



Corporate-NGO Partnerships Barometer

2011

Investments in partnerships set to increase as strategic partnerships become more important.

Disagreement between businesses and NGOs on the importance of non-financial resources.

NGOs and businesses sceptical about the influence of the Big Society on partnering.

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Introduction

Welcome to the C&E Corporate-NGO partnerships Barometer 2011 – the second in our annual series.

We were delighted with the feedback received for the inaugural 2010 edition. It was pleasing to learn that practitioners, commentators and other interested parties valued the opportunity to read and assess the collective view of the corporate-NGO partnering landscape provided by the Barometer.

This edition of the Barometer draws on the experience of over 150 leading companies and NGOs who responded to our survey – a 24% increase in the number of respondents. We believe the significant increase in respondents represents further evidence of the growing importance of the corporate-NGO partnership agenda.

Set against the prevailing background of sluggish economic growth and deep cuts in government spending, we have again analysed and sifted the experiences and sentiments of practitioners, both corporate and NGO, to determine the motivations, drivers, barriers, enablers, role models and trends in corporate-NGO partnering.

With the advantage of the baseline set by the 2010 data, we are now able to properly apply the ‘barometer effect’ – to determine the extent to which changes in context (economic, social, political etc) are affecting both current practice, as well as practitioners sentiments about the future prospects for cross-sector partnering. Many of the findings make fascinating reading!

Additionally, for the first time, we examine the role of the public sector in corporate-NGO partnerships, and the effect of the UK



Manny Amadi, MVO
CEO, C&E Advisory

coalition government’s Big Society agenda on partnerships.

We are grateful to all our respondents and commentators for sharing their perspectives and experiences. We hope this 2011 edition of the C&E Corporate-NGO Partnerships Barometer helps to inform their and your understanding of corporate-NGO partnering, and provide a guide to your future investments, reviews and practice.

We welcome comments and suggestions for the next edition.

Headline Findings

Importance and role of corporate-NGO partnerships

- Partnerships remain very important to companies and NGOs
 - Reputation and credibility emerge as primary reasons why companies engage in partnerships (scored 92% compared to 62% for innovation, ranked second important reason)
 - For NGOs, access to funding is the dominant reason for seeking partnerships with companies (scored 95%, compared to 69% for 'access to people and contacts', the second highest ranked reason listed by NGOs)
 - NGOs are more open to partnering with to create more appropriate (commercial or not-for-profit) products and services, than was the case a year ago (up 14% on 2010)

The partnering experience

- There has been a clear shift towards companies and NGOs engaging in more strategic partnerships (proactively sought, strategically important and with a longer life-span).
 - 57% of corporate respondents classify over half their partnerships as 'strategic' – an increase of 14% over the 2010 equivalent
- 'Social investment' (support via donations of cash, products, gifts in kind, employee fundraising) is most used partnership type for 84% of NGOs and 90% of businesses
- However, 'business type' partnerships which use advisory services to improve business / organisational practices, social business development, social or commercial product development, etc, have become even more significant for companies than in 2010.
- Companies and NGOs feel very differently about the benefits of non-financial support and how these should be applied.
 - 71% of businesses believe that harnessing their competencies and non-cash resources would make much more of an impact on the fulfillment of their NGO partners' objectives, than purely cash-based relationships.
 - However, only 38% of NGOs agreed with this view
NGOs and businesses feel very differently about corporate employee volunteering, with businesses much more enthusiastic about this method of engaging than are NGOs

The most admired corporate-NGO partnerships and partners

- M&S and Oxfam triumphed again as the 'Most Admired corporate-NGO Partnership 2011'
- Oxfam secured the 'Most Admired Partnering NGO 2011' status, seizing the accolade from last year's winners, WWF
- M&S also secured the accolade of the 'Most Admired Partnering Company 2011' ahead of Barclays, P&G and Sainsbury's
- Consumer facing retail, fmcg and banking sector companies dominated the 'most admired corporate' partnering categories, securing over 50% of the nominations

Role of the Public Sector in corporate-NGO partnerships

- Many key partnerships involve the public sector. Indeed, only a fifth of respondents indicate that none of their partnerships proactively involve the public sector.
 - The public sector influences cross-sector partnerships by setting an enabling framework, and by acting as a source of leverage corporate-NGO partnering
- However, the jury is still out on the likely influence of the UK coalition government's Big Society on the corporate-NGO partnering agenda. In what seems a wake-up call to government:
 - Half the survey respondents see the 'Big Society' having only a moderate influence on their corporate-NGO partnering agendas.
 - Nearly a similar proportion of respondents (44%) said that the Big Society was unlikely to have any influence whatsoever on their cross sector partnering agenda

Future prospects for corporate-NGO partnerships

- Businesses (88%) and NGOs (93%) expect the role of cross-sector partnerships to become much more important to their organisations over the next three years
- Growth will be driven by recognition of the need to leverage each sector's assets to maximise mutual benefit; pressure on companies to demonstrate societal consideration within their business practices; and clear evidence of the success of corporate-NGO
- Investment in corporate-NGO partnering is set to grow over the next three years, with 79% of respondents expecting their investment in cross-sector partnerships to either increase or increase significantly over the next three years
- In a significant finding, not a single respondent from either sector suggested that their investment in partnerships will decrease

Concluding points

The most successful partnerships clearly blend corporate, brand and commercial objectives, with a clear focus on benefit for society. It is great news that cross-sector partnerships are becoming more important and strategic in nature - and that more resource will be invested in them. The future of corporate-NGO partnering is clearly very bright.

However, in a difficult economic climate, it is imperative that companies and NGOs focus even harder on securing the greatest possible value from their investments in partnerships – for shareholders, for society, and for the environment.

There is also a huge amount for the UK coalition government to do if it is to fully engage companies and NGOs in its Big Society agenda.

Part 1: Methodology and sample

Methodology

The C&E Corporate-NGO Partnerships Barometer 2011 has been compiled using responses to our confidential online survey from 156 leading UK-based companies and NGOs engaged in corporate-NGO partnerships. This year's survey recorded a significant 24% increase in the number of respondents, compared to our first 'reading' in 2010. We believe this increase reflects a greater interest in the corporate-NGO partnering agenda and confirms some of the findings in our survey. It also reaffirms practitioners' strong appetite for the Barometer as an important instrument which provides a sector-wide perspective, gauging changes in the cross-sector partnering landscape.

The survey comprised a broad mix of new and previously asked questions. This mix allowed us to identify new issues in partnering, whilst enabling accurate and effective comparison of data against last year's baseline Barometer readings. Many respondents also expanded on their own opinions through open text. This offered a wealth of useful individual commentary reflected in this report.

As a final step in our process, we again invited four leading corporate and NGO practitioners to review and comment on the draft Barometer for 2011. Their commentary is included in this report.

The online survey and practitioner evaluation took place across June and July 2011.

The Sample

The online survey was undertaken by 156 respondents of which 145 were involved in cross sector partnerships (11 had no partnerships). Of these 156, corporate sector respondents were drawn mainly from the FTSE100, Interbrand's Best Global Brands Ranking, and Business in the Community's Corporate Responsibility Index. NGO respondents were drawn mainly from the leading UK charities – by brand and revenue ranking. (See Appendix 1 for list of participating organisations).

The distribution of 50% corporate and 48% NGOs was well balanced, with the remaining few respondents representing Corporate Foundations.

The survey participants encompassed a diverse range of professional roles. However, this year noticeably over a third of corporate respondents held a specific corporate responsibility position, as can be seen in figure 2.



NB: In the graphs that follow   indicate percentage upward or downward change compared to 2010 data.

Figure 1: Sector representation

“Are you completing this survey on behalf of a “not for profit” organisation (NGO) or a Corporate?”

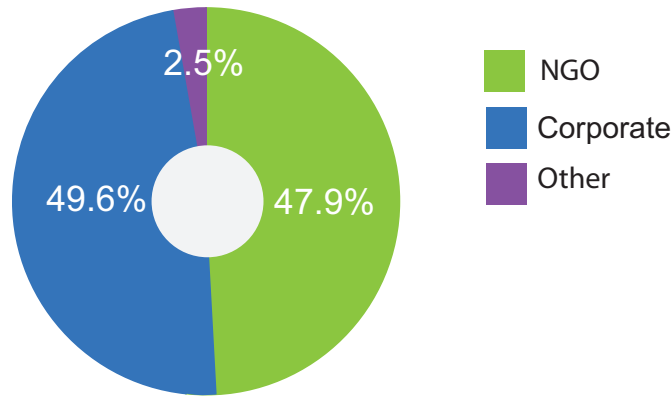
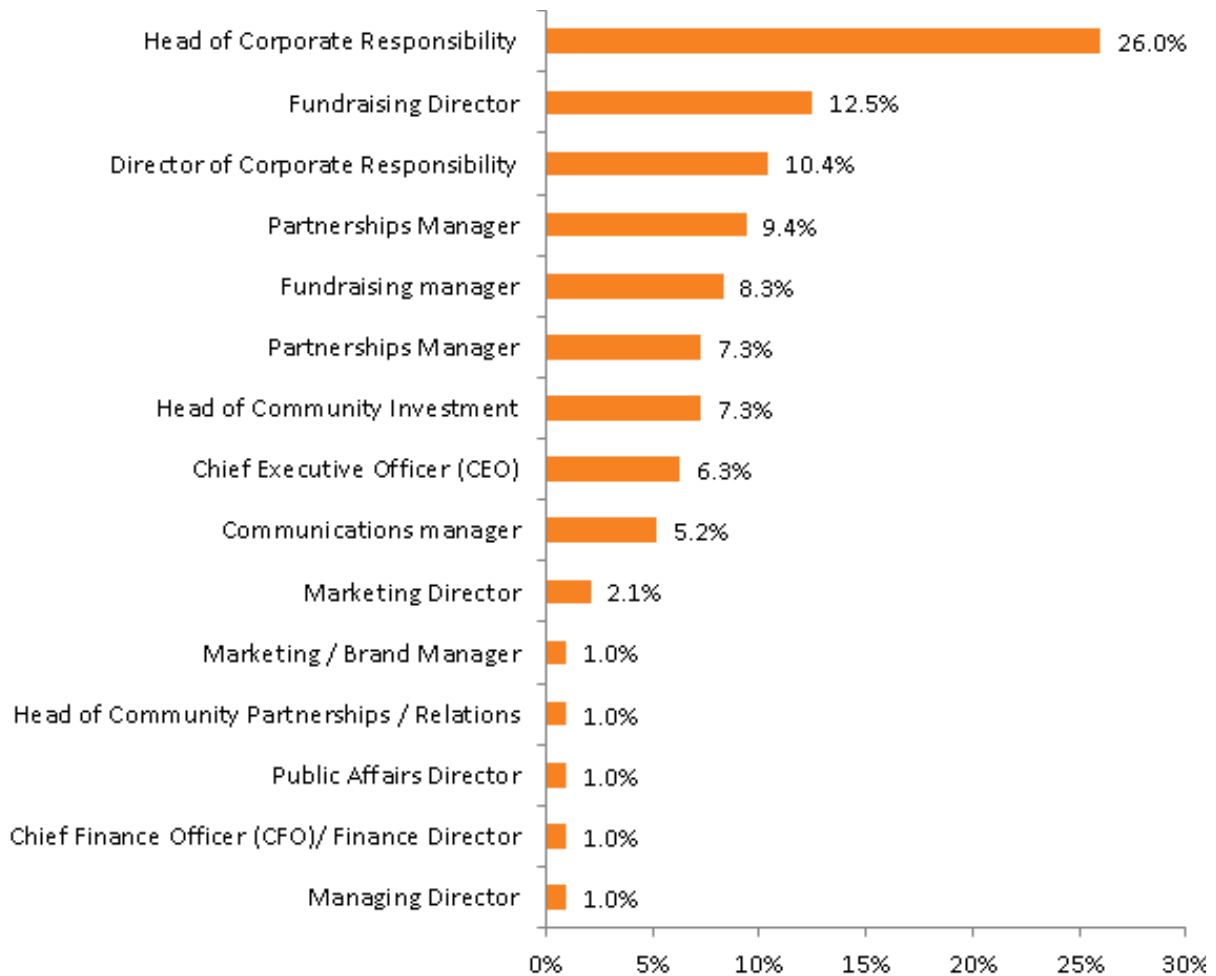


Figure 2: Respondents' roles

“What is your role?”



Part 2: Why Partner?

Partnerships can be complex and challenging – particularly because different organisations, sectors and cultures are involved. So in this challenging economic climate have cross-sector partnerships remained important and if so, what motivates businesses and NGOs to spend time and valuable resources working together?

Cross-sector Partnerships remain important

The opportunity to access and generate resources remains overwhelmingly the most important agenda driving NGOs to partner with companies. 95% of NGOs list resource generation as very important or quite important to their partnering agenda. However, although still viewed as important,

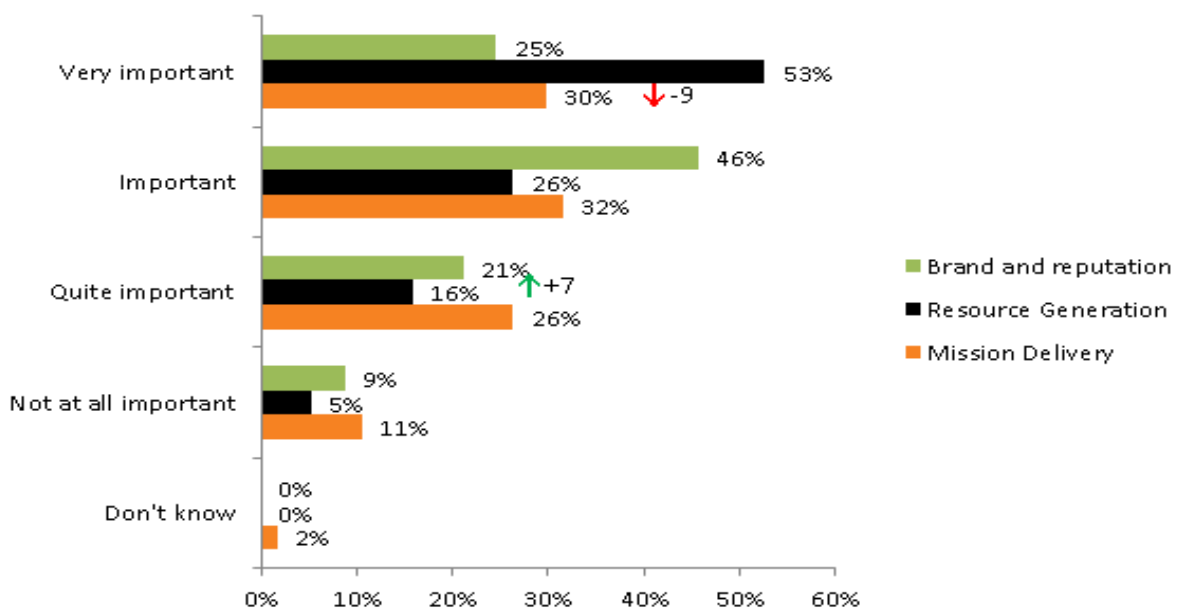
there has been a subtle change in NGOs attributing ‘mission delivery’ as an important motivation for partnering companies over the last twelve months. The percentage of NGOs describing ‘mission delivery’ as ‘very important’ declined by 9% compared to 2010 figures.

It is entirely predictable that NGOs partner with businesses to access and secure resources. But it is surprising that NGOs appear to give less weight to the possibility of working jointly with businesses to directly tackle issues and deliver the core mission which NGOs exist to address. This is an important finding and we return to in part 3.

Figure 3: Brand and reputation, resource generation and mission delivery as factors for NGOs

“To what extent would you say partnerships with corporates are important to your organisation in delivering your mission, in resource generation and in enhancing your brand and reputation?”

NGOs



For businesses, pushing forward the CSR agenda has strengthened (up 10% on 2010) as a driver for the level of importance placed on their partnering with NGOs. (Overall 91% of corporates consider cross sector partnerships are important or very important to their CSR agendas). It is evident that partnerships play a role, not just in relation to the CSR agenda, but also in relation to the brand and overall business agendas.

Having established that corporate-NGO partnerships are important to both sectors, and having highlighted some of

the agendas that frame partnerships for each sector, we again this year delved deeper into why companies and NGOs choose to partner.

At a consolidated level, the reasons for partnering in 2011 remain similar to last year, with reputation & credibility, access to people and contacts, and innovation (developing unexpected / new ways of addressing old issues and complex challenges) holding as the top three reasons for partnering.

Figure 4: Brand and reputation, CSR and the business agenda as factors for businesses

“To what extent would you say partnerships with NGOs are important to your organisation in your overall Business agenda, for your corporate social responsibility (CSR) agenda and in enhancing your brand and reputation?”

Corporate

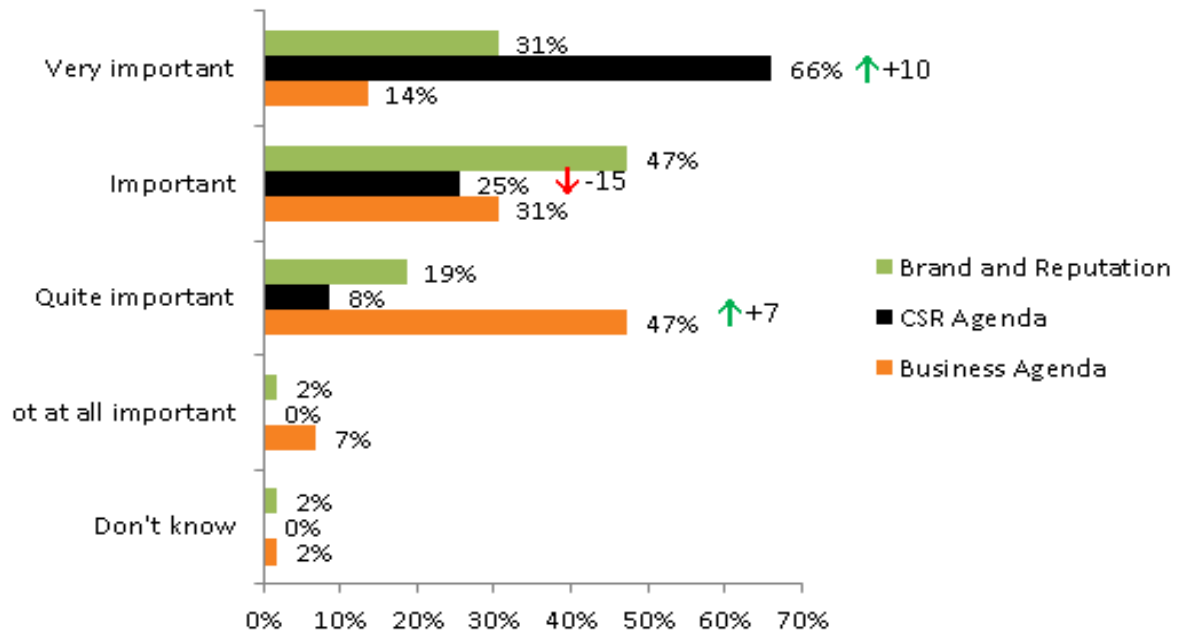
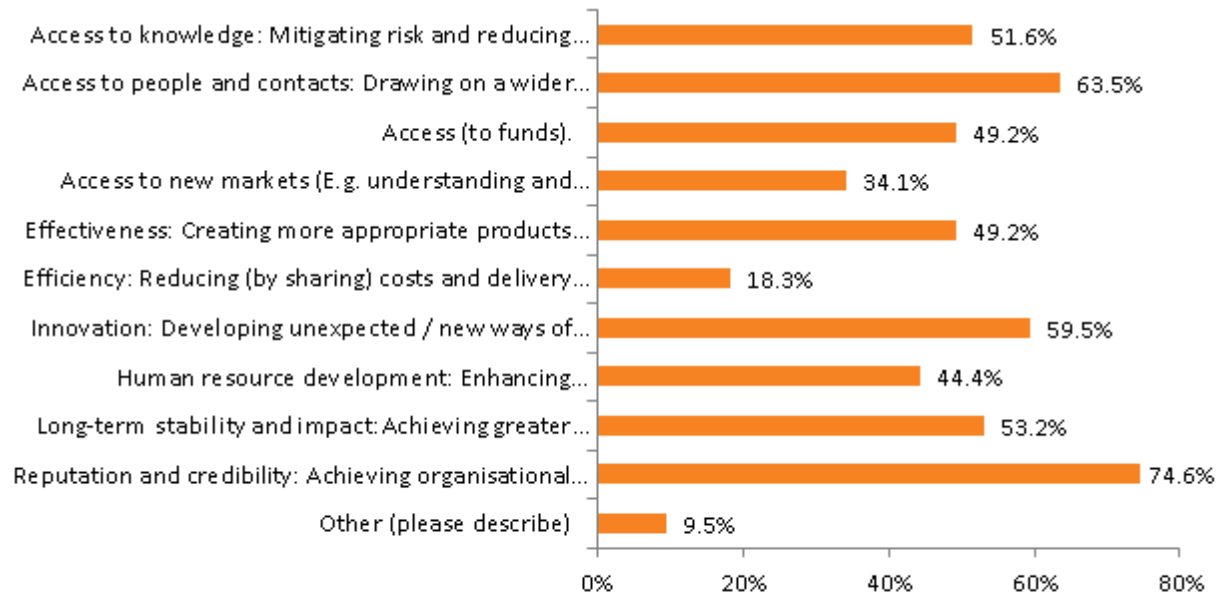


Figure 5: Why companies and NGOs engage in partnering with each other

"Why does your organisation engage in corporate-NGO partnerships? TICK ALL THAT APPLY"



However, clear differences emerge when company and NGO responses are analysed separately (see figure 6). 92% of company respondents place reputation and credibility at the top of their list of benefits for partnering with NGOs, whilst 95% of NGOs respondents list access to funds as their number one benefit.

And whilst the reasons for business engagement in partnerships have remained largely unchanged (the one significant change being the 7% increase in emphasis on ‘access to people and contacts’), there have been several shifts in the views of NGOs since last year.

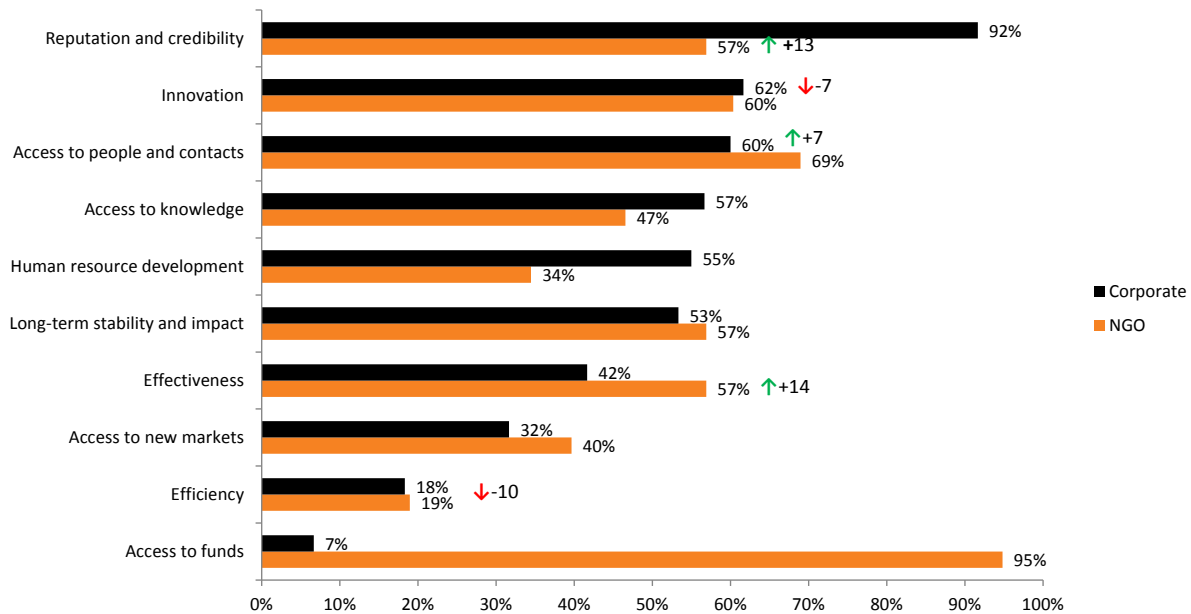
The most notable changes were a 14% increase in NGOs reporting ‘effectiveness’ as a reason for partnering; a 13% decrease in NGOs noting ‘credibility and reputation’ as reasons for partnering with businesses;

and a 10% drop in NGOs listing efficiency (reducing - by sharing - costs and delivery systems and avoiding duplication) as a reason for partnering with business.

The 10% drop in ‘efficiency’ rating is particularly surprising when set against the prevailing climate of austerity and pressure on limited resources. Again, it suggests that NGOs (or at least their partnering practitioners) are placing much greater emphasis on top-line income generation, than on exploiting and maximising the scale opportunities inherent in harnessing the resources of their corporate partners. Put differently, many NGOs appear to be one-dimensional in their aims for partnership and their ‘drive for cash’ makes it likely that they are missing a trick by failing to prioritise the potential cost-reduction benefits that can result from partnerships.

Figure 6: Why companies and NGOs engage in partnerships with each other

"Why does your organisation engage in corporate-NGO partnerships? TICK ALL THAT APPLY"



Why Corporates and NGOs engage in partnerships: Top 3 reasons (NGO and businesses Consolidated)

Rank 2011 (2010)	Reason	Percentage (NB: Multiple options allowed)
1 (1)	Reputation and credibility: Achieving organisational reputation and greater credibility.	75%
2 (3)	Access to people and contacts: Drawing on a wider pool of technical expertise, experience, skills, labour and networks.	64%
3 (2)	Innovation: Developing unexpected / new ways of addressing old issues and complex challenges.	60%

Box 1

Additionally, NGOs have increased (by 14% compared to 2010) the score attributed to 'effectiveness' (creating more appropriate products and services, whether commercial or not-for-profit) as a reason for partnering with companies. This is notable and contrasts with the previous point made about efficiency.

Taken together with the reasonably high score NGOs attribute to 'innovation', it suggests that NGOs are open to and interested in partnering with businesses to find new solutions. Nevertheless, the point remains that for NGOs, the emphasis appear to be more linked to income generation and adding a new to their existing offers and programmes, than in maximising performance and impact through more efficient use of existing resources.

**Why businesses engage in partnerships with NGOs:
Top 3 reasons (businesses only)**

Rank 2011 (2010)	Reason	Percentage (NB: Multiple options allowed)
1 (1)	Reputation and credibility: Achieving organisational reputation and greater credibility.	92%
2 (3)	Innovation: Developing unexpected / new ways of addressing old issues and complex challenges.	62%
3 (5)	Access to people and contacts: Drawing on a wider pool of technical expertise, experience, skills, labour and networks.	60%

Box 2

**Why Corporates and NGOs engage in partnerships:
Top 3 reasons (NGO and businesses Consolidated)**

Rank 2011 (2010)	Reason	Percentage (NB: Multiple options allowed)
1 (1)	Access (to funds).	95%
2 (2)	Access to people and contacts: Drawing on a wider pool of technical expertise, experience, skills, labour and networks.	69%
3 (4)	Innovation: Developing unexpected / new ways of addressing old issues and complex challenges.	60%

Box 3

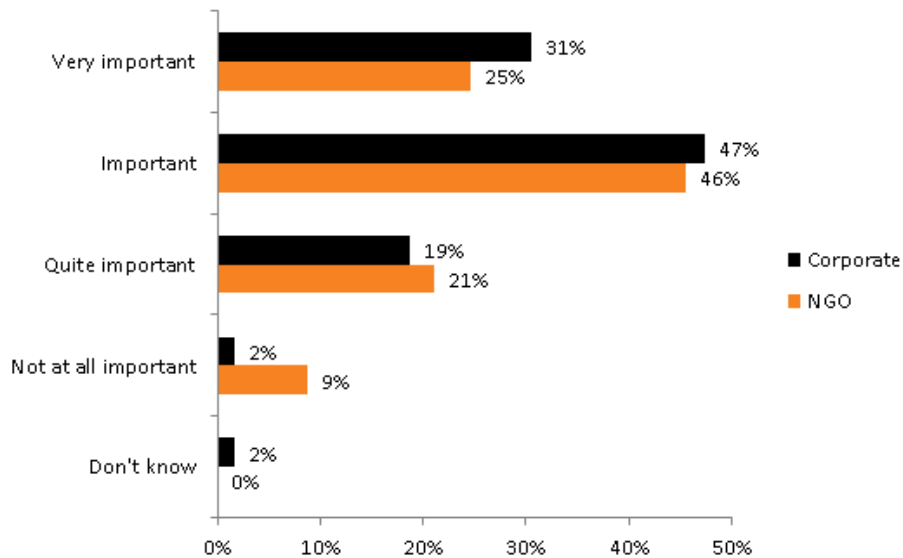
We also wanted to explore the extent to which ‘brand and reputation’ were important to companies and NGOs as a reason for partnering with each other. As figure 6 illustrates, set against other possible options (reasons for partnering), companies gave a very high score (92%) to ‘reputation and credibility’. NGOs gave an above average score (57%) to ‘reputation and credibility’, but this in itself was a fall of 7% compared to 2010 figures.

However, when the topic is set on its own, corporate respondents remain consistent in their very high ranking (97%) of brand and reputation as a reason for partnering with NGOs. And a changed picture emerges for NGOs. Asked directly the extent to which partnership (with companies) is important in enhancing NGO brand and reputation a strikingly high 91% of NGO respondents answer very, important or quite important (see figure 7).

It seems clear therefore that brand and reputation gains are important reasons for corporate-NGO partnering, though companies are more consistent and definitive in acknowledging this to be a fact. The percentages are very similar across companies and NGOs. Brand enhancement remains a mutually important reason for engaging in cross-sector partnerships.

Figure 7: The importance of brand and reputation as a motivation for corporate-NGO partnerships

"To what extent would you say partnerships are important to your organisation in enhancing your brand and reputation?"



So to sum up, it is clear that cross-sector partnerships are important to companies and NGOs. Across the sectors reputation & credibility, access to people and contacts, and innovation are the top 3 reasons for engaging in cross-sector partnerships.

However there are clear differences in the motivation behind companies and NGOs partnering with each other - and these differences appear to be changing over time.

Part 3: How do businesses and NGOs partner?

Turning to the practice aspect of partnerships, there were again, a series of questions to address. We wanted to gauge the changes in the activation of partnerships, to assess what forms of partnership are most common, whether partnerships are more or less strategic, the size of portfolio, as well as gauge whether corporate and NGO practitioners are aligned in terms of how to work together. The 2011 Barometer revealed a number of developments.

There is a clear shift towards more strategic partnerships

In addition to the change in the partnering portfolio, the 2011 Barometer shows a clear shift towards more strategic partnerships. This is evidenced by a 12% increase in the

number of practitioners classifying three quarters or more of their partnerships as 'strategic' in the consolidated figures. As further evidence, nearly half (48%) of respondents in the 2011 survey consider 50% or more of their partnerships as 'strategic', compared to 39% in 2010.

The move towards more strategic partnerships (pro-actively sought, strategically important and with a longer life-span) is evident across both corporate and NGO respondents. However, the greater emphasis on strategic partnerships is heavily influenced by businesses. 57% of corporate respondents classify over half their partnerships as 'strategic' – an increase of 14% over the 2010 equivalent (43%).

Figure 8: Strategic partnerships

"In approximate terms, what percentage of your corporate-NGO partnerships would you describe as strategic as opposed to 'non-strategic' (transactional, tactical)?" [NGO and corporate respondents]

NGOs & Corporates

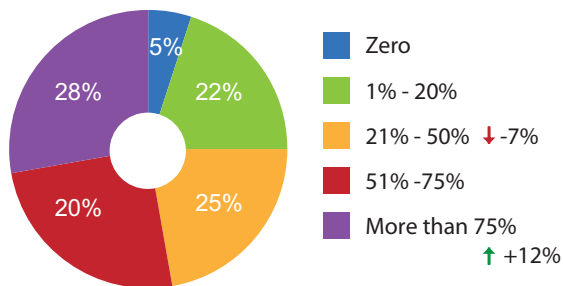
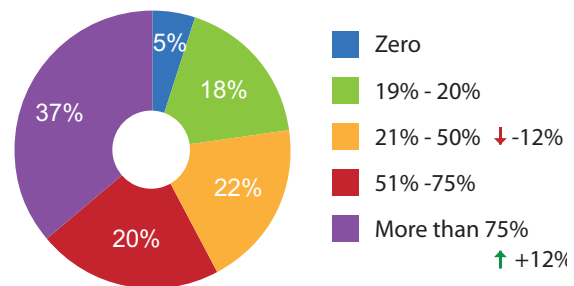


Figure 9: Strategic Partnerships (Corporate respondents only)

"In approximate terms, what percentage of your corporate-NGO partnerships would you describe as strategic as opposed to 'non-strategic' (transactional, tactical)?" [Corporate respondents only]

Corporates only



There has for some time been anecdotal indication of a move towards more strategic partnerships. This collective over-view which is informed by practitioners now strongly confirms this clear change. It will be interesting to see whether this change is confirmed as a trend in next year's gauge. Given their inherent advantages (efficient investment of financial, time and mind-share resources, for instance), it is highly likely that the more strategic, long-term partnerships are here to stay.

There is a striking change in the shape and volume of cross-sector partnerships

In terms of portfolio size, another notable finding in the 2011 Barometer relates to the overall 10% increase in the organisations involved in the ‘11-20 partnerships category. This change was almost solely driven by 38% of NGOs (a significant 24% increase within the NGO sector since last year) holding between 11 and 20 concurrent partnerships.

Figure 10: Number of partnerships undertaken – companies and NGOs

“Roughly how many partnerships is your organisation involved in?” [Companies and NGOs]

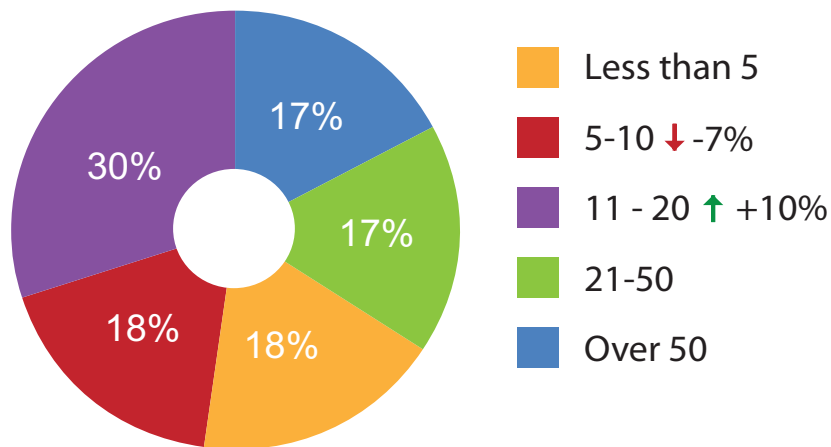
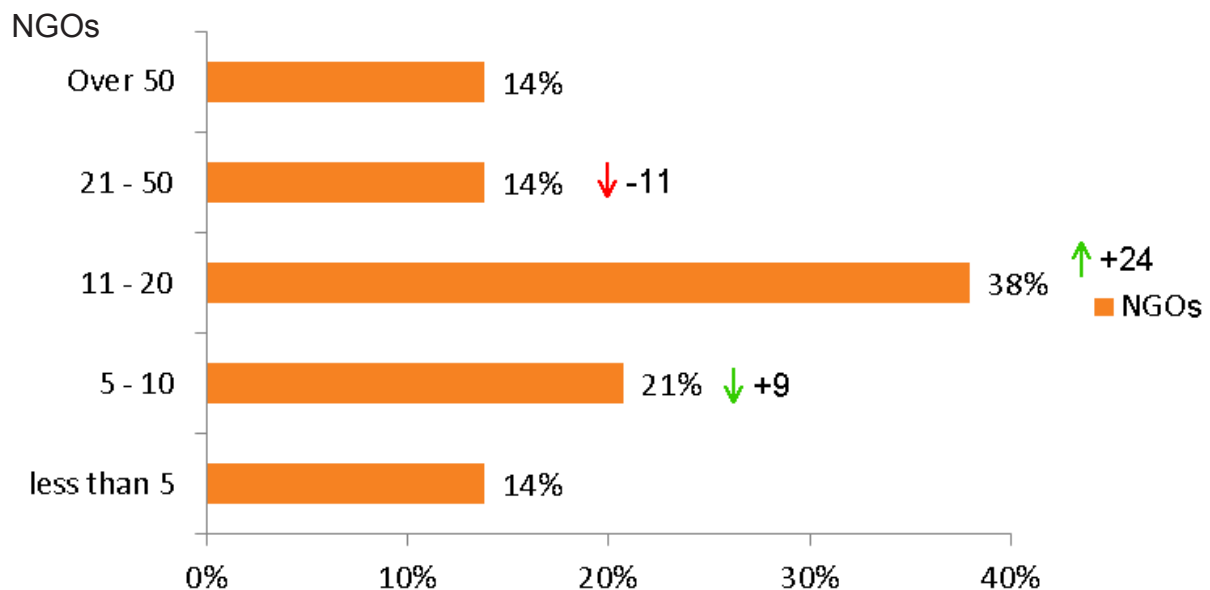


Figure 11: Number of partnerships undertaken – NGOs only

“Roughly how many partnerships is your organisation involved in?”



There is greater usage of ‘Business-type’ partnerships, but a decline in ‘Marketing’ and ‘Advocacy’ types

Corporate–NGO partnerships take different forms, but can be grouped by their leading characteristic and this provides the opportunity to classify them.

Again this year we have assessed the distribution of partnership types using an adaptation of International Business Leaders Forum’s partnership typologies. The results have offered some surprising insights into changes in the partnering landscape in 2011.

Although ‘Social Investment’ partnerships remain the most favourite partnership type and are still key to 84% of NGOs and 90% of corporate respondents, and although Capacity-type partnerships have remained high on the list (particularly for companies), there are three notable changes in the popularity and use of partnership types.

First, ‘Business type’ partnerships have become even more significant for companies. This was illustrated by a 10% expansion in their use and their elevation to the second most popular partnership type (73%) for companies. ‘Business type’ partnerships refer to the use of

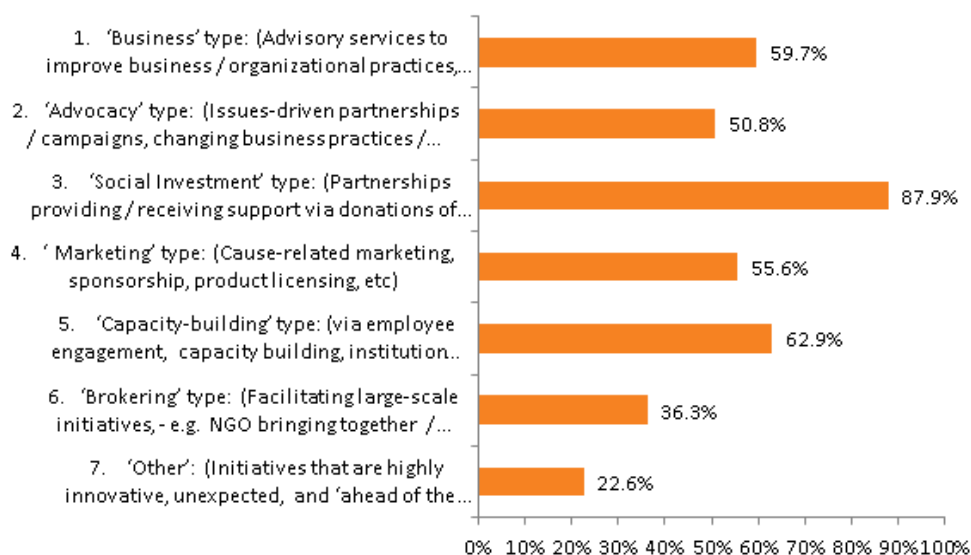
‘advisory services to improve business / organizational practices, social business development, social or commercial product development, etc’. Their elevation confirms the strong and growing appetite which many businesses declare for leveraging their competencies and assets to helping address societal challenges in mutually beneficial ways. Again, this is a key finding of the 2011 Barometer and we return to it later in this section.

Second, NGOs’ use of ‘Marketing type’ partnership fell sharply (down 15%) in 2011 compared to the previous year. As in 2010, marketing type partnerships remain the second most used type of partnership for NGOs (and at 71% there usage remains high), however, the steep decline in NGOs confirming that they undertake this partnership type is striking. We intend to explore in the next Barometer whether this change is a one-off, or part of a trend.

Third, there was also a notable decline in the use of ‘Advocacy type’ collaborations by NGOs - a decrease of 10% on the 2010 figures.

Figure 12: Types of partnerships undertaken

“As far as you are aware, which of these different types of partnerships does your organisation currently undertake? TICK ALL THAT APPLY” [Companies and NGOs combined]



Most used partnership types (NGO and businesses Combined)

Rank 2011 (2010)	Reason
1 (1)	'Social Investment' type: (Partnerships providing / receiving support via donations of cash, products, gifts in kind, employee fundraising, etc)
2 (3)	'Capacity-building' type: (via employee engagement, capacity building, institution building, etc)
3 (4)	'Business' type: (Advisory services to improve business / organizational practices, social business development, social or commercial product development, etc)

Box 4

Businesses and NGOs recognise the importance of leveraging each other's assets and indicate a willingness to do so...

This year, we focused on gauging the degree to which companies and NGOs truly leveraged their financial and non-financial resources in support of their partnership objectives. The results were revealing.

We found that at the conceptual level at least, companies and NGOs declared an openness and willingness to harness their resources in support of their cross-sector partner.

Most used partnership types (as identified by businesses)

Rank 2011 (2010)	Reason
1 (1)	'Social Investment' type: (Partnerships providing / receiving support via donations of cash, products, gifts in kind, employee fundraising, etc)
2 (4)	'Business' type: (Advisory services to improve business / organizational practices, social business development, social or commercial product development, etc)
3 (2)	'Capacity-building' type: (via employee engagement, capacity building, institution building, etc)

Box 5

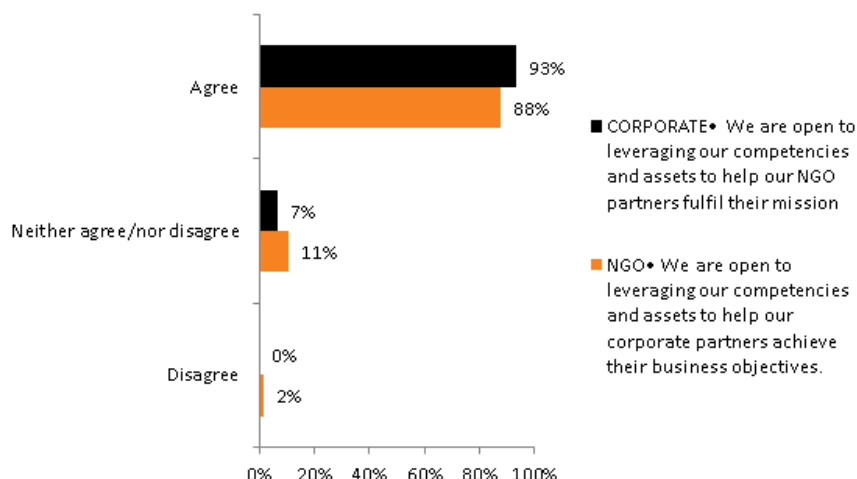
Most used partnership types (as identified by NGOs)

Rank 2011 (2010)	Reason
1 (=1)	'Social Investment' type: (Partnerships providing / receiving support via donations of cash, products, gifts in kind, employee fundraising, etc)
2 (=1)	'Marketing' type: (Cause-related marketing, sponsorship, product licensing, etc)
3 (3)	'Capacity-building' type: (via employee engagement, capacity building, institution building, etc)

Box 6

Figure 13: NGO and corporate attitudes to leveraging own competencies

"Which of the following statements reflect the experience of your organisation in terms of your strategic corporate-NGO partnerships?"



However, exploring more deeply how businesses and NGOs actually leverage their competencies and assets in support of their partners, some very notable points of dissonance emerge – and they represent a significant challenge to the partnering agenda.

As previously highlighted, companies increasingly favour ‘business type’ partnerships (i.e. using advisory services to improve business/organizational practices, social business development, social or commercial product development, etc) and ‘Capacity building type’ partnerships (via employee engagement, capacity building, institution building, etc). As one corporate respondent put it.

Corporates and NGOs feel very differently about the benefits of non-financial support and how to apply these

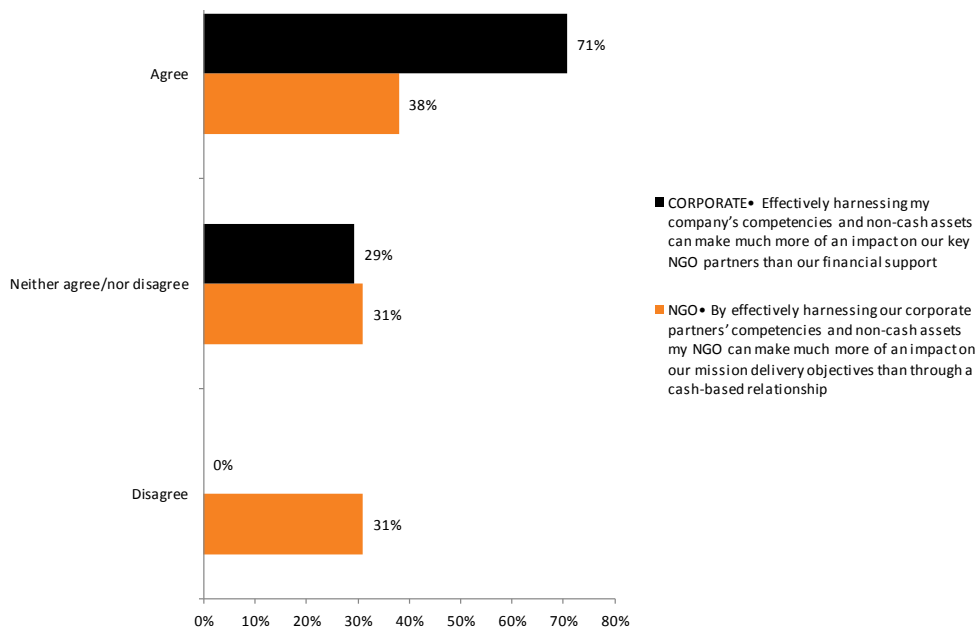
“ It is hard to do well, but if successfully executed [strategic partnerships] can achieve great impact – both social and commercial. The best examples harness the corporate’s core capabilities, products and expertise. Some NGOs have grasped this. Others have further to go on the journey ”

[Rachael Barber, Director, Global Community Investment, Barclays Plc]

In an echo of the above view, 71% of businesses believe that harnessing their competencies and non-cash resources would make much more of an impact on the fulfilment of their NGO partners’ objectives, than purely cash-based relationships. However, only 38% of NGOs agreed with this view.

Figure 14: Companies’ assumption about the potential impact of their non-financial assets

“Which of the following statements reflect the experience of your organisation in terms of your strategic corporate-NGO partnerships?”



C&E Corporate-NGO Partnerships Barometer 2011

NGOs were much more reticent than their corporate partners about 'Business type' collaborations, preferring instead to focus on cash-based partnerships, such as social investment and cause-related marketing.

There is a live debate within the NGO community about the growing corporate appetite for competency-leveraging, mission-focused partnerships. Some fear that the move towards 'gifts in kind' as they perceive it might limit opportunities:

We worry about this [changes in the corporate approach] a lot across the sector, as we feel this to be a vulnerable source of income...

[Respondent, leading health charity]

The market continues to change, with more and more demands from corporates wanting help to achieve their objectives rather than the charity [sic] objectives

[Respondent, leading children's NGO]

Other NGOs see the changes in corporate thinking as a welcome opportunity to be embraced and leveraged - to their advantage.

Our [initiative] brought 100 NGO and corporate partners together, supported by a million people. It proved for us the ultimate power of multiple partner campaigns, fundraising and CSR delivery. As a consequence of what we have learnt we have completely re-written and are implementing our corporate engagement strategy. Best thing we have done in 5 years!

[Respondent, healthcare charity]

[Our charity] has identified a need to build its relationship networks in order to catalyse transformative change. Hence partnerships with corporates...on a strategic basis

[Corporate respondent, financial services sector]

Clearly, this is a live debate. We intend to explore key developments in this arena in the next edition of the Barometer

NGOs and businesses feel very differently about corporate employee volunteering

On a related, but slightly different note from the 'competency and leverage' debate, we also found a very striking variance in cross-sector attitude regarding the involvement of corporate employees in the work of their NGO partners.

83% of corporate respondents agreed with the statement: "We actively promote employee volunteering and find that our NGO partners are enthusiastic about engaging our employees [as volunteers]. Only 3% of company practitioners disagreed with the statement (the rest neither agreed nor disagreed). This portrays a very high degree of confidence about how enthusiastically NGO partners welcome corporate employee volunteering as a form of in-kind support.

In stark contrast, only 46% of NGO respondents agreed with the statement:

"We are as keen as our corporate partners to involve their employees as volunteers in our work."

28% of NGO practitioners disagreed with the statement (and the rest neither agreed nor disagreed).

The (37%) gap in sentiment is striking and indicates a high level of dissonance between companies and NGOs about the value of employee volunteering. It is consistent with views often expressed by charities that there is an over-supply of some types of employee volunteering. It takes time and resources to place and manage volunteers, and NGOs do not always have such resources available. Even where the resources exist, employee volunteers sometimes add little value to NGO partners. Frustrations arise when

high calibre volunteers appear more enthusiastic about engaging in 'low impact' tasks than in focusing on putting their valuable skills to the best possible use for the charity partner. Walls can only be painted so many times.

There is of course a place for a 'hands on deck' approach to volunteering, but the key message is that many NGOs seek appropriately skilled volunteers who can add defined value to their organisations. There is therefore a need for companies to reflect on the extent to which the employee volunteering agenda can deliver value to companies, their employees and charity partners, rather than to just the former.

The significant gap between corporate and NGO perceptions about employee volunteering is also revealing in that it indicates that companies and their NGO partners are clearly not being honest with each other about the challenges they face in this area. An image emerges of NGOs seemingly 'enthusiastically' accepting their corporate partners' volunteering offers effectively through slightly 'gritted teeth'.

The 2010 Barometer noted that there was sometimes an imbalance (in favour of companies) in the power dynamic between companies and their charity partners. Clearly, successful relations are based on honesty and transparency. It is clear from this particular finding that companies and their NGO partners face the challenge of raising their game in the honesty stakes.

Is it time for both sectors to embrace more innovative ways to maximise the different leveraging opportunities which are willingly shared? This is certainly an area which may warrant deeper investigation in the future.

There is a high degree of confidence that strategic cross-sector partnerships are meeting objectives and delivering value

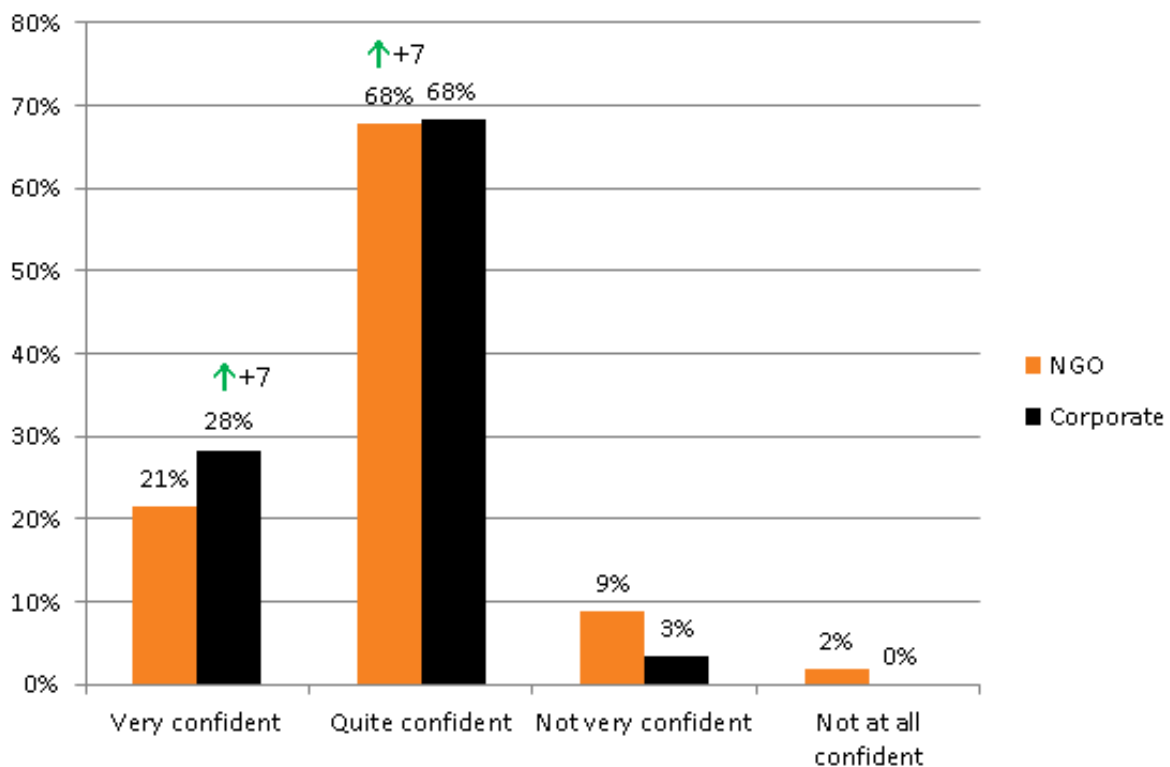
In trying to gauge whether or not the strategic partnerships in company and charity partnering portfolios were meeting their objective and delivering value, we discovered an overwhelming level of confidence that such partnerships meet their objectives – and deliver value.

are meeting their objectives and delivering the value expected from them. Notable changes here include a 7% increase in companies who are ‘very confident’ and a 7% increase in NGOs who are ‘quite confident’ about their partnerships meeting objectives and delivering value.

95% of respondents in the 2011 survey (90% in 2010) confirm that strategic partnerships

Figure 15: Level of confidence that strategic partnerships will meet objectives and deliver value

“On the whole to what extent are you confident your strategic partnerships are meeting their objectives and delivering the value expected from them?”



Finally, the C&E Corporate-NGO Partnerships Barometer 2011 has indicated many changes in terms of how the two sectors partner. The shift towards strategic, competency leveraging partnerships presents both opportunities and challenges for companies and NGOs. But there will be other changes and we will explore such changes in future editions of the Barometer. For example, we found the following comments by respondents both interesting and invigorating and look forward to testing their assumptions in future editions.



Trewin Restorick,
CEO, Global Action
Plan

“ It is an open secret that the [NGO] sector is facing difficult financial times as public austerity measures bite. New sources of income and ways of working are needed to help deliver vital charitable services.

However, the barometer indicates that most NGOs still have a very narrow view of the potential benefits of corporate partnering focusing almost exclusively on accessing funds and resources. This narrow view ignores the rich tapestry of opportunities that exist in these forms of collaboration. The experience of Global Action Plan has demonstrated to us that successful partnerships can help deliver on mission, drive innovation, increase organisational reputation, build capacity and improve knowledge. The money is obviously important – but there are many more long-term transformational benefits.



Simon Henderson
Director of Corporate
Responsibility & Digital
Media, Centrica Plc

“ The 2011 [Barometer] survey reports a likely increase in partnership investment over the next three years. This is positive news but the challenge will be to ensure relationships remain strong as requests for more strategic partnerships from businesses becomes more common place to the potential detriment of more revenue based partnerships.

At a time when successful partnerships are needed more than ever, honest dialogue and partnership trust must prevail if business and NGOs are to work collaboratively to find the right approach to future partnerships, realise definable benefits to both partners and, most importantly, deliver sustainable benefits to the wider society.



Part 4: The Stars - The most admired corporate-NGO partnerships and partners

We wanted corporate and NGO practitioners to give us a definitive view on the stand-out corporate-NGO partnerships and partnering organizations. Which partnerships are 'most admired' by corporate and NGO practitioners and why? And which organizations are most admired in the cross-sector partnering arena?

M&S and Oxfam partnership triumph again as 'most admired' partnership

Marks and Spencer's collaboration with Oxfam was again voted the most admired corporate-NGO partnership in the C&E Corporate-NGO Partnerships Barometer 2011. The partnership secured a similar share of the votes (13.7%) compared to last year (13% in 2010), but extended its lead over the second most admired partnership by 8.6%.

Again, respondents particularly admired the partnership for its focus on (and success in) delivering on corporate mission for both the business and the charity and for the effective way in which it is communicated to consumers and other audiences. The

partnership involves M&S and Oxfam sharing knowledge and working together to drive sustainable production and consumption. The collaboration famously includes the Clothes Exchange, where anyone donating an item of M&S clothing to Oxfam receives a money-off voucher for use at M&S store.

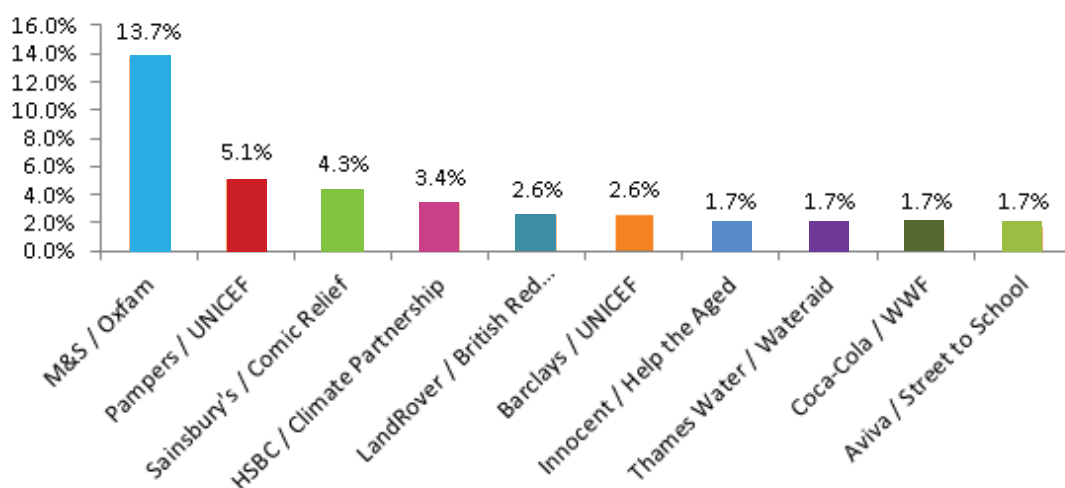
M&S and Oxfam are to be congratulated for continuing to set the benchmark to which other organizations aspire.

P&G (Pampers) and UNICEF's 1 Pack=1 vaccine campaign is the second most admired partnership, moving up from third place in 2010. P&G and UNICEF work together to provide maternal and infant tetanus vaccines in the developing world. Sainsbury's partnership with Comic Relief secures third place.

Partnership professionals rate these as the most admired partnerships because of their ambition, scale, ability to innovate, and to communicate. They are also highly rated because of their success in blending corporate, brand and commercial objectives with a clear focus on social impact.

Figure 16: The 'Most Admired' partnerships 2011

"The Most Admired Corporate-NGO Partnerships 2011"



The 'most admired' partnering companies

We also wanted to identify the organizations partnership practitioners rate most highly in terms of their ability to partner. Once again M&S has secured the accolade of the 'Most Admired Partnering Company'. And in a challenge to its corporate peers, M&S won with an increased vote in this category (22% in 2011, compared to 18.2% in 2010). Clearly, this is testament not only to the company's strategy and approach to partnering, but also to its ability to execute and communicate so effectively.

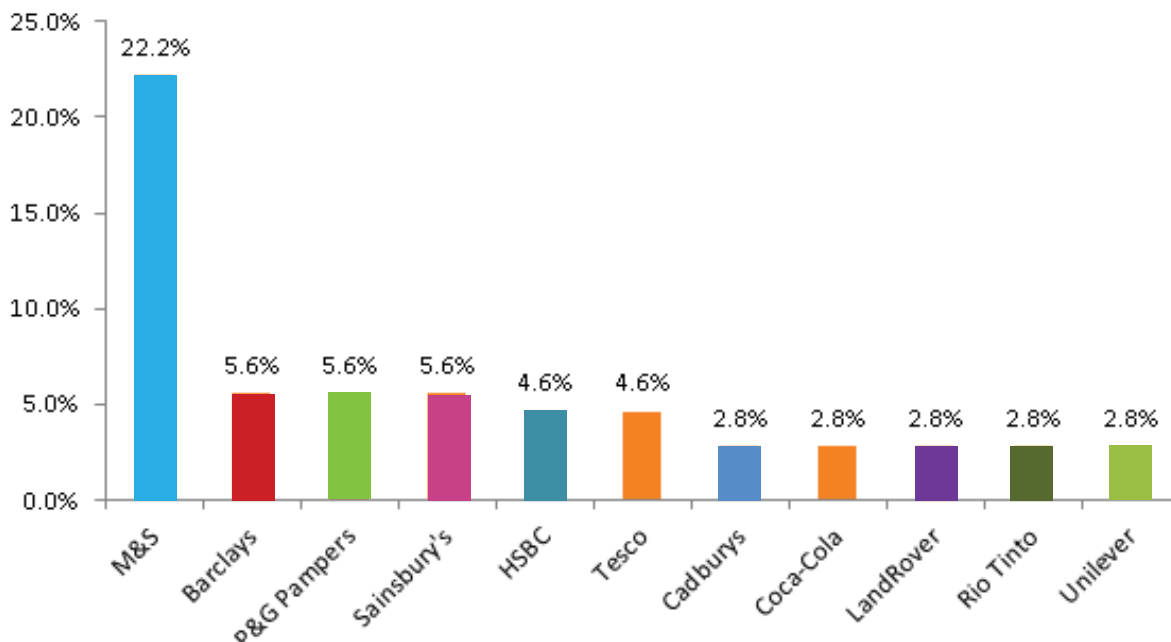
Barclays, P&G (Pampers) and Sainsbury's have secured joint second place in the Most Admired Partnering Company category. These companies are to be congratulated for their successful planning and stewardship of their key, often long-term partnerships with NGOs.

Top 5 Most Admired corporate-NGO partnerships	
Rank 2011 (2010)	Partnership and Partners
1 (1)	M&S/Oxfam – Including The M&S-Oxfam Clothing Exchange
2 (new entry)	P&G (Pampers)/UNICEF – 1 Pack=1 Vaccine
3 (2)	Sainsbury/Comic Relief – Comic Relief
4 (2)	HSBC Climate Partnership – HSBC, The Climate Group, Earthwatch, Smithsonian Tropical Institute and WWF
5 (new entry)	Land Rover/British Red cross - 'Reaching Vulnerable People Around the World'

Box 7

It is again striking that so many of the most admired partnerships and partnering organizations are drawn from the consumer facing retail, FMCG and banking sectors. Over 50% of the most admired partnering organizations are drawn from these sectors. Clearly high profile, impactful, customer-facing partnerships are factors here. It is also a fact that those sectors have built up their partnering experience over many years and therefore benefit from their partnership savvy. They have also been prepared to invest in partnerships, including in their promotion and marketing.

Figure 17: The 'Most Admired' partnering companies 2011



The 'most admired' partnering NGOs

On the NGO side, Oxfam has secured the 'Most Admired Partnering NGO' status, seizing the accolade from last year's winners, WWF. And UNICEF (third on 2010) moves up to second place, ahead of WWF in third place. In a highly impressive performance, Oxfam took nearly 20% of practitioners' votes (increasing their share of the vote by nearly a third compared to last year).

The ranking of these major NGOs appears to confirm that their scale, reach and the power of their brands all enable them to stand out. It is also clear that these organisations emphasize mission-led, strategic partnerships and have become adept in navigating the opportunities and challenges inherent in cross-sector partnering.

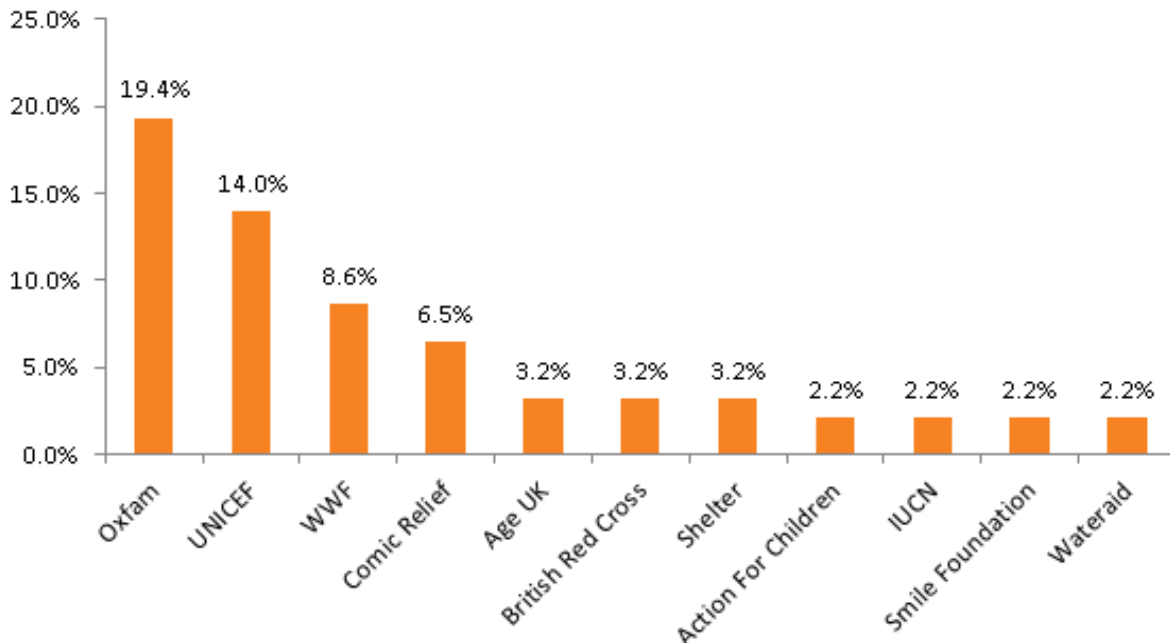
Top 5 Most Admired Partnering NGOs	
Rank 2011 (2010)	NGO
1 (1)	Oxfam
2 (3)	UNICEF
3 (1)	WWF
4 (new entry)	Comic Relief
=5 (5)*	Age UK
*As Help the Aged	
=5 (New entry)	British Red Cross
=5 (New entry)	Shelter

Box 8

Top 5 Most Admired Partnering Company	
Rank 2011 (2010)	Company
1 (1)	M&S
2 (6)	Barclays
3 (4)	P&G
4 (13)	Sainsburys
=5 (2)	Tesco
=5 (3)	HSBC

Box 9

Figure 18: The 'Most Admired' partnering NGOs



Part 5: The role of the Public Sector in corporate-NGO partnerships

In the 2010 edition of the Barometer we invited commentary on our report from practitioners from four leading organisations. One of our commentators made the following observation, noted in the report:

“...It would be additionally useful for the next iteration of this research to examine the role of government which can also enable success. In developing countries three-dimensional partnerships are more common and in the UK all three sectors would also benefit from greater interaction through cross-sector partnerships to contribute to societal development”

[Charlotte Wolff, Arcelor Mittal]

We therefore took on the mantle and have indeed examined the role of the public sector in this reading of the Barometer. So what does our Barometer reveal?

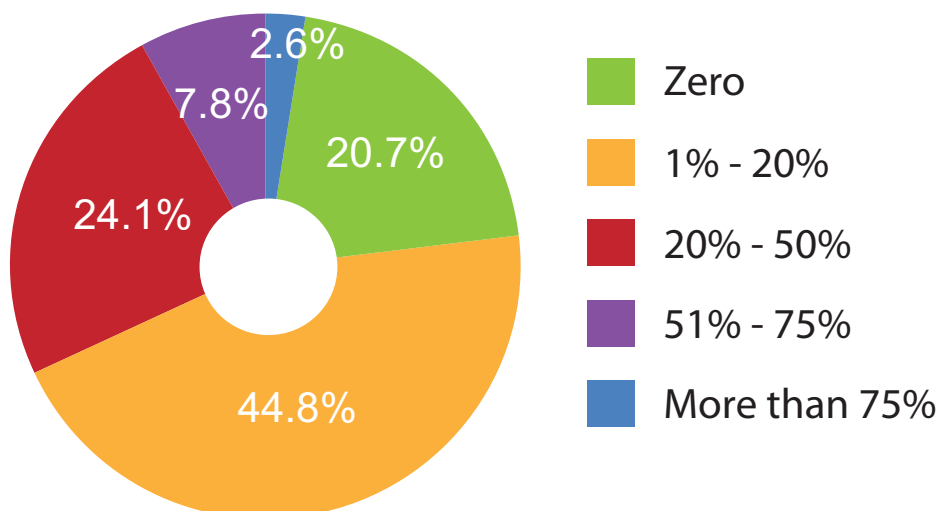
Many key corporate-NGO partnerships involve the public sector

In gauging the volume of partnerships involving the public sector, we discovered

that many key partnerships involve the public sector. Indeed, only a fifth of respondents indicate that none of their partnerships proactively involve the public sector. In the largest cluster, approaching half (44%) of our survey respondents indicate that somewhere between 1-20% of their key partnerships involve the public sector in some way.

Figure 19: Proportion of corporate-NGO partnerships proactively involving the public sector

“In approximate terms, what percentage of your corporate-NGO partnerships would you say proactively involve the public sector?”



The public sector has a significant influence on the practice of corporate-NGO partnering

Our research also confirms that the public sector strongly influences corporate-NGO partnering in a number of ways. Some of the influences include the following:

First, the public sector often plays a role in setting the framework within which the practice of cross-sector partnering occurs, and partnerships often endeavour to align with the direction of public policy in order to secure the greatest possible impact. For example, the highly rated UNICEF-Pampers 1 Pack+1Vaccine campaign and many international development partnerships work hard to align with the UN's Millennium Development Goals, harnessing the enabling environment set by the UN. 62% of our survey respondents agreed with the statement:

“Our key partnerships work proactively to deliver strands of government programmes”.

Second, the public sector can act as a source of leverage for corporate-NGO partners and partnerships. In many instances, companies and NGOs align their resources, pooling their assets in a bid to influence government policy, or working with the public sector to secure the objectives of their partnership. We found that 52% of our respondents were in agreement with the statement: Our key partnerships work proactively with government to change or advance public policy. We observed a significant (12%) variance between the sectors, with 58% of company respondents agreeing with this statement compared to 46% of NGO respondents.

In other instances, corporate and NGO

partners proactively seek to secure funding from the public sector, leveraging additional funds to make the objectives of their partnerships more achievable. 35% of practitioners were in agreement with the statement:

“Our key partnerships successfully leverage additional financial resources from government”.

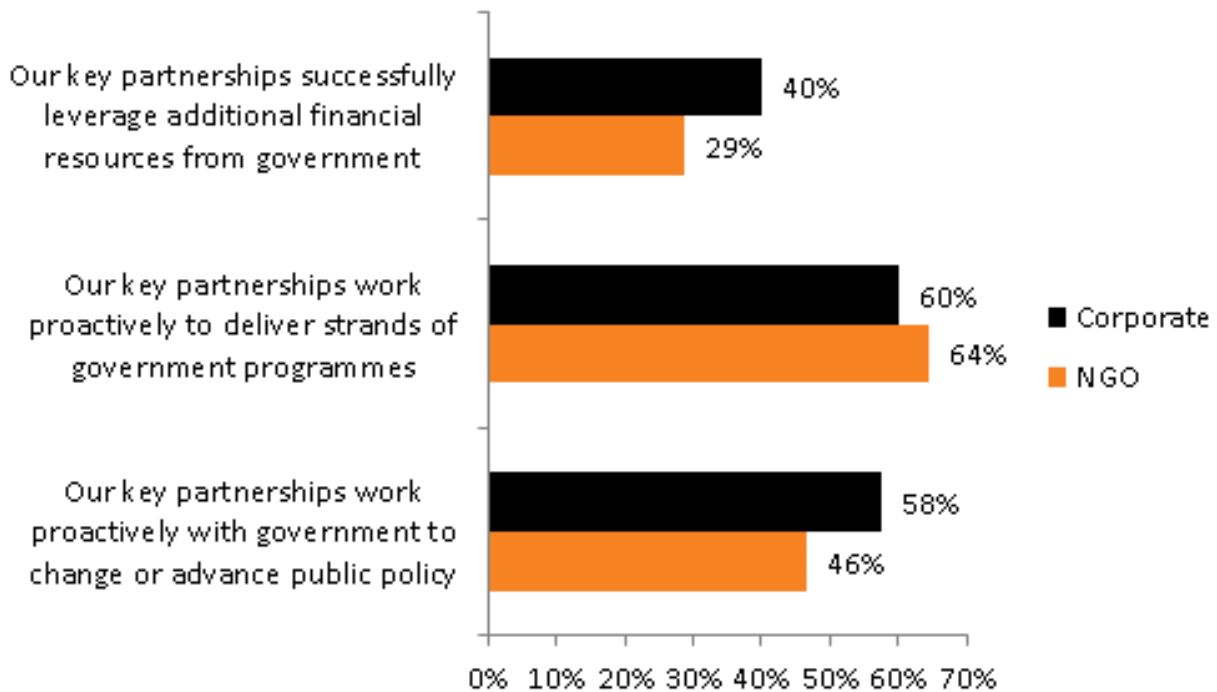
Again, we noted a significant 11% variance between the sectors here, with 48% of companies agreeing with the statement, compared to 29% of NGO respondents. Perhaps the corporate sector is more alert to the mutual advantages of aligning with the public sector than are NGOs.

Finally, the public sector can also act as a catalyst to the partnering agenda, bringing some pressure to bear on companies and NGOs, and therefore acting as a driver. 55% of practitioners list government/political support for corporate-NGO partnerships as a factor which is likely to make such partnerships more important over the next 3 years (see figure 24). It is striking that the number of practitioners confirming that government support will positively influence the growing importance of partnerships increased by 12% and 8% for companies and NGOs respectively (against 2010 findings).

What has become apparent overall however, is the importance attached to public sector involvement and the advantages that are gained from working in tri-partite partnerships as opposed to two-sector partnerships alone

Figure 20: Proportion of corporate-NGO partnerships proactively involving the public sector

"In approximate terms, what percentage of your corporate-NGO partnerships would you say proactively involve the public sector?"



The 'Big Society' and the corporate-NGO partnering agenda

Having established that the public sector has an important role to play in the corporate-NGO partnering landscape, we turned to exploring practitioners' experiences and perceptions of the UK coalition government's drive to promote the Big Society (a programme designed to encourage active citizenship and voluntary actions across the UK population). We wanted to explore how the 'Big Society' had, or will, influence the corporate-NGO partnering agenda. The findings were very mixed.

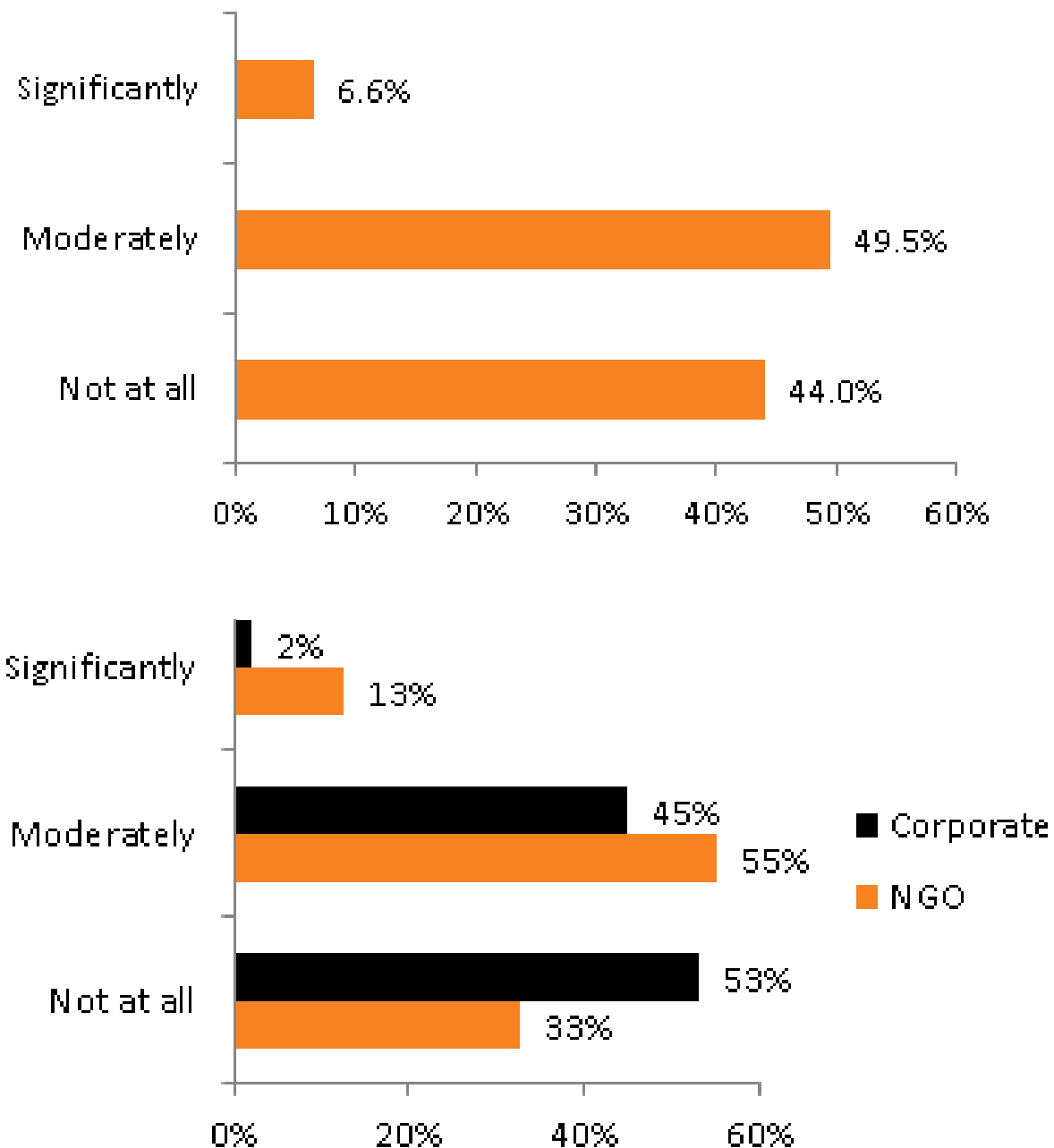
On average, half of our survey respondents reported that the 'Big Society' was having / likely to have a moderate influence on their corporate-NGO partnering agendas. However, it was also notable that nearly a similar proportion of respondents (44%) believed the Big Society was unlikely to have any influence whatsoever on their cross sector partnering agenda. Only 6.6% felt the Big Society was likely to have a significant impact on their partnering agendas.

Corporate respondents were clearly more sceptical, with over half (53%) indicating that the Big Society will 'not at all' influence their corporate-NGO partnering agendas – and a very sizeable 43% believing its likely influence to be moderate.

NGOs were notably less inclined than businesses to doubt or dismiss the likely influence of the Big Society on their partnering agendas, but they too were not particularly convinced. A third of NGO respondents think the Big Society will ‘not at all’ influence their cross-sector partnering agendas, though 55% believe it is having or will have a moderate influence. However, 13% of NGO respondents can see or anticipate the Big Society having a significant influence on their partnering agenda.

Figure 21: Influence of the ‘Big Society’ agenda on corporate-NGO partnering

“To what extent has the UK coalition government’s ‘Big Society’ agenda influenced / is likely to influence your organisation’s corporate-NGO partnering agenda?”



We can hypothesise that perhaps the government has been better at explaining the Big Society and highlighting its benefits to NGOs and may have been less focused on doing so with businesses.

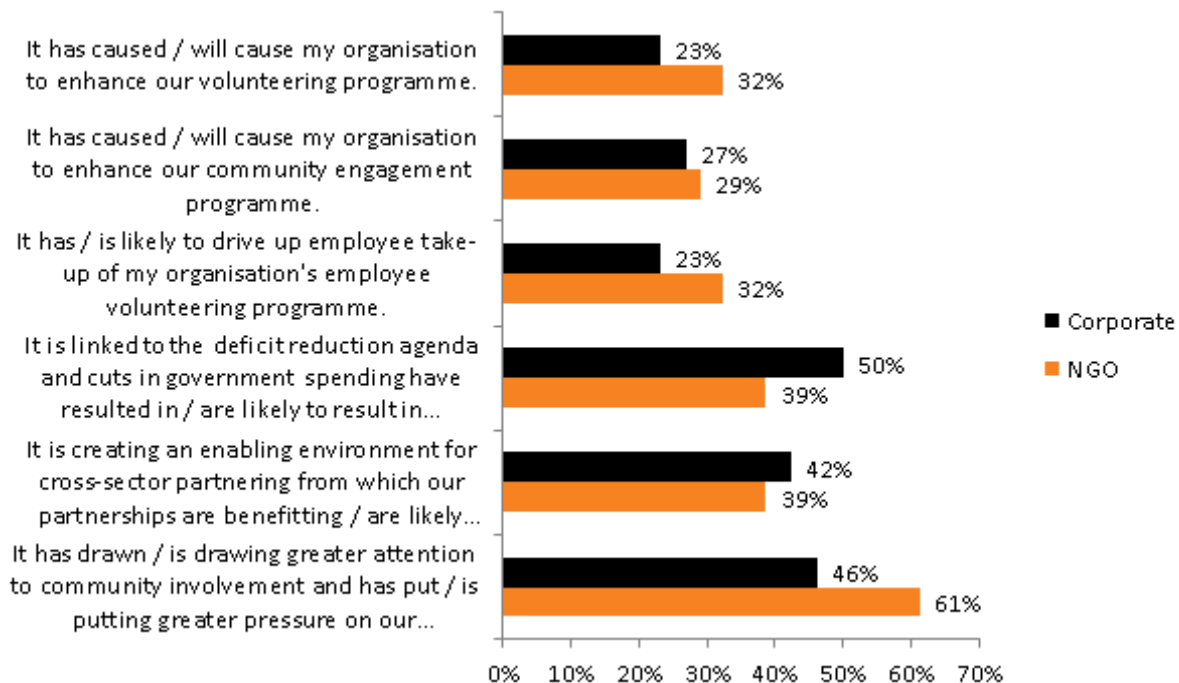
We were interested in exploring how the Big Society agenda was influencing / likely to influence cross-sector partnerships and so asked a further question in that regard. Curiously, despite the conflict in practitioner's opinions, it can be argued that the 'Big Society' is already having or is set to have a notable effect on businesses and NGOs.

61% of NGOs reported that by drawing attention to community involvement, the 'Big Society' has put / is putting pressure on their organisation to engage in cross-sector partnerships. Business respondents appear to be more sanguine about this, with only 46% of the latter holding this view.

Conversely, the deep cuts in public spending which forms a background to the 'Big Society' led half our corporate respondents to report or anticipate an increased pressure to 'fill the funding gap'. This factor was considered by 39% of NGO respondents to apply to their organisations.

Figure 22: How the Big Society influences / could influence corporate-NGO partnerships

"In what ways has the 'Big Society' influenced / likely to influence your corporate-NGO partnering agenda? TICK ALL THAT APPLY"



In summary, many partnerships proactively involve the public sector which influences cross-sector partnerships involving companies and NGOs, by setting an enabling framework, and acting as a source of leverage or as catalyst for corporate-NGO partnering. However, views on the current or likely influence of the UK coalition government's Big Society on the corporate-NGO partnering agenda are mixed and unclear. Generally,

practitioners are mildly positive, but there is some scepticism about the degree to which corporate-NGO partnerships are to be a "sticking plaster" in times of reductions in government spending. The jury is therefore still out.

It will be intriguing to see whether the picture is any clearer – and in what way – when we take another reading for the next edition of the Barometer.



Jo Fox
Director of the Bigger
Picture, B Sky B

“ In our experience, whilst these [strategic] partnerships take longer to establish and more work to align both parties' goals, the benefits and results are far greater.

This becomes increasingly important with partnerships that involve the public sector. One of our largest partnerships involving the public sector at Sky is our work through Sky Rainforest Rescue, which aims to help save 1 billion trees over 3 million hectares in the Amazon. This enormously complex problem brings together multiple partners with the Acre State Government in Brazil working with both WWF UK and WWF Brazil and Sky – an enormously complex partnership but one that is starting to demonstrate incredibly long-term results.

It would be great to see more discussion of this in the 2012 Barometer, especially given the finding that only 38% of NGO's believe business has more to offer than cash.



Part 6: Great expectations – Future prospects for corporate-NGO partnerships

Having looked at current practice - new developments, changes and trends - we turn now to consider the overall outlook for corporate-NGO partnerships in the medium term. To do this, we tested practitioners' views about the anticipated trajectory of partnership importance and their likely investments in cross sector partnerships in the years ahead.

Cross-sector partnerships will become more important over the next three years

The resounding finding was that businesses and NGOs expect the role of partnerships to become much more important to their organisations over the next three years.

Both businesses (88%) and NGOs (93%) remained confident that partnerships across the two sectors will become more important over the next three years and this finding is consistent with last year's report. However, it was striking that 14% more corporate respondents and 7% more NGO respondents than in last year's Barometer now believe that partnerships will become much more important up to 2014. It is quite remarkable that not a single respondent to the question anticipates corporate-NGO partnerships becoming less important over the next three years.

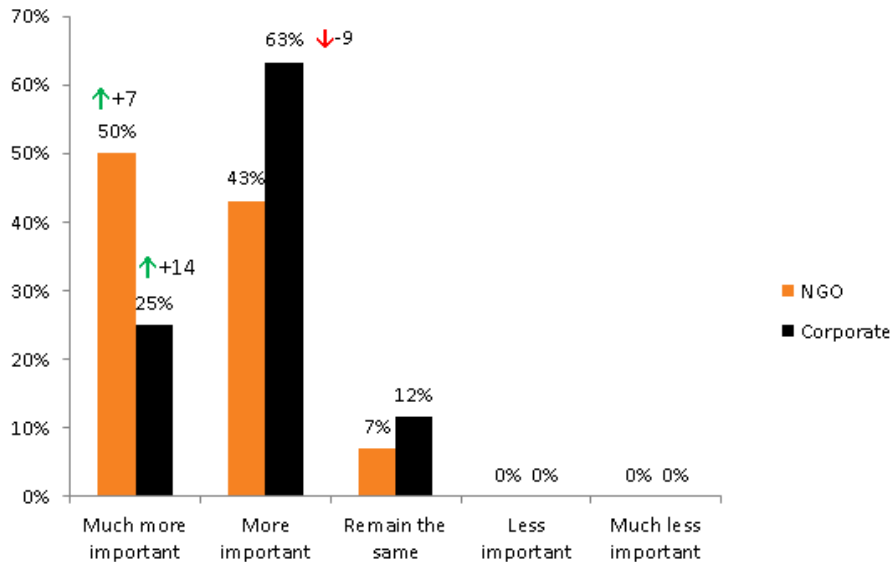
There was much commentary from respondents about the prospects for cross-sector partnering. As one respondent put it:

“ In a world where many of the challenges faced by people and communities are interrelated, it is increasingly inevitable that finding and implementing the solutions will require collaboration between corporates and NGOs, each bringing their particular strengths, expertise and networks to bear. Cross sector collaboration is the surest way we can make progress! ”

[Corporate respondent - Pharmaceuticals]

Figure 23: Likely importance of corporate-NGO partnerships over the next 3 years

“What is your expectation of the role that partnerships will play in the corporate or NGO agenda over the next 3 years? Would you say they are likely to become.....?”



Desire for leverage, pressure to demonstrate societal consideration and evidence of success drive likely growth in the importance of cross-sector partnering

With practitioners so clearly convinced that cross-sector partnerships will become even more important over the next three years, we wanted to understand the factors likely to drive this increase in importance. We discovered some significant changes compared to the 2010 findings.

The need to leverage resources, pressure on companies to demonstrate societal consideration, and increasing evidence of cross-sector partnering success are the top drivers for the predicted growth in the importance of corporate-NGO partnering over the next three years. And there is broad alignment between the sectors about the relevance of these factors. In comparing the drive factors against the 2010 baseline data, a number of significant changes emerge, including on the corporate side:

- The need for companies and NGOs to leverage each sector’s different assets in order to maximise mutual benefit is the top factor for corporate this year (and was listed by 9% more companies than did so in 2010)
- There was a 20% increase in the number of company respondents listing pressure on resources as a driver for future partnerships, and
- There was also a significant increase (12%) in the number of corporate respondents listing government/political pressure as a driver of future partnership importance

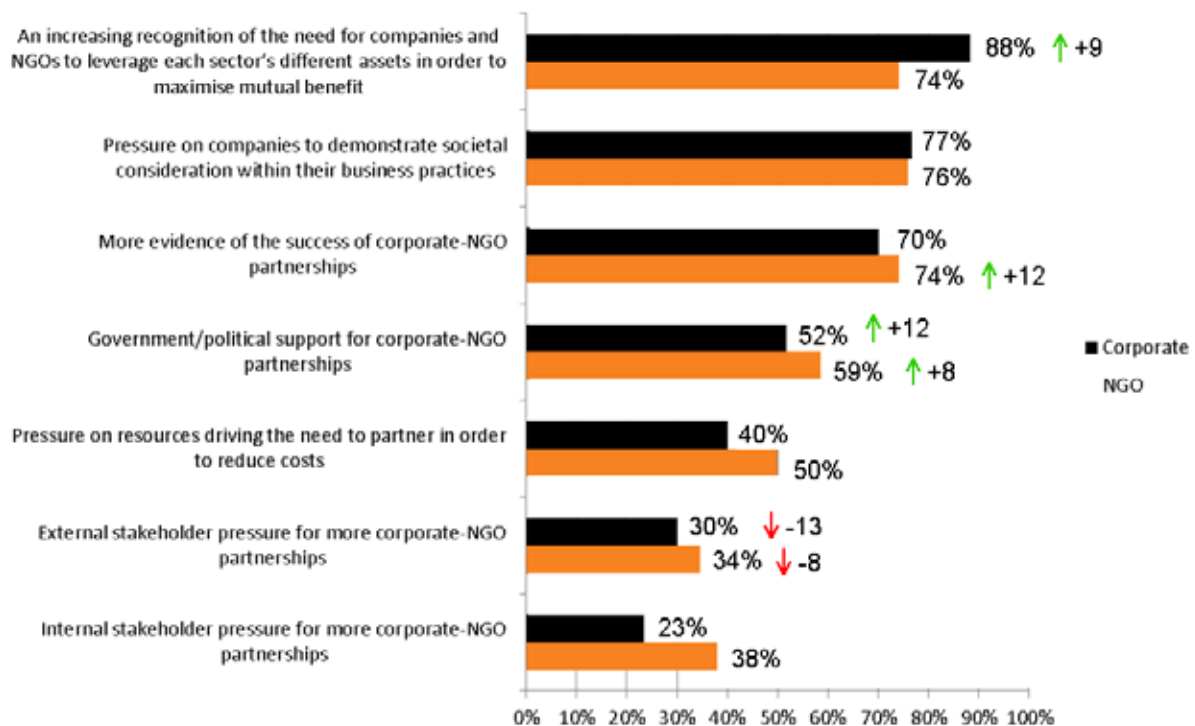
And significant changes on the NGO side included:

- A 12% increase in those citing ‘evidence of success’
- And an 8% increase in the number of respondents citing government and political support

Rather curiously, the number of those listing ‘external stakeholder pressure’ as a factor in the projected importance of partnerships was down significantly amongst NGO (down 8%) and corporate respondents (down 13%). However, overall a third of all respondents listed external stakeholder pressure as a factor.

Figure 24: Factors likely to make corporate-NGO partnerships more important

“In your view, what factors are likely to make corporate-NGO partnerships more important in the next 3 years?”



Investment in corporate-NGO partnering set to grow over the next three years

In our 2010 Barometer, practitioners predicted that their investments in cross-sector partnering would grow in the following three years. It was a significant finding and so with the passing of time and against the prevailing climate of sluggish economies and financial austerity, we were keen to gauge whether practitioners' sentiments and investment forecasts have changed over the year and in what direction.

It is quite extraordinary in an era of slow growth and austerity, to discover that not a single respondent from either sector suggested that their investment in partnerships will decrease.

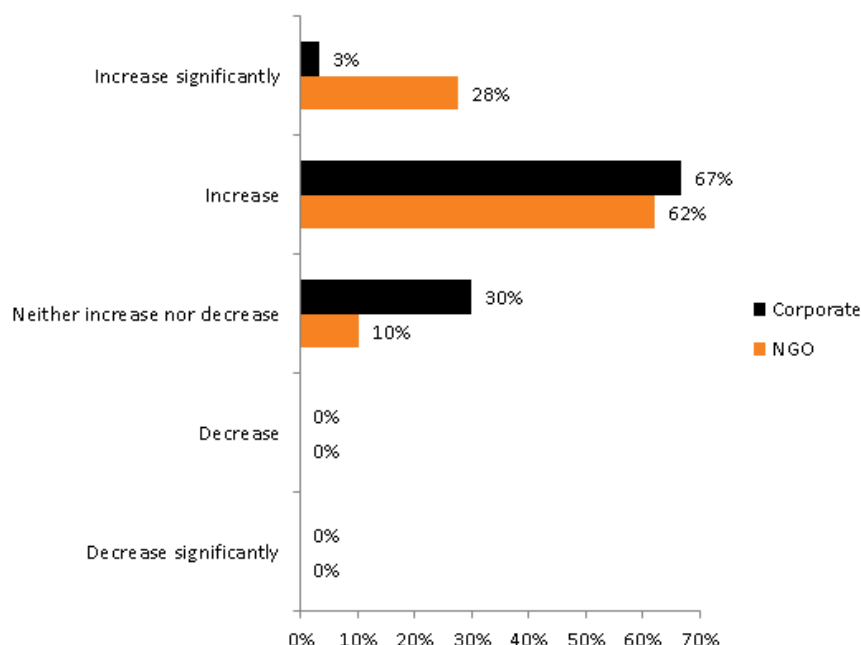
In what can only be considered to be a very strong validation of the importance (and effectiveness) of cross-sector partnering, we found that 79% of corporate and NGO respondents

believe their investment in cross-sector partnerships is likely to either increase or increase significantly over the next three years (a similar figure to 2010). 20% of respondents expect their investments will neither increase nor decrease over the same period.

Although there is clear agreement between NGO and corporate respondents that investment in partnerships will increase over the next three years, NGOs have an even more optimistic view about it than their corporate peers. The vast majority of corporate respondents (70%) expect their investment in corporate partnerships to grow over the next three years, but the equivalent NGO figure of 90% is more definitive (and of these, nearly 30% of NGOs expect their investment in cross-sector partnering to increase significantly).

Figure 25: Likely movements in corporate-NGO partnership investments over the next three years

"Is your investment (commitment, time, resources, etc) in corporate-NGO partnerships likely to increase or decrease over the next 3 years?"



Some challenges for the future?



Tim Bishop
Head of Corporate
engagement, Care
International

“ The Barometer indicates an increased understanding, awareness and usage of partnerships by companies and NGOs to help deliver their organizational mandates. The findings identify a gradually changing landscape in terms of corporate-NGO partnerships, and a welcome nuancing of certain partnership dynamics (more “strategic” and more impact focused) and some of the issues (NGOs partnering for financial gain) which have been grappled with over the years.

In the future, it would be good to measure to what extent corporate-NGO partnerships are collaborating amongst each other. In other words, how can we ensure that the natural commitment we place on each of our individual partnerships, ideas and strategies, also leverage change and impact at a much more institutional and global level? How can we look above the competitive confines of wanting to place our organization at the centre of things, and instead commit to maximizing our collective value? ”

“ It’s time to step it up and move away from traditional partnerships based on volunteering, philanthropy and CRM. If partnerships are not driving new ways of doing business that tackle today’s big challenges, then what’s the point of them? ”

[Dax Lovegrove, Head of Business & Industry WWF-UK]

“ ...We increasingly see partnerships with organisations that seek blended returns (social and financial). Often social enterprise is offering a product or service previously provided by an NGO. So we need to best understand how to draw on the comparative advantages of both social enterprise and NGOs in achieving our goals for scale and sustainability. ”

[Chris West, Director, Shell Foundation]

Concluding Remarks

It has been fascinating to be able to review the inputs of 145 partnership practitioners from NGOs and businesses – and to have for the first time, a chance to gauge many of our respondents' inputs against the baseline set in our inaugural Barometer report.

The partnering process is dynamic and there have been a number of developments across the year, but a number of observations stand out, including:

- The continuing move towards a more strategic approach to cross-sector partnerships
- Corporate respondents' strong appetite for 'business type' partnerships – based on services to improve business / organizational practices, social business development, social or commercial product development, etc.
- The perceived dissonance between companies' increasing desire for competency based partnerships designed to deliver transformational change, and the contrasting emphasis that NGOs currently place on resource generation. It is our view that partnerships will take a great leap forward in terms of impact and value – to business and society – when NGOs fully embrace this opportunity and when companies for their part find ways of truly leveraging their assets to make change happen
- Discovering that skills based volunteering is valued by NGOs, but that their appetite for employee volunteering per se is lukewarm. We also gained clear insight that companies and NGOs are not being honest with each other about the topic of employee volunteering – and this raises issues around the power dynamic in cross-sector partnering

We confirmed that many corporate-NGO partnerships proactively involve the public sector. Data from practitioners revealed that the public sector influences cross-sector partnerships involving companies and NGOs by setting an enabling framework, and by acting as a source of leverage or as catalyst for corporate-NGO partnering.

However, views on the current or likely influence of the UK coalition government's Big Society on the corporate-NGO partnering agenda are currently decidedly mixed and unclear. We intend to explore this topic further in the 2012 edition of the Barometer.

And looking to the future, we have been pleased to discover that businesses and NGOs expect the role of cross-sector partnerships to become **much more important** to their organisations over the next three years. Respondents are unequivocal that recognition of the need to leverage each sector's assets to maximise mutual benefit; pressure on companies to demonstrate societal consideration within their business practices; and clear evidence of the success of corporate-NGO partnerships are driving and will drive the future growth of cross-sector partnering.

Our discovery that a strong majority of practitioners on both the corporate and NGO sides expect to increase their investment in cross-sector partnering despite the tough economic climate, validates the power of the above factors. It also represents further evidence that cross-sector partnering – particularly of the strategic type – is clearly considered to be value-adding to businesses and NGOs.

Our discovery that a strong majority of practitioners on both the corporate and NGO sides expect to increase their investment in cross-sector partnering despite the tough economic climate, validates the power of the above factors. It also represents further evidence that cross-sector partnering – particularly of the strategic type – is clearly considered to be value-adding to businesses and NGOs.

Partnerships will always be complex and challenging because by definition they involve different organisations, sectors and cultures. But this practitioner-led Barometer, the drive towards strategic, competency-based and mission-led partnerships, and the success of the ‘most admired’ partnerships and partnering organisations have confirmed again that the future for partnerships between companies and NGOs remains bright!

However, in a difficult economic climate, it is imperative that companies and NGOs focus even harder on securing the greatest possible value from their investments in partnerships – for shareholders, for society, and for the environment.

There is also a huge amount for UK coalition government to do if it is to engage more companies and NGOs in its Big Society agenda.

About C&E Advisory

C&E is a leading specialist ‘business and society’ consultancy. We work with some of the world’s foremost businesses, NGOs and High Net-Worth Individuals, helping them secure sustainable value – shareholder, social and environmental.

And because today’s challenges and opportunities require new ways of thinking, C&E is particularly adept at inspiring and enabling sometimes surprising cross-sector collaborations. We have advised – and continue to advise – on some of the world’s leading and best known corporate-NGO partnerships. www.candeadvisory.com

List of participating companies and NGOs

Survey respondents (excluding organisations wishing to remain anonymous)

Companies (and corporate foundations)

- 3M United Kingdom plc
- Accenture
- Admiral Group
- Allen & Overy LLP
- Alliance Boots
- Allianz Insurance
- ArcelorMittal
- AstraZeneca
- Aviva
- BAE Systems
- BAM Construction
- Barclays
- Bliss
- BP Plc
- Capgemini
- CEMEX
- Centrica
- Credit Suisse
- De Beers
- Deloitte
- ENEL
- E.ON
- Ernst & Young
- Eversheds LLP
- Experian Plc
- Ford Motor Company
- Friends Life
- Herbert Smith LLP
- HSBC
- Imperial Tobacco
- Innocent foundation
- Intertek
- John Laing plc
- Legal & General Investment Management
- Linklaters LLP
- Marks and Spencer
- Molson Coors
- Mondi Group
- Morgan Stanley
- Mothercare
- Northumbrian Water Ltd
- Old Mutual
- P&G
- Pfizer Ltd
- Randgold Resources Limited
- RSA
- Shell Foundation
- Standard Life Plc
- Syngenta International AG
- Telefonica UK (O2)
- The Ashmore Foundation
- Virgin Atlantic
- Vodafone

NGOs

- ActionAid
- AfriKids
- Age UK
- Amnesty International UK
- Asthma UK
- Barnardo's
- Beatbullying
- Best Beginnings
- Breast Cancer Campaign
- Cancer Research UK
- CARE International
- Christian Aid
- Comic Relief
- Daycare Trust
- Diabetes UK
- Earthwatch Institute
- English National Opera
- FareShare
- Football Foundation
- Friends of the Earth
- Get Connected
- Global Action Plan
- Help For Heroes
- I CAN
- International Council on Minerals & Metals
- Impetus Trust
- Macmillan Cancer Support
- Make-A-Wish Foundation UK
- Media Trust
- National Trust
- NMCF UK
- NSPCC
- Oxfam Gb
- Plan UK
- Practical Action
- RNIB
- Safer London Foundation
- ShareGift (a.k.a. The Orr Mackintosh Foundation)
- Shelter
- Sightsavers
- Southbank Centre
- Sparks
- STARS Foundation
- The chickenshed Theatre Trust
- The Climate Group
- The Stroke Association
- Tomorrow's People
- UNICEF
- Volunteering England
- Woodland trust
- WWF-UK
- YouthNet