

**C&E** Corporate-NGO Partnerships  
Advisory

# Barometer 2022

**Cost of living crisis will fundamentally shape partnerships**



**War in Ukraine diverts resources away from some partnerships, strengthens others**

**Tesco-WWF partnership is most admired partnership**

**NGOs need more holistic engagement on environmental, social, and governance issues**

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## Introduction

Welcome to the 2022 edition of the C&E Corporate-NGO Partnerships Barometer – the 13th in our unique annual series of practitioner-led studies.

This 2022 Barometer edition draws on the experience of 114 leading companies and NGOs who completed our confidential annual survey during July. The survey was supplemented by discussions and interviews with corporate and NGO practitioners to provide qualitative insights.



The Barometer series offers continuing insight into the ways in which the corporate-NGO 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.

This year's Barometer comes at an extremely challenging time as the cost of living crisis looms ever larger in the lives of people around the globe – exacerbated by the war in Ukraine. Consequently, we sought the views of partnership professionals around both these major issues to ascertain how partnerships are being affected, and what, if any, plans are in place to deal with these crises.

We are, again, grateful to all our respondents and contributors for sharing their unique and valuable perspectives and experiences. We hope this 2022 edition of the C&E Corporate-NGO Partnerships Barometer helps to inform and enhance their and your understanding, investment decisions and practice of corporate-NGO partnering.

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?

Corporates (97%) are mainly motivated by enhancing their reputation and credibility via partnerships. This has been a consistent theme throughout the 12-year life of the Barometer. Innovation, long-term stability and impact, and access to people and contacts are also important considerations.

For NGOs (95%), access to funds remains the primary motivation – another consistent Barometer finding – but long-term stability and access to people and contacts are up markedly year-on-year, perhaps reflecting more uncertain economic times.

### Partnering practice and effectiveness

The Barometer has consistently found corporates ahead of their NGO 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. This remains the case in 2022, though with a marked decrease (16%) in corporates stating this is the case.

There is also a decrease in the percentage of NGOs aspiring to this position – perhaps reflecting shorter-term economic concerns.

Practitioners are more or less unanimous (97% of corporates and 92% of NGOs) in the view that partnerships have helped corporate partners to enhance their understanding of the societal / environmental issues their partnerships have been designed to address. Additionally, approaching half (43%) of corporates, and over half (54%) of NGOs declare that partnerships have helped businesses to change their practices for the better.

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

Only a quarter of corporates and 48% of NGOs believe the latter have holistic ESG plans and frameworks in place. The corporates' view has decreased 17% over the year – matched by an increase of 14% of corporates believing this definitely *not* to be the case. This perception that non-profits' approach to ESG falls short of stakeholder expectation represents a clear risk to the sector.

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

This year, for the first time, the partnership between Tesco and WWF is acclaimed as the most admired NGO-corporate partnership, having been runner-up in both 2020 and 2021. Last year's joint winner Boots UK-Macmillan Cancer Support partnership which has featured consistently highly in the rankings for over a decade, is second, followed by the HSBC-Shelter partnership.

- Tesco and WWF are working together on different initiatives to make the food Tesco offers more sustainable.
- Boots and Macmillan provide cancer support and advice on the high street through Boots stores and online.
- HSBC and Shelter support homeless clients with no previous or fixed address to access a bank account.

## Special Topics

### Cost of living crisis

The cost of living crisis is significantly affecting (or is set to affect) the ways in which companies and non-profits plan and deliver their core purpose and mission. 86% of companies and NGOs report this major issue to feature strongly or moderately in mission delivery.

Similarly, near-identical proportions of respondents (87% of corporates and 86% of NGOs) report that the cost of living crisis is featuring or will feature strongly or moderately in their cross-sector partnerships.

Two-thirds of all practitioners identify the need to access hard-to-reach or low-income beneficiaries; 61% of corporates identify better determining the impact of their interventions; and almost all NGOs (95%) identify the need to raise funds and generate resources as key ways in which partnerships are helping to address the challenges arising from the cost of living crisis.

### War in Ukraine

The war is having a patchy impact, with over half of all organisations reporting no impact / expected direct impact. For some NGOs the war has had an indirect adverse effect on operations and fundraising, impacting income generation as it has, understandably, become a hugely supported cause – but one which may have diverted resources away from non-related long-term partnerships.

Twenty-nine per cent of corporate respondents believe the war has had a positive impact on their partnerships – or is likely to do so in the future. NGOs' responses in this regard are the opposite with a third believing the war to have had a negative effect on partnerships and just 13% believing that effect to be positive.

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

### Medium-term prospects for corporate-NGO partnering

Cross-sector partnerships are likely to become more important to both companies and NGOs over the next three years. This has been a consistent feature of the Barometer over the past 12 years.

Given the cost of living crisis, exacerbated by war in Ukraine and a tougher economic environment this year, it's interesting to note that 93% of NGOs and 82% of corporates expect partnerships to become more, or much more, important over the next three years – whilst no practitioners anticipate any decline in this regard.

### Drivers of change

When invited to identify factors that will drive the likely growing importance of cross-sector partnerships over the medium term, 93% of NGOs and 85% of corporates cited the pressure on companies to demonstrate societal consideration in their business practices.

All partners also heavily acknowledge the need to leverage each other's assets to maximise the mutual benefits of partnerships, whilst NGOs are significantly more aware, this year, of the need for corporates to enhance their brand reputation and credibility.

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

Investment in partnerships is set to increase – though NGOs are slightly more pessimistic. Four-fifths of all respondents expect investment to increase – or increase significantly – over the next three years, though NGOs are a little more pessimistic than last year in this regard, perhaps reflecting the wider economic concerns.

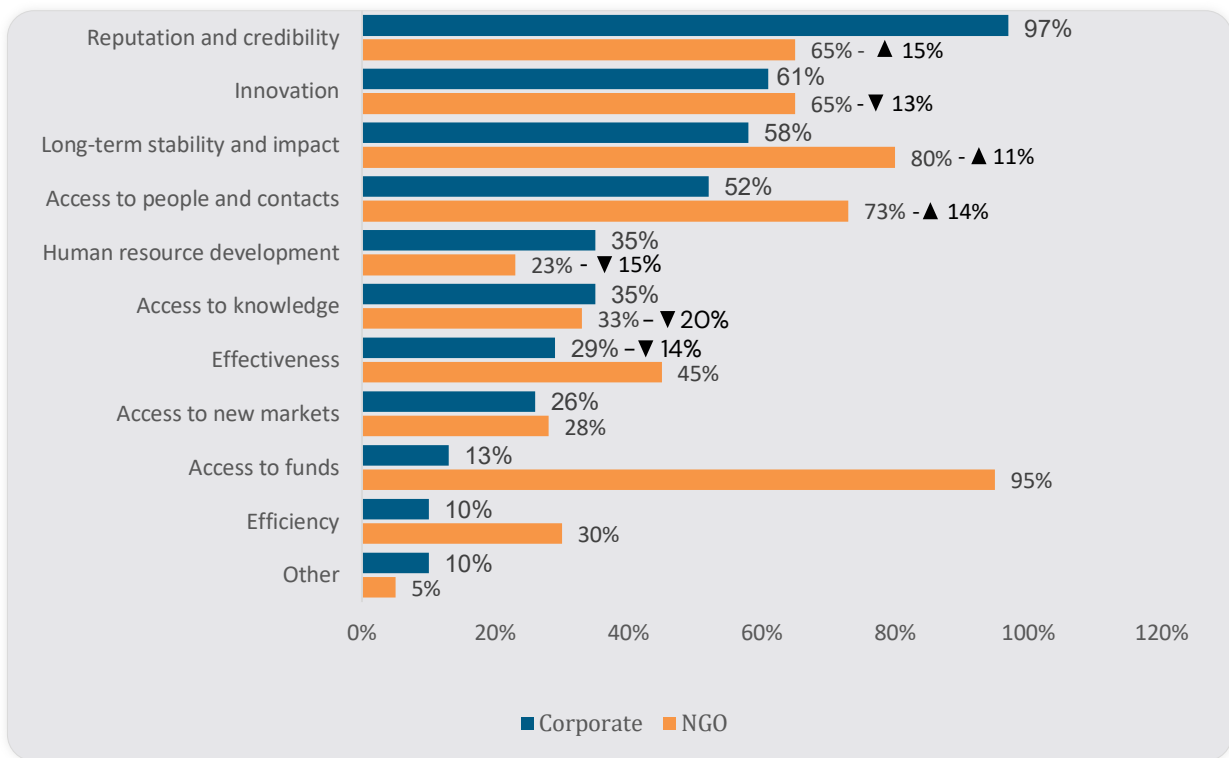
# Part 1. Why companies and NGOs partner

*For corporates, reputation remains paramount, whilst for NGOs funds, long-term stability and access to funding are vital.*

Corporates’ motivations for entering into partnerships with non-profits centre mainly on enhancing reputation and credibility. This has been a consistent finding throughout the 12-year life of the Barometer. Innovation, long-term stability and impact, and access to people and contacts, are also important considerations.

For NGOs, access to funds remains the primary motivation – another consistent Barometer finding – but long-term stability and access to people and contacts are up markedly year-on-year, perhaps reflecting more uncertain economic times.

**Figure 1:**  
**Why companies and NGOs engage in partnerships with each other (by sector)**



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

## 1. Partnering practice and effectiveness

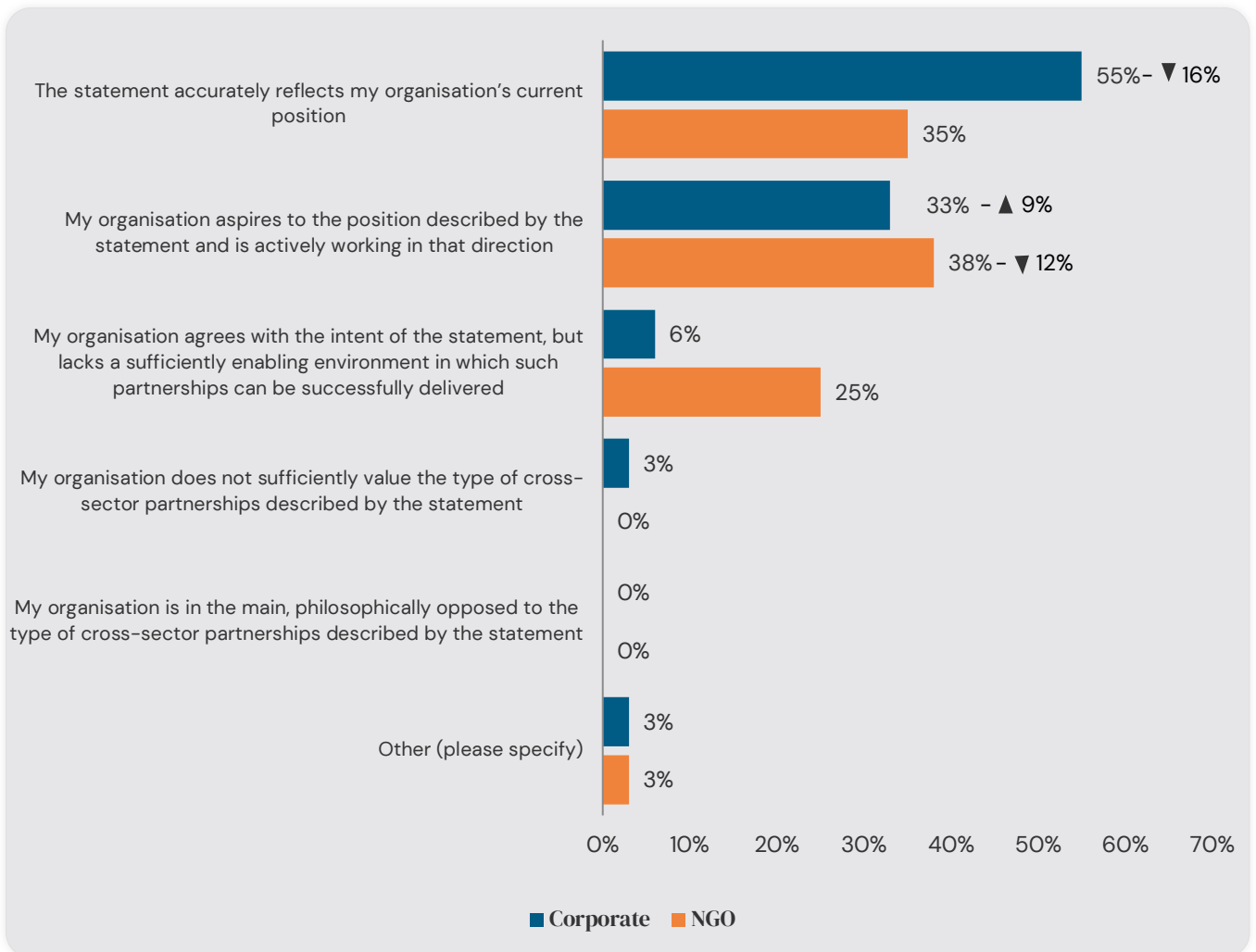
*Corporates continue to lead NGOs in depth and reach of partnerships*

The Barometer has consistently found corporates ahead of their NGO 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. This remains

the case in 2022, though with a marked decrease (16%) in corporates stating this is the case.

There is also a decrease in the percentage of NGOs aspiring to this position – again perhaps reflecting shorter-term economic concerns.

**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 NGO) partners.”*

*In light of the preceding statement, which of the following choices most accurately reflects your organisation's current position?*

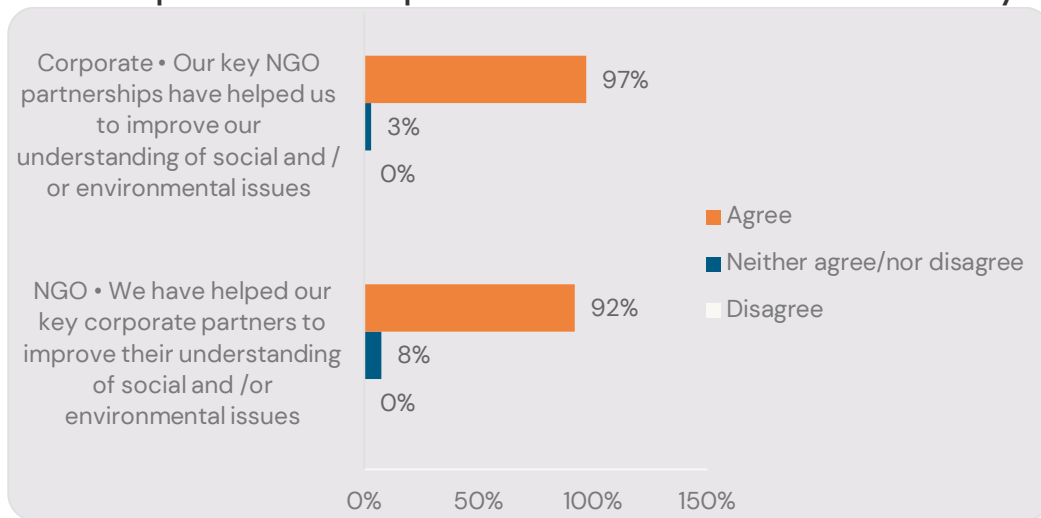


## 2. Enhancing business understanding of social and environmental issues – and changing business practices for the better

*Corporates and NGOs are extremely confident that partnerships help to improve business understanding.*

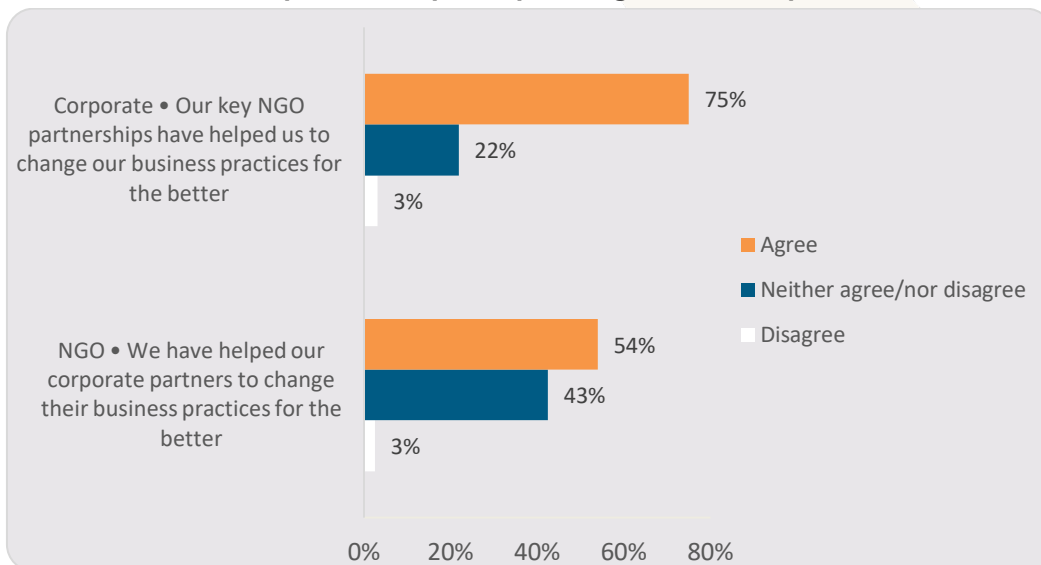
Practitioners are more or less unanimous (97% of corporates and 92% of NGOs) in their belief that partnerships have helped corporate partners to deepen their understanding of the societal / environmental issues their partnerships have been designed to address.

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



Similarly (figure 4), 75% of corporate respondents believe business practices have improved because of their engagement in partnerships, compared with 54% of NGOs.

**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.

*Deepening deficit on non-profit approach to holistic ESG engagement.*

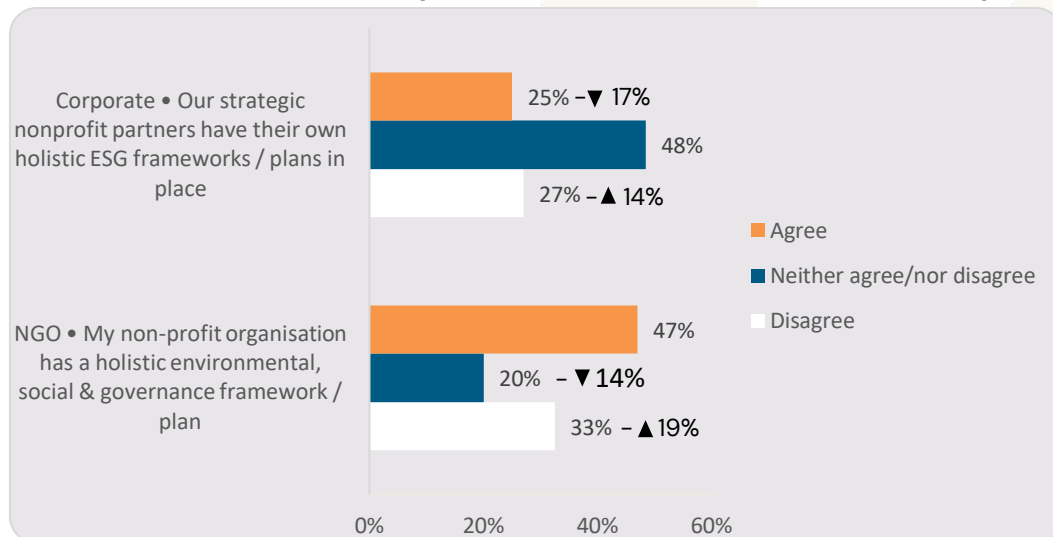
A key finding of the 2021 Barometer was that whilst many non-profits have focused, core social and environmental missions, it is often not evident how effectively NGOs perform on wider ESG issues. For example, activities designed to achieve desirable social outcomes may have harmful environmental effects – and vice versa. Many non-profits tend to operate in narrow social or environmental ‘swim lanes’ when these issues, in fact, increasingly flow in a common pool.

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.

The findings (figure 5) are concerning, with only a quarter of corporates and 48% of NGOs believing that the latter have holistic ESG plans and frameworks in place. The corporates’ view has decreased 17% over the year – matched by an increase of 14% of corporates believing this positively *not* to be the case.

Similarly, there is a marked increase in the number of NGOs believing their organisations *not* to have an adequate ESG framework 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?”*

For NGOs and non-profits, being perceived as a deserved paragon of virtue in one regard may not be enough to defend against criticism in an unrelated area. There is therefore an imperative for non-profits to think holistically about the importance of the ESG agenda for their future evolution – and to demonstrate and communicate that holistic approach.

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

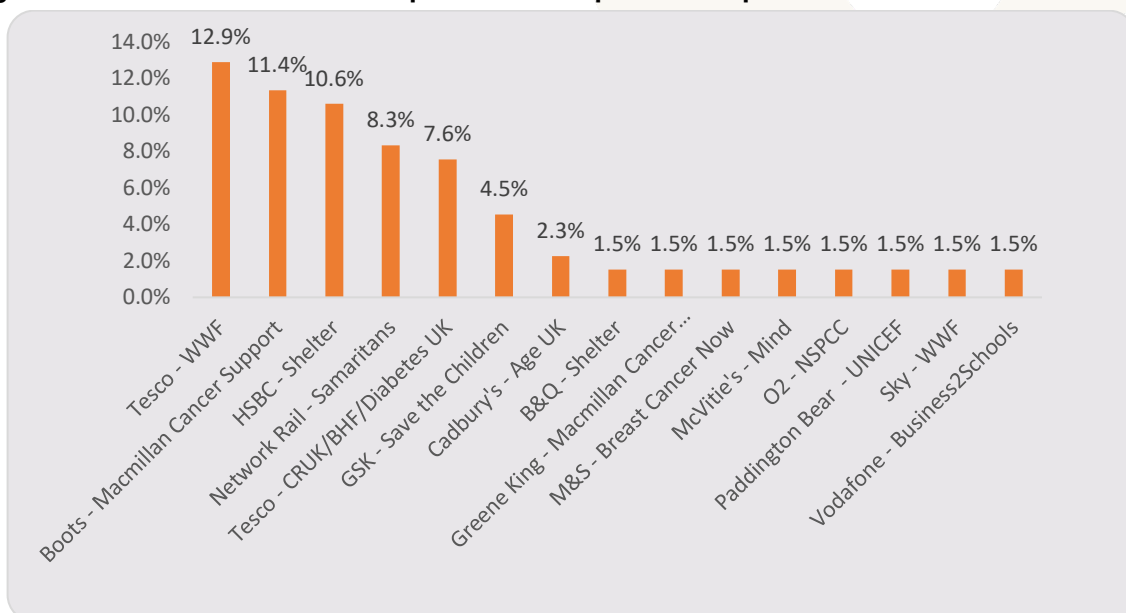
*Tesco-WWF takes the top spot, followed by Boots-Macmillan and HSBC-Shelter*

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 corporate-NGO partnerships they particularly admire and why that is. We also derive the most admired partnering companies and NGOs from the same data (figures 6, 7, and 8).

This year, for the first time, the Tesco-WWF partnership is the winner, having been runner-up in both 2020 and 2021. Down one place is the Boots UK-Macmillan Cancer Support partnership which has figured consistently highly in the rankings for over a decade, followed in third place by HSBC-Shelter.

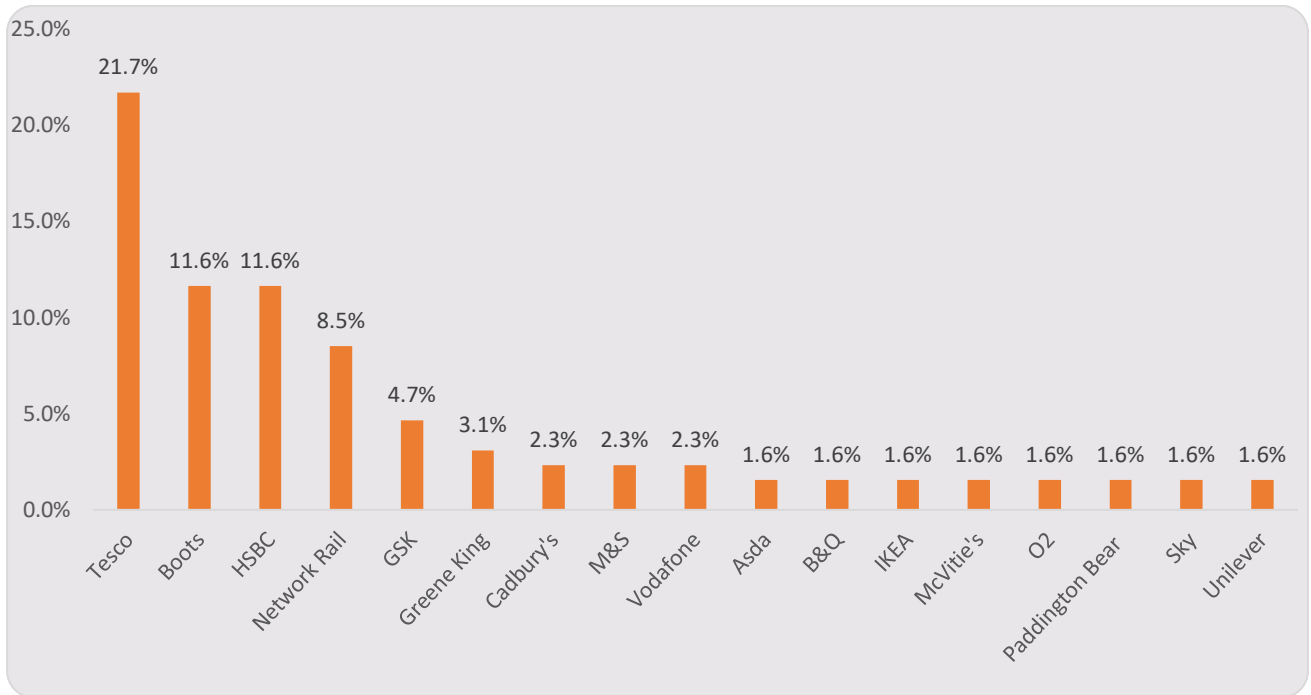
Further explanation of the nature and scale of these popular partnerships is included below, along with comments from respondents which typify exactly why these partnerships and organisations are most admired by their fellow professionals.

**Figure 6: The most admired corporate-NGO partnerships**

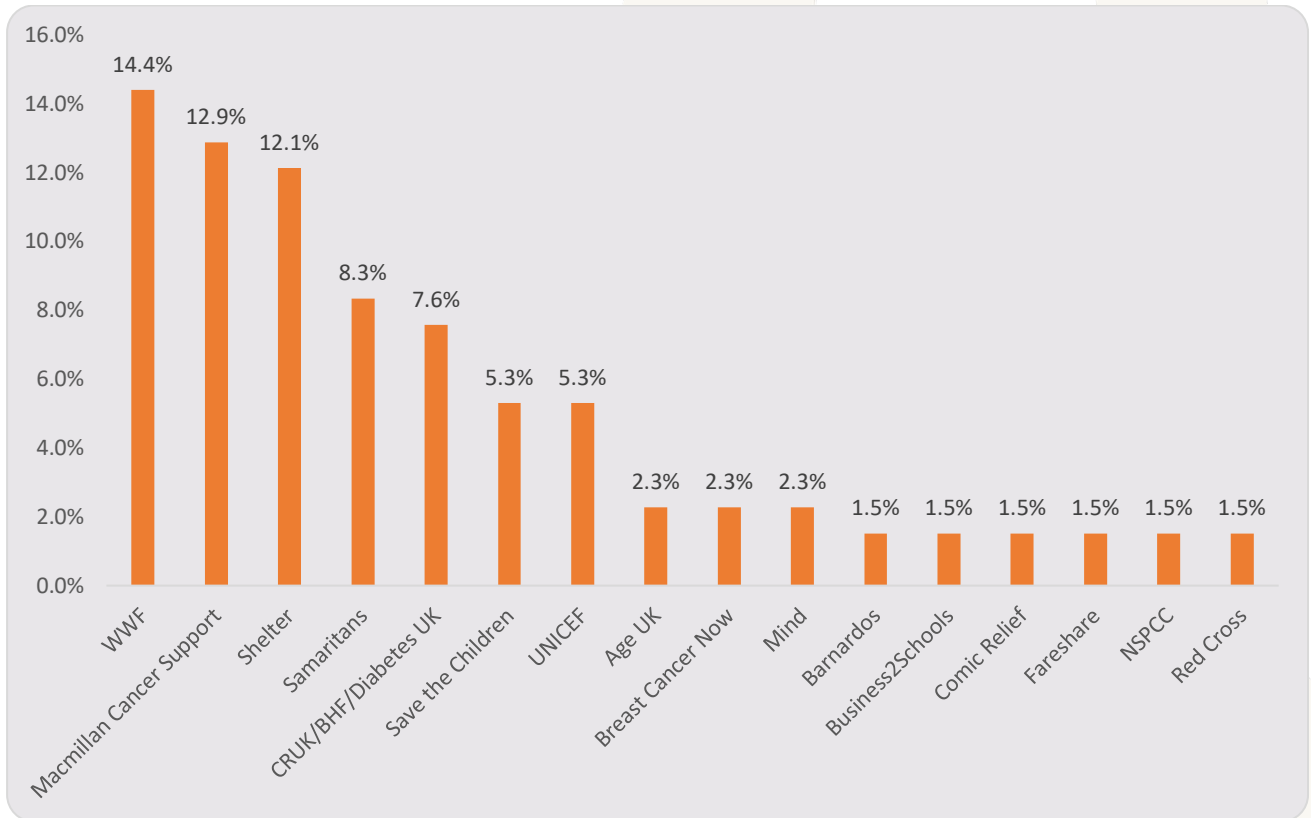


*"Which other corporate-NGO partnerships do you admire and why?" [Respondents could list up to three, starting with their most admired partnership]*

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



**Figure 8: Most Admired Partners, NGOs**



## The **Tesco-WWF** Partnership

Tesco and WWF came together in 2018 with a shared ambition: to make it easier for customers to access an affordable, healthy and sustainable diet. Through the partnership they set out an aim to halve the environmental impact of the average UK shopping basket.

By working to better understand the food value chain, from food production (farming, fishing and manufacturing) and food delivery (transportation, packaging and stores), right through to food consumption (food waste and dietary choice), they launched the Tesco-WWF Sustainable Basket Metric.

Taking 20 of the most popular products sold at Tesco, the Basket Metric is used to track key sustainability criteria across the food system.

For each product, the Sustainable Basket Metric tracks seven key areas, which are weighted depending on how significantly they impact the planet:

- Climate change
- Deforestation
- Sustainable diets
- Sustainable agriculture
- Marine sustainability
- Food waste
- Packaging waste

WWF, with support from Tesco, have since relaunched the Basket Metric as a tool for other businesses to track their impact. In November 2021 at COP26, four major British supermarkets joined Tesco as signatories of WWF’s Retailers’ Commitment for Nature, pledging to halve the impact of UK baskets and set the food system on the path to regenerative production and consumption.

The Tesco and WWF partnership includes initiatives such as Innovation Connections, an accelerator programme which pairs pioneering start-ups with Tesco suppliers to fast-track sustainability innovation in the supply chain.

Some of the comments made by practitioners about the Tesco – WWF partnership:

“Truly strategic partnership, working from the inside to change entire corporate policies and procedures”

“Together achieving something neither could do alone. Makes strategic sense. Ambitious aspirations”

“Brilliant effort to work together at scale to halve the environmental impact of UK shopping”

“Deep and strategic – plus attempts to engage beyond the partners”

“Impressive strategic collaboration to shift the dial on key sustainability issues”

To find out more visit: [tescoplc.com/sustainability/planet/wwf-partnership/](https://tesco plc.com/sustainability/planet/wwf-partnership/)

## The Boots UK–Macmillan Cancer Support partnership

Boots and Macmillan first joined forces in 2009 to provide cancer support in communities. Being told ‘you have cancer’ can affect so much more than just your health – it can affect the way you think and feel about yourself. Macmillan’s experience in supporting people living with cancer, combined with Boots UK’s expertise in delivering healthcare and beauty information and advice, means together the partners can provide easily accessible specialist cancer information and support to thousands of people on the high street and through our online support services.

Macmillan have helped to train over 4,200 Boots pharmacists as Boots Macmillan Information Pharmacists. This training helps them to understand more about the impact of a cancer diagnosis, treatments and how to support people living with, and affected by cancer. They can also answer questions about medication and guide people to other sources of information and support

Also, over 800 Boots Macmillan Beauty Advisors (BMBAs) can be found at No7 counters in Boots stores. BMBAs are No7 Advisors trained by Macmillan and Boots to give face-to-face advice to help people cope with the visible side effects of cancer. From defining sparse brows and lashes to caring for nails that are suddenly more brittle, BMBAs offer lots of tips to help people feel, and look, more like themselves again.

Both Boots Macmillan Information Pharmacists and No7 Boots Macmillan Beauty Advisors are also available virtually, to support people living with cancer from the comfort of their own home.

Since the partnership began, Boots UK has raised over £19.3 million for Macmillan, thanks to the continuous support of its colleagues and customers.

Comments made by practitioners about the Boots Macmillan partnership included:

*“Their work in terms of corporate volunteering (beauty advisors and pharmacists) have such an incredible impact on both the volunteers and their customers”*

*“They bring cancer support to the high street and have two amazing in-store roles to support people living with cancer”*

*“Truly strategic partnership and alignment of purpose”*

*“Boots have the footfall and ease of access. Macmillan bring the expertise and empathy”*

To find out more visit: [www.boots.com/macmillan](http://www.boots.com/macmillan)

## The HSBC-Shelter partnership

In 2019, HSBC and Shelter launched a ground-breaking initiative to support clients with no previous or fixed address to access a bank account. The No Fixed Address (NFA) programme allows Shelter clients who do not have traditional forms of ID, to open a bank account.

Shelter is the main delivery charity partner, with another 300+ local and national charities using the service to support their clients. In March 2022, HSBC opened the 2,400th NFA bank account. With a bank account, clients have been able to safely receive universal credit (social security), secure employment and achieve financial independence and control. Some NFA customers have gone on to open a full bank account, and many others have continued to engage in relevant support services.

In 2021, HSBC pledged to build on the success of No Fixed Address. The “Breaking the Cycle” programme will grow a network of financial institutions and charities wanting to tackle financial exclusion; as well as professional training for banks, and an enhanced advice journey for people who are financially excluded. The programme aims to promote better financial health across the sector.

Comments made by practitioners about the HSBC-Shelter partnership included:

*“Solving a genuine problem together whilst also raising awareness with the general public”*

*“The no fixed address service is an invaluable service for homeless people. A partnership that really links the core purpose of a business with the charity which makes it one of the most purposeful partnerships I have ever seen. And the potential impact of it for homeless people cannot be underestimated”*

*“Have created genuine meaningful impact and societal change together”*

*“Using the partnership to address a genuine, universal issue”*

To find out more visit: [england.shelter.org.uk/what\\_we\\_do/corporate\\_partners/hsbc](https://england.shelter.org.uk/what_we_do/corporate_partners/hsbc)

## Part 2: Special Topics

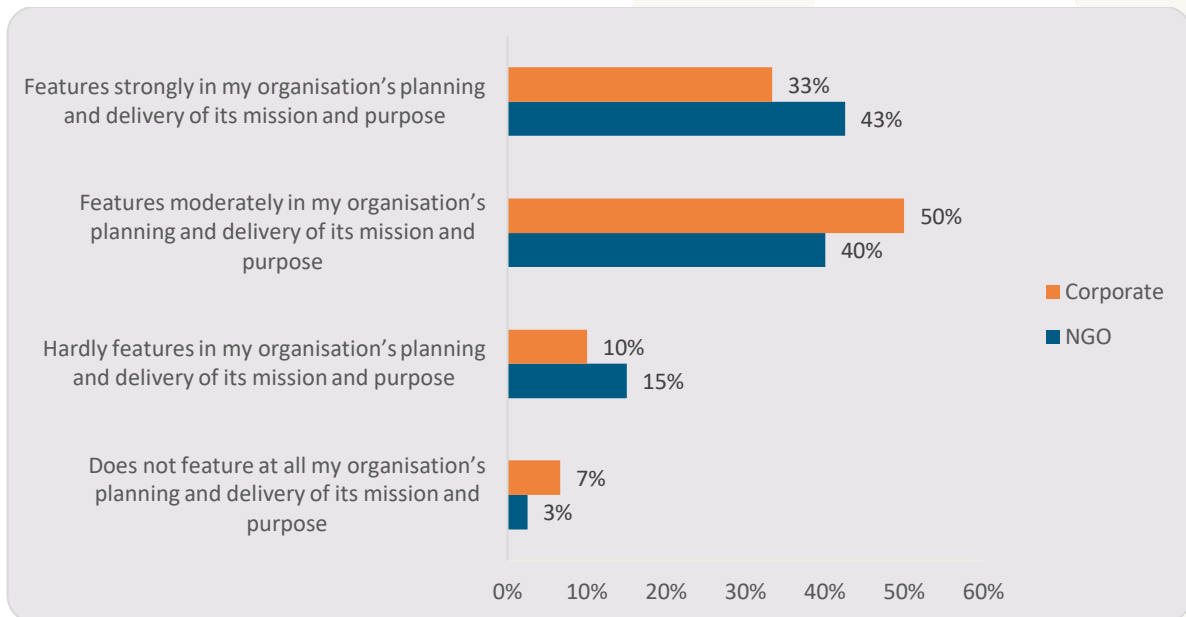
### 5. Cost of living crisis

The cost of living crisis is a dominant current concern for countries across the globe. According to a recent report by the U.N. Development Programme (UNDP) the crisis is pushing an additional 71 million people in the world's poorest countries into extreme poverty. Growing segments of the populations of more advanced economies are not immune from the effects of the crisis.

For this reason, this edition of the Barometer sought the views of practitioners on how the crisis is shaping thinking and actions of companies and non-profits.

We discovered that the cost of living crisis is significantly affecting (or is set to affect) the ways in which companies and non-profits plan and deliver their core purpose and mission. 86% of companies and NGOs report that (figure 9) this major issue features, or is set to feature strongly or moderately in the delivery of their mission.

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

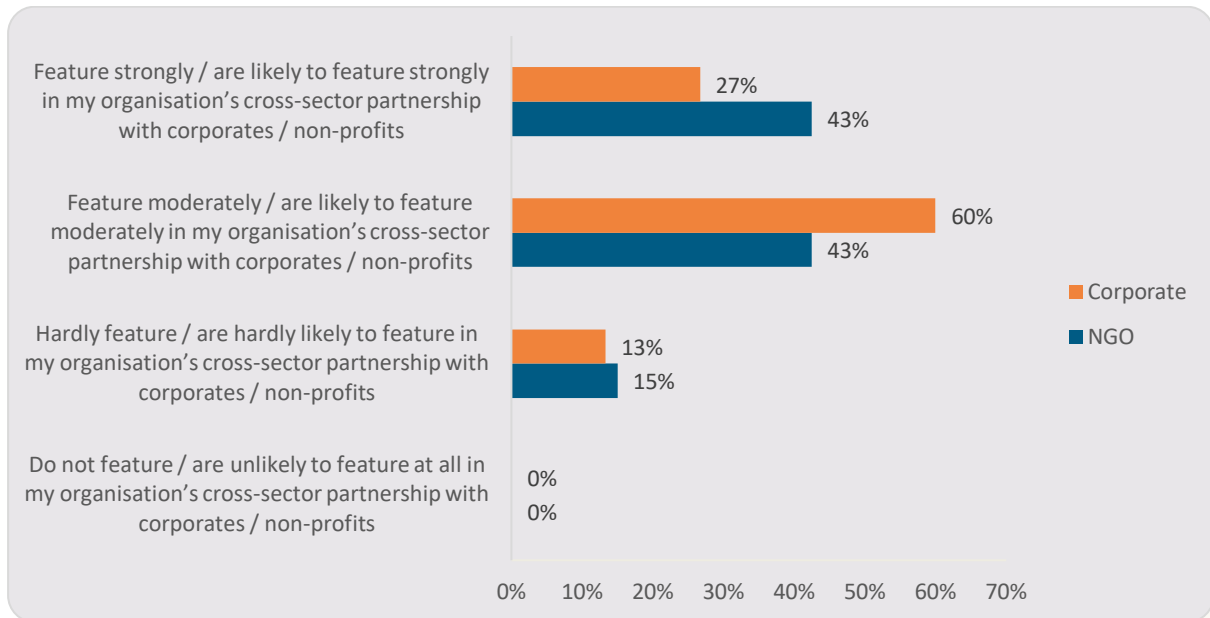


*“To what extent [if at all] does the cost of living crisis which is affecting most economies, currently feature in your organisation's planning and delivery of its mission or purpose?”*



Similarly, we found that near-identical proportions of respondents (87% of corporates and 86% of NGOs) report that the cost of living crisis is featuring or will feature strongly or moderately in their cross-sector partnerships (figure 10).

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

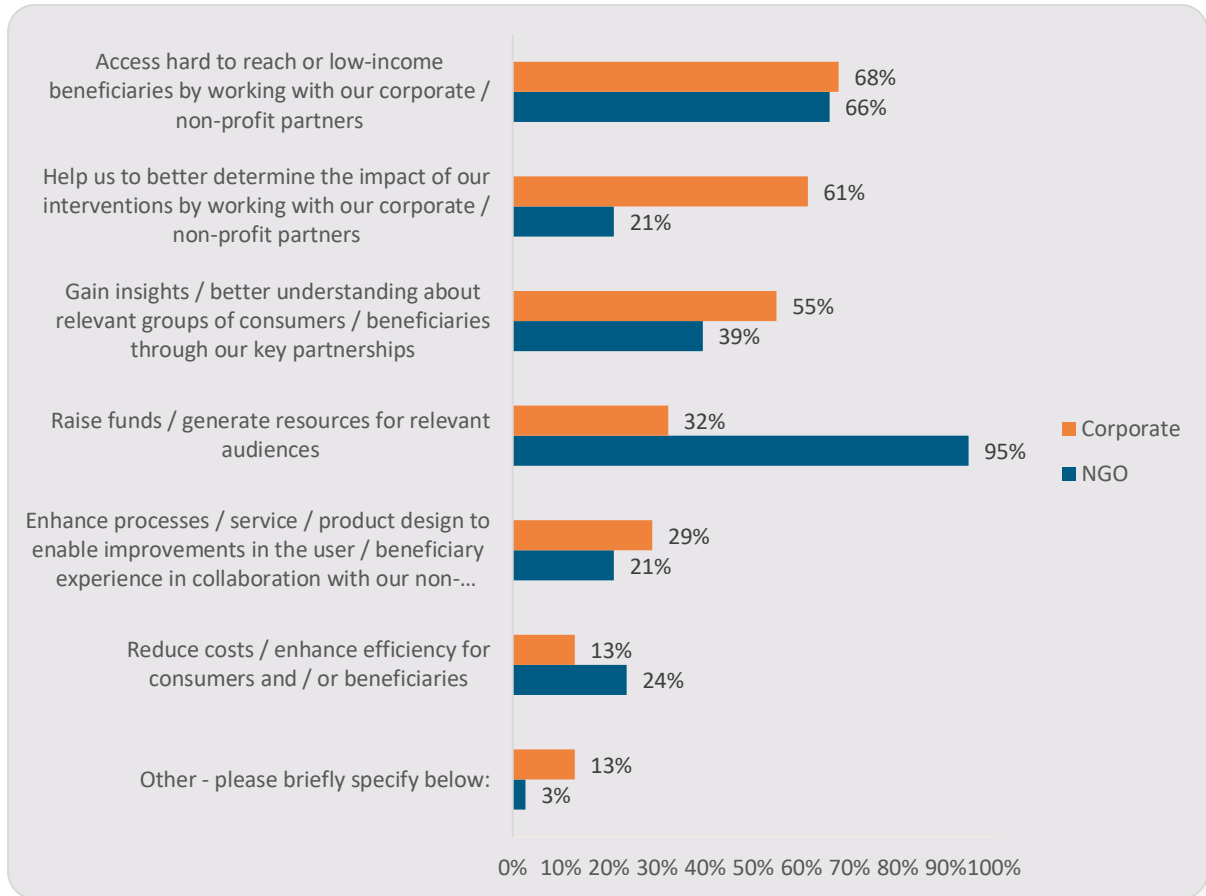


*“How does the cost of living crisis feature – or how might it feature in the future – in your organisation’s cross-sector partnerships (e.g. on policy, advocacy, programmes, income generation or fundraising)? Issues raised by the cost of living crisis...”*

And when asked more specifically how strategic partnerships are being used – or will be used – to help address the cost of living crisis (figure 11), two-thirds of all respondents (both corporates and NGOs) identify the need to access hard-to-reach or low-income beneficiaries as a key partnership role – a strong acknowledgement that the impact will be felt hardest in low-income groups.

Also, 61% of corporates identify better determining the impact of their interventions by working with partners and gaining better insights about beneficiaries (55% of corporates) as a role for partnerships. Almost all NGOs (95%) acknowledge the need to raise funds and generate resources.

**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]*

## 6. War in Ukraine

### *Contradictory effects for partnering corporates and non-profits*

The other special area of interest for this year’s Barometer is the ongoing war in Ukraine.

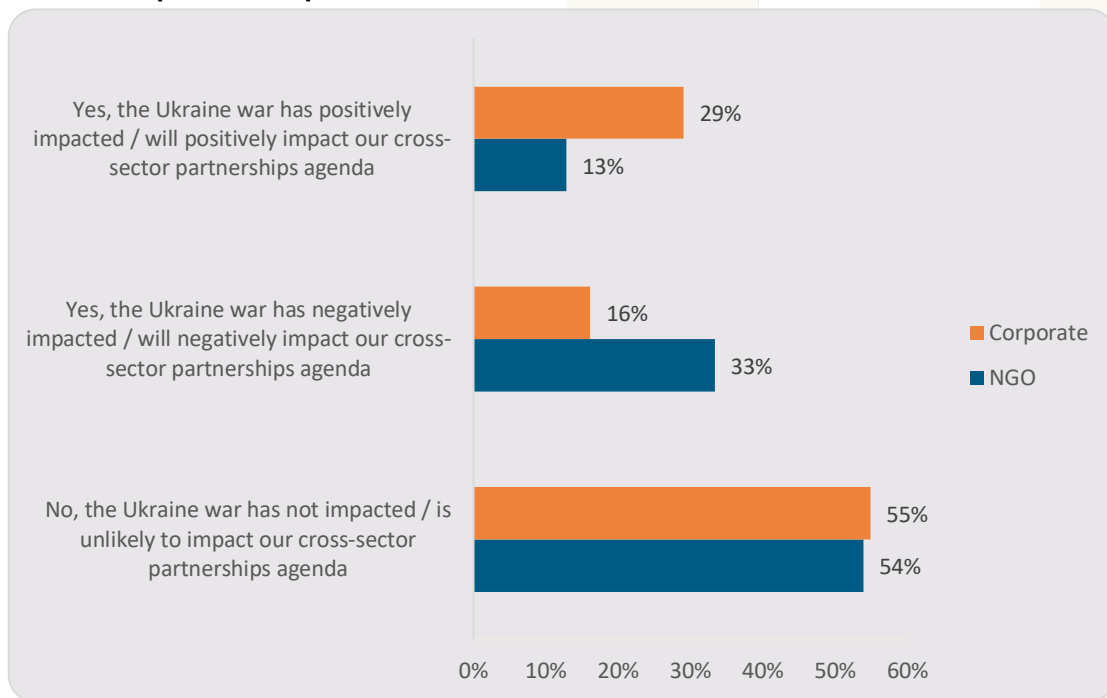
Practitioners were asked whether the war has already impacted – or is likely to impact – their cross-sector partnerships agenda.

The results are revealing, but also contradictory in terms of the real or perceived impact of the war. A clear majority of all organisations report no impact / expected direct impact on their partnerships (figure 12).

However, a significant minority (29%) of corporate respondents believe the war has had a positive impact on their partnerships – or is likely to do so in the future, compared with 16% of corporates who report the effect to be negative.

Strikingly, and broadly speaking, NGOs’ responses in this regard are reversed. A third of NGOs report that the war to has had a negative effect on their partnerships, with just a small minority (13%) believing the effect to be positive.

**Figure 12: The extent to which the war in Ukraine has impacted, or is likely to impact, cross-sector partnerships**



*“Has the war in Ukraine impacted [or is it likely to impact] your cross-sector partnerships agenda [e.g. partnerships planning, portfolio, creation, dissolution, policy, practices, etc]?”*

To better understand the reasoning behind these diverse responses, practitioners were then asked to elaborate on their views by providing open-ended responses to the same question.

For NGOs working directly in Ukraine, the war has had an immediate and direct impact. Typical of the kind of response received from such NGOs were:

*"As a charity we have programmatic work in Ukraine that has been impacted by the war. However, this has also enabled us to deliver an emergency response in areas that others were unable to. This has provided opportunities to raise funds for this work."*

*"As a charity responding in Ukraine, the war gave us new opportunities to engage with donors and resulted in us onboarding several new partnerships."*

For other NGOs, however, the war has had an indirect adverse effect on operations and fundraising. Typical of the kind of response received from NGOs in this regard were:

*"Partners have focussed their fundraising efforts on helping Ukrainian refugees rather than our cause. Completely understandable, but ultimately has affected our partnership in terms of fundraised income and time to implement strategic activities."*

*"Corporate partners are feeling the impact of the conflict and have less resource to give to our partnership. It also delayed the launch of some of our partnerships."*

Other NGOs have seen a shift in focus which hasn't helped their partnership's aims...

*"We have found that focus on environmental issues has been diverted to Ukraine causes. This has led to a decrease in enquiries, further financial commitments and a desire to pivot community fundraising efforts which would usually benefit our cause."*

The responses from corporates broadly mirror NGO responses, with beneficial effects in some areas being offset by reduced focus in others, for example...

*"More effort is redirected towards emergency support (foodbanks, floor relief, etc.) away from strategic long term projects that are aimed at delivering long term resilience."*

*"Impacted income generation from customer fundraising which has been directed towards one charity which has inadvertently reduced income streams for other charities. Issues around modern slavery are increased in crises such as wars. Stakeholders expect a credible response to supporting refugees whilst this creates an imbalance for other missions – e.g. campaigns to end violence against women."*

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

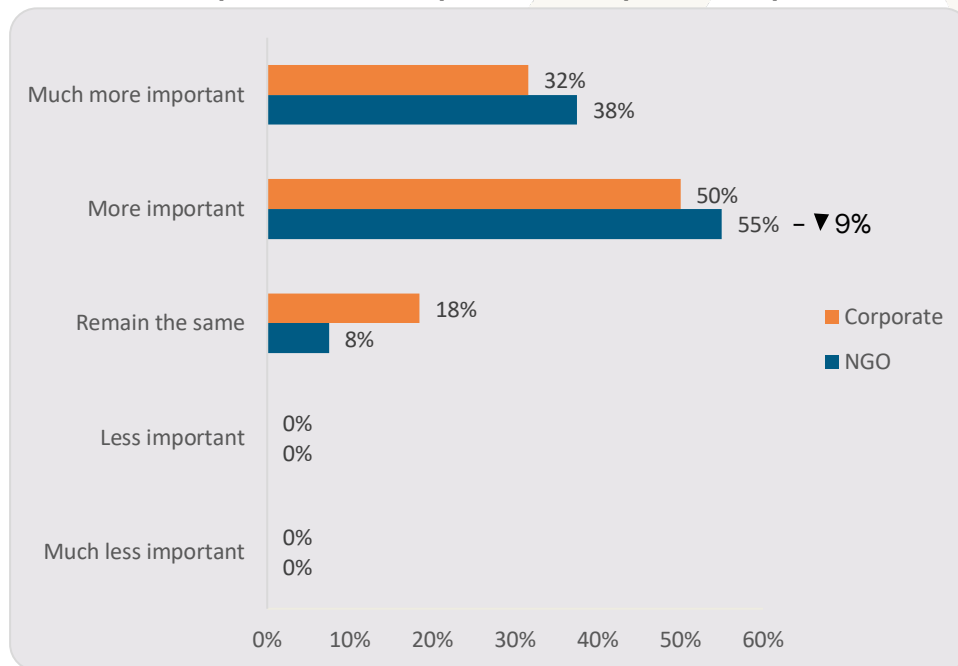
### 7. Likely importance of partnerships in the mid-term

*Cross-sector partnerships likely to become more important to both companies and non-profits over the next three years*

A consistent feature of the Barometer over the past 12 years has been an acknowledgement of the growing importance of cross-sector partnering – and an expectation that this relentless trend is set to continue.

Given the cost of living crisis, exacerbated by war in Ukraine and a tougher economic environment this year, it is interesting to note that still 93% of NGOs and 82% of corporates expect partnerships to become more, or much more, important over the next three years – whilst no respondents at all anticipate any decline in this regard (figure 13).

**Figure 13: The future importance of corporate-NGO partnerships:**



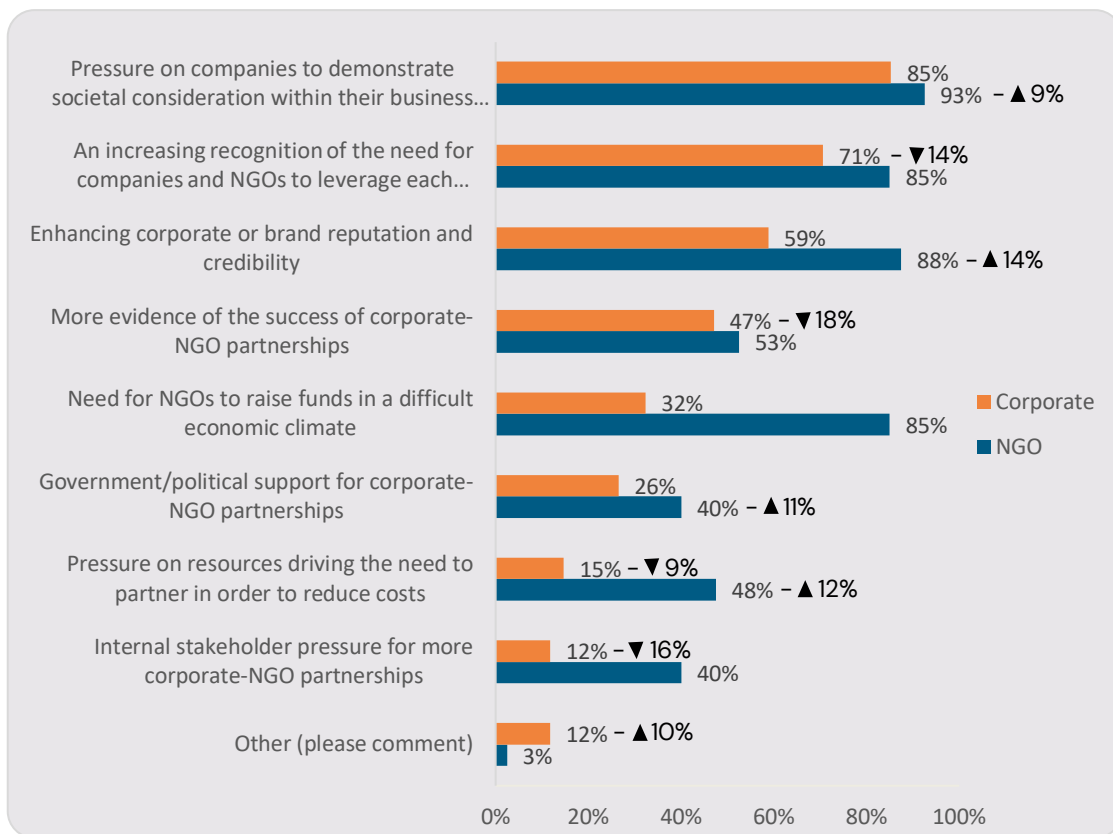
*“What is your expectation of the role that partnerships will play in the corporate or NGO agenda over the next three years? Would you say they are likely to become...?”*

## 8. Drivers of change

When invited to identify factors that will drive the likely growing importance of cross-sector partnerships over the medium term, 93% of NGOs and 85% of corporates cited the pressure on companies to demonstrate societal consideration in their business practices.

All partners also heavily acknowledge the need to leverage each other’s assets to maximise the mutual benefits of partnerships, whilst NGOs are significantly more aware, this year, of the need for corporates to enhance their brand reputation and credibility (figure 14).

**Figure 14: The reasons why partnerships may become more important over the next three years:**



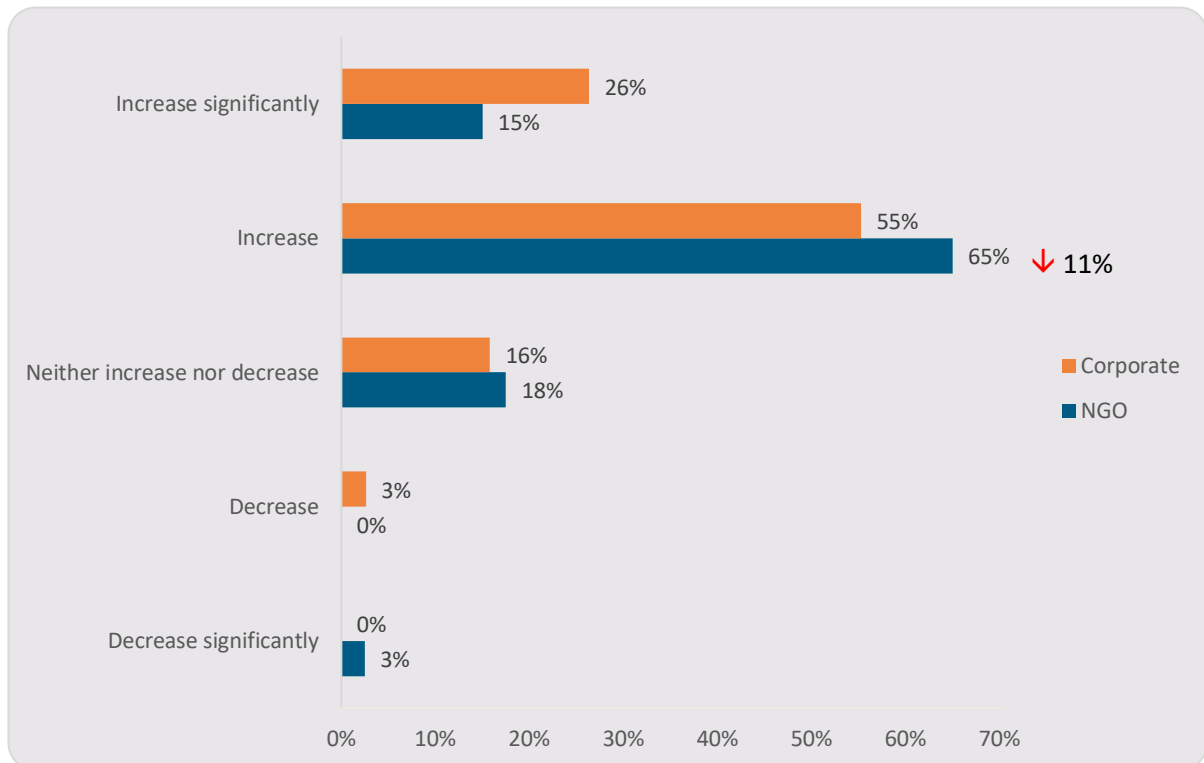
*“In your view, what factors are likely to make corporate-NGO partnerships more important in the next three years?”*

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

*Investment in partnerships set to increase – though NGOs are slightly less bullish*

Given the anticipated drivers of change, above, it is logical that practitioners expect their investment in corporate-NGO partnerships to increase over the next three years – with four-fifths of all respondents expecting investment to increase – or increase significantly – over that time. NGOs are a little less bullish on this question of investment, perhaps reflecting the wider concerns outlined in this report.

**Figure 15: Future investment in partnerships**



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

## Concluding remarks

Publication of this 2022 Barometer comes at a tremendously challenging time for the world, so it is encouraging to be able to report that partnership practitioners are optimistic about their ability to rise to the challenges posed, by working in partnership across sectors.

There is a real sense of determination that seismic global economic events, made worse by the war in Ukraine, won't derail ambitions to achieve the aims of partnerships focused on different topics. It is also true that some practitioners have concerns about the diversion of resources and that some NGOs, in particular, are worried about their future ability to meet the needs of their beneficiaries, given the burgeoning cost of living crisis.

Since publication of the first edition of the Barometer in 2010, the partnering world has gradually evolved to become more multi-faceted and sophisticated with longer-term goals, and this year's findings show a continuation of this overall trend. The inevitable challenges caused by global events have been shown – most notably throughout the Covid-19 crisis – to steel the resolve of partners to adapt in whatever ways are necessary to meet their objectives. Everyone involved in this process deserves clear acknowledgment for these achievements.

**Manny Amadi, MVO**

CEO, C&E Advisory



## About the Barometer

### Methodology

The C&E Corporate-NGO Partnerships Barometer 2022 was compiled using responses to a confidential online survey of 114 leading UK-based companies and NGOs engaged in corporate-NGO partnerships. The survey was supplemented by discussions and interviews with corporate and NGO participants, providing qualitative insights.

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 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. 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.

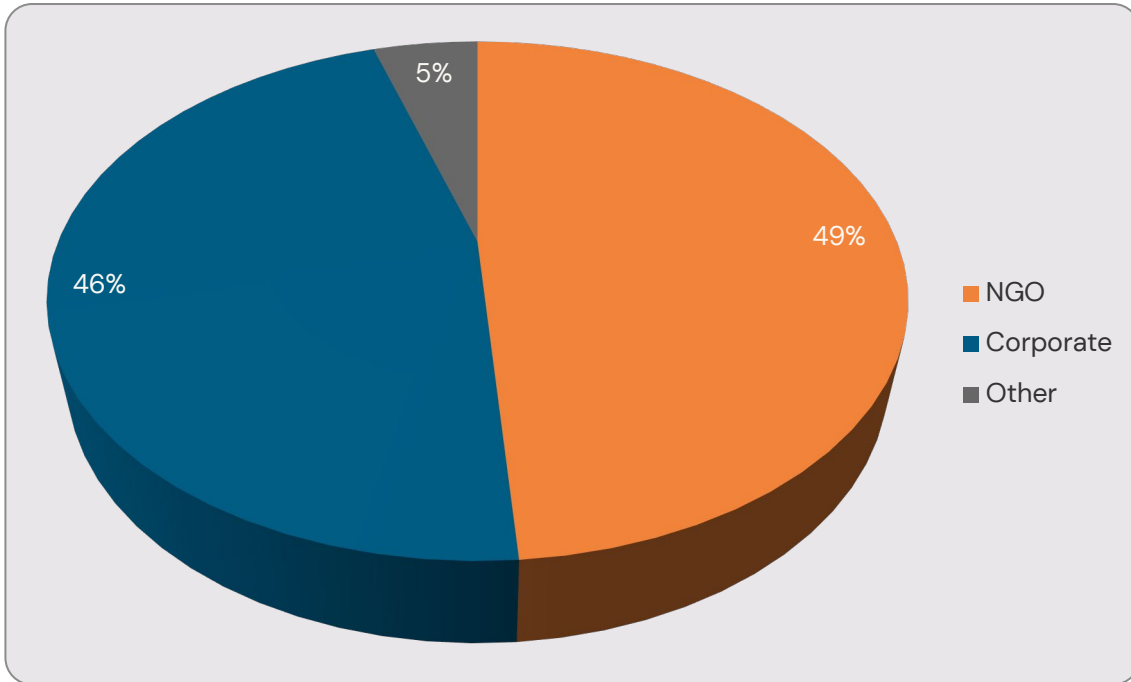
The online survey and qualitative work took place during July 2022.

### The Sample

The online survey was undertaken by 114 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 charities – by brand and revenue ranking. Our sincere thanks to all who took part.

The distribution of 49% "not for profit" organisations (NGO), 46% corporate, and 5% other is well-balanced (particularly considering that the 5% is comprised mainly of corporate foundation respondents).

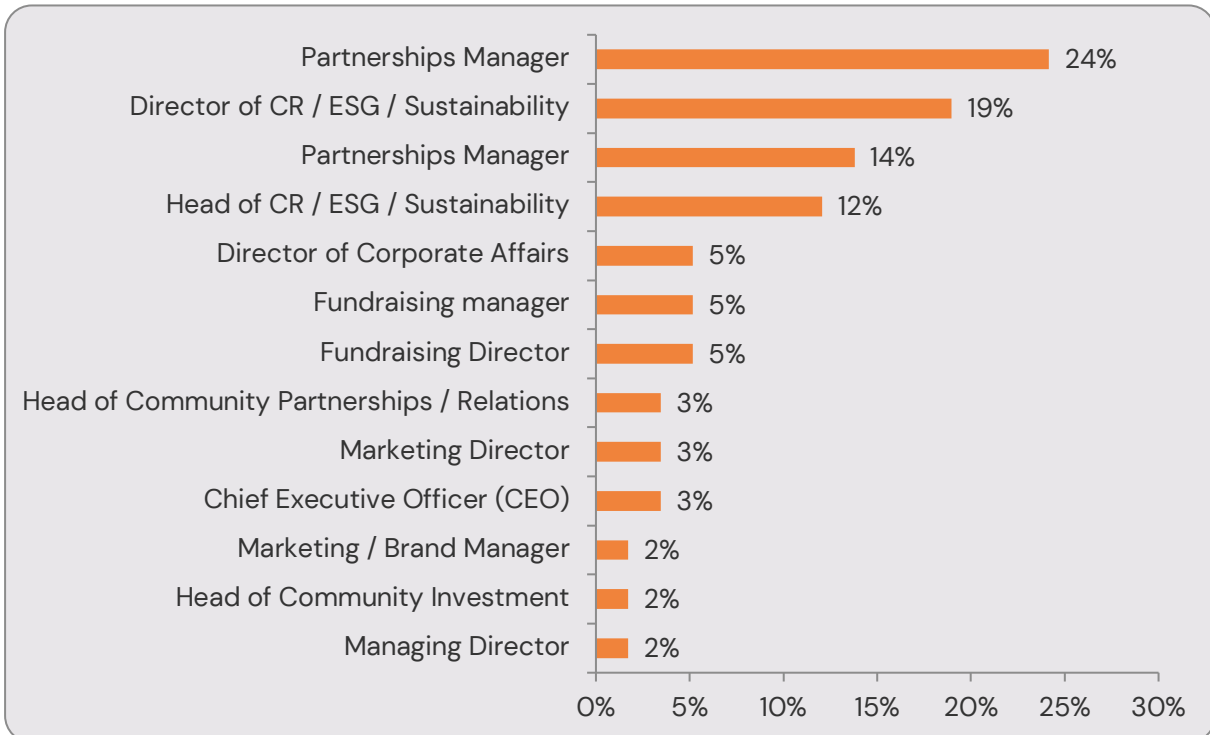
**Figure 16: Sector representation.**



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

Respondents to the survey held a diverse range of professional roles all directly engaged in or overseeing corporate-NGO partnerships from a senior level.

**Figure 17: 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-NGO partnerships.

[www.candeadvisory.com](http://www.candeadvisory.com)

## Appendix

Survey respondents (excluding organisations wishing to remain anonymous):

### Corporates

Allianz  
Arriva PLC  
Aviva  
B&Q  
Barclays  
Boots  
BP plc  
BT  
Burgess Salmon LLP  
Dettol  
Drax  
Eon UK  
Experian  
GE  
Greene King  
Greggs Foundation  
GSK  
Holland & Barrett  
Kingfisher  
NatWest Group  
Petronas  
Reckitt Benckiser  
Tesco  
TX  
Walgreens Boots Alliance

### NGOs

Age UK  
Alzheimer's Research UK  
Asthma + Lung UK  
BirdLife International  
Comic Relief  
Cool Earth  
Diabetes UK  
Family Action  
Lumos  
Macmillan Cancer Support  
Magic Breakfast  
Medical Research Foundation  
Mind  
Oxfam Italy  
P2B  
Save the Children  
Shelter  
Stroke Association  
The Rivers Trust  
World Vision UK