

# The Game Changers:

How corporate foundations are innovating for social impact

# About Corporate Citizenship

- Global management consultancy specialising in sustainability and corporate responsibility.
- Established in 1997.
- Teams based in London, Melbourne, New York, San Francisco, Santiago and Singapore.
- We help companies to achieve their commitments to responsible business.
- Worked in more than 45 countries.
- Published more than 40 [thought leadership papers](#).
- Host regular sustainability and CR events, webinars and seminars.



*"Corporate Citizenship helped us to understand the issues, anticipate what's next and realize the opportunities for growth."*

- Global VP, Sustainable Business

# Introduction



**Megan DeYoung**  
**Director, Corporate Citizenship**



**Cathy Moscardini**  
**Senior Researcher, Corporate Citizenship**

# Research on corporate foundations



Revealing the Foundations,  
2006

The Foundations of Business: The  
Growth of Corporate Foundations in  
England and Wales, 2013

Corporate Foundations: A Global  
Perspective, 2014

The Game Changers: Corporate  
Foundations in a Changing World,  
2016

‘A corporate foundation is  
a foundation whose  
primary income is derived in  
some way from  
a corporate source’

*Corporate Citizenship, 2006*

Research covers perspectives from more than 20 countries

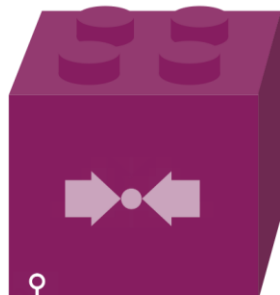


# Corporate foundations are leveraging the relationship with the parent company to deliver benefit to beneficiaries

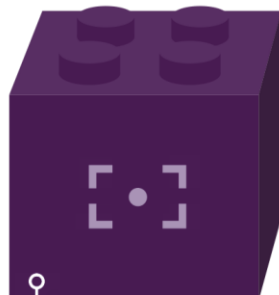
BUSINESS  
ACUMEN



STRATEGIC  
ALIGNMENT



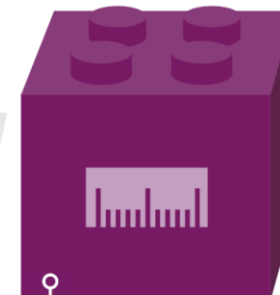
FOCUSED



ENGAGING



IMPACT  
MEASUREMENT



SUSTAINABLE  
FINANCING



# Business Acumen



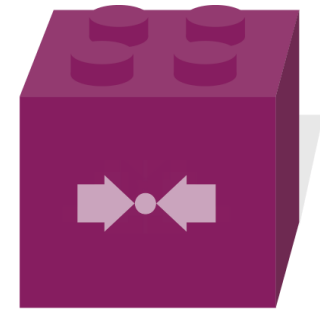
Products  
and  
Services

Networks

Employees

*65% of corporate foundations worldwide can imagine developing a new product or service that delivers a social benefit to society*

# Strategic Alignment



INDEPENDENT  
FOUNDATIONS

INTEGRATED  
FOUNDATIONS

2013



2016

58%

of corporate foundations  
stated that their giving  
strategy was linked to the  
business focus of the parent  
company

73%

of corporate foundations  
stated that their giving  
strategy was linked to the  
business focus of the parent  
company

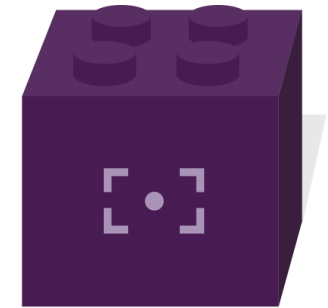


# Poll

Do you have defined focus areas that all your programs must fall into?

- a) Yes
- b) No

# Focused

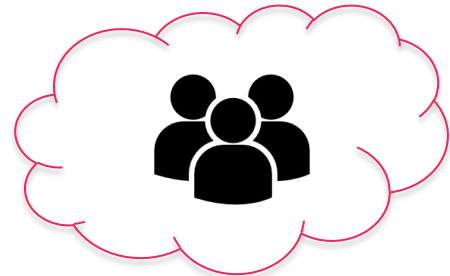


# Engaging

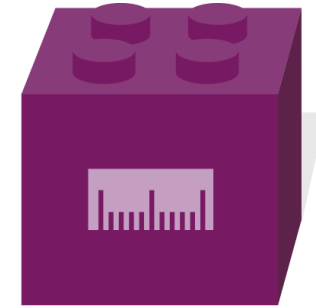
Partnerships

Community  
Participation

Events and  
Thought  
Leadership



# Impact Measurement



Aspiration

VS

Reality

78%

of respondents think that corporate foundations should measure their impacts

54%

of corporate foundations are measuring at least one impact

# Sustainable Financing



Impact  
Investing

One in five corporate foundations currently use impact investing

Finance for  
programmes

One in seven corporate foundations currently invest in finance for programmes

# But they still face challenges

Legal requirements

Reluctance from trustees

Lack of buy-in from the parent company

Lack of funds

Persisting expectations from stakeholders

# Actions

**Setting up for success**

**Bringing strategic focus to programmes**

**Delivering social impact through innovation**

**Measuring impact**

Q & A



# Thanks for joining

## **The Game Changers**

*Corporate Foundations in a  
Changing World*



 CORPORATE  
CITIZENSHIP  
Sustainability amplified

## Read more at:

<http://corporate-citizenship.com/our-insights/game-changers-corporate-foundations-changing-world/>

# Contact us



For further information please contact:

**Megan DeYoung – Director**

E: [Megan.DeYoung@corporate-citizenship.com](mailto:Megan.DeYoung@corporate-citizenship.com)

T: + 1 212 226 9610

**Cathy Moscardini – Senior Researcher**

E: [Cathy.Moscardini@corporate-citizenship.com](mailto:Cathy.Moscardini@corporate-citizenship.com)

T: +44 (0)20 7861 1601

W: [www.corporate-citizenship.com](http://www.corporate-citizenship.com)

E: [mail@corporate-citizenship.com](mailto:mail@corporate-citizenship.com)

Twitter: @CCitizenship

LinkedIn: [Corporate Citizenship Company Page](#)

**London Office**

Holborn Gate, 5th Floor  
26 Southampton  
Buildings  
London WC2A 1PQ  
United Kingdom

T: +44 (0)20 7861 1616

**Melbourne Office**

LBG Australia & New Zealand  
Suite 5.04, Level 5,  
20 – 22 Albert Road  
South Melbourne, VIC 3205  
Australia

T: + 61 (3) 9993 0452

**New York Office**

241 Centre Street  
4th Floor  
New York, NY 10013  
United States

T: 1-212-226-3702

**San Francisco Office**

901 Mission Street  
Suite 105  
San Francisco, CA 94103  
United States

T: 1-415-416-9580

**Santiago Office**

Av. Kennedy 5735  
Oficina 1503  
Santiago  
Chile

T: +56 (2) 3224 3569

**Singapore Office**

3 Fusionopolis Place  
03-54 Galaxis Worklofts  
Singapore  
138523

T: +65 6822 2203