



Corporate community investment

four routes to impact

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Key terms in this report

Corporate community investment constitutes the activities and programmes undertaken by businesses to deliver benefits to society. LBG, the leading global standard for measuring corporate community investment, defines it as: the voluntary contributions to community organisations or activities that a business undertakes. It is also sometimes referred to as corporate social investment, corporate citizenship, and strategic philanthropy.

The financial and related professional services (FRPS) sector is broadly defined as businesses that deliver services in the following areas: Finance and Insurance; Legal; Accounting; Management Consultancy.

Corporate community investment: four routes to impact

Foreword

The UK's financial and related professional services sector (FRPS) accounts for a significant proportion of corporate community investment, with six of the ten highest contributing firms in the UK coming from this sector. New research, undertaken by the City of London Corporation, emphasises the scale of this investment and the good work being done. For example, in 2017, firms gave £535 million in cash and in-kind donations.

Yet, as this report sets out, it's not only the scale of contribution that matters, but the impact that the programmes have on the causes, communities and people supported. Accordingly, recent years have seen businesses shift their focus towards measurable impact, and there is now greater understanding of how responsible business strategies can increase greater public trust. However, as this research shows, there is still more to do – over two thirds of FRPS companies have no clearly defined strategy for targeting their activities to achieve the best outcomes.

This report provides both inspirational and practical examples from pioneering businesses, demonstrating how the business community can engage in deeper, more collaborative and more impactful community engagement programmes as part of their broader responsible business practices. Taken from the best practice of companies committed to developing their corporate community investment activities in new and innovative ways, this report sets out four practical pathways that organisations can take to shape and develop similar programmes.

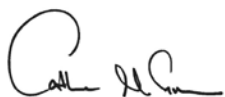
The City of London Corporation also has a key role to play in supporting businesses to help create a more fair, inclusive and sustainable society. The new Corporation and City Bridge Trust's Philanthropy Strategy sets out the role we can all play in improving the quality and scale of the giving of time, assets, skills and money. Effective corporate philanthropy can deliver hugely significant outcomes for businesses, individuals, and society – this report provides a useful road map for businesses to achieve the best possible outcomes from their corporate community investment programmes.



Catherine McGuinness



Charles Bowman



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Chairman of the Policy
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Elevating corporate community investment from good to great

Are businesses' corporate community investment programmes delivering real impact? If so, what have they done to achieve it? This report explores current trends and introduces four 'routes to impacts' that any business can benefit from.

The financial and related professional services (FRPS) sector is one of the most active and engaged in corporate community investment across the country. With six out of the top ten contributing firms operating in FRPS¹, it is vital to ensure the sector's programmes achieve the maximum impact. This research explores how firms' approaches are changing to increase their impact, and sets out four routes that businesses can take to increase the effectiveness of their corporate community investment programmes.

FRPS businesses are increasingly prioritising the aims and profile of their corporate community investment programmes as part of their business models. A law firm might talk about 'providing access to justice' a bank may talk about 'improving financial literacy' or a professional services firm may talk about 'supporting job creation'.

An ongoing challenge for businesses however is how to ensure that programmes are achieving the best possible results of this investment or demonstrating the outcomes achieved. It's notable for example that just 24% of businesses reviewed for this research provide comprehensive impact data in their latest reports.

The research undertaken for this report shows that FRPS businesses that are successfully developing their programmes in this way are taking a number of different routes to impact.

Routes to effective corporate community investment

Drawing on our discussions with firms and the findings from FRPS businesses community investment strategies, there are four clear '**routes to impact**' identified. Businesses using these strategies are driving a profound shift in their approach to corporate community investment.

Each route offers the opportunity for businesses of all sizes to develop more effective and impactful programmes.

Delivering more effective programmes

It should be recognised that the programmes that businesses are currently running already make substantial positive contributions to society, for instance through financial investment and staff volunteering time.

The routes laid out here offer different ways for businesses to think about developing their programmes strategically, for example, to deliver more focussed impacts or to align better with their businesses practices. These draw on examples from businesses who have pioneered these approaches with demonstrable benefits – and shares some of the lessons they've learned along the way.

¹ Directory of Social Change, 2017 The Guide to UK Company Giving

Four routes to impact

Route 1. Issue ownership

Businesses that are targeted in their focus are able to create more tangible and measurable outcomes for specific beneficiaries in identified areas of interest.

Route 2. Consolidation of activities

Businesses that strategically consolidate the collective impact of an array of programmes create a focal point for their employees and a clear narrative with which to engage stakeholders.

Route 3. Collaboration for amplification

Businesses can amplify the scope and depth of their impact by working in partnership inside and outside their sector, creating more sustainable outcomes and a vibrant space for knowledge sharing and innovation.

Route 4. Integration across the business

Businesses can innovate to deliver solutions that achieve both business and social outcomes together through new products and services or ways of doing business.

The key role of effective corporate community investment

The financial and human capital of a business is simply too valuable to be allocated to programmes that do not fully realise their worth.

Understanding the nature and size of companies' corporate giving is challenging, given that relatively few businesses report their data. Alongside this, public levels of trust in media, businesses, government and NGOs remains low, with less than half of the UK's population trusting each^{2,3}.

In addition, the funding landscape for charities has changed in recent years; in the past decade, charities have lost more than £3.8bn in grants from government⁴. With public spending also undergoing significant reductions, charities and other organisations are playing an increasing role in addressing many of the social and environmental challenges society faces.

In this context, effective corporate community investment is more important than ever to:

- **Maximise the impact** of the resources contributed through corporate community investment;
- **Build trust in business** as a positive contributor to society; and
- **Demonstrate the key role that businesses can play** in tackling environmental and social issues.

The opportunity for business

Businesses are uniquely well-placed to help address many of the social and environmental issues facing society by utilising their many assets, which include:

- **The skillsets of their workforce** to bring solutions and efficiencies to existing problems;
- **Their influence** as large employers to champion their local communities; and
- **Their reach** to share best practice or bring different groups together to solve problems collaboratively.

Too often however, community activity happens reactively or because it is seen as the 'right' thing rather than through a strategic drive to deliver a measurable return to the community and/or the business. Such activity can be characterised by fragmented approaches and diverse programmes that have good intentions but lack the necessary focus to truly deliver.

The need for more effective corporate community investment is especially compelling for businesses because they are facing increasing pressure to demonstrate their social purpose and their impact.

The journey to more effective corporate community investment

As expectations of business have grown, the debate around corporate community investment and the approaches of some businesses have shifted.

In the 1990s discussion of corporate community investment was input focussed; focussing on **how much** a business contributed. This was characterised by the 1% standard whereby an annual donation of 1% of pre-tax profits became a benchmark against which to assess a business's commitment to community issues.

In the 2000s the focus shifted towards **how many**, considering the outputs of community activity and how many individuals or organisations have been supported.

Today, discussion of corporate community investment focusses more on the **so what?** What impact has, or will be, experienced by those beneficiaries as the result of a company's activity?

² https://www.slideshare.net/Edelman_UK/edelman-trust-barometer-2018-uk-

³ <https://www.edelman.com/research/2017-trust-barometer-global-results>

⁴ <https://data.ncvo.org.uk/a/almanac15/government/>

Considering the impact of their corporate community investment programmes invites companies to ask themselves important questions like:

- Why are we doing this?
- What is the most we can achieve given our resources?
- What do we need to do better or differently to achieve our goals?
- What real difference do we make to our communities and our business?
- How can we best act on the answers to these questions?

An ongoing challenge

Despite these developments in how corporate community investment is discussed there is still work to do to make corporate community investment as effective as it can be.

This is evidenced by recent research by Corporate Citizenship which found that:

- Over 80% of businesses approach community activity either by reactively responding to requests for support or addressing one or more broad focus areas (like education or health);
- Only 16% of businesses have set long-term goals and are working with specific partner organisations to address them⁵

⁵ <https://corporate-citizenship.com/our-insights/hard-outcomes-hollow-promises-realising-true-impact-cci/>

⁶ <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>



Developments in the global context

In recent years, the global community has come together at different intervals to identify global social and economic development issues that need to be addressed.

With representatives from across Government, business, and NGOs, the most recent iteration of that are the UN Sustainable Development Goals (SDGs)⁶.

The SDGs can be used by businesses as a framework to inform their corporate community investment, helping them to align with a wider agenda, and are fast becoming a common language for different stakeholders to talk about sustainable development. For each of the different routes detailed in this report, the SDGs can play a useful role.

Engagement with the SDGs can help businesses to respond to global expectations, engage with their supply chain to reduce risk, improve license to operate, enhance reputation and unlock new models of collaboration and market opportunities.

The contribution of financial and related professional services

FRPS businesses have a rich history and strong current practice of successful corporate community investment, but there are further opportunities for this to be more effective.

The financial and related professional services (FRPS) sector is broadly defined as businesses that deliver services in the following areas: Finance and Insurance; Legal; Accounting; Management Consultancy. Such businesses have a strong track record of providing significant investment to charity and community causes.

Given the lack of publicly reported data from firms, there is no single, comprehensive source of data on the contributions made by the sector. A new survey by the City of London Corporation has found that UK-wide FRPS firms contributed £535 million in 2017, in cash and in-kind donations.⁷ This aligns with other sources (CAF and LBG⁸), indicating that such companies' contributions in 2016 amounted to over £400 million, and six out of the top ten contributing firms.⁹

Contribution trends

The City of London Corporation data shows an increase in giving from previous surveys based on 2009 and 2006 data. The CAF and LBG work has, however, suggested that absolute levels of corporate giving have dropped in recent years, albeit have risen as a **proportion of pre-tax profit (PTP)**.

- Donations as a proportion of PTP for the FTSE100 have risen from 1.5% in 2014 to 2.3% in 2016 and for LBG members from 1.1% to 1.3% in that same period.
- LBG data reveals that the FRPS average contribution has increased from 0.98% to 1.37% of PTP over that time and is the second highest of all sectors (behind Pharmaceuticals average of 3.65%).

Contribution patterns

As we have seen, the debate has moved on from the level of contribution businesses make (the inputs) to the results achieved (the outcomes). These outcomes are now defined by how effectively investment delivers impact for the individuals and organisations they support in the community and for the business itself. However, some FRPS businesses do not yet have effective strategies in place.¹⁰ Only:

- 24% currently report on the impact of their programmes
- 21% focus their activity on specific issues about which they are trying to make a measurable impact
- 8% report a direct alignment with their approach to community and the wider business strategy

This indicates that there is a significant opportunity for those FRPS businesses to make better use of their resources, by being more strategic and more effective with their corporate community investment.

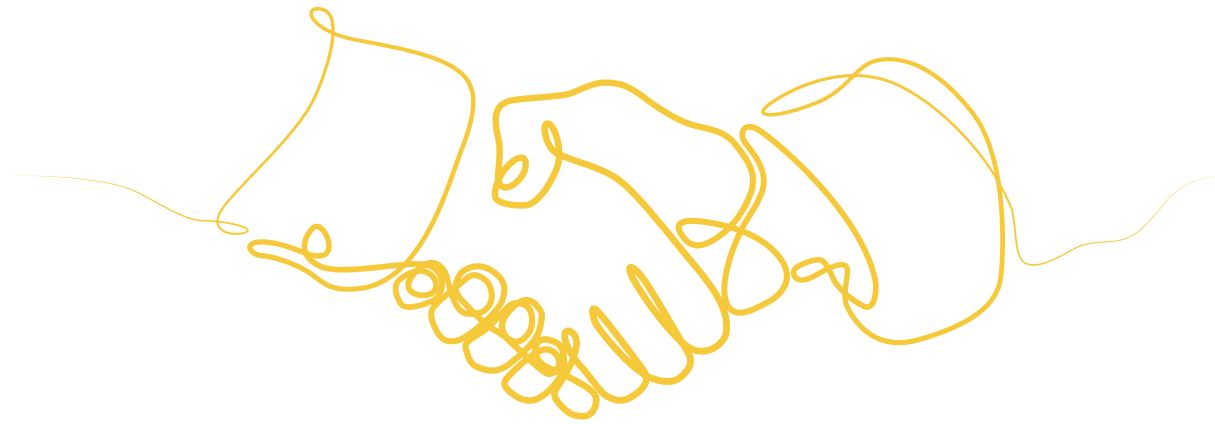
As this report shows, some FRPS companies are already forging new routes to deliver just that. These case studies will help other businesses to map out effective strategies to maximise the outcomes from their programmes.

⁷ The City of London Corporation

⁸ CAF data is sourced from the 2018 'Corporate Giving by the FTSE100' report. LBG data is drawn from the 2009 – 2016 data returns of LBG members in those respective years.

⁹ Directory of Social Change, 2017 The Guide to UK Company Giving.

¹⁰ Research is based on the publicly available information of 80 FRPS companies listed in the appendix of this report.



FRPS companies and the wider business environment

Alongside their direct contributions and programmes, FRPS companies contribute significantly to the wider business environment.

For example:

- RBS has worked with the Charities Trust on a research paper to incentivise charitable donations amongst employees.
- PwC publish regularly on the SDGs to encourage businesses to work towards achieving them.
- KPMG, in conjunction with the UN Global Company have developed the SDG Industry Matrix, which details brief industry-specific examples and ideas for corporate action related to each SDG. There is a specific matrix for seven sectors including 'financials'.
- AVIVA, with others including the United Nations Foundation and the Business and Sustainable Development Commission have launched the World Benchmarking Alliance, which provides free to access, publicly available benchmarks ranking companies on their sustainability.

Only **24%** of researched FRPS companies currently report on the impact of their corporate community investment programmes

What makes for effective corporate community investment?

Impactful and effective corporate community investment programmes share many characteristics.

This report highlights examples of the ways in which FRPS businesses are taking innovative approaches to their investment in the community – and the challenges that have driven them.

Insights from professionals in the sector have highlighted the limitations of pursuing disparate programmes that have good intentions but lack focus. Trying to address too many or too complex issues risks delivering limited measurable impact. This research reveals that:

- Common practice – for 86% of companies reviewed – is to identify three to four big issues like education, health or social welfare to address, rather than targeting specific outcomes or challenges within those areas that can focus their activity.
- Strategic approaches are in the minority – 67% of companies reviewed have no clearly defined strategy beyond identifying some broad focus areas for corporate community investment.

The complexity and scale of the issues that such programmes address can mean that making a tangible impact is extremely challenging. That may go some way to explaining why just a fifth of respondents (19%) report quantitative goals or targets for the impact of their activity.

How are companies moving forward?

Some businesses are finding innovative ways to deliver programmes that are more impactful, tell a stronger story, and take them to scale by adopting new approaches.

Drawing common strands and experiences among the companies interviewed for this research, we've identified four 'routes to impact':

- **Owner:** looking beyond broad focus areas to take ownership of a specific issue or issues about which they can make a measurable difference.
- **Consolidator:** increasing recognition, understanding and buy-in to programmes by consolidating activity under a broad banner or brand.

- **Collaborator:** working with other businesses to pool resources, make the most of their competences and amplify the impact that they make.
- **Integrator:** aligning the community programme to the broader goals of the business whether that's in its sustainability OR core business performance.

To effectively implement each of the routes to impact, businesses can consider the following questions:

- What are the issues on which we are uniquely positioned to make a real difference [ownership]?
- Who are we best placed to work with that can effect change at scale [collaboration]?
- How can we create a common language across our activity [consolidation]?
- Where is greatest alignment between social need and the skills and capacity of the business [integration]?



Introducing the routes to impact

Each of the routes to impact offers opportunities for any company to consider its current approach to corporate community investment and think about what it might do differently to maximise its effectiveness.

Whilst there are some common challenges that can hold businesses back from achieving greater outcomes and broadening the impact of their corporate community investment, there are also some common steps businesses can take to overcome these challenges. The four 'routes to impact' summarise and reflect these.

The routes do not exist in isolation and, as programmes evolve, businesses may take on a different blend of them. For example, a business might first take 'ownership' of an issue and then, over time, bring other partners into a collaborative approach to achieve greater outcomes.

The opportunity

Owner: Businesses can achieve outcomes that are more tangible by targeting a specific issue or issues about which they can make a measurable difference.

Consolidator: Businesses can increase recognition, understanding, and buy-in to their programmes by consolidating activity under a broad banner or brand.

Collaborator: By working with others, businesses (and public and third sector organisations) companies can pool resources and make the most of their competencies to amplify the impact that they make.

Integrator: Businesses can create more sustainable outcomes for themselves and society by better aligning the community programme to the broader goals of the business.

The challenge

Owner: Trying to address issues that are too big, complex or include numerous risks limiting the tangible results that can be achieved.

Consolidator: Community programmes can encompass a complex range of activities. This presents a communication challenge both internally and externally, which can be detrimental to engagement and buy-in.

Collaborator: Many of the biggest societal challenges cannot be effectively tackled in isolation but require collective effort.

Integrator: For many businesses, community activity is still perceived as a 'nice-to-have' add-on that is expected to deliver little measurable benefit to the business or its broader sustainability goals.



The approach

Owner: Identify issues where there is alignment between what the business does and/or stands for and its capacity to achieve change.

Consolidator: Often spearheaded by a single, overarching and impactful programme that aims to enhance the brand, achieve recognition for the company, and build a connection with stakeholders.

Collaborator: Address key questions to work out how best to collaborate. What problem is the business trying to solve? What resources does it bring? Who does it need to work with? How will it measure the impact?

Integrator: Identify how community activity and/or social needs can impact or influence the business in conjunction with investigating how the different elements of the business (products, services, employees) can best address/support social issues.

The results

Owner:

1. Clear focus on an issue or issues around which a coherent programme of activity can be built.
2. More straightforward and consistent measurement of impact.
3. Approach makes sense to the business and its stakeholders.
4. Offers a point of differentiation.

Consolidator:

1. Local operations and employees can see how they are contributing to something bigger.
2. Galvanise and motivate action and engagement.
3. Help build a coherent narrative.
4. Programme-wide reporting and assessment of results.

Collaborator:

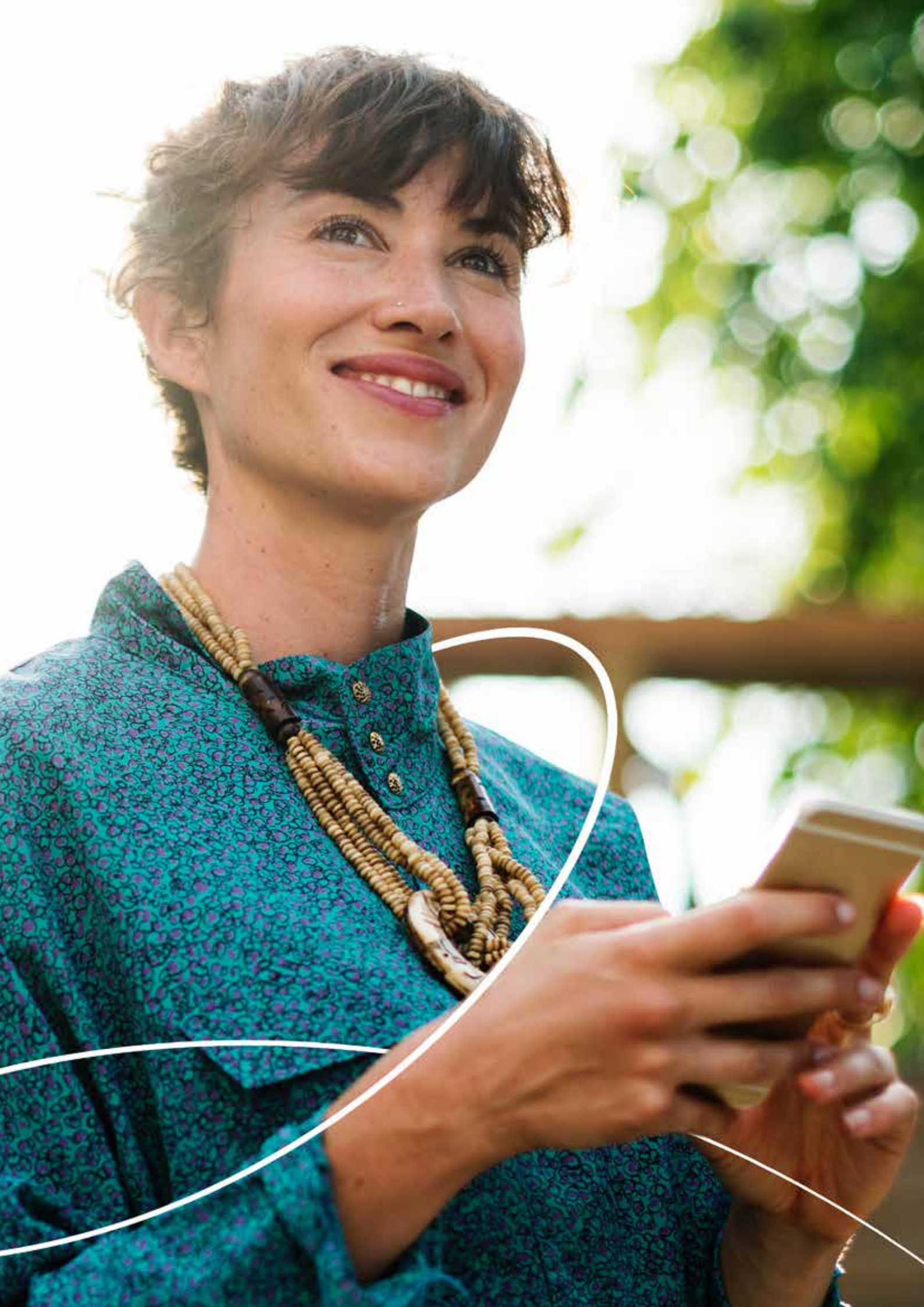
1. Amplification of impact (reaching more/different people).
2. Shared skillsets and competencies.
3. Reduced costs/economies of scale.
4. Ongoing sustainability beyond the involvement of one company.
5. Shared learnings.

Integrator:

1. Buy-in from core business operations.
2. Greater opportunity to take projects and impact to scale.
3. Sustainability of support beyond direct donations.
4. Generate excitement and engagement among employees that they can deliver value to the business as well as the community.

The background is a blurred photograph of a modern building with large, rectangular windows. A person wearing a green and blue patterned shirt is visible in the lower right foreground. The word "Owner" is written in a yellow, sans-serif font in the lower left area. A thin white line curves across the bottom of the image.

Owner



Owner

Businesses can achieve more tangible outcomes by looking beyond broad focus areas to take ownership of a specific issue about which they can make a measurable difference.

Businesses that are adopting an ownership route target their approach to help maximise their effectiveness by focussing on specific issues, or issues about which they can make a measurable difference.

31% of researched FRPS companies clearly define an issue or strategy for their corporate community investment beyond broad focus areas.

What are the characteristics of ownership?

An ownership approach takes a targeted view of the social, environmental and economic landscapes and is characterised by:

- Prioritisation of an issue or issues
- Clarity around the measurable difference that can be made
- Engagement and common goals

Prioritisation: Ownership programmes start with businesses identifying a priority issue. The priority issue should be distinct and showcase the unique contribution the business can make, aligned to the priorities of internal and external stakeholders. It can be identified through:

- Internal discussion and brainstorming
- Research and engagement with external parties (e.g. consultants or other partners)
- Employee engagement (e.g. through staff votes and surveys)

Although ownership focusses a business's community activities in one area, it does not mean that all of the activities and programmes are the same. By agreeing upon a specific subject matter, companies can still invest in a range of programmes and NGOs but all investments share a common theme.

Measurable difference: Being able to demonstrate the positive difference that has resulted from a business taking responsibility for an issue is important to justify such a targeted approach and ensure the programme stands out, with hard data behind it.

Engagement: Committing to a narrow range of focus needs to be communicated clearly and consistently to internal and external audiences. This is particularly important where employees are being asked to get behind one cause or issue where perhaps they might have had a broad or free range before.

Why do businesses own issues?

By focussing corporate community investment on a specific social or environmental topic, a company has the opportunity to make a greater measurable difference than if it spreads its resources more widely.

'Owners' often find that, as they become more involved in an issue, they develop a clear voice and opinion on the topic and thus take a proactive stance in advocating or even lobbying about the issues in the public domain.

Companies also find that as they become more deeply involved in a particular issue, they prioritise the capacity building of NGO partners, with whom they build a closer relationship.

The result is that, instead of receiving ad-hoc funding, the NGO partners receive more long-term support and the issues gain greater public awareness.

Goldman Sachs: Women entrepreneurs

Goldman Sachs aims to provide 10,000 women entrepreneurs around the world with business management education.

Why would a business pursue an ownership route to impact?

Often corporate community investment strategies start in an ad-hoc manner, through either employee fundraising or donations to local causes or events. This can result in a lack of clarity, as the investment supports many social issues without making a significant impact on any.

Alongside this, companies can find that their community strategy is not aligned with the company vision, purpose or strategy. However through an ownership route, a company can target a strategy that is aligned with its core business.

This can help businesses utilise expertise and buy-in across the organisation, and raise its impact and recognition in targeting a specific social issue.

What does effective ownership look like?

Great ownership is when a business is very specific about the issue it is setting out to address, the action it will undertake to address it and the results it intends to achieve for a targeted group of beneficiaries.

What do examples of ownership look like?

Royal London: Support for people with chronic or long-term conditions

Royal London focussed on a single theme of people with chronic or long-term conditions, which enabled it to engage and inspire activity across a diverse range of offices. It also positioned it to tell a more consistent story about what it supports, and what it achieves in the community.

Through regional office selection of charity partners and three-year minimum partnership agreements, Royal London found that 'ownership' helped focus their contributions to meeting their corporate community investment goals.



“There is a push for strategic alignment, impact, and value added which go hand in hand with more effective corporate community investment”

Standard Life: Inclusive employment

Specifically focussing on inclusive employment to break down the barriers to employment and support people into meaningful jobs enabled Standard Life to target a key outcome which was equipping people to save for their future.

This approach has enabled Standard Life to track the impact of individual activities on beneficiaries, and realise internal benefits such as improved skills amongst employee volunteers and a more diverse and inclusive workplace.

Owner



"Ownership allows for the simple articulation of the community programme to employees. This helps the elevator pitch and makes the story easier to tell."

"Running a theme throughout all areas of the organisation ensures it makes sense to the business at all levels."

Snapshot:

What can ownership achieve?

- A clear focus about which a coherent programme of activity can be built.
- A more straight-forward and consistent measurement of impact.
- Resource allocation and investment makes greater sense to the business and our stakeholders.
- Offers a point of differentiation.

Snapshot:

What are the challenges to ownership?

- Identifying an issue which secures approval across a business can be difficult.
- Incorporating employee perspectives through votes can lead to results at odds with those of senior stakeholders.
- A concerted effort required to avoid the scope of activities drifting over time.
- Owning an issue can be most effective when it is specific. This can be a challenge to sell internally as the scale and scope of successes can be narrow.

31% of researched companies have a clearly defined issue and strategy beyond broad focus areas







Consolidator

Consolidator

Businesses can increase engagement and buy-in to their programmes by consolidating activity under a broad vision, banner or brand.

Many community programmes encompass a diverse range of activities and projects and so it can be a challenge to effectively communicate them either internally or externally. This can be detrimental to establishing engagement and buy-in. However, some businesses are adopting a **consolidated** route to mitigate this.

A consolidated route is one that harnesses a business's collective capacity by creating a **common reference point and language** amongst stakeholder groups.

Only 24% of researched FRPS companies have branded or given a name to their corporate community investment strategy.

What are the characteristics of consolidation?

A consolidated approach coordinates existing programmes to help make sense of a business's engagement in the community and can be characterised by:

- Alignment of disparate activities
- Focal points (e.g. flagship programmes or partnerships)
- Evolution over time

Alignment of disparate activities:

Consolidated programmes enable businesses to rationalise potentially disparate activities under one unified banner or structure to establish a clear articulation of what is important to it and its corporate community investment.

Straplines and vision statements are a common feature of consolidation. They can contribute to initially creating a sense of consistency even if different programmes are pulling in different directions.

Focal points: Businesses have a number of options available to them to create a focal point that can help bring their activities together, these include:

- Corporate foundations and standalone charities, which create not only a focal point but also an actual financial framework.
- Flagship programmes or partnerships which create a focal point but allows for smaller programmes with a different focus to co-exist.

Evolution: Consolidation may take several years to embed as more activities are incorporated and evolve.

The reality is that not all programmes and activities will neatly fit. Businesses that take this route will need to plan to reconcile, exit from or address legacy- or pet-projects, which can mean putting in place a multi-year implementation plan.

Why do businesses consolidate their programmes?

Disparate corporate community investment activities that sometimes pull in different directions can disrupt the potential of businesses to deliver effective programmes.

Businesses that consolidate their programmes help themselves and their employees to be more aligned. This means complementary activities can focus on a common goal from multiple approaches.

Why would a business pursue a consolidation route to impact?

If a business currently operates an array of well-intentioned but disparate programmes then consolidating these activities may help with managing resources and engaging employees.

Deutsche Bank: MADE for GOOD

Supporting entrepreneurial ventures that create wider social good is a natural extension of what Deutsche Bank does for businesses of every size and purpose, every day, all over the world.



Consolidator

Similarly, if there is a lack of engagement across the business that may originate from a lack of clarity and consistency of message as to corporate community investment's importance to the business. Consolidating programmes under one banner or flagship programme creates a clear focal point, which can help overcome this challenge.

What does effective consolidation look like?

Effective consolidation requires a co-ordinated strategy that targets the issues that are important to a business.

This can be achieved with a corporate foundation or using branding incorporating a name and strapline.

What do examples of consolidation look like?

Generali: The Human Safety Net

Generali's The Human Safety Net unified a global programme of community activities through a shared mission to 'Unlock the potential of disadvantaged people so that they can transform the lives of their families and communities.'

By consolidating their programmes, Generali were able to better communicate how it supports the community. This unified narrative helped Generali to identify and explore alliances and partnerships. It also helps the organisation to clarify what effective impact looks like, with an overarching measurement framework under development to assess programme-wide results.



"Legacy projects and historic, long-standing relationships with partners or charities which are not aligned to the current business direction or corporate community investment strategy are the biggest barrier to effective corporate community investment"

Deutsche Bank: Born to Be

Deutsche Bank's Born to Be united various global educational programmes with one over-arching brand that incorporates a global approach but local focus. That approach helped ensure aligned thinking and action across geographies and departments.

By consolidating their activities, Deutsche Bank ensured that no programme happens in isolation. Whilst all programme activity is managed locally, they are contextualised at a regional and global level. This generates global cooperation and cohesion as employees gain a sense of pride in contributing to a global effort.

24% of researched companies have a branded corporate community investment strategy or give it a distinct name

Snapshot: What can consolidation achieve?

- Local operations and employees can see how they are contributing to something bigger.
- Consolidation galvanises and motivates action and engagement.
- Build a coherent narrative across the full range of community activities.
- Better enable programme-wide reporting and assessment of results.

Snapshot: What are the challenges to consolidation?

- Rationalising a disparate range of activities can take time and resource.
- Legacy projects can prove hard to align.
- There is a risk of a lack of engagement stemming from a lack of co-ordination and clear purpose early on.



"This approach helps a company to make sense of its impact and give a cohesive impact statement"

"Consolidation helps the brand team deliver a co-ordinated message to internal and external stakeholders"



Collaborator



Collaborator

Businesses can amplify the impact and reach of their programmes by combining forces with organisations across the private, public, and third sectors, pooling their resources and skills to make the most of their capabilities.

Individual businesses have scarce resources and capacity to tackle the significant environmental, social, and economic challenges facing society. However, some businesses are combining their resources through a **collaborative** route to delivering their programmes.

This route sees businesses maximise their impact by harnessing their collective resources and skills to work together to tackle a shared challenge or achieve a common objective.

In their most recent reports, only 10% of researched FRPS companies stated they collaborated with other companies.

What are the characteristics of collaboration?

A collaborative approach is one that recognises that multiple partners working together can achieve greater outcomes and is characterised by:

- Engagement and partnerships
- Common goals and clear responsibilities
- Cross-sector collaboration

Engagement and partnerships: The scale of collaboration can vary from smaller, short-term relationships to long-term partnerships grounded in shared responsibilities. This spectrum means that it should be accessible for most businesses.

The key aspect of a collaborative approach is that the relationships that develop are more than two or more parties working in parallel, and instead feature the sharing of ideas and resources as the parties work in unison.

Goals and responsibilities: One way that collaborators can foster a more united partnership is through the setting of common goals and objectives, underpinned by robust KPIs and clear roles and responsibilities. Those responsibilities should maximise the capabilities of the partners but not inhibit the potential for sharing ideas and overcoming challenges together.

Cross-sector: A collaborative approach often includes partners from across the public, private, and third sectors. Diversity among partners can generate exciting new ideas, skillsets and solutions.

Collaboration can also take place between businesses operating in the same sector and a focus on community issues often creates a neutral space in which competitors can work together.

This is important because it highlights that businesses can look past their competitive instincts and work together to harness their full potential.

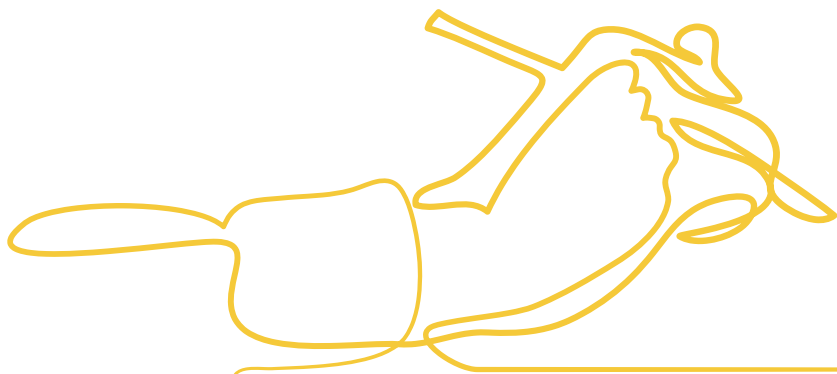
Why do businesses collaborate with other organisations?

Collaboration stimulates innovation when it brings together actors from different backgrounds, sectors, and perspectives; whether it leads to a technical innovation or a breakthrough from looking at something from a different point of view.

Collaboration can also produce economies of scale. By combining forces, the overheads and administrative cost for individual partners can be reduced and a greater proportion of resources directed to delivery social value.

Thomson Reuters Foundation: Trust Law

Connect high-impact NGOs and social enterprises working to create social and environmental change with the best law firms and corporate legal teams to provide them with free legal assistance.



Why would a business pursue a collaborative route to impact?

A collaborative approach is effective when a business recognises that it could achieve more or open new opportunities by working with another organisation.

Typical examples of collaboration originate between businesses and their charity partners. However, what elevates collaboration above a traditional charity partnership is that collaboration features a mutually beneficial relationship with all partners being specific about what they can achieve and what each contributes towards that.

What does great collaboration look like?

Great collaboration is when a common purpose unites partners to deliver outcomes, which are an amplification of what any one partner could have delivered in isolation. This is achieved through access to skills, resources and ideas that were only available through working together.

What do examples of collaboration look like?

Zurich Community Trust: Call in Time

Delivering desk-based volunteering to engage employees whose roles typically prevent them from engaging in direct volunteering activities.

Collaboration unlocked the volunteering potential of 18 businesses after Zurich Community Trust, realising the potential of Call in Time but also the limitations to fulfil its potential with their own workforce, ran meetings with Age UK to promote the scheme and attract new corporate partners.



“There is a growing emphasis on working with partners who align with our priorities and with whom we can work together with to achieve shared goals”

Linklaters, Société Générale, and UBS: Hackney East

'Hackney East' is the third iteration of a place-based programme developed by Linklaters, Société Générale, and UBS. It aims to improve employability skills and help East Londoners into employability, originating from 'Project Shoreditch' and 'Hackney Works'.

The collaboration has helped Linklaters, Société Générale, and UBS secure the long-term viability of the programme by supporting a higher number of people into employment.

What is more, it has unlocked funding from Hackney Council, which may not have happened if there was not such a specific geographic focus.



Collaborator



“Collaboration helps develop networks across functions and at different intervals along the programme journey”

“Corporate community investment is collaborative in its nature which presents an opportunity to leverage business strengths through collaboration”

Snapshot:

What can collaboration achieve?

- Amplify impact by reaching more beneficiaries and more diverse groups.
- Makes businesses more effective and promotes best practice through sharing different skill-sets and competences.
- Reduces costs and creates economies of scale.
- Improves the long-term sustainability of a programme.

Snapshot:

What are the challenges to collaboration?

- Commercial interests and marketing claims can be points of contention and obstruct engagement at the outset.
- A change of mentality may be required for some business functions.
- Being the lead partner in a collaboration can be challenging.
- Sustaining a relationship requires constant and open communication.
- Identifying a partner with common interests, goals, and aspirations may take time.

83% of researched companies have a charity of the year or long-term partnership

Integrator





Integrator

Leveraging all of a business's assets to tackle community issues can generate new approaches complementary to traditional community activity.

Corporate community investment is often still perceived as something separate from the core activity of a business or as simply a 'nice-to-have'; however, some businesses are adopting an **integrated** route to try to achieve better outcomes.

An integrated route is one that tackles community issues by considering how **the whole business can be utilised** and understanding what outcomes can be generated for the business as well.

This route leads to new approaches that can complement more 'traditional' community activity.

Only 8% of researched FRPS companies reported corporate community investment programmes that addressed a defined business goal, need, or risk beyond 'healthy communities'.

What are the characteristics of integration?

An integrated approach takes a holistic view of a business and its role in society and is characterised by:

- Clarity on the social case.
- Clarity on the business case.
- Senior level, cross-function buy-in.

Social case: In order that the business can contribute the assets that make the greatest impact, integrated programmes are based on a clear assessment of community needs. They consider how key business functions can deliver social impact. This might include:

- How HR processes can meet the needs of marginalised communities.
- How procurement policies can support social enterprises.
- How new or revised products and services can benefit disadvantaged customers.

Business case: The flipside of the social case is to consider how the business can benefit from doing things differently:

- Can new HR processes develop a more diverse workforce and improve the talent pipeline?
- Can new products and services deliver a profitable return to the business?

Buy-in: As a 'whole-business' approach, integration needs to be driven and 'owned' by the business. This will usually need to be underpinned by commitments from senior leadership

across functions not just the corporate responsibility teams.

Why do businesses integrate their corporate community investment programmes?

By leveraging resources from across the business, an integrated approach can enable businesses to reach and benefit more people, in more ways. That support can either help charities directly with financial support or indirectly by tackling social and/or environmental issues itself.

Why would a business pursue an integrator route to impact?

Integration offers great opportunities to approach community activity in way that delivers both social and business value. However, as it considers the business as a whole, it is more involved than simply re-focussing existing community activity, it also means considering how business processes may need to change.

Therefore, it can require infrastructure and/or processes to be in place, or set-up, to identify the issues that matter and to develop the solutions to address them; some businesses have developed dedicated teams or functions to facilitate this.

Barclays: Social Innovation Facility

"While philanthropy remains an important and impactful element of corporate social responsibility, the greatest opportunity to make a difference is through core business, by developing banking products and services that themselves deliver social impact."



Integrator

What does effective integration look like?

Great integration is when there is no distinction between where the business's core strategy ends and its corporate community investment strategy begins.

That synergy creates a situation where a business is leveraging its full potential and drawing on a wide range of functions and resources.



"This is the hardest but most important route as it is the most impactful."

"There needs to be a change of perception from seeing community programmes as purely philanthropic to one that sees the role they can play in addressing issues that are central to the business."

What do examples of integration look like?

Barclays: Social Innovation Facility

Barclays Social Innovation Facility incubates financial products and services that can have a sustained social or environmental impact. It has provided a safe space for hundreds of employees with investment ideas from across Barclays, to explore new products or services that may have been deemed too risky to gain traditional internal funding.

The facility has challenged the traditional ideas of corporate community investment and proven that business solutions can have a place in solving societal issues.



"Communication, engagement, governance, and measurement are crucial elements of effective corporate community investment and envelop all four of the routes to impact"

PwC: Social mobility plan

PwC's five-year plan for social mobility reaches across several areas of the business including recruitment, talent development and procurement as well as its community programme.

The firm is actively changing activities and approaches in these areas to better address the issue and create better alignment between functions. For example, its support of social enterprises through its community activity is being bolstered by a commitment for the business to increase spending on social enterprises through its supply chain.

63% of researched companies have corporate investment programmes aligned to a corporate responsibility strategy



Snapshot: **What can integration achieve?**

- Help secure buy-in from core business operations.
- Present a greater opportunity to take programmes and impact to scale.
- Increase the sustainability of support beyond direct donations.
- Generate engagement and excitement among employees that they can deliver value to their business as well as the community.

Snapshot: **What are the challenges to integration?**

- Success requires connections and engagement across business functions which can be difficult to secure even in the long-term.
- Aligning business interests and corporate community investment opportunities can require a change of mind-set particularly for senior leaders.
- An honest assessment of what the business can and cannot deliver needs the right stakeholders (often senior and from across the business) engaged to be effective.

Combining multiple routes to impact

The routes to impact are complementary in the ways they can help businesses to get the best outcomes from their corporate community investment programmes, meaning they can be combined as programmes develop.

The four routes offer different but complementary ways to help firms develop effective strategies to deliver particular outcomes. Hence it is possible to develop along more than one path at a time, or to add elements of additional routes over time. As business imperatives change, or wider economic and social landscapes shift, the routes taken may also change accordingly.

How do multiple routes work in tandem?

A business may begin by identifying an issue that it wants to take ownership of. Having done this, it may then bring a number of different activities that address this issue together under a consolidated theme or brand. Later on, it may decide that to take its activity to scale and to reach more people, it needs to work with other companies, and so take a collaborative approach.

Another business may begin by deciding to take ownership of an issue and consolidate its activity to address that issue at the same time. In future, it might look to embed that activity within its broader sustainability strategy, so then takes an integrated approach to align the community activity with the strategy.

The case studies provided by **Accenture**, **Beck Greener**, and **PwC** demonstrate how a single corporate community investment programme can exhibit more than one route to impact at any time.

For example, PwC, in developing a plan to advance social mobility, has taken ownership of a key issue which is aligned with wider business objectives - and also collaborates with others to achieve its aims.

Beck Greener has taken ownership of the issue of STEM education and consolidated its activity under the banner of 'STEM: Branching Out'.

The changing giving landscape

The routes to impact shed light on the rapid changes we are seeing today, but what might they mean for future corporate community investment?

The changing external environment

Technological change has transformed all aspects of business as communications technologies have redefined how brands interact with communities. Engagement with companies' corporate investment strategies has meant there are new ways to interact with the public, clients and the community and with it, a new level of scrutiny on how businesses allocate their resources. So, what could all this mean for corporate community investment?

As noted, over recent decades discussion has shifted away from purely comparing inputs and donation totals towards the impact and outcomes programmes achieve, for both business and society. As societal challenges grow more complex, and expectations on business increase, there will likely be significant expectations for businesses to communicate how their programmes positively impact society. However, some businesses have clearly been more successful than others in developing and embedding strategies that can deliver clear outcomes.

Implications for corporate community investment

This is where the 'routes to impact' can, and will continue to, help. Boiled down into four key questions they can enable an FRPS business to plot its way forward by asking:

- What are the issues on which we are uniquely positioned to make a real difference [ownership]?
- Who are we best placed to work with that can effect change at scale [collaboration]?
- How can we create a common language across our activity [consolidation]?
- Where is greatest alignment between social need and the skills and capacity of the business [integration]?

Developing a strategy that answers and prioritises the responses to these questions can help to ensure that plans are future proofed.

A drive towards greater integration?

Many of the professionals engaged as part of this research identified integration as the ultimate goal: to develop an approach that eliminates the barriers between the business and the community so that both may better benefit. This relies on a co-ordinated and strategic approach to investment.

So, although an integrated approach can be challenging to develop and is something that few businesses exhibit, it may be that this will come more to the fore in the future.

Moving forward

This report shows how an effective strategy can benefit a business's corporate community investment programme. However, taking any route means being prepared to address some common challenges that arise.

The routes to impact offer different ways to build an effective corporate approach to community investment – but this doesn't mean that implementing these approaches is always straightforward.

So, how does a business move forward to greater impact?

What did those businesses featured here have to do to move their programmes forward and what lessons did they learn along the way? The businesses that we have spoken to in this research have shared their experiences - positive and negative – to help other businesses move forward on their impact journeys along the different routes.

Challenge	Solution	Who?
<p>Start making sense: Programme fragmentation can make it impossible to be clear what a business stands for or what it aims to achieve.</p> <p>Route/trend Owner Consolidator</p>	<p>Most corporate community investment programmes are a set of activities that have grown organically often with no clear strategy that unifies the or aligns the programme they support.</p> <p>A key step for many before moving forward, is to ask some searching questions about the role of their business in society and its capacity to deliver change. These include:</p> <ul style="list-style-type: none"> • What is our business about? • What are we really good at? • What have we got to offer? • What are our biggest risks/challenges? • What do our people care about? <p>Answering these questions helps business to work out what makes sense to them as a company and where they are best placed to make a difference.</p>	<p>For PwC, for it was clear that Social Mobility is an area where it was already active and could make a difference to both society and the diversity of the business.</p> <p>For Royal London it was more about bringing employees on board and engaging them in the decision-making and selection process so that they were bought into the issues the business addresses.</p>
<p>Get the house in order: Corporate community investment programmes can suffer from trying to be all things to all people.</p> <p>Route Owner Consolidator</p>	<p>Realigning a corporate community investment programme means undertaking a forensic examination of existing programmes to consider: what works well? What could work better? And what doesn't really make sense for our business any longer? The crucial question to ask of any activity is:</p> <ul style="list-style-type: none"> • Why are we doing this? <p>Is the activity relevant to our business and, if so, how? Is it addressing an issue about which the business can actually make a difference and is there any value returned to the business? If the answer to such questions is no, then the business has to seriously question whether it should continue supporting such an activity.</p> <p>Often this means making some difficult decisions and having some difficult conversations. Exiting legacy programmes needs to be done sensitively with a clear timeline and exit plan.</p>	<p>When realigning its programme under the 'Skills to Succeed' banner Accenture took three years to implement the strategy and exit from a wide range of legacy programmes.</p>
<p>Win hearts and minds 'But this is what we've always done'</p> <p>All routes</p>	<p>Changing direction requires bringing a range of stakeholders inside and outside the company on board. Some of whom may have a vested interest in not changing. These could include:</p> <ul style="list-style-type: none"> • Board members who have pet projects that they like the company to support. • Employees who think that they will be prevented from supporting causes that are important to them. • Non-profit partners who fear for their funding. <p>Community managers who have successfully changed direction have engaged with all these stakeholders to understand their concerns, to involve them in co-creating the new approach and to help them see the advantages of doing things differently.</p>	<p>When Barclays developed the Social Innovation Facility it was crucial to get senior advocates on board who could see the value in creating a 'safe-space' for innovation and bring others along.</p> <p>For Accenture, it was a case of demonstrating to volunteers and programme managers how a new approach could tell a greater story, help volunteers be part of a journey to greater impact, and have greater relevance to the business and its clients.</p>

Challenge	Solution	Who?
<p>Take the long view: Corporate community investment programmes often expect immediate results, but changing someone's life, or a community, for the better does not happen overnight; it takes time.</p> <p>All routes</p>	<p>Businesses need to work with their partners to understand how long it will take to achieve the results they seek.</p> <p>As a result, businesses are increasingly moving beyond one-off funding, or single-year partnerships to work with organisations over a longer-term to achieve agreed results.</p> <p>They also need to regularly review and assess the partnerships to understand what is working well, but what could work better.</p>	<p>Since focussing its programme on supporting people with a chronic or long-term condition Royal London has extended its core partnerships to three years, to better enable its partners to achieve their goals.</p> <p>Zurich Community Trust and Age UK first established 'Call in time' in 2005, it was when reviewing the programme in 2009 that the potential for expanding the programme was identified and the first additional corporate partner was engaged.</p>
<p>Live within your means: When unrealistic expectations are not met, all involved are left disappointed and unmotivated.</p> <p>All routes</p>	<p>Leading companies have learned to make an honest assessment of what is realistic to achieve with the resources that they have. They realise that they may not be able to change the world – but they may be able to transform a school, or a village or a small business.</p> <p>As a result, programmes are becoming more focussed (aiming to address a single issue rather than support anything) and, in some cases more modest – understanding that what the business does is just one element among thousands that will influence a person's life.</p>	<p>As a relatively small company, Beck Greener realised that there are natural limits to the change that it can achieve. However, by focussing its efforts in:</p> <p>a) a single key issue – STEM careers, and;</p> <p>b) a specific school.</p> <p>It was able to build a relationship over time and achieve a measurable difference in a key area.</p>
<p>You are not alone: Issues are multi-dimensional and, while one business might have the capacity to address one aspect well, it may struggle to tackle others.</p> <p>Route: Collaborator</p>	<p>Businesses are increasingly realising the value of collaborative working across sectors where they can come together with other businesses and public and non-profit organisations in joined-up efforts to tackle shared goals or challenges. Each can bring unique attributes from which the partnership as a whole is able to benefit.</p> <p>Businesses are also recognising the value that they can add in playing a convening role, in bringing together different stakeholders across a community to consider the issues and identify the solutions.</p>	<p>In the Hackney East partnership Linklaters, UBS and Société Générale each bring different skill-sets and capacities to the partnership, so have identified particular areas where each can provide support.</p>
<p>Play well with others: Partnerships can flounder if any party is not clear of their role and responsibilities.</p> <p>Route: Collaborator</p>	<p>A partnership is much, much more than a donor-recipient relationship. True partnerships are based on a clear and mutually agreed understanding of what each party is contributing and what their responsibilities are. It is essential that these are agreed at the outset and reviewed regularly through the duration of the partnership, whether that's a one-to-one relationship or a more complex multi-party collaboration.</p>	<p>The businesses in the Hackney East partnership along with the managing organisation, ELBA, have committed to actively and participate in the delivery and the management of the programme. They have established a steering group that meets quarterly to discuss progress and review objectives.</p>
<p>Don't re-invent the wheel: Significant resources can be wasted trying to answer questions that have already been addressed.</p> <p>All routes</p>	<p>There are plenty of resources and initiatives that can help businesses to benefit from the experience of others so that they can take a running start to improving their programmes.</p> <p>Membership organisations like Heart of City, LBG or Business in the Community can provide support and insight enabling businesses to tap into shared experience on all aspects of managing a programme from setting the strategy to measuring its impact.</p>	<p>When Beck Greener looked to revise its strategy, it used the experience of Heart of the City and its members and officers to learn from the best practice and avoid the pitfalls of others.</p>
<p>But... don't copy wholesale What works for one business might not work for another.</p> <p>All routes</p>	<p>Businesses can benefit from the experience of others, but they have to interpret what they find to ensure that whatever direction their programme takes it is one that resonates and makes sense for their business.</p> <p>Therefore, they should learn from others but adapt as necessary to make a programme that works for their business.</p>	<p>All the businesses interviewed as part of this research identified that they had to tailor any learnings to fit with nature, ethos and purpose of the business.</p>

Appendices

Methodological review

The following methods were used to draw the conclusions and recommendations in this report.

Desk-based research

A review of public disclosures on corporate community investment from 80 FRPS businesses. Research focussed on reporting on the following aspects of businesses' community investment:

- Strategy and objectives
- Alignment with business goals
- Collaboration
- Themes and branding
- Impact measurement and data

Practitioner roundtables

Roundtable discussions with corporate community investment practitioners to gain insight into approaches to corporate community investment and to test the validity and applicability of the routes to impact.

Depth interviews

Interviews with businesses whose corporate community investment programmes link to one or more of the routes to impact. Discussion focussed on:

- Why the programme was developed.
- What issues are addressed.
- How the programme works.
- What results have been achieved.
- What challenges were encountered.

Literature review

Review of available literature and data sources on approaches to and levels of corporate community investment.

Resources

Businesses, or individuals within businesses, that want to evolve and improve their corporate community investment programmes don't have to do it alone. There are several networks and organisations that they can join or consult in order that they can benefit from the experience of others. These include:

Heart of the City: Heart of the City supports businesses to set up responsible business activities and take them to the next level. It draws on the expertise of a network of corporate social responsibility experts to support, train and mentor companies new to this field. It runs regular training events, networking sessions and mentoring covering all you need to know about responsible business. www.theheartofthecity.com

LBG: LBG is the global standard in measuring and managing corporate community investment. The LBG Framework is a robust measurement

standard that any company can apply to understand the difference their contributions make to business and society. Businesses using LBG are from some of the world's leading organisations and are part of a global LBG Network offering support and insight. www.lbg-online.net

Business in the Community (BITC): BITC exists to build healthy communities with successful businesses at their heart. It is a business-led membership organisation made up of businesses of all sizes. It works with businesses to improve their corporate social responsibility (CSR) credentials, offering advice

and programmes tailored to meet their needs. www.bitc.org.uk

Institute of Corporate Responsibility and Sustainability (ICRS): ICRS is the UK's professional body for corporate responsibility and sustainability. It helps individual members develop their careers through professional standards, qualifications and support. It helps organisational members demonstrate their commitment to responsible and sustainable business, share good practice, and build their understanding of CR and sustainability. www.icrs.info

Case study directory

Owner Case studies in detail

Businesses are finding that they can achieve more tangible outcomes by looking beyond broad focus areas to take ownership of a specific issue or issues about which they can make a measurable difference.

Support for people with chronic or long-term conditions

Who: Royal London

What: Until 2016 Royal London supported a range of organisations and activities in the community, through employee activity and other contributions. In 2016 it took the strategic decision to bring a greater focus to its activity by addressing a specific issue: people with a chronic or long-term condition.

Why: Royal London realised that focussing on a common theme was a way to engage and inspire activity across a diverse range of offices and to be able to tell a more consistent story about what it supports, and what it achieves in the community.

How: A network of Corporate Responsibility Champions was set up across Royal London's six offices to work closely with partner organisations to involve staff and help ensure an effective

working relationship. The first task was to identify which issue to focus on. This was put to a staff vote who settled on 'to support people with a chronic or long-term condition'. This strongly aligns Royal London's function as a life and pensions provider.

So what: Since focussing on the issue each office has selected a charity partner that reflects the theme. Organisations range from hospital cancer units to mental health charities. Beyond bringing more focus, the approach is also influencing the way that Royal London works with charities and how its employees regard community activity. The business has extended each partnership to three years in order to make a concerted contribution to meeting their goals while 'active ownership' of the cause by employees has increased the number of employees who feel encouraged to participate in activity to 81%.

Inclusive employment

Who: Standard Life Aberdeen

What: Standard Life Aberdeen has developed a specific focus on supporting inclusive employment to break down the barriers to employment and support people into meaningful jobs.

Why: As a global investment business, it is key to its core purpose that communities and individuals are able to save and invest, creating a better future for themselves and a more sustainable business model for the company.

How: The key focus is on helping people into meaningful jobs that pay at least a living wage so that they have the ability to not only live, but save for their future. Standard Life Aberdeen has developed an approach that offers support at different stages of life and different target groups that face particular employment challenges (including young people, the disabled

and ex-armed forces). It partners with a range of charities set up to address these particular areas, such as Career Ready, which links schools and colleges to employers, The Princes Trust, whose programmes they support, help young people secure employment, or the Career Transition Partnership supporting ex-service personnel.

So what: Standard Life Aberdeen has tracked the impact of individual activities and significant results have been achieved. The Edinburgh Guarantee school leaver programme, for example, provides a six-month paid internship for young people who have recently left school. Over 160 young people have benefited so far and 96% have moved on to full time employment or further education. The business has also benefited from things like the improved skills of employee volunteers, and a more diverse and inclusive workplace.

Consolidator Case studies in detail

Businesses can increase recognition, understanding and buy-in to their programmes by consolidating activity under a broad banner or brand.

“Born to Be”

Who: Deutsche Bank

What: Born to Be is a global youth engagement programme that aims to help young people reach their potential by developing employability skills, confidence and broadening their aspirations.

Why: While national operations have the autonomy to focus on the most relevant educational issues - where the bank can contribute in the most meaningful way, consolidating the activities within the consistent vision and brand of the Born to Be programme ensures aligned thinking and action across geographies and departments.

How: In the UK, Deutsche Bank works alongside expert partners to support education initiatives for secondary school children.

The aim is to improve social mobility and address the skills gaps for 21st century employment. It also draws on wider business expertise, for example, the 'Pathways to Banking and Finance' initiative was created by Deutsche Bank's Corporate Social Responsibility and its HR department, along with the Sutton Trust, to bring opportunities to disadvantaged young people whilst meeting Deutsche Bank's ambitions to attract more diverse talent.

So what?: Ultimately, the global narrative and language of Born to Be helps to articulate why Deutsche Bank implements local programmes. The varying types of educational programmes globally become united through common definitions and metrics. This means that no programme happens in isolation and whilst all can be understood at a granular level, they are contextualised at a regional and global level.

“The Human Safety Net”

Who: Generali

What: Generali has created The Human Safety Net, to unify a global programme of community activities through a shared mission to: 'Unlock the potential of disadvantaged people so that they can transform the lives of their families and communities.'

Why: The Human Safety Net is based on the idea that communities of 'people helping people' can bring about sustainable change. It reflects Generali's commitment to contribute towards a healthy, resilient and sustainable society where people can develop and flourish to their full potential and makes a direct link to its function as an insurer.

How: Generali employees from across the Group submitted over 300 ideas for community projects to The Human Safety Net. Three programmes were selected, which share the common purpose of unlocking the potential of disadvantaged people. Generali then engages like-minded NGOs to collaborate.

The three programmes of activity are:

- For **Families:** Equal life chances for disadvantaged children.
- For **Refugee Start-Ups:** Empowering refugees to realise their entrepreneurial potential.
- For **Newborns:** Prevention and treatment for a devastating birth condition called asphyxia.

So what: The Human Safety net is still in its infancy. Only launching in 2017 on a global scale. However, it is already providing significant opportunity for Generali to better communicate how it supports the community. It is enabling it to identify and explore alliances and partnerships with like-minded people and organisations. It also offers more potential to understand impact, with an overarching measurement framework under development to assess programme-wide results.

Collaborator Case studies in detail

By working with other businesses (and public and third sector organisations) companies can pool resources make the most of their competences and amplify the impact that they make.

Collaboration to tackle social isolation of older people

Who: Zurich (through Zurich Community Trust, which delivers the UK community investment) plus 18 others including Prudential, Aviva and Legal & General.

What: A core focus of the Trust is to support employee involvement in the community to help improve the quality of life for disadvantaged people. The 'A Call in Time' programme was established in partnership with Age UK, to enable Zurich employees to help prevent the isolation experienced by many older people.

Why: The programme enabled Zurich Community Trust to address the fact that over 1 million older people in the UK always or often feel lonely. It also offered a new type of desk-based volunteering enabling employees that struggled to engage in direct volunteering activities to provide support.

How: The programme involves volunteers calling a designated older person for a 20-30 minute telephone call on a regular basis.

Having established the programme Zurich Community Trust realised that there were limits to how many people can be supported by its workforce. A huge opportunity to take it to scale and ensure the sustainability of the programme was offered by involving other companies in the programme.

The Trust then organised small events with Age UK to showcase Call in Time, engage other companies and then took on a convening role, holding training sessions and breakfast meetings with new corporate partners to onboard them. Companies then worked together to manage the programme with Age UK.

So what?: Through this collaborative Zurich Community Trust has involved 18 other business involved as corporate partners (currently 13). The programme has attracted additional funding from the Cabinet Office and, crucially, an increasing number of older people are benefitting from the sustained contribution of more than 450 volunteers across those businesses.

Collaboration to tackle unemployment

Who: Linklaters, Société Générale and UBS

What: Hackney East aims to improve employability skills and help east Londoners get closer to, and into employment. It also helps strengthen local community organisations who are supporting residents into jobs. The charity partner, ELBA, delivers the programme by matching company and employee skills with beneficiary needs. The funding partners encourage staff to volunteer in employability workshops, share business skills, become mentors and provide work experience opportunities. ELBA works closely with Hackney Council and the employment team at the Homerton Hub.

Why: Collaborating with others through the Hackney East programme enables each partner to gain economies of scale whilst meeting their corporate responsibility priorities. It also enables the community to benefit from a range of skillsets and capacity.

How: The collaboration started in 2010 with 'Project Central Hackney', a programme aiming to bridge the gap between local residents and community organisations and City based companies. The three founding firms were united through a place-based and impact focussed approach. Since Project Central Hackney, the programme has evolved from Hackney Works to Hackney East to accommodate the changing needs in the area and focus more on employability. The funders all jointly support the programme. Each funder is committed to delivering a range of employability workshops and employee volunteer engagement opportunities. Each participates in steering group meetings chaired by ELBA and with Hackney Council representation.

So what?: The support of multiple firms with a range of expertise ensures the long-term viability of the programme and supports a higher number of people to move closer to, and into employment. The transparency of conversations between the funders is not only an essential component of programme success, but offers them the chance to learn from the successes and approaches of other firms.

Integrator Case studies in detail

By better aligning the corporate community investment programme to the broader goals of the business, organisations can generate new approaches complementary to traditional community activity.

Integrating the corporate community investment programme with broader corporate responsibility

Who: Nationwide Building Society

What: The building society has developed a new approach to achieving social impact that involves different elements of the business (including its Social Investment Strategy along with core business functions) in addressing a range of local and national housing-related issues.

Why: Nationwide Building Society has reinvigorated its social purpose, which covers all elements of how it operates as a business and is expressed as 'building society, nationwide'. A strategic review of social investment activity, including country-wide conversations with employees, showed that while a lot was happening, a clear link back to the purpose was often missing.

How: Activities target a range of housing issues and different functions deliver elements of the programme as relevant to particular issues. For example:

- The Social Investment Team addresses local housing needs through regional community boards that fund projects in their area. The projects are voted on by the building society's members.
- The Foundation addresses broad issues like transforming the private rented sector so that it provides homes for people in need.
- Business functions are changing how they work to meet the needs of key customer groups; for example, new products have been developed, tailored to the needs of the armed forces while specialist support is made available to customers with life-limiting conditions.

So what?: The new strategy is just being launched. The approach is already providing significant opportunity for Nationwide to communicate what it does, within and outside the business, and to identify innovative ways of achieving its aims. It is now planning its first venture into house building and also exploring a programme of support for rough sleepers.

Delivering impact through the business

Who: Barclays

What: The Social Innovation Facility

Why: Barclays has identified that by solving social issues through business solutions, it can achieve a level of impact that can be self-sustaining and scalable in a way that traditional grant giving cannot always deliver.

How: In 2011 Barclays community investment team was considering ways to tackle the issue of financial inclusion whilst simultaneously increasing the strategic alignment of the corporate social responsibility activities to the business activities. Creating products that meet both a social and business need therefore seemed a natural solution. Barclays set aside some of its corporate social responsibility budget to create a social innovation facility to support internal social business innovation. While the facility had financial backing, the biggest challenge was to achieve a change of mind-set to appreciate that the business can deliver scalable impact. By reconciling the fact

that beneficiaries can also be customers and that social benefits can be a profit-making activity, Barclays was able to drive the facility forward with an independent governance structure. The facility has become self-sustaining through a model in which the facility receives a return from Barclays in respect of successful innovations.

So what?: Through the social innovation facility, Barclays has engaged with hundreds of "intrapreneurs". The facility provides a safe space for these intrapreneurs whose ideas may have been too risky to gain traditional internal funding. Whilst appealing to all current employees, Barclays has found that younger generations are particularly engaged in the intrapreneur lab.

The facility has challenged the traditional ideas of philanthropy and proven that business does indeed have a place in solving societal issues. Success stories include Barclays Women in Leadership Index and the Armed Forces Banking Proposition.

Multiple routes to impact

Case study 1

PwC: In developing a plan to advance social mobility, the professional services firm has taken ownership of a key issue, which it has aligned with wider business objectives. PwC also collaborates with others to achieve its aims.

Since 2016 PwC has made the issue of social mobility a strategic priority for its business and thereby its corporate community investment programme. It has developed a five-year, five point, plan to help advance social mobility by focussing on raising aspiration, access and awareness. Its plan has brought these into focus enabling a more co-ordinated approach.

The plan is based on a clear understanding of the social case for action informed by the key challenges resulting from the Social Mobility Commission's identification of social mobility cold-spots; that the chances of someone from a disadvantaged background succeeding in life is strongly influenced by where they live.

To implement the plan, PwC has created a Social Mobility team and set targets for areas including Recruitment, Development & Progression, Community and Advocacy.

The approach is influencing both the location and emphasis of the corporate community investment programmes.

Location: PwC's schools programme is just one example; activity previously focussed on the schools closest to its offices, but by mapping its UK offices to social mobility cold-spots PwC found that 45 social mobility cold-spots are within 1 hour of a PwC office. So the reach of activity has increased, with offices now supporting schools in these areas.

Emphasis: offices are working more with secondary schools than primary schools as they have found that this offers a greater

opportunity to address the key areas of 'Access', 'Aspiration' and 'Awareness'.

However, the change is more fundamental than simply adjusting existing programmes. In Bradford, identified as one of twelve 'opportunity' areas from the bottom 65 social mobility cold-spots, PwC is a cornerstone employer and is developing plans for joined-up efforts to tackle issues in the area.

Benefits

The focus has helped to make a clear case for action and engagement among key stakeholders. Employees, for example, are able to see that there is a greater purpose to their volunteering or community activity. More people across the business are getting involved in community activity as a result.

By working in more varied locations, the number of people that PwC is supporting has also increased.

More fundamentally, the focus on social mobility has brought greater alignment between the business and the corporate community investment programme. For example, the workplace skills programme aligns with recruitment processes in key areas to positively impact the talent pipeline.

There is an additional positive impact on PwC's external relationships with other businesses, academia and government bodies. PwC has taken on a convening role in bringing key organisations together to develop collective approaches to improving social mobility.

Case study 2

Beck Greener, the patent and trademark attorney, has taken ownership of the issue of STEM education and consolidated its activity under the banner of 'STEM: Branching Out'.

Beck Greener has moved quickly, from having no clear corporate responsibility approach to a focussed project that sets out to address a clearly defined issue (STEM education) through a variety of activities that is already delivering appreciable, measurable results.

Since 2016 Beck Greener has made STEM (science, technology, engineering and maths) education a key focus of its community activity. Called STEM: Branching Out, its project encompasses a variety of activities aimed at inspiring and encouraging young people to consider careers involving STEM.

Until recently, Beck Greener had no clear corporate responsibility plan and supported communities in a relatively ad-hoc fashion. It struggled to either demonstrate, or communicate effectively the contribution it makes to communities and the difference that achieves. This was becoming more business-critical due to growing expectations among current and future clients that the firm should be able to better articulate its corporate responsibility credentials.

Also, as patent attorneys Beck Greener relies on innovation in the physical, chemical and biological sciences, so supporting the next generation of innovators and inventors relates directly to the firm's longer-term sustainability.

Beck Greener saw that it could take a number of routes in bringing greater focus to its activity. As a legal firm a logical step would be supporting routes into the legal profession.

However, the fact that its lawyers are also trained scientists offered an alternative, and distinct opportunity. So, it took the decision to focus support on science and engineering and made the link to the STEM Ambassador programme. Since it began in January 2016, the project has resulted in over 2500 Year 3-12 pupils being reached, and 263 hours of time volunteered. Across the business, the project has seen the involvement of 54% of the workforce, with over 80% of eligible fee earners becoming STEM Ambassadors (including the Senior Partner).

Benefits

- Beck Greener is working with STEM Learning UK to understand the nature of the impacts that its activity is having on those involved.
- The interaction with pupils has resulted in colleagues reporting improved skills in areas like communication and time management. While the pro bono scheme has enabled Beck Greener trainees to improve core skills.
- It has raised the profile of the business and its corporate responsibility credentials, with the project being shortlisted twice for a Dragon Award.
- The project has also proved to be an attraction to prospective employees and is something that can be cited in recruitment material and offers a clear point of differentiation.

Case study 3

Accenture, the global professional services company, has consolidated its corporate community investment activity into the global initiative Skills to Succeed, through which it focusses on the key issue of employability skills.

Accenture's Skills to Succeed is a global programme of activity developed to build employability skills among disadvantaged people. In 2010, Accenture took stock of its corporate community investment activity and found limited coherent narrative or focus to what it was doing around the world. It felt this gap offered an opportunity to make a more effective approach by bringing its activity under a unifying, global theme.

Accenture identified employability and entrepreneurship skills as the key issue to focus on as this could offer an opportunity to address a global challenge of relevance to its businesses and communities around the world.

The issue also offered the opportunity to draw on two of Accenture's core resources: its people and its technology solutions, to improve employment and entrepreneurship outcomes for vulnerable populations.

Accenture recognised that making such a significant change in its approach would not happen overnight. It took time to develop and implement the new approach. Over some time it addressed and tackled tasks such as:

- Developing 'Skills to Succeed' as a strategic focus under which activity would sit.
- Creating locally-relevant programmes.
- Developing exit strategies for legacy programmes outside the employability focus area.
- Building partnerships with key organisations outside the business, including with charities and government agencies (e.g. the UK Department of Work and Pensions) to enable projects to be taken to scale.
- Setting targets and establishing an impact measurement and tracking process.

Addressing these points has enabled Accenture to develop locally-relevant activities. For example:

- In the UK the Accenture Skills to Succeed Academy is a digital, interactive programme that has helped more than 60,000 disadvantaged young people develop critical employability skills, and its free online Digital Skills programme which has helped nearly 10,000 people develop a better understanding of an increasingly digital world since January 2018.
- In Italy, 'Job Stations' helps people with mental disabilities to join, or re-join, the job market.
- In the US, Accenture is helping the Institute for Veterans and Military Families expand its 'Onward to Opportunity' veteran career transition Program.

Benefits

By the end of 2017, Accenture had equipped more than two million people with new skills to either help them get a job or to build a business. In 2017 this involved more than 7,000 employees contributing more than 700,000 hours of paid time.

However, beyond the headline results there have been fundamental and significant developments in the delivery of the 'Skills to Succeed' programme. A key element has been an increasing focus on collaboration, exemplified by 'Movement to Work'.

Movement to Work is a voluntary collaboration of more than 250 UK employers tackling unemployment where member organisations provide high quality work experience placements linked, where possible to entry level jobs.

The initiative has provided almost 60,000 workplaces, more than half of which have resulted in an employment or education outcome and has helped to define what 'good' looks like in terms of work experience.

As a founding member organisation, Accenture played a leading role in the establishment of Movement to Work and continues to collaborate and serve an integral role.

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Provident Financial

Prudential UK

PwC

RBS

Royal London

RSA

Slaughter and May

Société Générale

Standard Life Aberdeen

Turner & Townsend

Zurich Community Trust

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The City of London Corporation

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK.

We aim to:

- Contribute to a flourishing society
- Support a thriving economy
- Shape outstanding environments

By strengthening the connections, capacity and character of the City, London and the UK for the benefit of people who live, work and visit here.

Corporate Citizenship

Corporate Citizenship is a global management consultancy specialising in sustainability and corporate responsibility. It works with corporate clients around the world to achieve their commitments to responsible business behaviours and sustainable practices. Corporate Citizenship was founded in 1997 and operates from offices in London, Melbourne, New York, San Francisco, Santiago and Singapore. It advises on a number of areas including strategy, engagement, impact measurement, reporting and community.

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