



Corporate-NGO  
**Partnerships Barometer**  
2017  
**Headline Findings**



*Corporates and NGOs invest more in partnerships as fears  
over Brexit lessen*

## Headline Findings

### Why partner?

*For corporates, reputation and credibility remain the dominant reason for entering into partnerships with NGOs (cited by 92% of companies compared to 52% of NGOs), whilst (with a 93% NGO score versus 23% for corporates) access to funds remains the primary driver for NGOs. But things are changing for NGOs...*

Notably, NGOs are increasingly motivated by the need to achieve greater innovation through their partnerships (up a striking 22% year on year),

The 2017 findings also show NGOs being increasingly interested in the effectiveness and efficiencies (up 14% and 15% respectively year on year) and possibilities for human resource development (up 13% year on year) to be gained through partnering with companies.

### Partnering practice – and effectiveness

*A notable increase in the scale of resources invested in or secured from partnerships ...*

The proportion of organisations investing or securing resources of over £10million per annum in corporate-NGO partnering increased by 9% compared to 2016 (31% of companies and NGOs invest / secure resources of >£10m p.a. in partnerships versus 22% last year)

*Strategic partnering on the rise – but divergent approaches to portfolio management: corporates have a more strategic emphasis than NGOs ...*

Nearly three quarters (79%) of corporates categorise their partnerships with NGOs as “strategic”. This compares with an equivalent figure of just 32% partnerships in NGOs partnering portfolios that are deemed to be strategic in nature.

*The emphasis on deeper, problem-solving partnerships extends – as purpose and mission increasingly take centre-stage in partnerships*

42% of respondents categorise their organisations as engaging 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...partners”. A significant 18% uplift on the 2016 figure (24%).

### What value do partners bring to each other?

*True partners – using each other’s expertise and changing business practice for the better...*

Both corporate and NGO practitioners (with respective year on year increases of 4% and 12%) feel increasingly assured of the value that NGO partnerships have in changing the practices of businesses for the better. Cross-sector partnerships really are moving the dial for NGOs, for businesses, and for society as a whole.

## **“Brexit” – the potential impact of the UK’s decision to leave the EU**

### *“Whatever happens after Brexit, life will go on” ...*

Corporate and NGO practitioners are more relaxed about the likely impact of Brexit on cross-sector partnering. Fewer respondents (around a third, at 34%) expect Brexit to have a negative or significantly negative impact than was the case last year (42%), and there has been a strong increase (by 10% year on year) of those that expect Brexit to have no effect on partnering (roughly two thirds - 65%).

However, the majority of international NGOs and development agencies (56%) still fear that Brexit will have a negative impact on their organisations’ partnering with corporates. Nevertheless, this is a notably lower proportion than last year when the equivalent international NGO figure for likely Brexit “negative impact” was 71%.

## **Influence of the UN Sustainable Development Goal to “revitalize the global partnership for sustainable development” on cross-sector partnerships**

### *UN Sustainable Development Goal yet to make a big impact in the UK...*

Broadly similar to last year’s Barometer findings, figures confirm that the majority of corporates and NGOs (62%) are modestly, strongly, or very strongly influenced by the SDGs.

However, despite its resonance across a range of UK-relevant topic areas and goals (from good health & well-being, reduced inequalities, to climate action) for UK-focused NGOs, the SDGs do not yet represent a major influencing factor in terms of cross-sector partnering. The majority of UK-only NGOs (67%) state that they are “hardly” or “not at all” influenced by the SDGs - a figure which is consistent with our findings in 2016 (67%)

## **The stars – The Most Admired corporate-NGO partnerships and partners**

### *Clarity, ambition and effective execution are key*

There was a clear overall winner again this year with GlaxoSmithKline-Save the Children taking the number one spot as Most Admired partnership for the second year in a row. The Marks & Spencer and Oxfam partnership moved up one into second place. The new kid on the “most admired” block is the Innocent-Age UK partnership in third place.

## Future prospects for corporate-NGO partnering

### *NGO-corporate partnerships seen as increasingly important.*

Over 90% of all respondents anticipate that partnerships between corporates and NGOs will become either more, or much more important over the next three years. Not a single respondent anticipates a reversal in this trend.

Leveraging partner assets, pressure on companies, and evidence of partnering success are key drivers for likely future trends.

## And what is the likely future trajectory of investments in cross-sector partnerships?

### *Positive future investment landscape*

Just over three-quarters (77%) of corporates and NGOs (consolidated) expect their investments in cross-sector partnering to increase or increase significantly over the next three years (as compared with 66% in 2016).

**89% of NGOs anticipate an increase in their organisations' investment in cross-sector partnerships - an uplift of 10% compared to the figures for 2016.** This is driven by recognition of the multiple value of corporate partnering, and a need to respond to increased competition within the sector as more and more NGOs seek bigger, strategic partnerships.

## About the Barometer

### Methodology

The C&E Corporate-NGO Partnerships Barometer 2017 was compiled using responses to a confidential online survey of 126 leading UK-based companies and NGOs engaged in corporate-NGO partnerships. The survey was supplemented by interviews with partnering practitioners from NGOs and companies.

The number of respondents reflects an ever-growing interest in the corporate-NGO partnering agenda. Practitioners on both sides of corporate-NGO 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.

This year's survey included a mixture of new and previously asked questions. Thanks to this combination of questions we have been able to identify new challenges and opportunities in partnering, whilst simultaneously enabling accurate and effective comparison of data against Barometer readings from previous years.

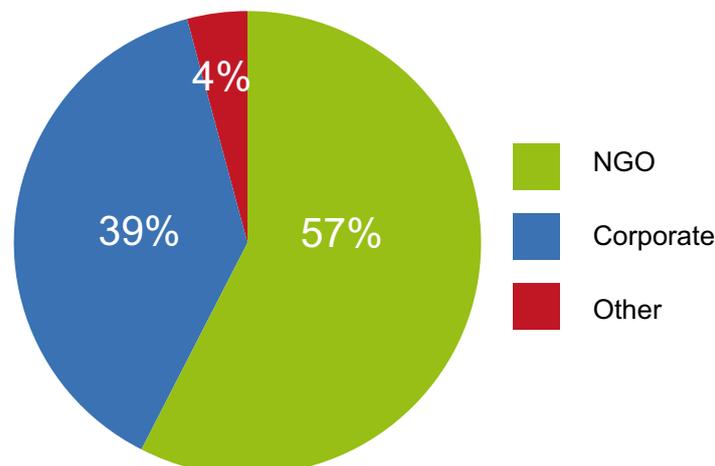
The online survey and practitioner evaluation took place during June-July 2017.

### The Sample

The online survey was undertaken by 126 respondents all of whom were involved in cross sector partnerships. Of these, 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 based charities and international development agencies – by brand and revenue ranking. Our sincere thanks to all who took part.

The distribution of 43% corporate (including corporate foundations) and 57% NGOs (figure 1) was again well balanced.

**Figure 27: Sector representation**



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

Figure 28: Respondents' roles



### 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, foundations, and High Net-Worth Individuals, helping them secure sustainable value – shareholder, social and environmental. Our practice areas cover strategy, programme design, oversight and reviews, performance measurement and 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-NGO partnerships. C&E also advises on all aspects of the shared value agenda.

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## Appendix: Survey respondents (excluding organisations wishing to remain anonymous)

### Corporates

- Anglo American
- A.P. Moller - Maersk
- Aviva
- BP Plc
- BT
- Citi
- Diageo
- Emirates Foundation
- GE
- HSBC
- The Innocent Foundation
- Jaguar Land Rover
- Kingfisher plc
- Lloyds Bank Foundation for England and Wales
- Old Mutual
- RBS
- Ricoh UK Limited
- Rolls-Royce plc
- Syngenta Telefonica UK (O2)
- Tesco National Charity Partnership
- Twinings
- UBS
- Unilever
- Walgreens Boots Alliance
- Warner Bros

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### NGOs & International Agencies

- Action on Hearing Loss
- Age UK
- Barnardo's
- Blue Cross
- Brake
- The British Film Institute
- British Heart Foundation
- British Red Cross
- Business in the Community
- Cancer Research UK
- CARE International
- The Children's Society
- Christian Aid
- Comic Relief
- Concern Worldwide (UK)
- Crisis
- CRUK
- Cystic Fibrosis Trust
- Diabetes UK
- FareShare
- Great Ormond Street Hospital Charity
- I CAN
- Institute of Imagination
- International Rescue Committee
- The King's Fund
- NSPCC
- Oxfam
- Rainbow Trust Children's Charity
- Raleigh International
- RSPB
- RSPCA
- Save the Children
- ShareGift
- Shelter
- SOS Children's Villages (Italy office)
- Stroke Association
- Teenage Cancer Trust
- Unicef UK
- Woodland Trust
- WWF UK
- ZSL (Zoological Society of London)