

**C&E** Corporate – Non-Profit  
Advisory

## Partnerships Barometer **2023**

**AI enters** the partnering **arena**

&

**Strong** partnership **response to cost-of-living crisis**

&

**Multilateral partnership** between Tesco, Cancer Research UK, British Heart Foundation, Diabetes UK  
**is the most admired**

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## Introduction

Welcome to the 2023 edition of the C&E Corporate–Non-Profit Partnerships Barometer – the 14th in our unique annual series of practitioner-led studies.

The 2023 Barometer edition draws on the experience of 166 leading companies and non-profits who completed our confidential annual survey during July. The survey was supplemented by discussions and interviews with corporate and non-profit practitioners to provide qualitative insights.

The Barometer series offers continuing insight into the ways in which the corporate–non-profit partnering landscape is evolving. Each year’s findings build on previous years’ data to deepen understanding of drivers, changing practices and likely future developments in cross-sector partnering and its growing impact on society.

Again this year, cost-of-living increases, tough socioeconomic circumstances, and increasingly visible environmental challenges around the world, form a tough backdrop for the Barometer report. At the same time, rapid changes in technology and the application of artificial intelligence abound around us. This year’s Barometer edition seeks the views of partnership professionals on the real and anticipated impacts of these developments on the cross-sector partnering agenda.

As ever, we are grateful to all our respondents and contributors for sharing their unique and valuable perspectives and experiences. We hope this 2023 edition of the C&E Corporate–Non-Profit Partnerships Barometer helps to inform and enhance their and your understanding, investment decisions and practice.

As usual, we welcome your comments and suggestions via:

[www.candeadvisory.com/barometer](http://www.candeadvisory.com/barometer) or [admin@candeadvisory.com](mailto:admin@candeadvisory.com)

### **Manny Amadi, MVO**

CEO, C&E Advisory



# Headline findings

## Why partner?

Enhancing reputation and credibility (89%) remains the highest-ranked reason for corporates engaging in partnerships with non-profits. Innovation, long-term stability and impact, and access to people and contacts, are also cited as important considerations – whilst efficiency is seen as much more important year-on-year.

For non-profits, access to funds (95%) remains the primary motivator as in previous years – whilst securing long-term stability, and innovation are cited this year as increasingly important.

## Partnering practice and effectiveness

Previous Barometer findings have shown corporates ahead of their non-profit partners in describing their engagements as deeper, problem-solving partnerships that address core, mission-relevant or purpose-led issues in ways that create value for society. Encouragingly, the 2023 edition shows non-profits almost at par with their corporate partners, with 44% of non-profits and 50% of corporates stating this is the case.

Also encouraging is the fact that those organisations not yet partnering in this way aspire to doing so – and this is markedly up year-on-year for both corporates and non-profits.

## Non-profits: holistic environmental, social and governance (ESG) frameworks and plans

Recent Barometer reports found that, whilst many non-profits have focused, core social and environmental missions, it wasn't always clear if they had their own "houses in order" across all environmental / societal issues.

Happily, this year's findings show a marked improvement with 42% of corporates (up 17% from last year) and 42% of non-profits perceiving that the latter have an increasingly holistic approach to their ESG practices than previously – though there remains room for improvement.

## The stars: the most admired corporate-non-profit partnerships and partners

This year produced a multilateral winner with the Tesco, Cancer Research UK, British Heart Foundation, and Diabetes UK health-based partnership emerging as most admired by partnership professionals.

In 2018, Cancer Research UK, British Heart Foundation and Diabetes UK joined forces with Tesco in what they describe as a "one of a kind" health partnership called 'Helping you to live healthier'. Since then, it has delivered health insights and interventions and raised over £25m for the charities, all with the vision of improving the nation's health.

This year's runner-up is the Boots UK–Macmillan Cancer Support partnership, which has figured consistently highly in the Barometer's rankings for over a decade. In third place is Tesco's partnership with WWF, which aims to halve the environmental impact of the average UK shopping basket.

## Special Topics

### Cost-of-living crisis

The cost-of-living crisis remains a dominant theme for countries across the globe – as it does for partnership practitioners – with significant year-on-year increases from both sides in responding strongly to economic hardships. Almost all respondents (90% of corporates and 98% of non-profits) believe the cost-of-living crisis features strongly or moderately in their partnerships. Interestingly, there is a 20% increase in the number of corporates believing this to be ‘strongly’ the case than last year.

When asked how strategic partnerships are being used – or will be used – to help address the cost-of-living crisis, almost two-thirds of all respondents (61% of corporates and 65% of non-profits) identify the need to access hard-to-reach or low-income beneficiaries as a key partnership role – a very strong acknowledgement that the impact is being felt hardest in low-income groups.

### Artificial Intelligence (AI)

AI is constantly in today’s news headlines, so this year’s Barometer sought to better understand practitioners’ perceptions of the future importance of and role of AI across several parameters. Overall, there was a broad consensus amongst professionals from both corporates and non-profits. The most important area AI is expected to play a role in partnerships over the next three years is in research, with almost three-quarters of all respondents anticipating that AI will play an important, or very important, role here.

AI is least anticipated to play a role in partner selection, with 71% believing it to be unimportant – or likely to play no part in this aspect of the partnering process.

Other parameters generated more mixed responses with views split across parameters – future Barometer studies will monitor this rapidly growing area.

Although clearly growing in importance, use of AI is yet to feature significantly in cross-sector partnering, as illustrated in figure 13. However, nearly a fifth (19%) of non-profits and a quarter (24%) of corporates expect to apply AI to aspects of their cross-sector partnerships over the year ahead.

When asked to consider and prioritise key considerations in the implementation of AI, there was again broad consensus from non-profits and corporates – with most believing identifying uses for AI; ethical considerations; team capabilities; and cost savings to be the most important considerations (with non-profits ahead of their counterparts in the latter area).

## Mid-term trends, prospects, and anticipated developments in partnerships

### Medium-term prospects for corporate-non-profit partnering

Over the 13-year lifetime of the Barometer, the growing importance of cross-sector partnering – and an expectation that this trend is set to continue – has been a particularly strong theme.

This year is no exception, with 86% of corporates and 84% of non-profits believing that partnerships will become more, or much more, important over the next three years.

### Drivers of change

When asked about factors that will drive the growing importance of partnerships over the medium term, 85% of corporates, and 77% of non-profits cited the pressure on companies to demonstrate societal consideration in their business practices. Meanwhile, enhancing corporate or brand reputation is seen as relatively more important for corporates and less so for their non-profit partners than last year – but remains very important for both.

Understandably, the need to raise funds in a difficult economic climate remains paramount for non-profits, with 80% of non-profit respondents citing this reason.

### The outlook for investments in cross-sector partnerships over the mid-term

Investment in partnerships from corporates and non-profits is expected to increase over the next three years. Eighty-eight per cent of corporates and 82% of non-profits (the latter figure up significantly from 2022) believe that such investment will either increase, or increase significantly, over the medium term. No respondents expect to see a decrease in partnership investment to 2026.

## Part 1:

# Why companies and non-profits partner – and evolutions in partnering practice

## Why partner?

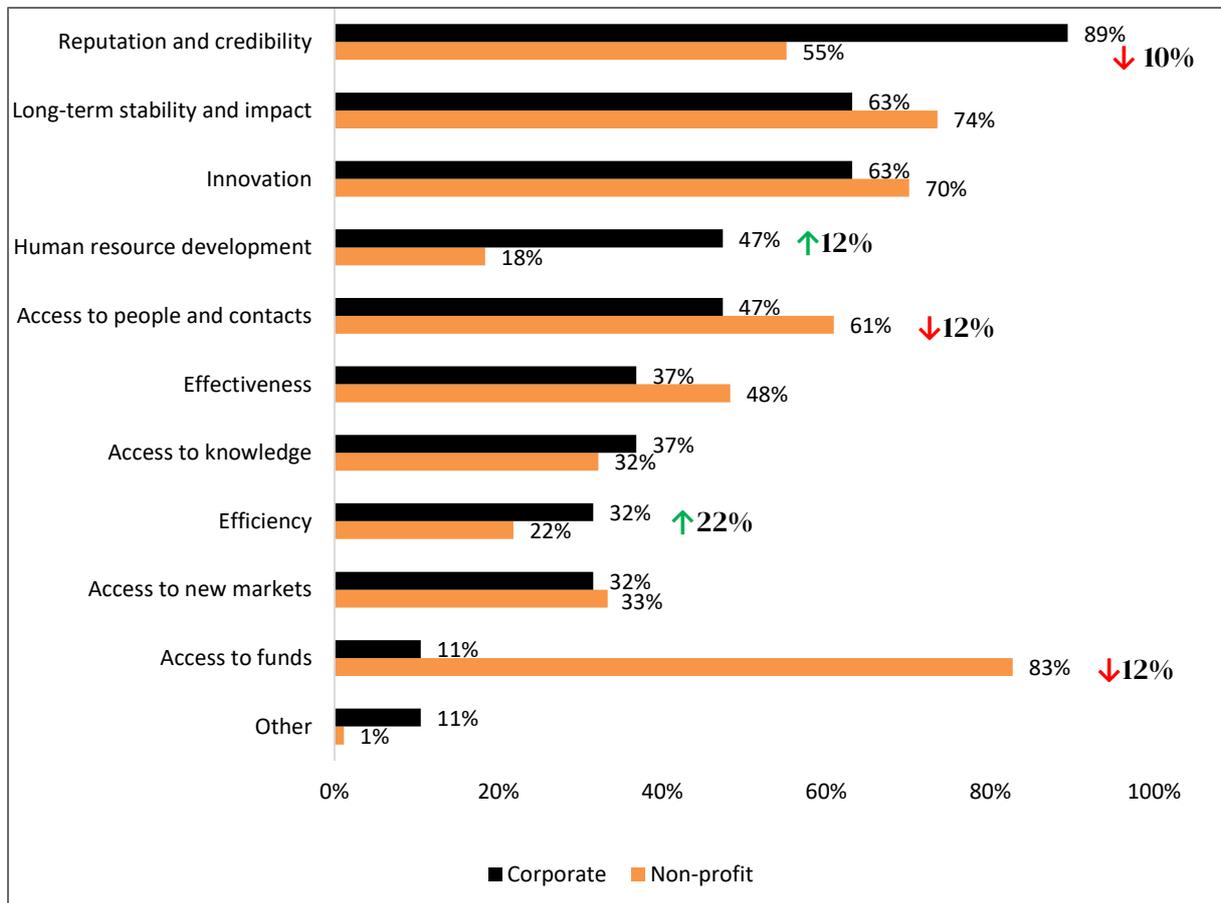
*For corporates, reputation and credibility are the main motivators, whilst for non-profits funds, long-term stability and innovation are key*

Corporates’ motivations for entering into partnerships with non-profits centre mainly on enhancing reputation and credibility (figure 1). This has been a consistent finding throughout the 13-year life of the Barometer. Innovation, long-term stability and impact, and access to people and contacts, are also important considerations – whilst efficiency is seen as much more important year-on-year.

For non-profits, access to funds remains the primary motivator as in previous years, though this is down on 2022. Meanwhile, long-term stability and innovation are highly important, whilst access to people and contacts is considered less vital than previously.

**Figure 1: Why companies and non-profits engage in partnerships with each other**

*“Why does your organisation engage in corporate-non-profit partnerships?”*



# 1. Partnering practice and effectiveness

## Depth and role of partnerships

*Half of all corporates and an increasing number of non-profits engaged in deeper partnerships – whilst almost all others aspire to this position*

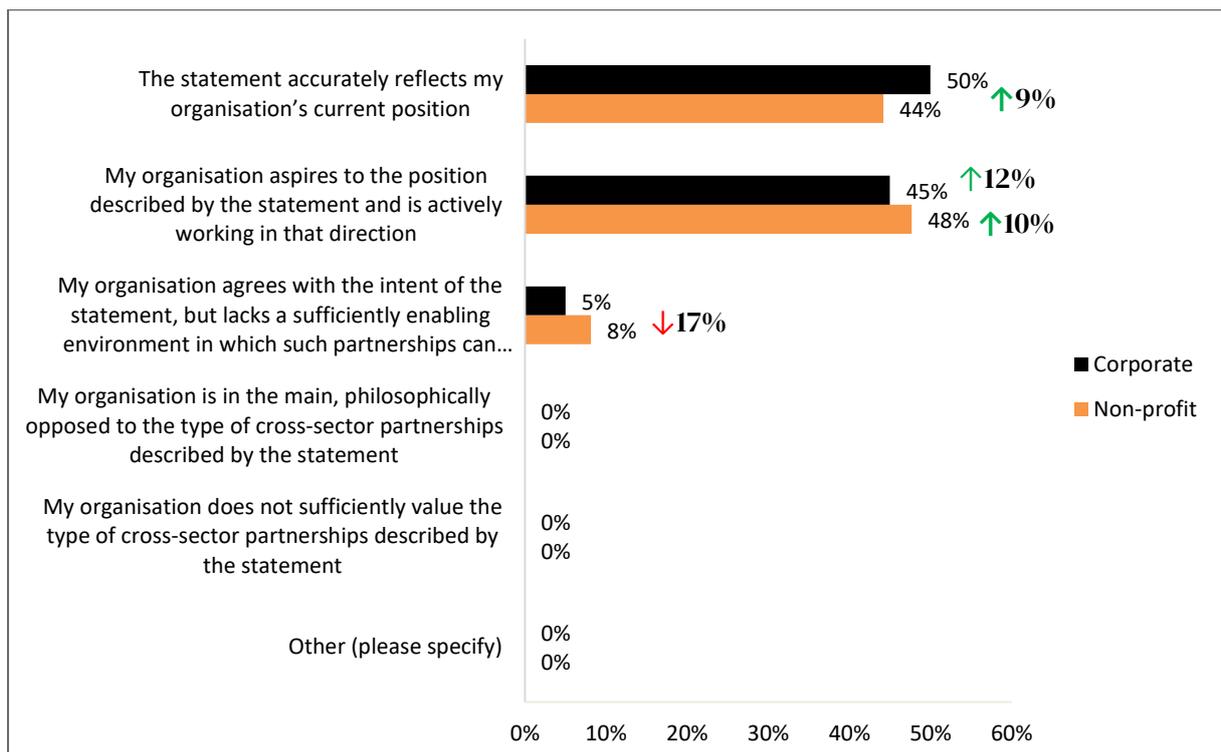
Previous Barometer reports have shown corporates ahead of their non-profit partners in describing their engagements as deeper, problem-solving partnerships that address core, mission-relevant or purpose-led issues in ways that create value for society. Encouragingly, the 2023 edition shows non-profits almost at par with their corporate partners in stating this is the case.

Also encouraging is the fact that most organisations not currently in this position aspire to it – and this is markedly up year-on-year for both corporates and non-profits.

Similarly, there is a significant decrease in the percentage of non-profits stating that their organisations lack a sufficiently enabling environment to achieve deeper, more meaningful partnerships.

**Figure 2: The extent of deeper, problem-solving partnerships addressing core, mission-relevant or purpose-led issues in ways that create value for society**

*“ We are increasingly engaged in deeper, problem-solving partnerships designed to address core, mission-relevant or purpose-led issues in ways that create value for society, for ourselves and for our (corporate or non-profit) partners’  
In light of the preceding statement, which of the following choices most accurately reflects your organisation’s current position?”*

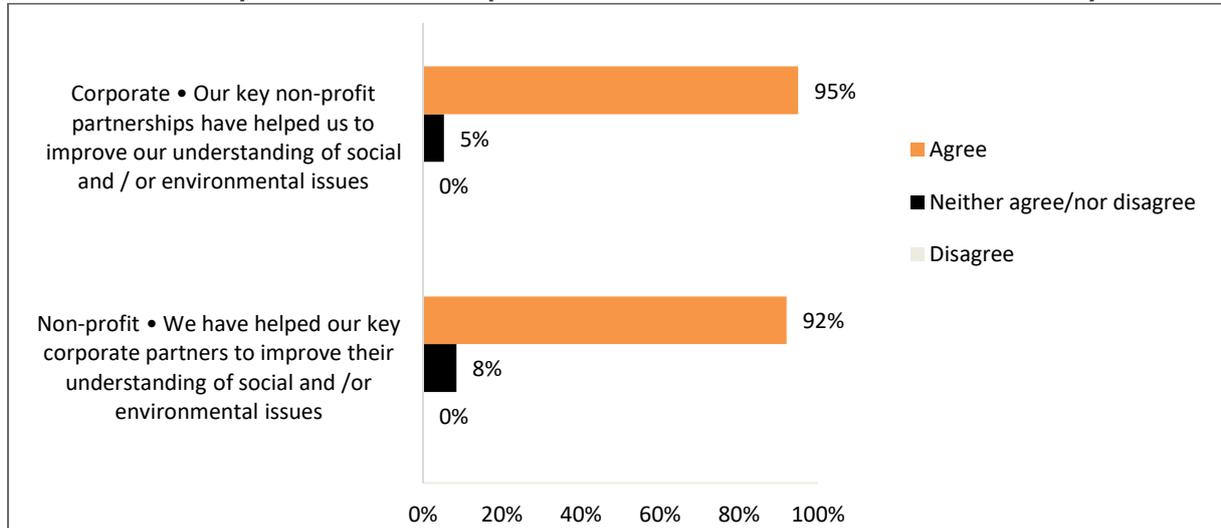


## 2. Enhancing business understanding of social and environmental issues – and changing business practices for the better

*Partners are completely confident that they have helped improve business understanding of the issues*

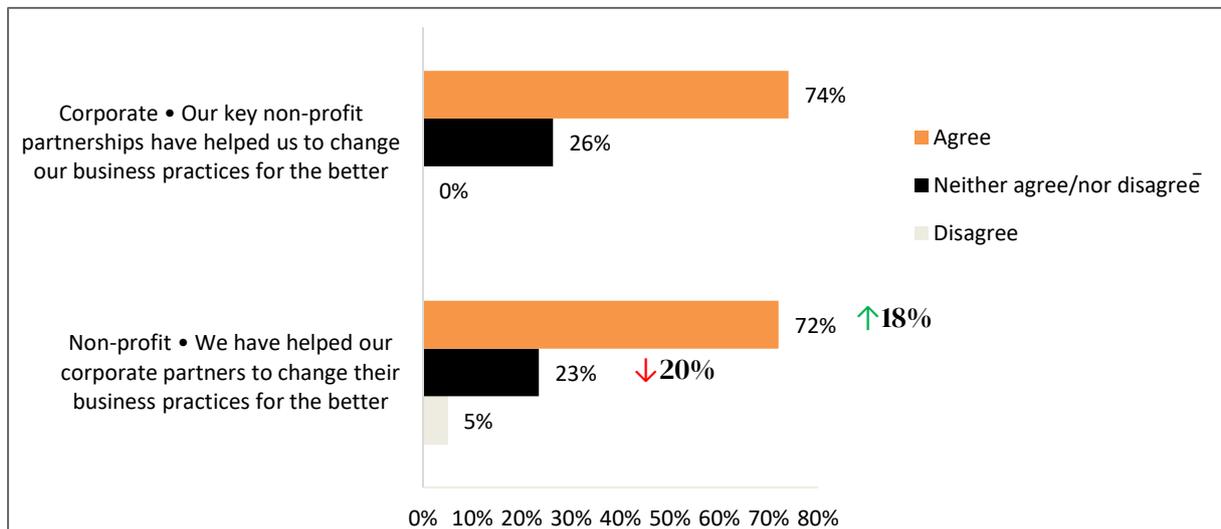
Practitioners remain more or less unanimous (92% of corporates and 95% of non-profits) in their belief that partnerships have helped corporate partners to deepen their understanding of the societal / environmental issues their partnerships have been designed to address.

**Figure 3:**  
 Extent to which partners have helped each other understand the issues they're facing



Similarly (figure 4), 74% of corporate respondents believe business practices have improved because of their engagement in cross-sector partnerships, compared with 72% of non-profits. Encouragingly, many more non-profits believe this to be the case than last year.

**Figure 4:** Extent to which partnerships help change business practices for the better



### 3. Non-profits: holistic Environmental, Social and Governance (ESG) frameworks and plans

*Big improvements in non-profits' approach to holistic ESG engagement*

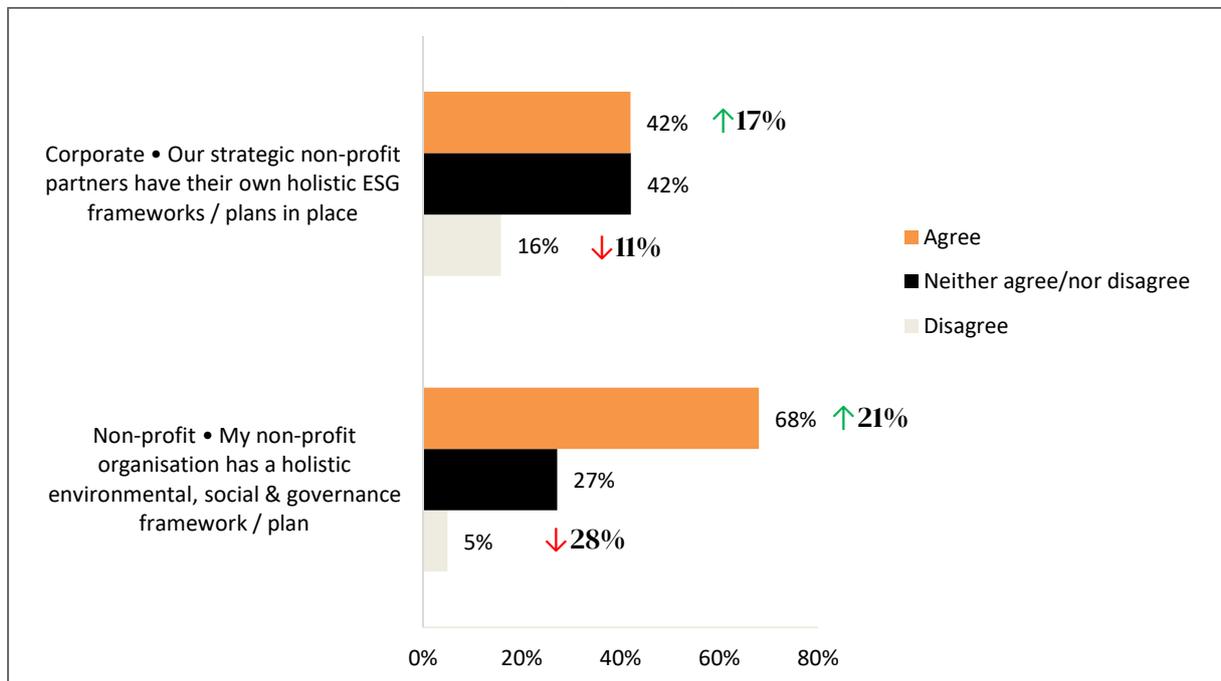
Recent Barometer reports found that, whilst many non-profits have focused, core social and environmental missions, it wasn't always clear if they had their own "houses in order" across all environmental / societal issues. So, for example, activities designed to achieve desirable social outcomes may have harmful environmental effects.

This year's Barometer again sought to establish whether or not non-profits have a holistic approach to their ESG practices – and the extent to which their corporate partners perceive this to be the case.

Happily, this year's findings show a marked improvement from both sets of partners (figure 5) though there remains room for improvement. Now, 42% of corporates and 68% of non-profits believe non-profits have holistic ESG frameworks in place.

**Figure 5: The extent to which non-profits have holistic ESG frameworks in place**

*“Does your non-profit organisation (or your non-profit partner organisation) have a holistic environmental, social & governance framework / plan in place?”*



Notably, only 5% (versus 33% last year) of non-profits disagree with the statement that their organisation has a holistic ESG framework. The improvements reflect a growing understanding that non-profits need to think holistically about the importance of the ESG agenda for their future evolution. Being perceived as exemplary in one regard may not be enough to defend against criticism in an unrelated area. There is, therefore, an imperative for non-profits to demonstrate and communicate that holistic approach.

## 4. The stars: the most admired corporate-non-profit partnerships and partners

*The multilateral Tesco, Cancer Research UK, British Heart Foundation, Diabetes UK partnership takes top spot – followed by Boots-Macmillan and Tesco-WWF*

Again this year, in an entirely unprompted, confidential exercise, Barometer survey respondents drawn from UK and internationally leading companies and non-profits were asked which other partnerships they particularly admire and why that is.

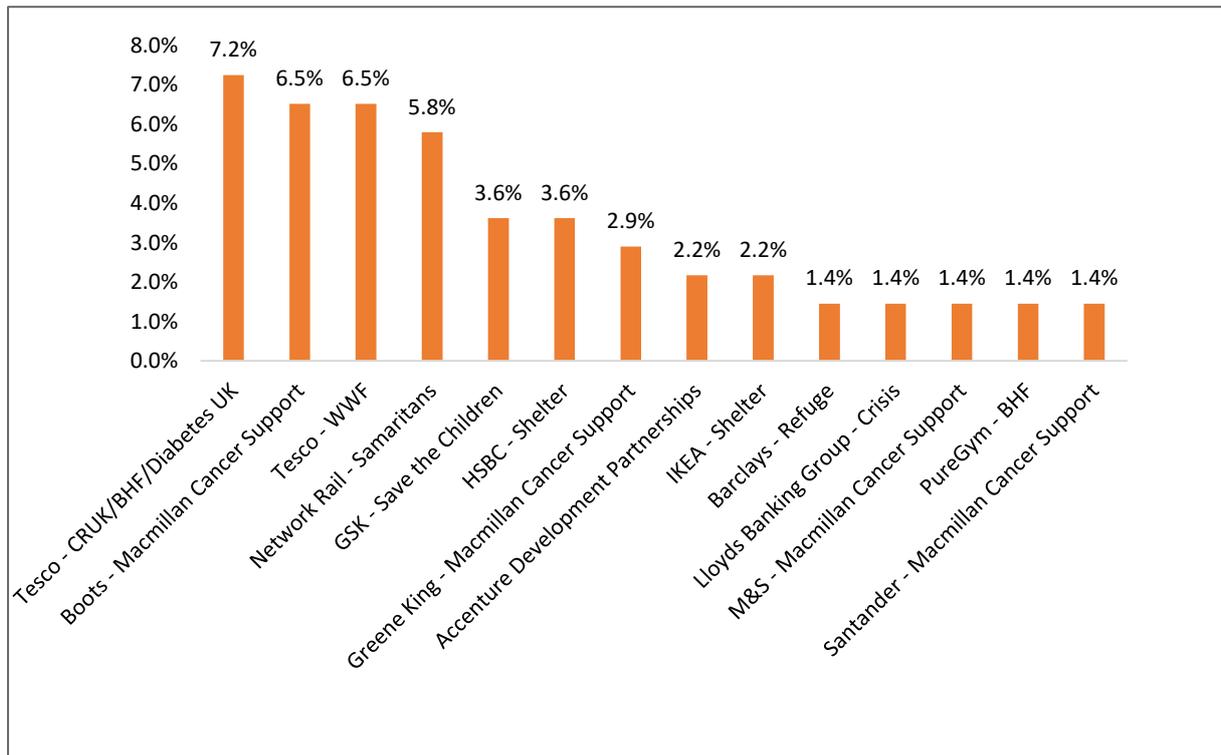
This year produced a multilateral winner with the Tesco, Cancer Research UK, British Heart Foundation, and Diabetes UK health-based partnership enjoying pole position.

The runner-up is the Boots UK–Macmillan Cancer Support partnership which has figured consistently highly in the Barometer’s rankings for over a decade, followed in third place by Tesco’s partnership with conservation group WWF.

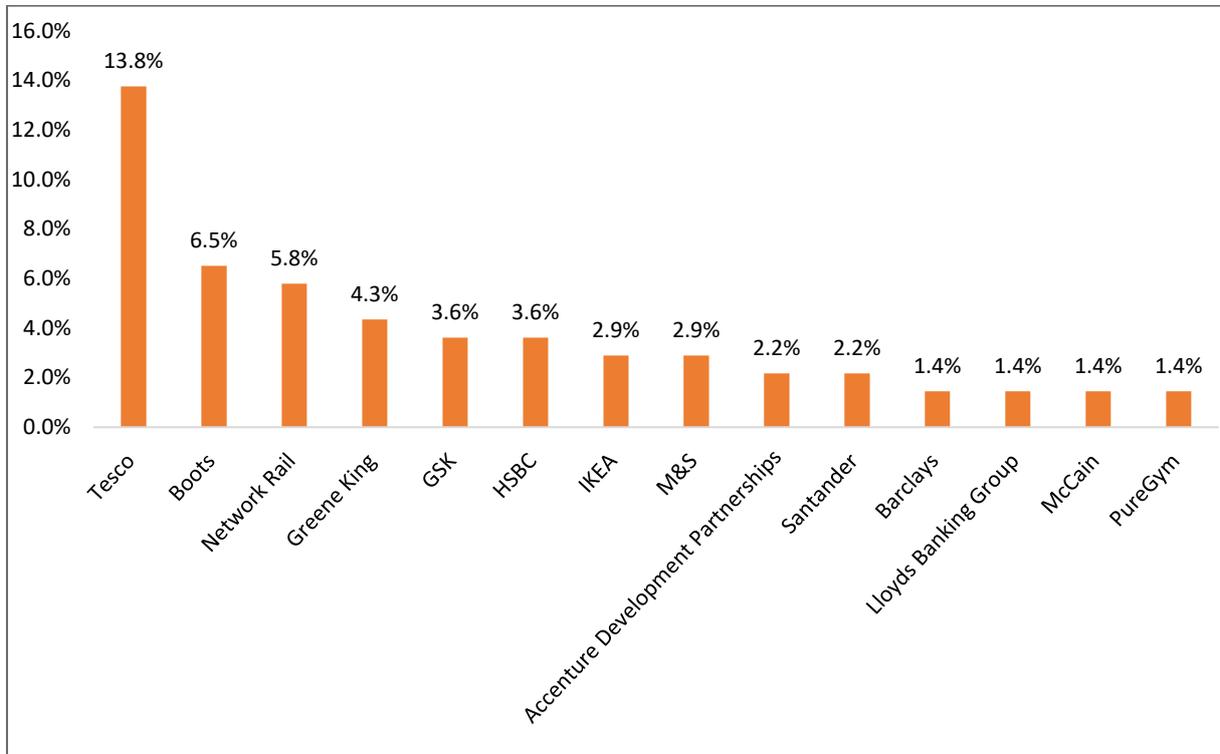
Further explanation of the nature and scale of these popular partnerships is included below, along with comments from respondents which typify exactly why these partnerships and organisations are most admired by their peers.

**Figure 6: The most admired corporate-non-profit partnerships**

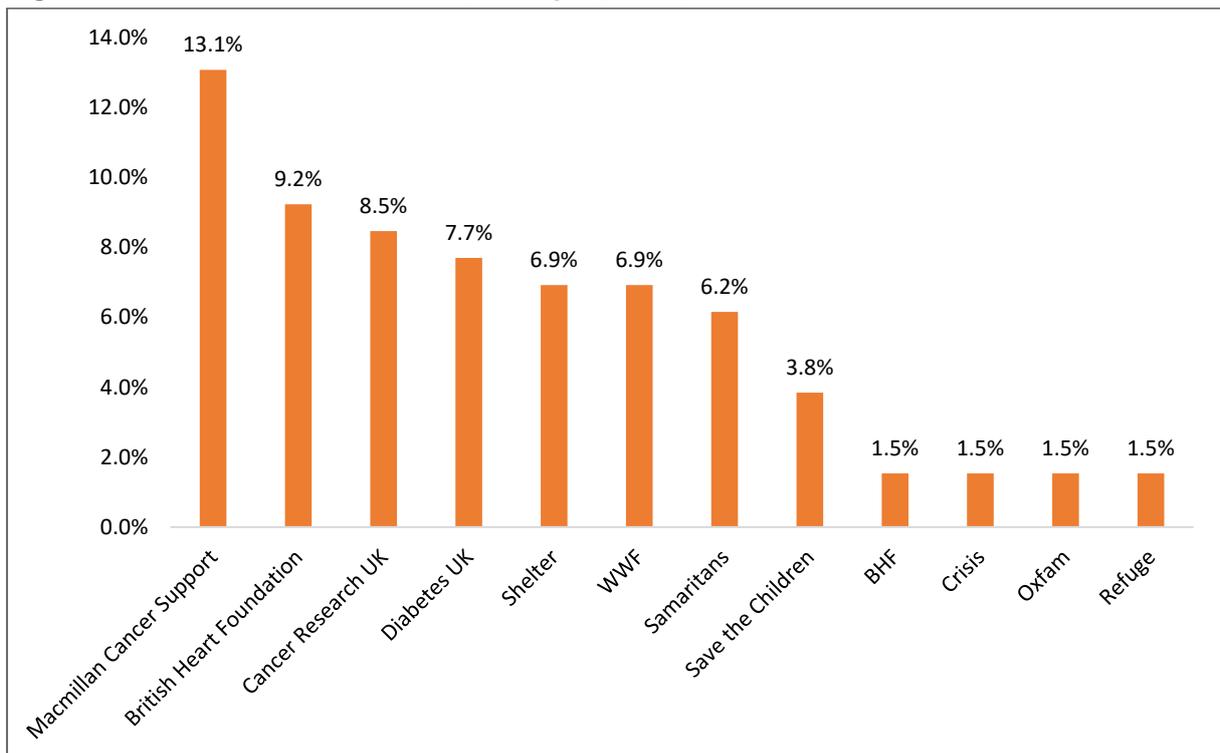
*“Which other corporate-non-profit partnerships do you admire and why?”  
[Respondents could list up to three, starting with their most admired partnership]*



**Figure 7: Most Admired Partners, Corporates**



**Figure 8: Most Admired Partners, Non-profits**





## The Tesco, Cancer Research UK, British Heart Foundation, Diabetes UK Partnership

In 2018, Cancer Research UK, British Heart Foundation and Diabetes UK joined forces with Tesco in what they describe as a “one of a kind” health partnership called ‘Helping you to live healthier’. Since then, it has delivered health insights and interventions and raised over £25m for the charities, all with the vision of improving the nation’s health.

The partnership has engaged millions of customers and Tesco staff through various health initiatives and fundraising. Through its influence and reach, over the course of the partnership Tesco has been able to build health insight and trial and evaluate behaviour change activities, giving the partners a strong basis to drive forward their joint work together into the future.

In July 2022, the partnership launched the ‘Let’s Talk’ pharmacy e-learning programme which delivers specialist training to Tesco pharmacists and pharmacy colleagues to support their conversations with the public on cancer, heart and circulatory diseases and diabetes. After completing the training, colleagues can wear a ‘Let’s Talk’ badge which signals to the public that they can provide support for people to help lower their risk of these serious conditions through small changes to their day-to-day routine. Over 300 Tesco pharmacies have completed the training to date, and the partnership hopes the easily accessible and convenient in-store locations will help more shoppers to have conversations about their health and receive support to make positive changes.

Comments made by practitioners about the Tesco, Cancer Research UK, British Heart Foundation, and Diabetes UK partnership included:

“It brings together leading health charities with a focus on prevention, including by supporting healthy diets, with a major retailer to tackle the biggest challenges in the food environment”

“Drives organisational and consumer behavioural change at a population level”

“A real attempt to change the habits of shoppers to more healthy choices”

“Impactful in raising essential funds, raising awareness, offering support and amazing collaboration”

“The mission, reach and commitment of this partnership to improve the nation’s health”



## The Boots UK–Macmillan Cancer Support partnership

Boots and Macmillan first joined forces in 2009 to provide cancer support in communities.

In the UK, approximately 3 million people are living with cancer, with someone receiving a diagnosis on average every 90 seconds. Together, Boots and Macmillan Cancer Support want to give everyone the cancer information and support they need. From diagnosis, through treatment and beyond, the partners aim to offer advice and support.

Boots Macmillan Information Pharmacists and No7 Boots Macmillan Beauty Advisors are specially trained to support people living with or affected by cancer. From answering questions about medication to providing support with managing the visible effects of cancer and its treatment, their additional training means that they can better understand people's needs.

In addition, Boots has worked with Macmillan and the NHS to launch a palliative care service, designed to provide ease of access to vital medicines and specialist pharmacist advice and support.

Comments made by practitioners about the Boots Macmillan partnership included:

"The impact beyond fundraising continues to be admirable in the sector and unmatched in terms of the customer messaging and the use of shared resources between the organisations"

"Bringing cancer support to the high street is so important to address health inequities across the UK"

"For the presence on the high street and the way in which the partnership supports people living with cancer"

"Constantly innovating together to support customers affected by cancer and highlighting promotional activity with mutual benefit"



## The Tesco-WWF partnership

In 2018, Tesco began a partnership with WWF – with a shared aim to halve the environmental impact of the average UK shopping basket. The partnership focuses on: Helping customers to eat more sustainably; Restoring nature in food production; Eliminating waste.

To reach the partnership goal of halving the environmental impact of the average shopping basket, the partners launched a pioneering industry measure of the environmental impact of the average UK shopping basket, based on key foods and ingredients; the "sustainable basket metric". In November 2021 at COP 26, WWF relaunched the WWF Basket together with UK retailers with an ambitious aim to halve the environmental impact of UK baskets by 2030.

Comments made by practitioners about the Tesco-WWF partnership included:

"Compelling partnership rationale, scale of ambition, plus engagement of other actors to secure system-wide change"

"Doing great work to transform food systems"

"Great partnership – strategic, long-term, mission-led"

"Two great brands adding value to each other – and tackling an important issue"

"Fantastic vision – appears they are also seriously delivering, including via advocacy and consumer engagement"

## Part 2: Special Topics

### 1. Cost-of-living crisis

#### *Partners step up their response to the cost-of-living crisis*

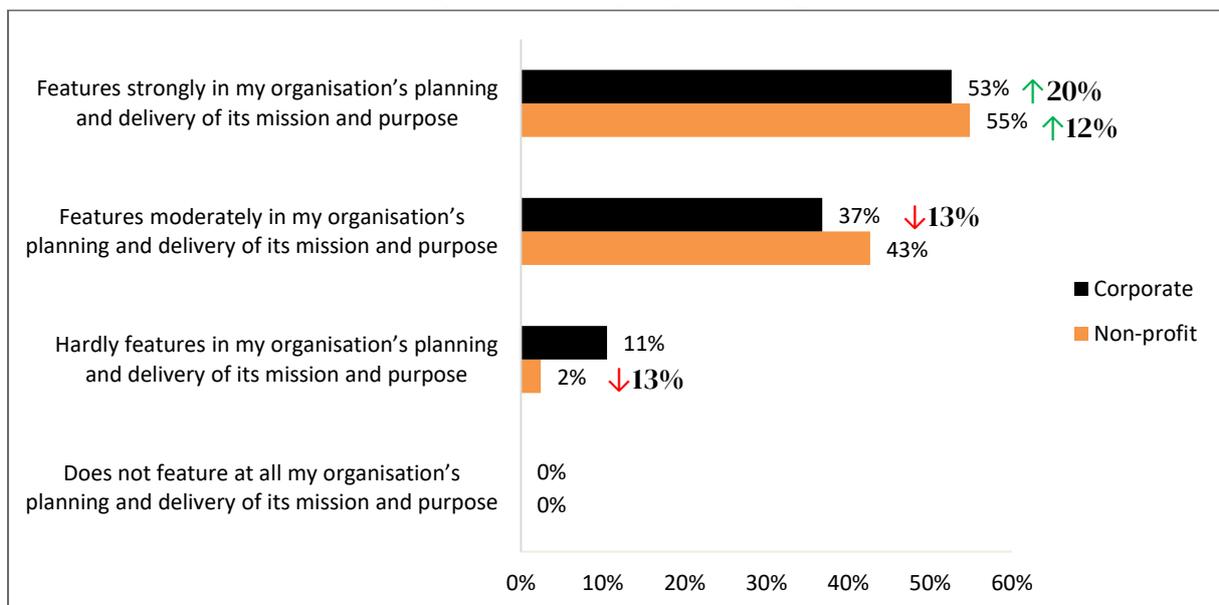
The cost-of-living crisis remains a dominant theme for many countries across the globe. According to the International Labour Organization (ILO) rising inflation combined with a global slowdown in economic growth – driven in part by the war in Ukraine and the global energy crisis – are causing striking falls in real monthly wages in many countries.

For this reason, the 2023 edition of the Barometer sought the views of practitioners on how the ongoing crisis is continuing to shape the thinking and actions of companies and non-profits. The results reflect the kind of dynamism we saw from partnership practitioners during the Covid-19 pandemic – with significant year-on-year increases from both sides in responding to economic hardships (figure 9).

An overwhelming majority of corporates (90%) and nearly all non-profits (98%) report that cost-of-living considerations feature strongly or moderately in their planning and delivery of their purpose or mission.

**Figure 9: The extent to which the cost-of-living crisis features in planning and delivery of mission or purpose**

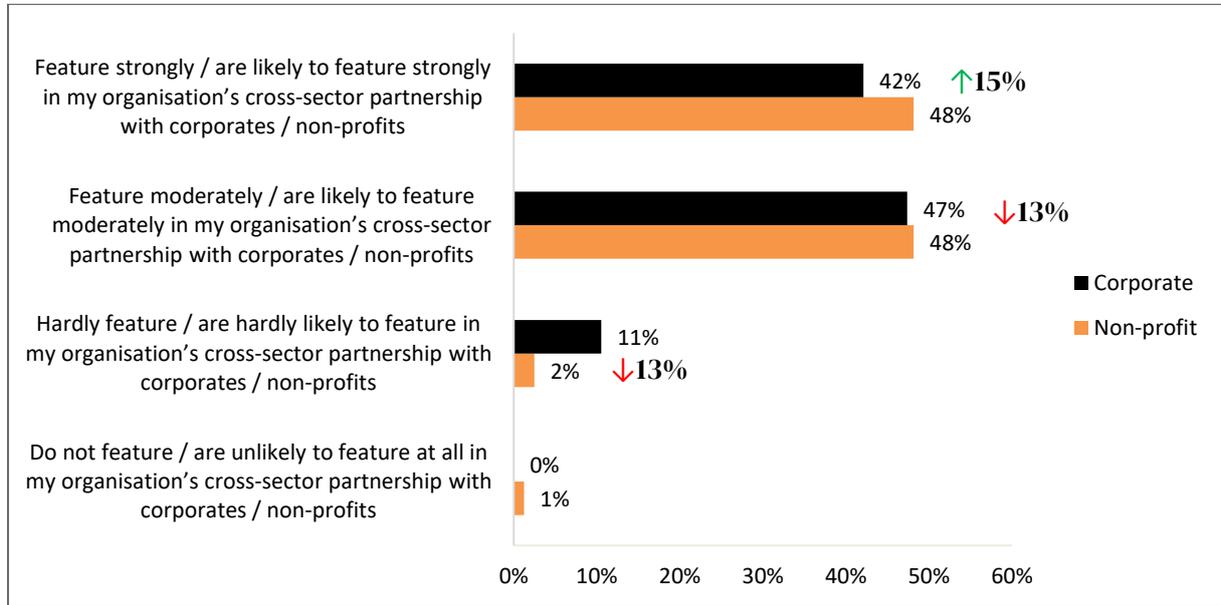
*“To what extent [if at all] does the cost-of-living crisis which is affecting most economies, currently feature in your organisation’s planning and delivery of its mission or purpose?”*



The 2023 Barometer findings tell a similar story about the prevalence of cost-of-living considerations in cross-sector partnerships, with a particularly strong year-on-year response from corporates (figure 10). Almost all respondents report that the cost-of-living crisis features strongly or moderately in their cross-sector partnerships – with a greater number of corporates believing this to be more strongly the case than in 2022.

**Figure 10: The extent to which issues raised by the cost-of-living crisis feature – or may feature – in cross-sector partnerships**

*“How does the cost-of-living crisis feature – or how might it feature in the future – in your organisation’s cross-sector partnerships (e.g. on policy, advocacy, programmes, income generation or fundraising)? Issues raised by the cost-of-living crisis...”*



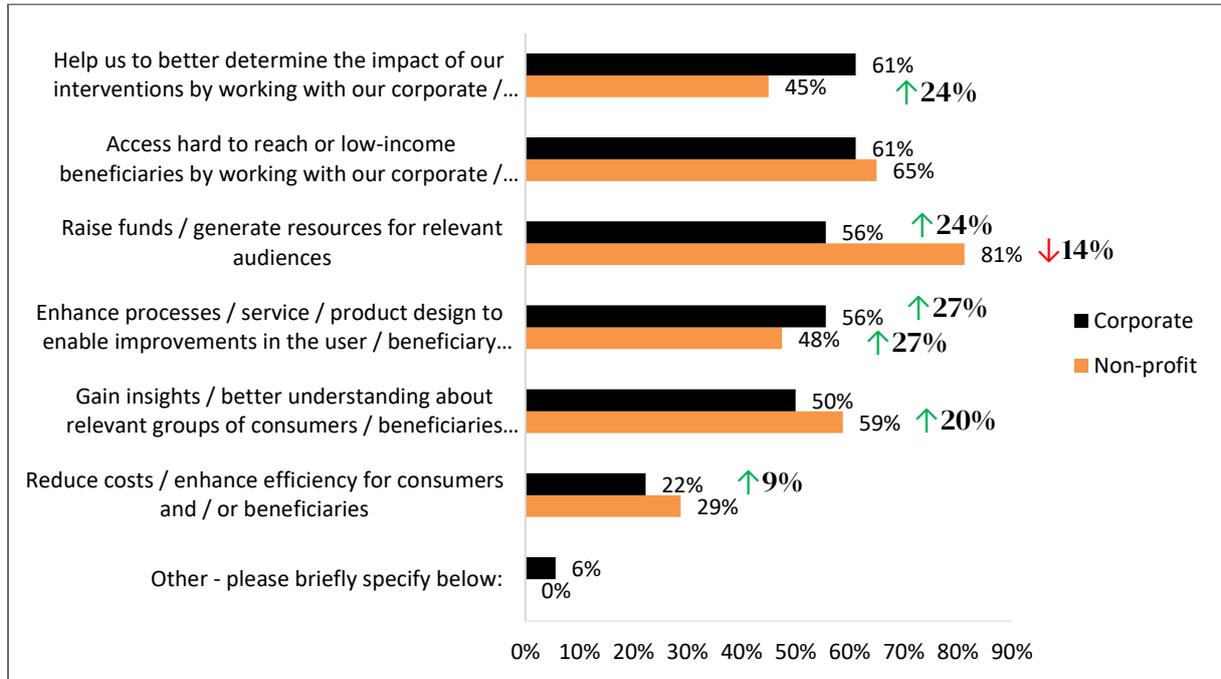
When asked more specifically how strategic partnerships are being used – or will be used – to help address the cost-of-living crisis (figure 11), almost two-thirds of all respondents (61% of corporates and 65% of non-profits) identify the need to access hard-to-reach or low-income beneficiaries / users as a key partnership role – a strong acknowledgement that the impact is being felt hardest in low-income groups.

Also, 61% of corporates and 45% of non-profits (the latter a big year-on-year increase) identify better determining the impact of their interventions by working with partners as very important.

Meanwhile, four-fifths of non-profits state the need to raise funds and generate resources as a consideration highlighted by pressures from the cost-of-living challenge.

**Figure 11: How strategic partnerships are being used / likely to be used to address the issues raised by the cost-of-living crisis**

*“How are your strategic partnerships being used / likely to be used to address the issues raised by the cost-of-living crisis? With regard to the cost-of-living crisis our strategic partnerships are being used / will be used to.... [Choose ALL THAT APPLY]”*



## 2. Artificial Intelligence

*AI to play an increasing role in partnerships – particularly in research*

AI has truly hit the headlines over the past year and seems set to gradually affect almost all walks of life. Therefore, the 2023 Barometer sought to better understand practitioners’ perceptions of the future role of AI across several partnership parameters.

There was broad consensus amongst professionals from both corporates and non-profits. The most important area AI is expected to play a role in cross-sector partnerships over the next three years is in research (figure 12) with almost three-quarters (72%) of all respondents anticipating that AI will play an important, or very important, role.

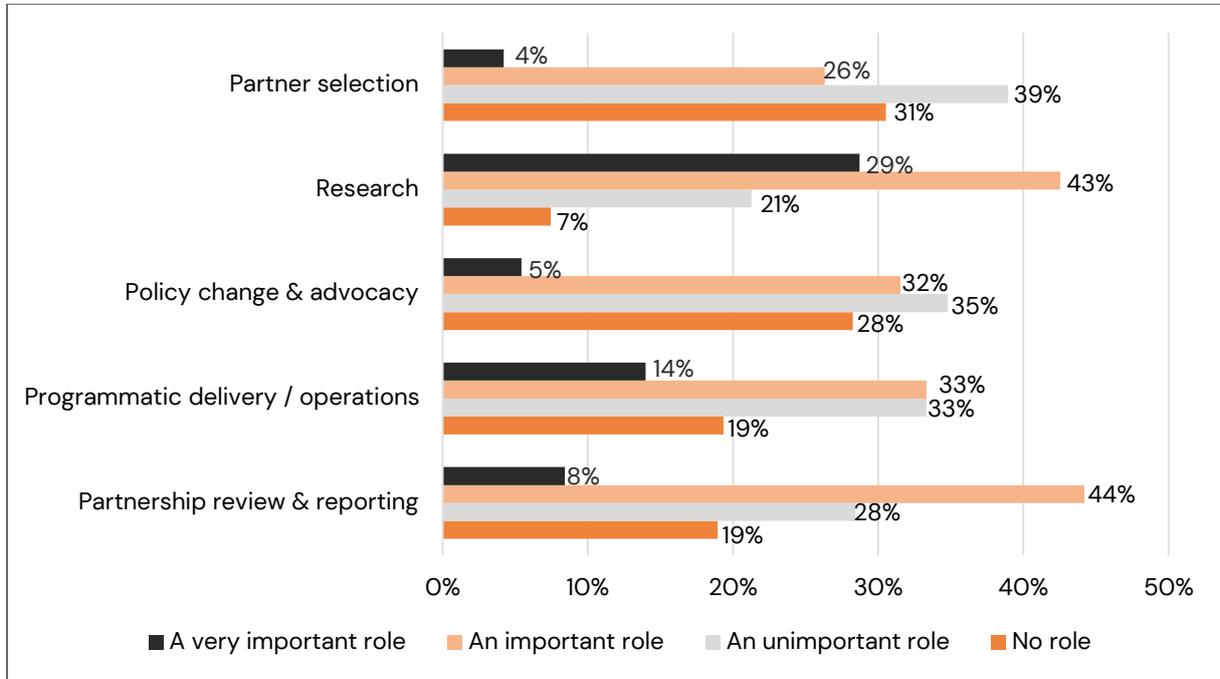
On balance, more corporates and non-profits (52%) believe that AI will likely play an important or very important role in the reviewing and reporting of cross-sector partnerships in the next three years, than hold the opposite view.

Conversely, more respondents believe that AI will play an unimportant or no role in the policy change / advocacy (63%) and programmatic delivery / operations (52%) parameters of cross-sector partnering than those who think the opposite.

AI is least anticipated to play a role in partner selection, with 70% believing it to be unimportant – or likely to play no part in this aspect of the partnering process.

**Figure 12: Expectations of the role that Artificial Intelligence (AI) will play in cross-sector partnerships over the next three years**

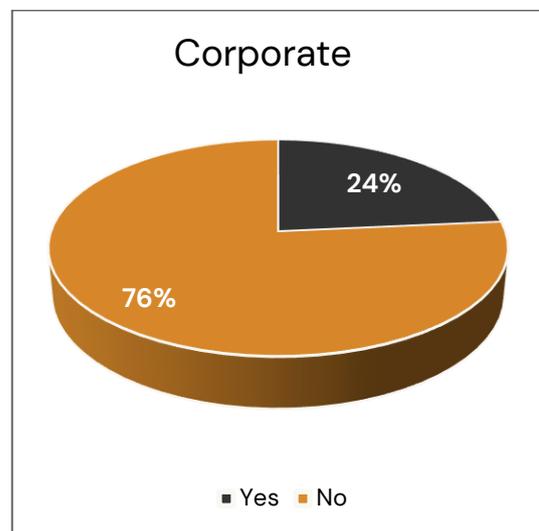
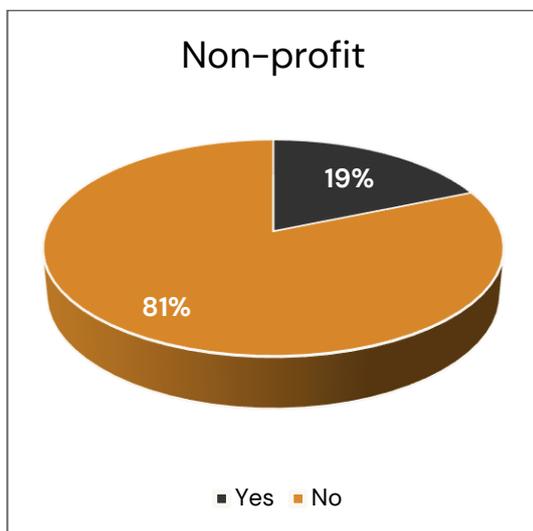
*“Thinking about the following considerations, what is your expectation of the role that Artificial Intelligence (AI) will play in your organisation's most significant cross-sector partnerships in the next three years? AI will play...”*



Although clearly growing in importance, use of AI is yet to feature significantly in cross-sector partnering, as illustrated in figure 13. However, nearly a fifth (19%) of non-profits and a quarter (24%) of corporates expect AI to apply to aspects of their cross-sector partnerships in partnerships over the year ahead.

**Figure 13: Plans to apply AI in any aspect of partnership delivery in the next 12 months**

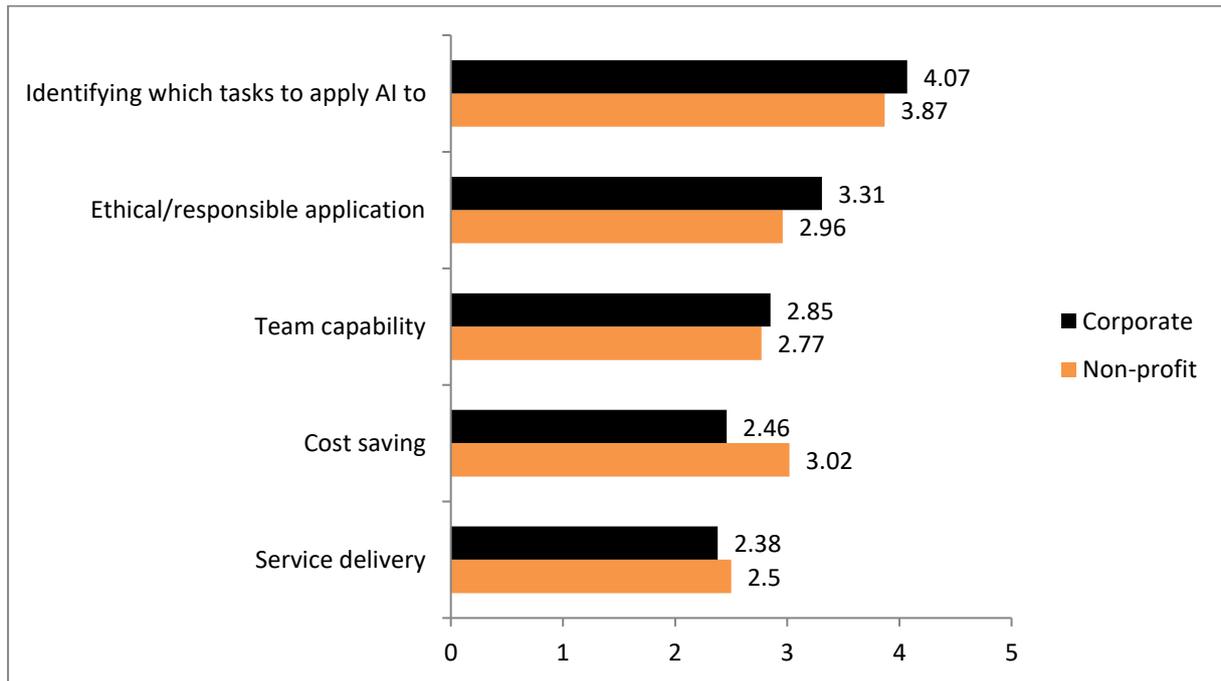
*“Do you plan to apply AI in any aspect of partnership delivery in the next 12 months?”*



When asked to consider and prioritise key considerations in the implementation of AI, there was again broad consensus from non-profits and corporates – with most believing identifying uses for AI, ethical considerations, team capabilities, and cost savings to be the most important considerations (with non-profits ahead of their counterparts in the latter area).

**Figure 14: Key considerations in the implementation of AI**

*“Which of the following will be key considerations in the implementation of AI (place in order of importance on a scale of 1 to 5)”*



Just a year ago, application of generative AI to daily activities was barely a matter of mass public discourse. Today, it is a live a topic, seemingly prevalent across all aspects of human interaction. Future editions of the Barometer report will closely monitor the extent to which developments reflect or differ from the predictions made here by corporate and non-profit respondents about the likely role of AI in cross-sector partnering.

# Part 3: Mid-term trends, prospects, and anticipated developments in partnerships

## 7. Likely importance of partnerships in the mid-term

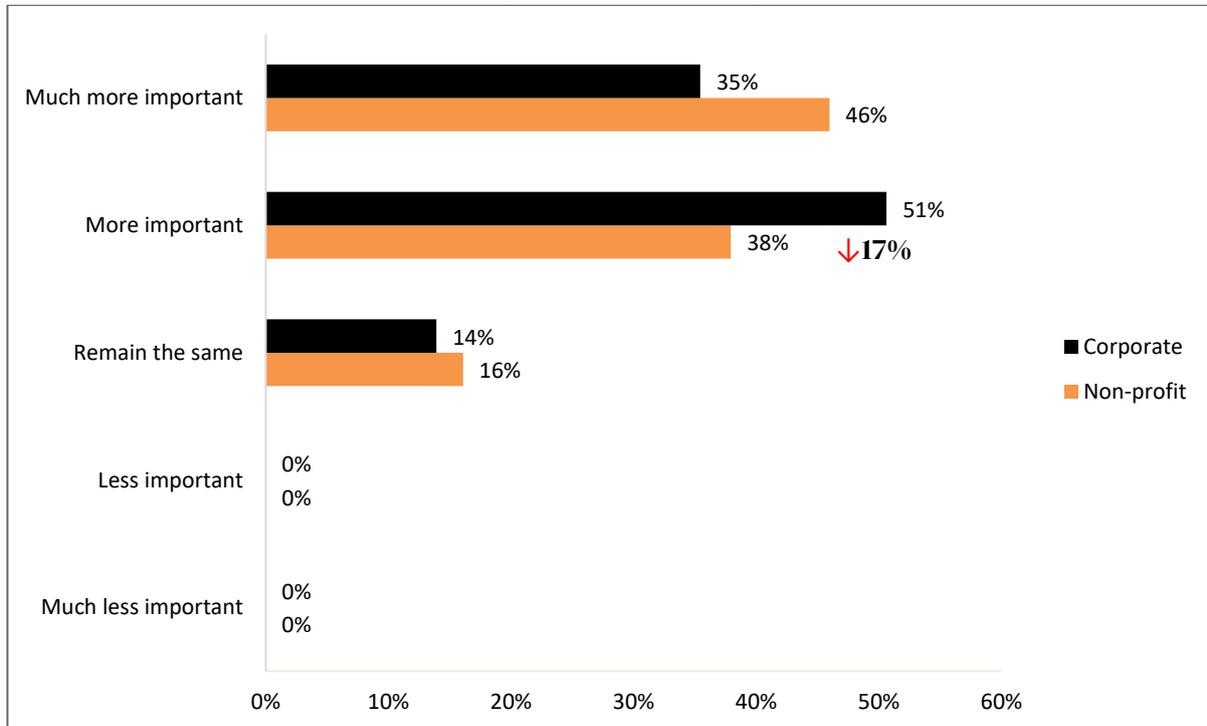
*Cross-sector partnerships continue to grow in importance for companies and non-profits*

Over the 13-year lifetime of the Barometer, corporate and non-profit professionals have consistently predicted that partnering across their sectors will grow in the years following each edition of the report. Predictions have been consistent regardless of the prevailing social or economic conditions.

This year is no exception, with 86% of corporates and 84% of non-profits believing that partnerships will become more, or much more, important over the next three years – though expectations by non-profits are down year-on-year (the equivalent combined figure for 2022 was 93%). No respondents anticipate any decline in this regard (figure 15).

**Figure 15: The future importance of corporate–non-profit partnerships:**

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



## 8. Drivers of change

*An imperative to demonstrate societal consideration and to enhance reputation for companies – and the need for funds for non-profits are the main drivers of change*

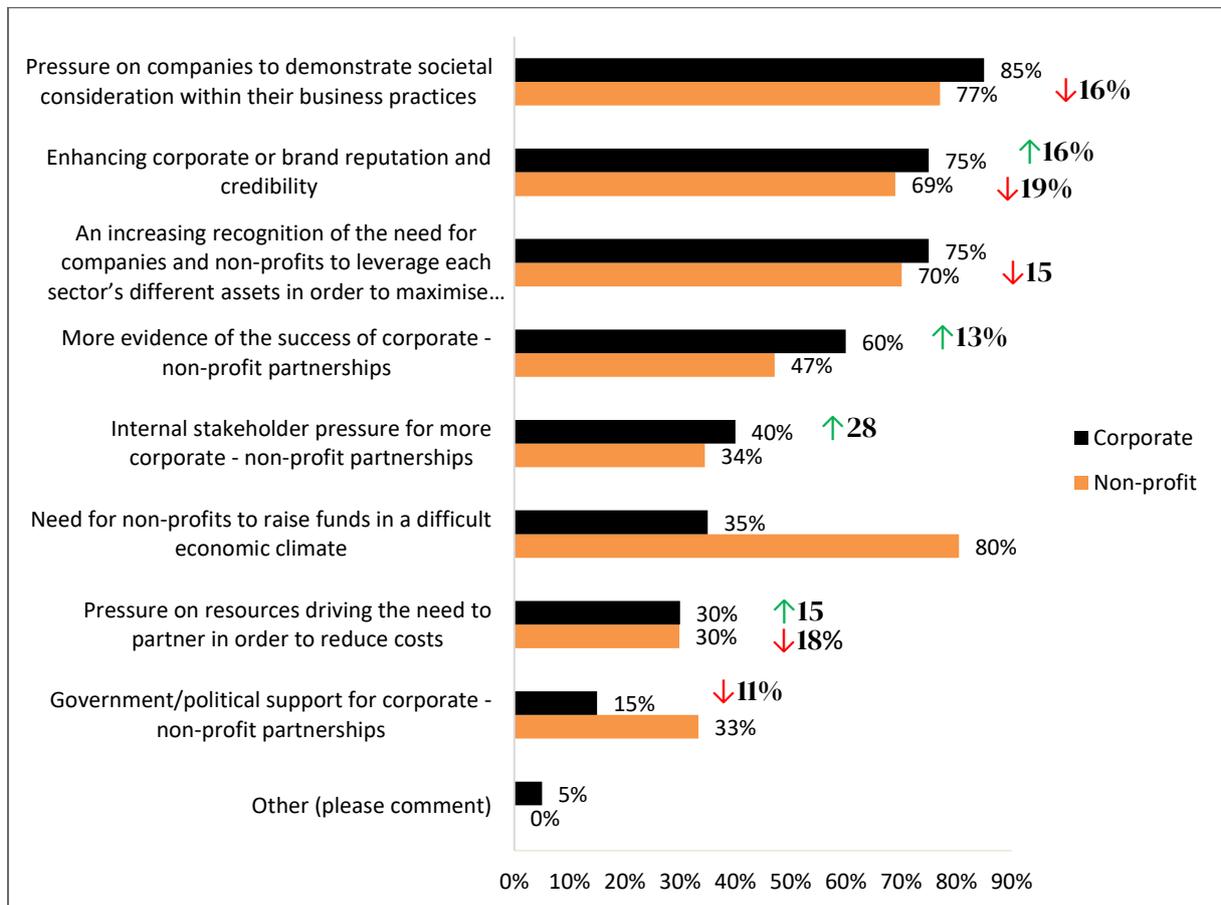
When invited to identify factors that will drive the likely growing importance of cross-sector partnerships over the medium term, 85% of corporates cited the pressure on companies to demonstrate societal consideration in their business practices – whilst 77% of non-profits agreed with them on this point (a year-on-year decrease of 16% – figure 16).

Meanwhile, enhancing corporate or brand reputation is seen as relatively more important for corporates and less so for their non-profit partners than last year – but remains very important for both.

Understandably, the need to raise funds in a difficult economic climate remains important for non-profits.

**Figure 16: The reasons why partnerships may become more important over the next three years**

*“In your view, what factors are likely to make corporate-non-profit partnerships more important in the next three years?”*



## 9. The outlook for investments in cross-sector partnerships over the mid-term

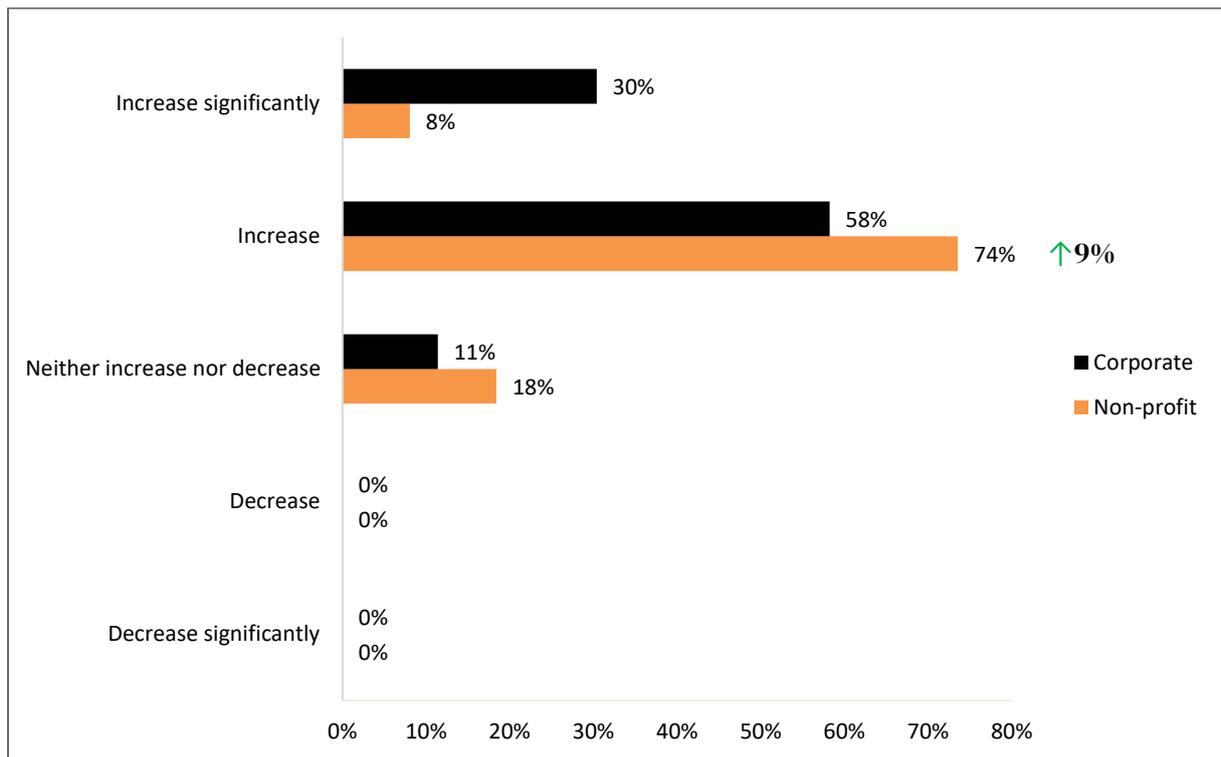
*Unanimity that investment in partnerships is set to increase*

Corporate and non-profit investment in partnerships is expected to increase over the next three years. 88% of corporates and 82% of non-profits (the latter figure up significantly from 2022) believe that such investment will either increase, or increase significantly, over the medium term.

No respondents expect to see a decrease in partnership investment to 2026. These figures reinforce the likely growing importance of cross-sector partnerships.

**Figure 17: Future investment in partnerships**

*“Is your investment [commitment, time, resources, etc] in corporate-non-profit partnerships likely to increase or decrease over the next 3 years?”*



## Concluding remarks

Publication of this 14<sup>th</sup> edition of the Barometer comes at a time of ongoing societal challenges in most regions of the world. A cost-of-living crisis pervades most aspects of daily life for so many people across different geographies – and shows only glimmers of hope of abating at the time of writing. This puts additional pressure on resource-constrained public, private, and non-profit sector organisations. Coming so soon after the global pandemic and with the dismal backdrop of continuing war in Ukraine and the increasingly visible impacts of our changing climate, these challenges must seem endless for organisations working hard to provide products and deliver services to consumers and beneficiaries.

Nevertheless, there appears to be *no* sense of pessimism in the findings of the 2023 Barometer; quite the opposite in fact. Partnership practitioners from both corporates and non-profits are demonstrating a real determination to rise, once again, to the ongoing challenges – often framing these as opportunities for effective strategic collaboration across sectors. What’s more, practitioners remain highly optimistic about the future importance and likely prospects of positive results through partnership, as well as their ability to deliver and to grow their services into the future. This is tremendously encouraging for society and for the environment. It will be interesting to see how AI might aid the cross-sector partnering agenda in the coming year, and longer-term.

Finally, the nature of this year’s winner of the “most admired” partnership accolade is of particular interest due to its multilateralism and the demonstrably clear health benefits it is yielding. It will be interesting to see if such large, long-term, multilateral partnerships become more commonplace in the years ahead.

**Manny Amadi, MVO**

CEO, C&E Advisory

# About the Barometer

## Methodology

The C&E Corporate–Non-Profit Partnerships Barometer 2023 was compiled using responses to a confidential online survey of 166 leading UK-based companies and non-profits engaged in partnerships. The survey was supplemented by discussions and interviews with corporate and non-profit participants, providing qualitative insights.

Practitioners on both sides of corporate–non-profit partnerships clearly have a keen interest in the Barometer because it allows them to have a sector-wide perspective on the evolution of the cross-sector partnering landscape and to gain a deeper understanding of the views of their counterparts.

This year’s survey included a mixture of new and previously asked questions. This has allowed us to identify new challenges and opportunities in partnering, whilst simultaneously enabling accurate and effective comparison of data against previous Barometer readings.

The online survey and qualitative work took place during July 2023.

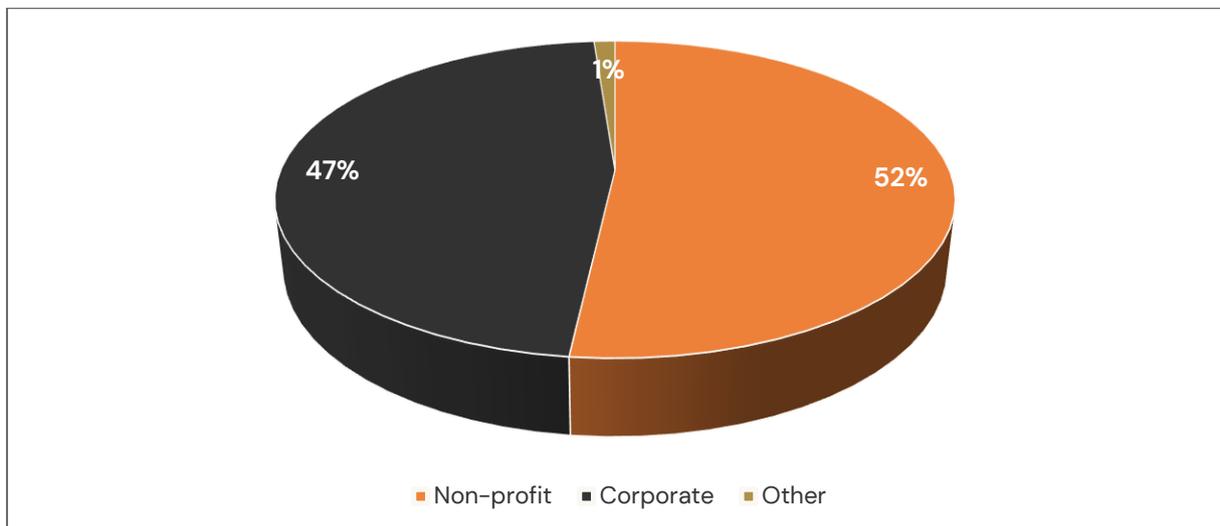
## The Sample

The online survey was undertaken by 166 respondents all of whom were involved in cross-sector partnerships. Of these, corporate sector respondents were drawn mainly from the FTSE100 and Interbrand’s Best Global Brands Ranking. Non-profit respondents were drawn mainly from UK and internationally leading non-profits – by brand and revenue ranking. Our sincere thanks to all who took part.

The distribution of 52% ‘not-for-profit’ organisations, 47% corporate, and 1% other is well-balanced.

**Figure 18: Sector representation**

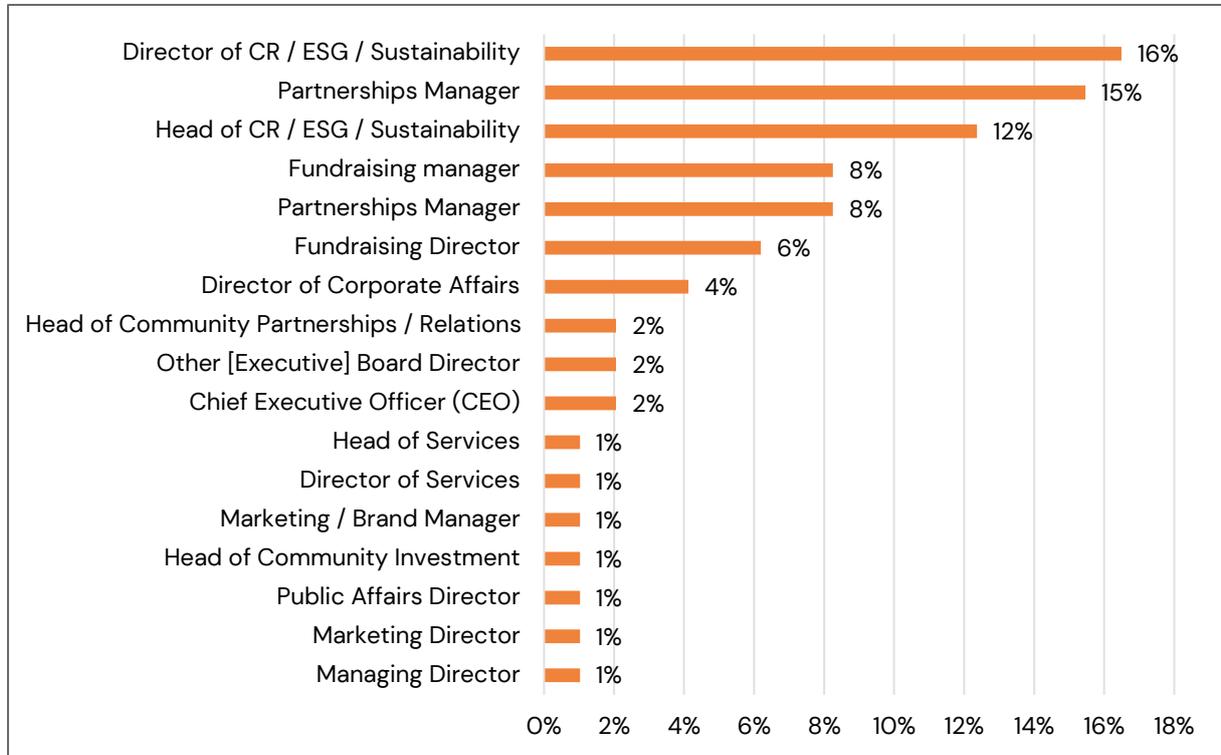
*“Are you completing this survey on behalf of a ‘not-for-profit’ organisation or a corporate?”*



Respondents to the survey held a diverse range of professional roles – either directly engaged in, or responsible for overseeing, corporate–non-profit partnerships at a senior level.

**Figure 19: Respondent’s roles**

*“What is your role?”*



## About C&E Advisory

A leading specialist ‘business and society’ consultancy, C&E Advisory works across sectors, helping purposeful organisations to thrive – by making positive social and environmental change. We work with some of the world’s foremost businesses, non-profit organisations, and philanthropists. Working upstream & downstream across the ESG and sustainability value chain, our practice areas cover strategy, programme design, oversight & reviews, performance measurement & reporting, high performance team development and leadership coaching.

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-non-profit partnerships.

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# Appendix

Survey respondents (excluding organisations wishing to remain anonymous):

