single child death. That’s the power of what we do.”

What keeps you up at night?

Lisha recalls reading *Becoming*, and Michelle Obama asking Barack what he’s thinking. He replies, “‘Income inequity. ’ I’ve never felt more seen,” she laughs. “For me, it’s health inequity.”

What gets her out of bed is the people working to solve it. “I get to work with some of the most courageous, creative people I’ve ever known - from health workers in rural villages to programme leads in capital cities.” She also credits Last Mile Health’s partners and supporters. “We’ve built something bigger than any one organisation, and we’ve done it together.”

What would you like to highlight about your partnership with Greenwood Place?

“You backed us before we were well-known. That kind of belief matters.”

When Greenwood Place first partnered with Last Mile Health, the organisation supported just over 50 community health workers. “We were proud of that, but also small and not particularly known. Greenwood Place took a chance on us.”

Today, they’re in 17 countries and on track to reach 75 million people. Lisha credits partners like Greenwood Place for making that growth possible. “The unrestricted, multi-year funding you trust us with has been catalytic. It’s allowed us to innovate, to adapt, and unlock far larger pools of capital.”

Just as important is how Greenwood Place shows up. “With care, rigour and respect. Everyone on our team feels heard and trusted. That kind of partnership is rare.”

What are your hopes for the future of Last Mile Health?

“Our vision is bold: healthcare within reach of everyone, everywhere, every day.”

But scale doesn’t mean becoming huge. “You don’t need to be the biggest organisation to have the biggest impact. You just need bold ideas, local leadership, and partners who trust you.”

Through initiatives like the Community Health Impact Coalition and Africa Frontline First, Last Mile Health has helped revise global health guidelines and unlock new funding in over 24 countries. “This isn’t about brand or ego. It’s about solving a problem that’s gone unsolved for far too long. And we intend to solve it.”

Beneath Lisha’s drive is a quiet but fierce compassion. “No one should be left out. Not then, not now.”

Jamie Feilden and Jake Curtis: Co-CEOs of Jamie’s Farm

Jamie’s Farm is dedicated to transforming the lives of vulnerable young people by bringing them out of the classroom and onto the farm. Through a unique blend of hard work, therapeutic support, and belonging, they help young people reconnect with themselves, others, and their potential. Operating across six farms in the UK, Jamie’s Farm has supported over 16,000 young people since 2007.



“Some of the things we ask them to do—wrestling sheep in the blazing sun—sound mad. But when you hold your standards, young people rise to meet them. The real sense of pride doesn’t come from the easy stuff. It comes from overcoming challenges. JAMIE FEILDEN, FOUNDER AND CO-CEO

What motivates you to do this work?

“We’re incredibly lucky,” says Jamie. “Every time I make a cup of coffee, I see a young person having a meaningful experience on the farm. Our proximity to the change and transformation is a gift. We live and work in a beautiful place and feel honoured to share it every day.”

It’s a sentiment echoed by Jake, who adds that every Friday morning, survey responses from young people land in his inbox, offering honest and often moving reflections on their time at Jamie’s Farm. “It’s a huge boost,” he says. “We can’t be on every one of our farms at once, so to know what’s happening elsewhere is hugely rewarding.”

What have you learned from your students?

“That they want to come back!” Jamie smiles. “Sometimes years later, they’ll return and tell us how transformative their time at Jamie’s Farm was. It’s not just a memory, but a turning point.”

Some former participants now apply for jobs at Jamie’s Farm, while others return as apprentices. Increasingly, staff encounter teachers who attended the programme themselves – one recently shared that her first visit was over a decade ago. It’s a powerful sign of the farm’s long-term impact. “That’s when the theory of change comes alive,” adds Jake. You see young people giving that same experience to others. That’s the full circle. That’s high quality.”

Jake reflects on the resilience he’s seen in young people, especially those who’ve faced significant hardship. Given the right conditions, they often become powerful advocates, not just for the farm’s work, but for others following in their

footsteps. What strikes him most is the clarity with which they speak. “They remind us to stay focused and not overcomplicate things.”

He describes a young person who came to Jamie’s Farm recently. He had previously been excluded from school. “He stood up on our open day, having just run a log-chopping workshop, and said, ‘It’s thanks to Jamie’s Farm that I’ve been able to settle down and focus.’ That means more than anything we could say ourselves.”

What keeps you up at night?

“The scale of what we’re managing now is very different.” Jamie sees the recent purchase of a new property in Lewes, East Sussex, as both a major milestone and a raising of the stakes. Ensuring every member of staff has purposeful and productive work is also a top priority. “We work every day to hold onto what makes our work so powerful.”

Jake agrees, pointing to the pressures facing partner schools and the limits of what Jamie’s Farm can influence. “We’re happy to push uphill, but sometimes it’s challenging.”

What would you like to highlight about your partnership with Greenwood Place?

“It’s easy to be nice about Greenwood Place,” Jamie says. “I don’t know how you do it, but you hire great people.” He comments on the balance of serious, fun, and respectful.

Jake adds, “What’s really stood out to me is how much you live by your values. You build personal relationships, but also bring rigour. You offer constructive feedback and treat us like grown-ups. That’s rare in the funding world.”

Jamie nods. “You’ve supported us in ways we never expected – from unrestricted funding, to deep learning opportunities for our team, to championing our work with asylum seekers. And you’ve done it quietly, thoughtfully, and meaningfully. It’s not just financial support, it’s how you do it that really matters.”

What are your hopes for the future of Jamie’s Farm?

Jamie offers a simple but profound answer: their hope is hope itself. At Jamie’s Farm, there’s a deep belief that when young people experience purpose, connection, and achievement – often through hard work – it can be genuinely transformative. As Jamie puts it, “That message needs to go further.”

“It’s hard out there,” he adds, “but I remain hopeful. That’s the thread we want to carry through everything we do – hope for young people, and hope for the world around them.”

Jake shares that vision. “We have big dreams,” he says. “But one of our challenges is resisting every new, shiny opportunity.” Their focus now is on honing where they add the most value, scaling without losing what makes the work special, and keeping the engine running smoothly, so they can keep showing young people what they’re truly capable of.

Nicole Rycroft: Founder and Executive Director of Canopy

Canopy is on a mission to protect the world’s Ancient and Endangered Forests, ecosystems essential to life on Earth. By uniting global brands, producers, local NGOs, Indigenous leaders, and policymakers, Canopy operates at the intersection of conservation and commerce with a bold, collaborative, and market-driven approach.



“Philanthropy isn’t just about grants. It’s about co-creating the future we want to live in. We work to harness the power of global markets and corporate supply chains to drive conservation at scale.

NICOLE RYCROFT, FOUNDER AND EXECUTIVE DIRECTOR

What motivates you to do this work?

For Nicole, purpose is a daily motivator. “I get to jump out of bed every day and work in service of a higher cause,” she says. Her mission? Shifting the dial on climate change, protecting nature, and helping build resilient, people-and-planet-friendly supply chains.

Originally from Australia and now based in Canada, Nicole’s motivation stems from a deep reverence for nature. “I just love wild places,” she reflects. “Clean air, clean water, a stable climate – these are fundamental human rights.” Working in forest conservation, she says, is a way to advance many causes at once.

Nicole brings tenacity, risk tolerance, and comfort with ambiguity to her work. “You need to be willing to run at that brick wall again and again,” she laughs. “Philanthropy isn’t known for a high risk appetite, but if we want real change, we have to lean into discomfort. It’s a gift to do work I care about so deeply, and a privilege to spend my days protecting what I love.”

What have you learned from the people and the places you work with?

Nicole’s work spans boardrooms and frontline communities. While much of her time is spent engaging corporate leaders, she’s deeply influenced by those on the frontlines of deforestation.

“I’ve met people jailed for defending their traditional lands, some facing years in prison just for standing in front of bulldozers,” she says. The courage inspires her daily. “These are people facing intimidation and violence, with no spotlight to protect them.”

“From forest defenders to corporate champions, I see courage and commitment in every corner of the work.”

At the other end of the value chain, she finds hope: “There are extraordinary environmental champions inside companies and investment firms, people committed to using the levers they have to drive change.”

She stresses the importance of listening: “Being grounded in community voices, in the wisdom of Indigenous leaders and defenders, reminds me that collaboration is the only way we’ll succeed.”

And always, there’s the natural world. “Being out there reminds me of what we’re working to protect. The complexity, the beauty – it brings a sense of awe and wonder.”

What keeps you up at night?

Nicole answers with honesty. “Like most executive directors, it’s people and money. We’ve raised a lot through the Audacious Prize, but we still have \$33 million to go before 2030.”

Winning the Prize, she says, was a game-changer: “It’s enabled us to scale faster, unlock infrastructure, and deepen corporate engagement.”

She’s also kept up at night by the scale of the challenge. “Every year, 3.4 billion trees are cut down to make paper packaging and fabrics like rayon and viscose – many from Ancient and Endangered Forests.” These ecosystems are climate-critical and biodiversity-rich.

“Sometimes it’s strategy, sometimes it’s stress – but it all points toward impact.”

What would you like to highlight about your partnership with Greenwood Place?

Nicole doesn’t hesitate. “I love you guys. You’re sensational.” She credits Greenwood Place with sharp questions, strategic insight, and meaningful conversation. “Whether it’s due diligence or just a check-in, the conversations are always generative. You help us refine strategy and think in new ways.”

Greenwood Place began supporting Canopy in 2021, donating 1% of its own revenue even before clients engaged. “You placed a bet on us when others hesitated. That speaks to your integrity and willingness to take risks for the greater good.”

“You didn’t just show up when it was easy, you were there when the vision was still taking form.” She also values the warmth and human connection: “Smart conversation, friendly faces – those things matter.”

What are your hopes for the future of Canopy?

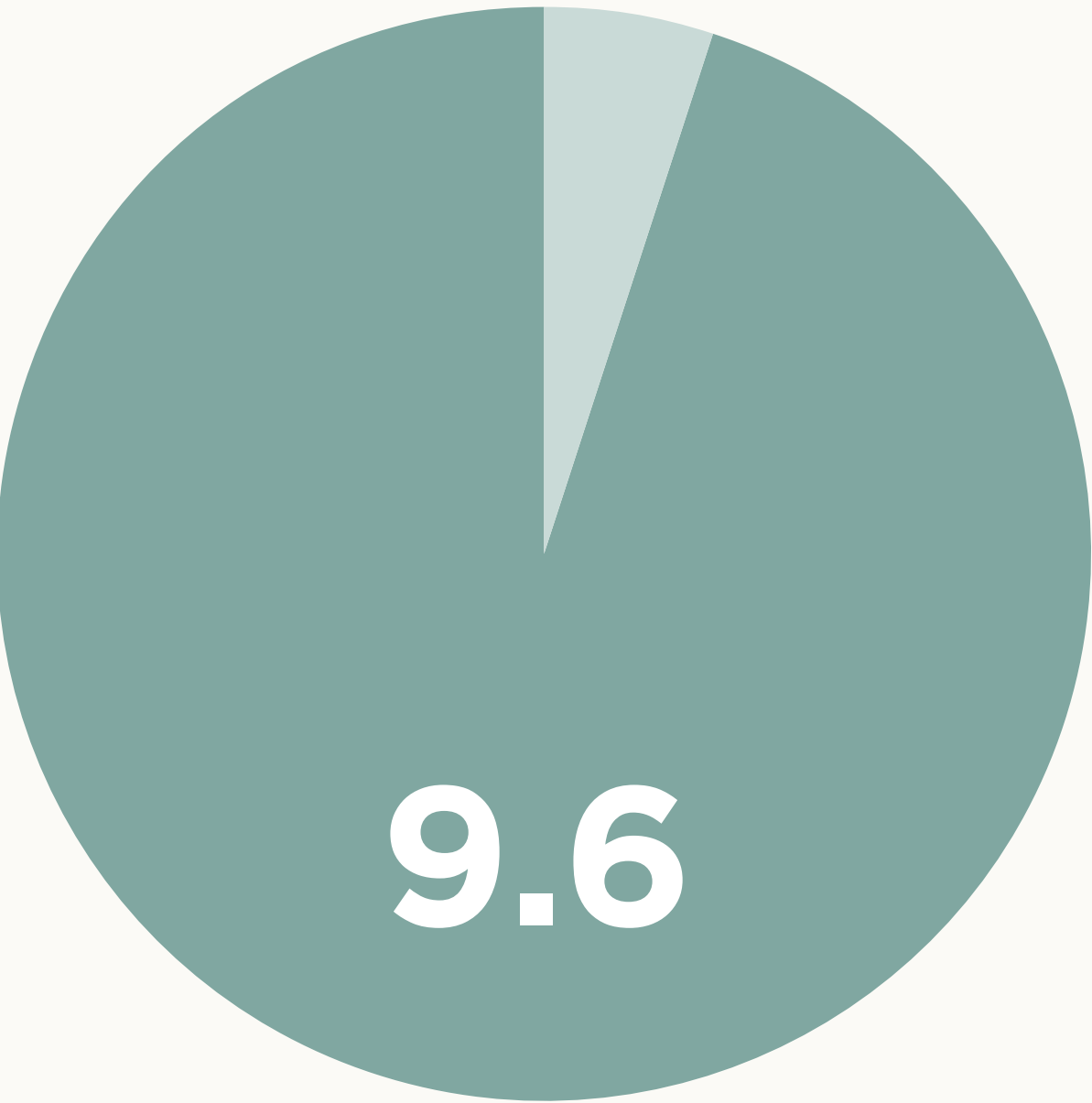
Nicole’s vision is bold and joyful. “I want Canopy to be the Cirque du Soleil of the conservation movement - redefining what’s possible with impact, flair and fun.”

The goal is transformation: shifting destructive supply chains into circular, low-impact ones that use 90% less water and are climate-friendly. “We want everyday goods, from clothing to packaging, made in regenerative ways.”

She adds, “We want to change what’s considered normal in industrial production, to prove that regeneration and profitability can go hand-in-hand. Let’s reinvent the rules of conservation – with bold ideas, serious impact, and a splash of spandex.”

WHAT PEOPLE SAY ABOUT US
CLIENT SURVEY OVERVIEW

On a scale of 1-10 (where 10 is the highest), clients were asked to rate Greenwood Place. A total of 25 respondents participated, representing our 27 clients. Feedback was overwhelmingly positive.



9.6 Overall, how do you feel about Greenwood Place?

“Greenwood Place is the fulcrum of my philanthropic work.”

9.5 Would you recommend Greenwood Place to a friend who needs advice or execution support in their philanthropy?

“Greenwood Place provides thoughtful, hands-on help figuring out how to give well, whether you’re just starting out or looking to make your philanthropy more strategic.”

9.5 How would you rate Greenwood Place as a partner in your philanthropic or other social impact activities?

“They are incredibly thoughtful and have taken the time and care to understand our individual needs and goals as a family.”

9.5 How do you feel about Greenwood Place’s professional skills as a grant-maker or advisor?

“Each staff member is excellent at their job, but it is the composite skill set and experience across the whole team that makes such a difference.”

9.6 If you use Greenwood Place for advice beyond grant-making, how do you feel about the advice you receive?

“It’s some of the best advice I can get, whenever I’m at a crossroads, coming to Greenwood Place has always helped me.”

How much has your approach to philanthropy changed since working with Greenwood Place?

100% of respondents agreed that Greenwood Place has helped them change their approach to philanthropy since working with us.

“Their thoughtful guidance has helped me ask better questions, explore new possibilities and connect more deeply with purpose.”

WHAT IS GREENWOOD PLACE BEST AT?

“Combining strategic rigour with deep empathy. They listen actively, ask the right questions, and help bring clarity to complex decisions - all while staying closely connected to the values and emotions that drive philanthropic work.”

“Building a one-stop service for foundations and philanthropists, especially at the start of their journeys. A very safe pair of hands and a trusted partner.”

“The team go totally beyond what you could ask for with a very competitive offering.”

“Greenwood Place has a very strong network - they are also all very nice people, full of good intentions.”

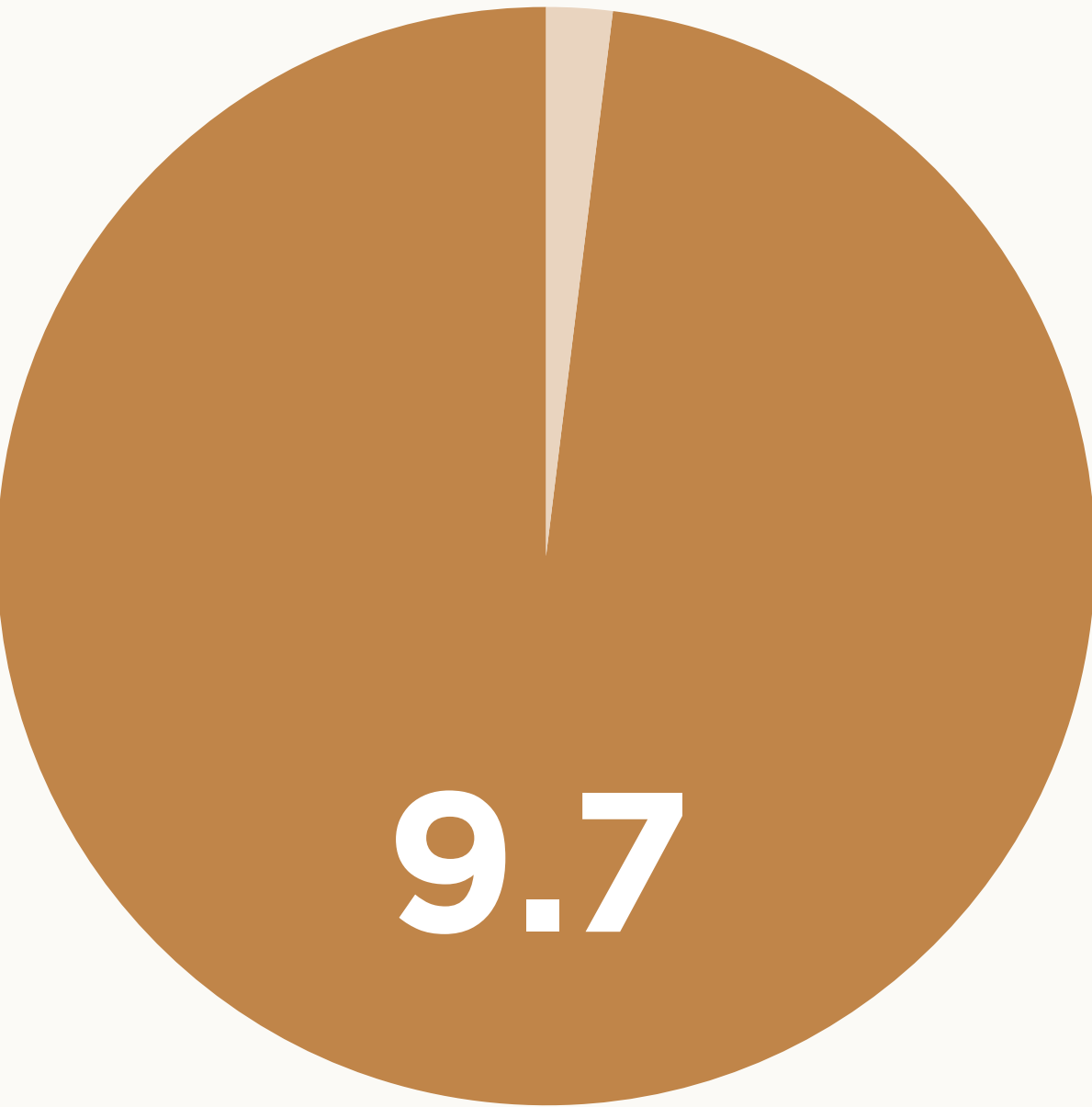
“Finding unique opportunities for impact, supporting families to come together with a shared vision and focus, and helping families become more knowledgeable about what they care about.”

“They bring a high level of expertise to their role as grant-makers and advisors. They are sharp, knowledgeable and well-informed, yet they always lead with empathy and humility.”

WHAT PEOPLE SAY ABOUT US

GRANTEE PARTNER SURVEY OVERVIEW

On a scale of 1-10 (where 10 is the highest), partners were asked to rate Greenwood Place. A total of 102 respondents participated, representing our 148 partner organisations. Feedback was overwhelmingly positive.



9.8 How do you feel about your overall relationship with Greenwood Place?

“The Greenwood Place team are proactive, professional, supportive and approachable. It is a joy working with them.”

9.5 Do we give you enough time to gather the information we request?

“The Greenwood Place team provides ample time to complete due diligence (...) We appreciate how clearly the process is communicated, with no unexpected surprises or quick turnarounds.”

9.7 Did we support you enough during the information-gathering process needed for you to secure a grant?

“The support was excellent (...) Your input made the process smoother and more strategic, and we felt fully supported at every stage of preparing and securing the grant.”

9.6 Do we give you enough information upfront about us and our processes?

“We’ve consistently received clear and transparent information about the team’s role, processes, and expectations. This upfront clarity has made collaboration smooth and built trust from the outset.”

9.7 Are we responsive when you ask us a question?

“Every query was met with timely, thoughtful replies that demonstrated both attention to detail and a genuine commitment to helping us move forward efficiently.”

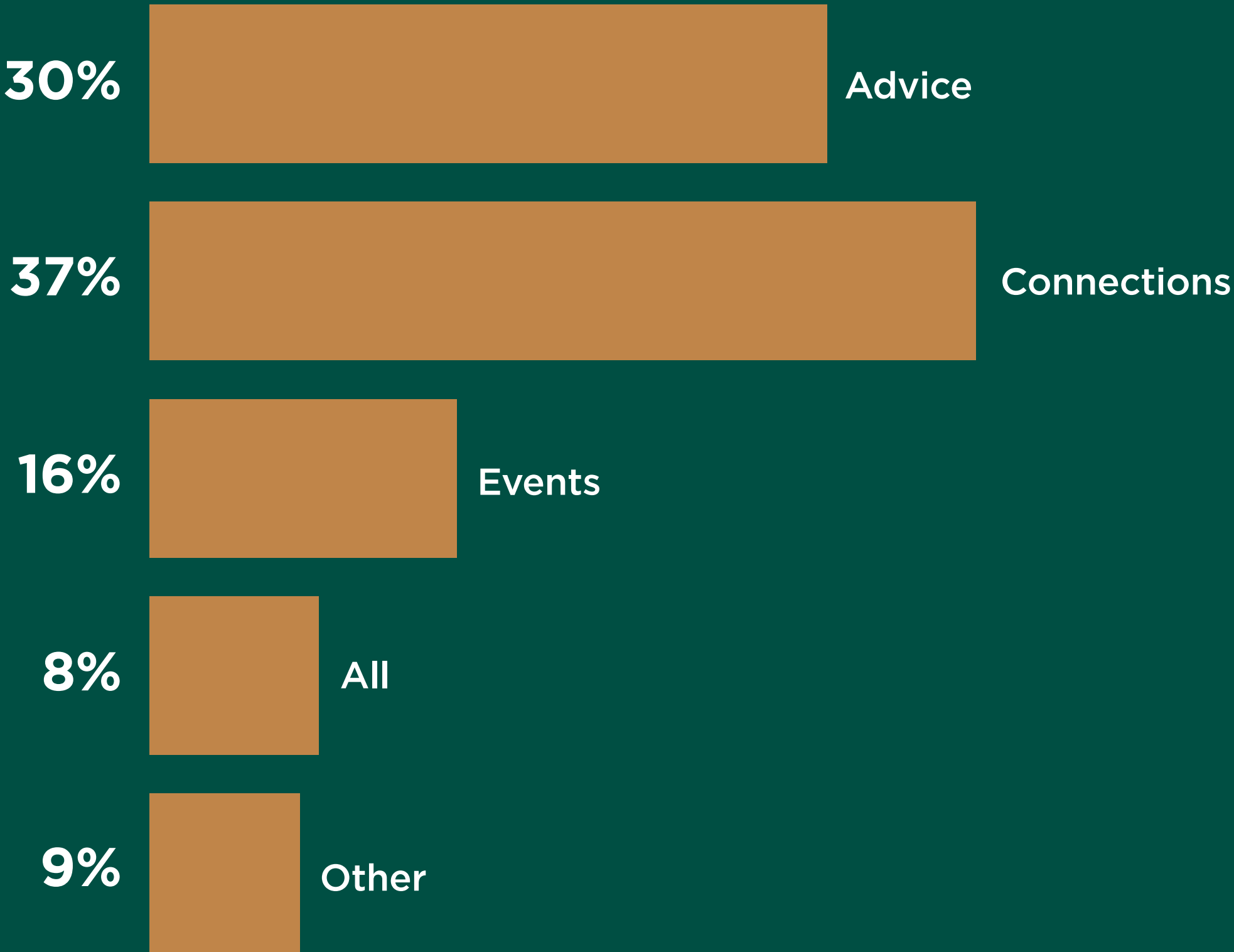
9.9 Are we open and approachable?

“At all levels, which is rare to find with other advisory services. We have found huge value in connecting across all levels and on both broad spectrum and granular details, topics and issues too.”

9.9 Are we respectful?

“Greenwood Place asks good questions and welcomes us and our partners into their space with humility and gratitude.”

PARTNERS WERE ALSO ASKED WHETHER GREENWOOD PLACE HAD PROVIDED ANY SUPPORT TO THEM BEYOND GRANT-MAKING.



“We relied on the team as a second pair of eyes and ears to test our ideas, which helped us refine and strengthen proposals before presenting them. Their thoughtful input has been incredibly helpful beyond grant-making.”

“We have sought advice on approaches beyond existing funding and have been introduced to three other granting bodies that are now investing in our work across different areas – including unrestricted.”

“Communication feels natural and respectful, and we’ve always felt comfortable reaching out with questions, ideas, or concerns. This tone of openness has helped build a strong and trusting working relationship.”

“It is wonderful being part of the Greenwood Place community, the events are really beneficial, and it is always great to meet with others also supported by Greenwood Place and learn about what they are doing.”

Rory & Elizabeth Brooks Foundation Celebrate their 20th Anniversary

The 20th anniversary of the Rory & Elizabeth Brooks Foundation falls in 2025. Rory and Elizabeth Brooks shared some of the lessons they have learned along the way.



“As we approached what is officially retirement age, we knew that our philanthropy was not ready to do the same. Indeed, it has given us the opportunity to throw ourselves into it with even more vigour – the 20th anniversary came to us as quite a surprise!”

RORY AND ELIZABETH BROOKS

What motivates you both to give?

Rory’s motivations derive from his family and cultural influences. Although not religious, he recalls a strong ethical framework shaped by a Catholic education and his mother’s volunteering. “Starting a business didn’t seem quite enough as a defining characteristic for my life mission.”

For Elizabeth, a strong connection to place and community drives her. Reflecting on over a decade of support to Tate, she says, “The presence of a museum has an extraordinary effect on its community.” As a committed Londoner, she sees the Tate as not only a cornerstone of the arts but also a force for wider urban and social enrichment.

Her early involvement with Rugby Portobello Trust stemmed from witnessing the impact of crime in the local neighbourhood, particularly among local youth, which motivated her to find charities that offered young people an alternative to a life of crime.

As their involvement in the community deepened, Elizabeth and Rory recognised a mutual desire to dedicate more of their time to philanthropy. What began as a sense of responsibility developed into a shared commitment that their family now refers to as a “Brooks Project.” This vision ultimately led to the creation of the Foundation.

What have you learned from the charities you work with?

Both Rory and Elizabeth have developed a deep appreciation for how charities operate. Rory has found it intellectually stimulating to observe and engage with diverse structures, from universities to think tanks to government departments. “It keeps our minds elastic,” he says.

They have also learned the importance of evolving their understanding of impact, recognising that not all value can be quantified. Elizabeth reflects, “Visiting programmes can greatly enhance your understanding of a charity’s impact.”

What would you highlight as one outcome (planned or unexpected) of the Foundation’s work?

When asked to reflect on outcomes, Rory doesn’t hesitate. “We have enabled the University of Manchester to transform the way development studies are being conducted.” This shift, years in the making, represents a fundamental realignment in academic perspective and equality of partnerships with the Global South.

Elizabeth points to the Tate Fellowship programme, which has sparked collaborations, cross-departmental conversations and growth for over ten years. “What makes the programme unique is its reciprocal spirit, with Tate gaining an outside perspective and the Fellows benefiting from being part of one of the world’s leading contemporary art museums.”

What stands out about your partnership with Greenwood Place?

Both Rory and Elizabeth emphasise the strategic and structural clarity that Greenwood Place has brought to their giving. Elizabeth says: “You have helped us bring a new coherence to our giving - creating frameworks that have made our support both structured and sustainable.”

She particularly values Greenwood Place’s role in shaping the Foundation’s new Arts & Community theme: “Setting out a framework for how support could work over multi-year periods has been really vital.”

Greenwood Place has also worked productively in partnership with the Foundation’s original advisor, Bridget Fury, who sits on the board of trustees, and has been effective in leveraging her knowledge of international development.

They also appreciate the team’s responsiveness and adaptability, supporting one charity partner at a critical transition point and helping another that was unaccustomed to private donors. Rory notes that, “They’ve been remarkably adaptable, meeting

us where we are, responding quickly, and offering support that’s both strategic and deeply human.”

What are your hopes for the future of the Foundation?

Rory and Elizabeth’s vision continues to be anchored in the belief that giving can be strategic, human and enduring. Their commitment to purposeful giving remains strong. As Elizabeth puts it, “Philanthropy is now an inextricable part of our lives. We hope that more and more people will feel the same way as they embark on a life of giving.”

Timeline

- 2005:** Brooks World Poverty Institute launched at University of Manchester
- 2006:** Rory and Elizabeth become Tate Patrons
- 2007:** Foundation’s first Clinton Global Initiative commitment announced
- 2008:** Elizabeth becomes Trustee of the Rugby Portobello Trust
- 2010:** P3 merges with Rugby Portobello. Elizabeth serves as Vice-Chair.
- 2011:** Foundation hosts Johannesburg Global Poverty Summit
- 2012:** Rory serves on government task force on philanthropy in higher education
- 2014:** Brooks International Fellowship programme launches at Tate
- 2015:** Global Development Institute launches at University of Manchester
- 2017:** Elizabeth becomes Chair of Tate’s photograph acquisition committee
- 2019:** Rory joins the board of IntoUniversity
- 2019:** Rory steps down as Chair of Global Leadership Board at University of Manchester after 12 years
- 2021:** Rory appointed Chair of Quintessentially Foundation and Trustee of CSJ Foundation
- 2022:** Foundation supports Platinum Jubilee Pageant
- 2023:** Rory appointed Board Member, Charity Commission for England and Wales
- 2024:** Tate Fellowship 10th Anniversary Symposium
- 2024:** Transformational gift to Global Development Institute at Manchester University

Pathways to Change: Building the Conditions for Transformational Giving

Greenwood Place’s Pathways to Change programme - delivered with generous support from the Gates Foundation - was created to deepen the confidence, knowledge and impact of European donors. Over 12 months, the Pathways 1.0 programme brought together a group of 20 philanthropists, alongside a dynamic group of social entrepreneurs, to learn, reflect and give in ways designed to tackle the root causes of poverty and inequity.



Pathways Residential
2024

Structured to demonstrate pathways to achieving measurable impact in the fight against poverty, disease and inequity, the programme combined immersive learning with supported giving through a series of interactive roundtables, immersive issue briefs, and a culminating multi-day residential retreat that created space for deep connection, exploration, and action.

Learning Together

Each roundtable explored a different domain of inequity, from maternal health to inclusive education. Across seven roundtables, participants engaged with social entrepreneurs and policy experts from across Africa and Asia, gaining insight into locally-led models that scale with dignity and purpose.

Each roundtable was grounded in an issue brief, a concise, accessible resource outlining the scale of the problem, promising philanthropic approaches, and sharing a short list of Greenwood Place-vetted organisations tackling the issues. These briefs reached beyond the immediate cohort and were publicly available via Greenwood Place’s website and newsletter, with a circulation of over 3,000.

Bridging Insight and Action

One of the programme’s distinctive features was its commitment to creating the conditions not just for learning but for action. As one participant put it, “It was a great educational experience for me at a crucial time for our philanthropy.”

The final event of the Pathways programme was a retreat, held in Rutland in September 2024, which brought together 17 funders, 18 social entrepreneurs, and colleagues from Greenwood Place and the Gates Foundation. Designed around the principle of “relationships that last beyond the programme,” the retreat offered space for reflection, courage-building, and connection.

Panel topics were rich and varied. Sessions explored power dynamics and emphasised transparent, learning oriented partnerships. As panellist Safeena Husain of Educate Girls noted, “Trust is about relinquishing personal power to build collective power.”

Other sessions challenged participants to reckon with complexity, understand systems change as a long game, and embrace risk and failure as part of the philanthropic journey. “System change is not done yet,” said Anushka Ratnayake of myAgro, “it is the work of my lifetime.”

What Participants Said

We were thrilled with the feedback we received from programme participants: “There was a spirit of kindness and a commitment to relationships that made our time together a lot of fun as well as intellectually fulfilling.”

The absence of hierarchy between “donors and doers” was often mentioned and appreciated, creating what one participant described as “a deep sense of trust and power-balance in the room... something that is rare and you cultivated it beautifully.”

Participant feedback on the retreat, in particular, painted a consistent picture of the value of bringing together all participants - donors and do-ers.

“The authenticity of the conversations was just so amazing”, said one attendee. Another commented: “This was honestly the best two days of my year.” Another remarked, “You had a wonderful group of grantees present... insight, adaptability, resilience, vision, charisma. Very rare to find a group of them in one room.”

Catalysing Commitments

The retreat was not an endpoint, but a launch pad. Participants were supported with due diligence, reporting structures, and hands-on guidance to make funding commitments aligned with their values.

During and since the programme, more than \$10 million of new funding has been committed to featured organisations.

Catalysing Commitments

Pathways to Change exemplifies Greenwood Place’s belief that well-supported philanthropy can be both generous and strategic, and that giving more, sooner, and to overlooked areas can and should feel rewarding.

A third attendee remarked:

“We came away from it feeling privileged... It was a great pleasure to meet and listen to so many driven, dedicated and inspirational people. You have created a very powerful network in which ideas and issues can be openly discussed and shared.

Pathways 2.0 will launch in September 2025. Please contact us if you would like to know more about the programme.

Grantee Partner List

Action for Happiness Acumen African Collaborative AkiraChix AllChild Amazon Watch Amber Foundation Anna Freud Centre Ashoka UK Australia Wildlife Conservancy Avocados Advocacy Baobab Centre for Young Survivors in Exile Bear Face Theatre Birkbeck University of London Birth Companions Blue Cabin Blue Ventures BOMA Project British Red Cross Camfed Canopy Planet Carefree Cornwall Centre for Justice Innovation CFAB Chance UK Changing Tunes Choose Love City Harvest Clean Air Task Force Clement James Centre ClientEarth Community of Practice for Recurrent Care and Giving Hope Coral Vita Coram Voice Create Arts	Drive Forward Foundation Educate Girls enjuba Every Mother Counts FAMA Family Rights Group Farm Ed Fauna & Flora Finding Rhythms Flying Seagull Project Food Behind Bars Food4Education Football Beyond Borders Foundation for Ecological Security Friendship Bench Generation UK Give a Dog a Bone Good Chance Theatre GreenWave Heal Rewilding Healthy Learners Homeless Link Imagine Worldwide IntoUniversity James’ Place Jamie’s Farm Juno Kazzum Arts Kheyti Kidogo Kids Network King’s College London Labhya Foundation LandWorks Last Mile Health Legado Leicestershire Cares Lighthouse Little Village	Love Barrow Families Lwala Community Alliance Mafisa Maliasili Mental Health Foundation MHI SHOUT mothers2mothers (m2m) MSF Mwambao myAgro Namati National Geographic Society National House Project New Horizon Youth Centre Nia Tero Noora Health Northern Rangeland Trust Oceana Off The Record Bristol One Small Thing Onside Youth Zones Open Door Charity Our Future Peek Vision Pets for the Elderly Place2Be Planet Indonesia Praxis Prison Radio Project Seagrass Pure Insight Refuge4Pets Refugee Action Refugee Council Refugee Education UK RefugePoint Resurgo	Rise:61 River Action Root Capital Safe Families Settle Shared Lives Plus Smart Works Soil Association Spark MicroGrants St Michael’s Fellowship Street Talk Surfers Against Sewage Team Up The Big Give The Big House The Black Care Experience The Brilliant Club The Care Leaders The HOME Project The Kids Network The Line The Nature Conservancy The Old Vic The Reader The Relationships Project The Share Trust Thrive at Five Transform Trust Trevi Tutor Trust UK Acumen Academy University of the Arts London Village Enterprise Why Care WILD Young Parents WildAid Marine Wiltshire CF Bursary Scheme
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“We’ve had an outstanding experience with Greenwood Place. The team has been consistently supportive, responsive, and thoughtful. They genuinely care about our success and go above and beyond to ensure alignment with donor goals, while respecting and empowering our approach.”

GRANTEE PARTNER



Photo: Heal Rewilding

OUR APPROACH

ENTREPRENEURIAL

We believe that it takes creativity and a long-term vision to tackle tough social and environmental problems through philanthropy. We bring a bold, entrepreneurial spirit to our work – balancing compassion, flexibility and rigour to help you navigate complexity and drive lasting change.

PARTNERSHIP

We leverage our experienced team and diverse network of advisors, peers, partners and experts to drive innovation and help you direct funding where it has the most impact. We listen actively, lead collaboratively, and work with humility to understand and amplify your goals.

TRUST

We work directly with your grantee partners to build strong relationships that maximise their success and achieve your goals. Our approach is grounded in mutual respect, objectivity, and a deep commitment to building philanthropic relationships rooted in accountability and care.

LEARNING

We invest in you as a philanthropist and dedicate ourselves to building your expertise across all issue areas. As we learn together, we foster an environment that encourages growth, curiosity and adaptability – ensuring your giving evolves with clarity and purpose.

INTEGRITY

We operate with integrity and respect in all circumstances. By listening deeply, leading thoughtfully, and maintaining objectivity, we build trust-based relationships across every level. Our commitment to humility, compassion, and rigour ensures that every action reflects our values and supports your philanthropic goals with honesty and care.

JOY

We believe that joy fuels impact. Whether we’re working with grantee partners or co-creating with funders, we approach challenges with optimism, creativity and care. We strive to make philanthropy energising and fulfilling.



THE TEAM

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Co-Founder & CEO

LOUISA BRASSEY
Co-Founder

SONAL SHAH
Partner

LUCY CLARKE
Partner

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“Greenwood Place is such an incredible partner in every sense of the word. The team engages, connects, provides feedback, listens, supports, shares and walks with us in such special ways.”

GRANTEE PARTNER



For additional information or to request
client references please contact us:

www.greenwood.place/contact-us

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