

ACHIEVING SOCIAL IMPACT THROUGH PURPOSE-LED PARTNERSHIPS

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Denise Cranston
Head of Partnerships Advisory Practice
2into3



Contents

Abstract	1
Introduction	2
Impact of Cost-of-Living Crisis	3
Developing Purpose Led Charity Partnerships	10
Case Studies	11
B Corps	14
Social Impact Investing	15
Measure Social Impact	16
Our Approach	19
Business Benefits	23
Summary	24
About Us	25
Contact	26

Definitions

Charity

A charitable organisation is defined as a body that exclusively promotes a charitable purpose (a charitable purpose is a goal that is of public benefit) - Citizens Information Ireland

Nonprofit

While all charities will be nonprofit making organisations, not all nonprofit making organisations will be charities. Clubs and associations, professional and trade bodies, mutual societies (including many large insurance companies and building societies), friendly societies, motoring organisations, the Co-operative movement, trades unions, political parties and lobby groups etc are all nonprofit making organisations, but they are not necessarily charities - gov.uk

NGO

A non-governmental organization (NGO) is a group that functions independently of any government. It is usually non-profit. NGOs, sometimes called civil society organizations, are established on community, national, and international levels to serve a social or political goal such as a humanitarian cause or the protection of the environment - Investopedia, 2022

ESG

Environmental, social, and governance (ESG) investing refers to a set of standards for a company's behavior used by socially conscious investors to screen potential investments. - Investopedia, 2022

Millennials

The term Millennials generally refers to the generation of people born between the early 1980s and 1990s - Pew Research, 2019

Gen Z

Generation Z consists of people born between 1997 and 2012 - Pew Research, 2019

Abstract

The need for businesses to make a positive social impact has never been greater. The issues facing the world today have become bigger, more complex than ever before, and so too has the world of business.

Governments alone cannot solve society's challenges and there is an increasing expectation for businesses to assume societal responsibilities. The purpose of business is changing and being purpose-led has never been more important.

This white paper provides practical insights for business leaders who seek to place purpose at the core of their business and commit to achieving long-term value.

It will show how building long-term purpose-led partnerships with charities can be one of the most effective ways for companies to engage employees, attract customers and investors and demonstrate their commitment to creating a better world.

It will also show how business and charity partnerships not only help the community, but that the right charity partnership can boost your Business Value Proposition (BVP), which includes profitability, reputation, and customer awareness.





Introduction

“We live in uncertain times and our all may yet be taken from us.”

These words were written 85 years ago by William Somerset Maugham, but they are an accurate description of the volatile world in which we live today. The pandemic, war, climate crisis and inequality are at the top of a long list of global problems.

The Covid-19 pandemic created a social and economic crisis with its repercussions being felt across the world. With industries devastated and millions of jobs lost - the social and economic costs of the pandemic are many.

Covid-19 also widened inequalities everywhere, undermined progress on global poverty, clean energy, and more.

Many businesses closed, leading to the equivalent of 255 million full-time jobs lost, in terms of working hours, in 2020.

Among the worst hit were workers in the informal economy, young people, and women. Any economic recovery will likely be uneven, leading to greater inequality in the coming years.



The Impact of the Cost-of-Living Crisis

The rise in cost-of-living is on the minds of people across the UK and Ireland. With hard hitting energy bill costs, fuel prices reaching a record high and inflation on the rise, it is a worrying time for both individuals and businesses.

The Corporate-NGO Barometer Report for 2022 shows that the cost-of-living crisis is significantly affecting the ways in which companies and Non-Governmental Organisations plan and deliver their core purpose and mission. 86% of companies and NGOs report this major issue to feature strongly in mission delivery.

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

We understand that business journeys aren't straight forward. There will always be external factors out of a business's control, which can bring a great deal of challenges for business owners.

The health of the economy will always be a large contributing factor to how businesses perform and what their finance needs are as a result. In a recent survey, 63% of respondents said that they, "want CEOs to take a stand on key societal issues, with income inequality, racial equity and climate change the top issues identified" (JUST Capital, 2021).

Therefore, the need for business to make a positive social impact has never been greater. Many businesses need to engage in a more productive and sustainable relationship with society, recognising that healthy business is dependent on an inclusive and healthy society.

The cost-of-living crisis is significantly affecting the ways in which companies and nonprofits plan and deliver their core purpose and mission.

The Problem

There has been a shift in stakeholder attitudes across the board, putting pressure on companies to be purpose-led with a focus on benefitting wider society and playing a larger role in addressing societal challenges. Key stakeholders include:

Employees

One of the greatest challenges for companies currently is the recruitment and retention of employees. This is demonstrated by the graph on the right, which shares the results of a survey with hundreds of CEOs across the globe. (Worldcom Confidence Index for Key Business Issues in December 2021)

The battle for talent has never been so competitive. The pandemic has added a challenge, because the future of work and employee wants and needs have changed. The importance of employee engagement cannot be understated. It is the greatest priority for most companies.

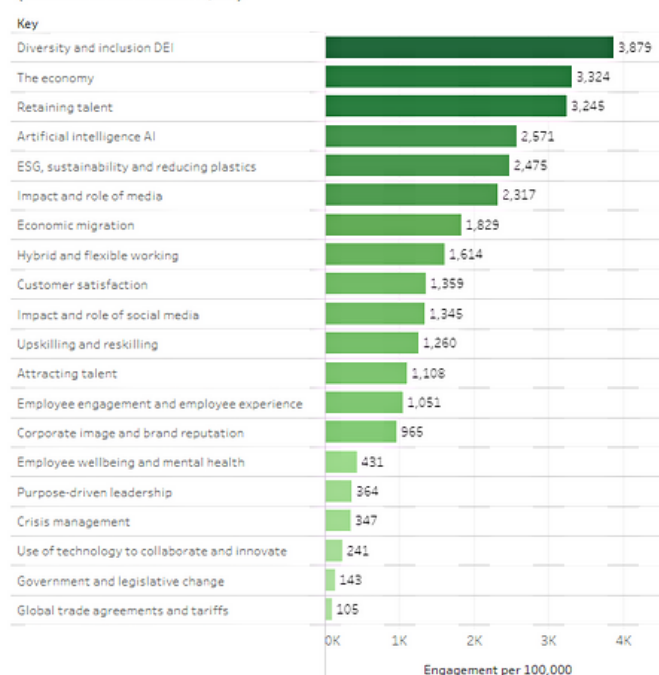
Disengaged employees are less productive, the quality of their work suffers, and they can spread negative messages about the company.

When we consider that 85% of employees in the UK and Western Europe are not engaged at work and 18% are actively disengaged (Gallup 2021), we begin to understand the scale of this challenge.

Worldcom Business Topics Engagement Monitor

The Importance of Key Business Topic Areas to the Global CEOs and CMOs

Number of CEOs and CMOs Discussing Key Business Topic Areas (Global C-Suite Sample)



"Helping employees connect what they do, to what they care about, is one of the most important ways that companies can increase employee engagement."
(Harvard Business Review, 2021).

By 2025, it is expected that 75% of the global workforce will be Millennials (forbes.com). Great Place to Work has found what Millennials want in the workplace right now. More than any other generation, they're seeking equity, transparency, flexibility, and purpose. They're not afraid to quit if an employer doesn't meet their needs. (Top 5 Things Millennials Want in the Workplace in 2021 | Great Place to Work).

According to a recent EY report, money is decreasing in importance to Gen Z.

Between 2020 and 2021, "making money" declined in importance and was eclipsed by this generation's desire to "be the best" and "make a difference."

Salary alone is not enough to convince Gen Z's to join, or even stay at your company. It is vital to pay employees what they are worth, but you must also consider making work enjoyable and demonstrating the impact of their work on the world.

Companies need to adapt their working practices, environments, and cultures to fit the demands of these generations. Overall, they want to work for companies with a purpose that goes beyond simply making money. They want to feel good about their work because it is making a positive impact on society.

Customers

Customers are also making choices in the marketplace based on purpose and sustainability.

In Futerra's new survey of over 1,000 consumers in the USA and UK, they discovered that 96% of people feel their own actions, such as donating, recycling or buying ethically, can make a difference. Over half believe that they personally can make a big difference. Despite personal efforts, brands also have a key role to play.

Although individuals believe they can make a difference, they require further help in their efforts. Futerra's survey revealed an overwhelming demand for brands to step up on sustainable lifestyles.

If your brand isn't helping your consumers improve their environmental and social footprint, then you're in danger of disappointing, and potentially losing, 88% of them.

Critical Investors

ESG (Environmental, Social and Governance) is poised to be the defining business matter of the decade. Investors are now paying attention to ESG data. Today the data is widely used by investors.

Some screen out poor ESG performers, assuming that the factors that cause companies to receive low ESG ratings will result in weak financial results. Some seek out high ESG performers, expecting exemplary ESG behaviours to drive superior financial results. Other investors incorporate ESG data into fundamental analysis. Some use the data as activists, investing and then urging companies to reconsider their ESG strategy.

Regulators

Regulators are also very interested in ESG and purpose. The European Union has already implemented the Non-Financial Reporting Directive, requiring companies to report how they manage social and environmental challenges. In the United States, they have started to evaluate ESG measures through the Securities and Exchange Commission (SEC).

Companies will be under growing pressure to improve their performance on ESG dimensions in the future. The challenge for many corporate leaders is that they aren't sure how to do that. They lack understanding of exactly where they should be focusing their attention and how they should be communicating their ESG efforts.

Whilst much of the focus to date has been on environmental and sustainability practices, business is now beginning to prioritise the social or society component, focused primarily on employees and communities.

In recent times, too many companies have embraced a “box-ticking” culture that encourages the adoption of increasingly standardized ESG activities. However, they're not enough. In a world that increasingly judges ESG performance, companies must move beyond box ticking or window dressing. It is essential to aim to achieve real results and be rewarded for them.

High Level Solution

Become a purpose-driven business

To overcome these challenges, we recommend that companies become purpose-driven businesses with a focus on benefitting wider social or environmental causes.

One of the most succinct definitions of a purpose-driven business is by Professor Colin Mayer, who says a purpose-driven business is one that aspires, **“to produce profitable solutions to the problems of people and planet, and not to profit from producing problems for people or planet.”**

A perfect illustration of Mayer's definition is outdoor clothing and equipment brand Patagonia. Widely cited as a shining light in the movement, their mission statement says: **“We're in business to save our home planet.”**

They explain how they do this through their core values.

A purpose-driven business is one that aspires “to produce profitable solutions to the problems of people and planet, and not to profit from producing problems for people or planet.”



Patagonia **lives and breathes** its purpose every day. From how they source their materials, to how they recruit and retain staff, spend their profits and to how they run marketing campaigns.

The pandemic has shone a spotlight onto inequalities in our society. This means that purpose is even more important for companies because they need to show that they are helping tackle those inequalities rather than make them worse. In a recent survey by Porter Novelli, respondents said that when a company leads with purpose they are:

78% more likely to want to work for that company

76% more likely to trust that company

72% more likely to be loyal to that company

70% more likely to defend that company if someone spoke badly of it

72% more likely to forgive that company if it makes a misstep

To be an authentic purpose-led business, you must structure your business from the ground up to make a positive impact in every aspect. It needs to be authentic, something that is felt and lived by everyone in the company.

Paying lip service to purpose (purpose-washing) is not the way forward.

Purpose-washing: when organisations profess to be operating to fulfil a greater purpose; one which supports wider stakeholders and creates a better future, when in fact purpose is being misused purely for commercial gain. Essentially, there is an incongruence between an organisation's articulated purpose and the practices within the organisation.

Being a purpose-led business yields many benefits. Studies show that firms with a well-integrated purpose see higher levels of growth and resilience to disruption.

For example, research conducted by Yale Centre for Business and the Environment found that purpose-driven businesses were 63% more likely to survive the last financial crisis when compared to companies of a similar size.

In the same vein, research from the B Corp, a community of purpose-led companies that use business as a force for good, has highlighted that B Corps in the UK are growing **28 times** faster than the national economic growth of 0.5 percent.

Once you have established your purpose, you need to articulate it. This should be a short and inspiring statement sharing why your company exists, beyond simply generating profits.

Purpose-led: an organisation that places its organisational purpose at the core of everything it does and how it operates; using purpose as the compass to guide decision-making and deliver wider stakeholder value.

Unlocking your company's 'why' is incredibly powerful. It helps colleagues understand why their work matters. It helps customers dream bigger. Ultimately, it unites all your stakeholders around a single vision. As Simon Sinek says, *"People don't buy what you do. They buy why you do it."*

Workplace ESG is deeply connected with corporate purpose. By focusing on ESG in the workplace, organisations can make a difference for society and the planet and improve employee engagement, innovation, and productivity at the same time.

Giving employees a clear connection to a meaningful and greater purpose, is a vital factor for business success.



Developing Purpose Led Charity Partnerships

The Trust Barometer, a study published annually by global communications firm Edelman, found that public trust eroded even further in the past year among world governments and the media—largely due to mishandling of the pandemic, lack of progress on climate change and increased partisanship among media organisations.

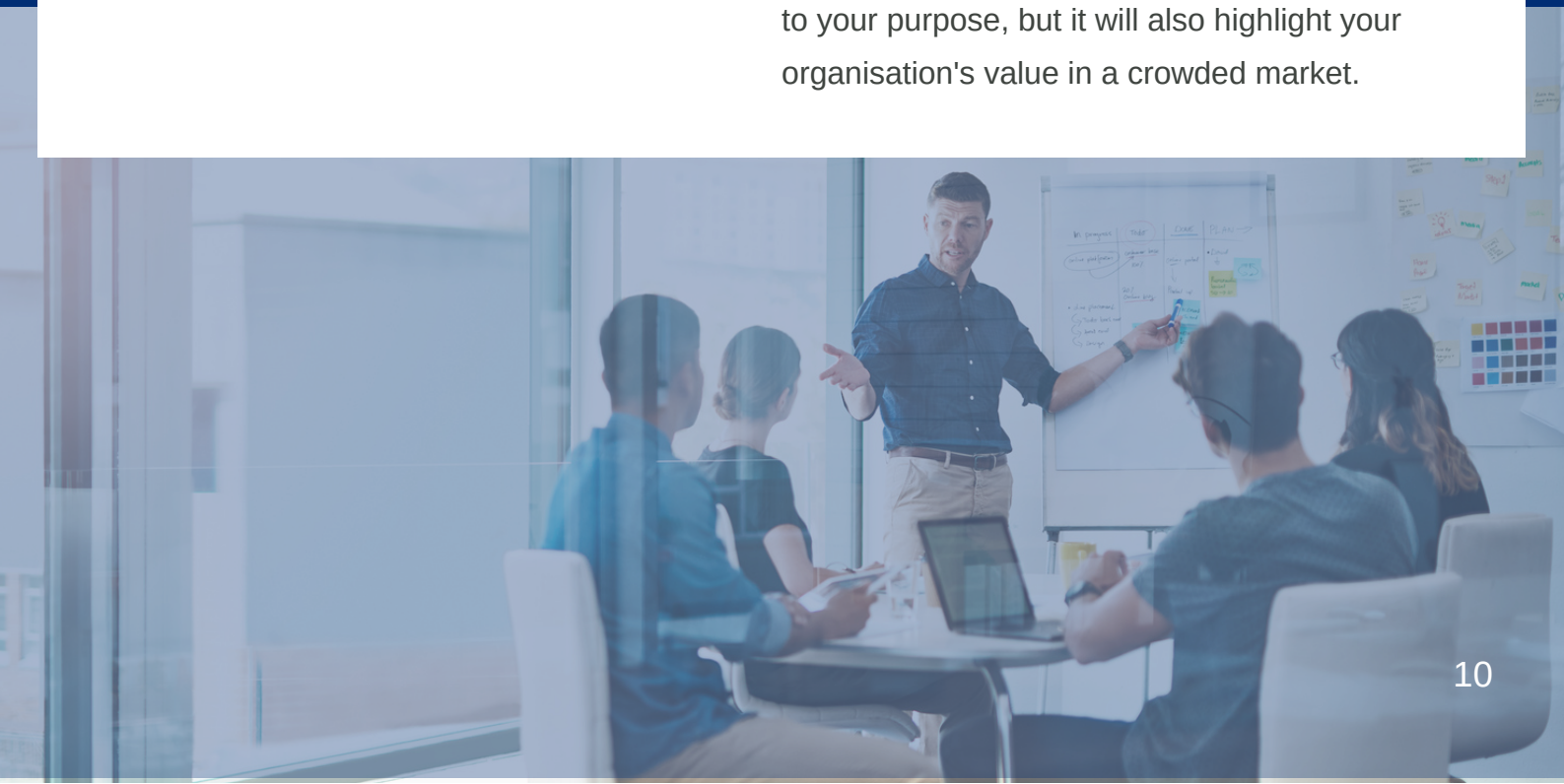
Yet, as companies develop vaccines and find cleaner energy sources, the report highlighted an increased desire for the private sector to play a larger role in addressing societal challenges.

The study showed that cross-sector partnerships are likely to become more important to both companies and charities over the next three years.

Given the cost-of-living crisis, exacerbated by war in Ukraine and a tougher economic environment this year, it is interesting to note that still 93% of NGOs and 82% of corporates expect partnerships to become more, or much more, important over the next three years.

Companies cannot claim they are purpose-led unless they are doing something about it. **One of the most effective ways for companies to demonstrate their commitment to creating a better world is building a long-term purpose-led partnership with a charity.**

By partnering with a charity, you can tap into the expert knowledge and skills of a cause that will support you to make a real difference. This partnership will give you the scope to engage colleagues, attract customers, and show your impact. Not only will it show you are committed to your purpose, but it will also highlight your organisation's value in a crowded market.





Case Study

The Tesco - WWF Partnership

Tesco and WWF came together in 2018 with a shared ambition: to make it easier for customers to access an affordable, healthy, and sustainable diet.

Through the partnership, they set out an aim to halve the environmental impact of the average UK shopping basket. By working to better understand the food value chain, from food production and food delivery, right through to food consumption, they launched the **Tesco-WWF Sustainable Basket Metric**.

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

For each product, the Sustainable Basket Metric tracks **seven key areas**, which are weighted depending on how significantly they impact the planet. WWF, with support from Tesco, have since relaunched the Basket Metric as a tool for other businesses to track their impact.

In November 2021 at COP26, four major British supermarkets joined Tesco as signatories of WWF's Retailers' Commitment for Nature, pledging to halve the impact of UK baskets and set the food system on the path to regenerative production and consumption.

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





Case Study

Fitbit and Diabetes UK

Working from home during the pandemic created a surge of at-home workouts. Fitbit saw this as a significant opportunity to engage their customers and colleagues with their purpose.

By working with Diabetes UK, they were able to deliver their purpose of making people healthier.

Fitbit shared their marketing expertise with Diabetes UK, to create tailored email journeys for their millions of users about the steps they could take to reduce their risk of diabetes.

This partnership generated positive publicity, made colleagues feel proud to work for Fitbit and most likely saved thousands of lives.

DiABETES UK
KNOW DIABETES. FIGHT DIABETES.



Case Study

The HSBC-Shelter Partnership

In 2019, HSBC and Shelter launched a ground-breaking initiative to support clients with no previous or fixed address to access a bank account.

The No Fixed Address (NFA) programme allows Shelter clients who do not have traditional forms of ID, to open a bank account.

Shelter is the main delivery charity partner, with another 300+ local and national charities using the service to support their clients. In March 2022, HSBC opened the 2,400th NFA bank account.

With a bank account, clients have been able to safely receive universal credit (social security), secure employment and achieve financial independence and control. Some NFA customers have gone on to open a full bank account, and many others have continued to engage in relevant support services.

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

Purpose-led partnerships look beyond the immediate short-term financial results, and focus on building long-term business and societal value, that will create a world in which:

- business prospers
- societies thrive
- the environment flourishes.

“A business that makes nothing but money is a poor business.”

Henry Ford.



B Corps

Considering becoming a Certified B Corporation will make it easier for purpose-led companies to protect and improve their positive impact over time.

Certified B Corporations are businesses that "meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose".

The B Corp governance philosophy means all stakeholders must be considered when directors and CEOs make decisions, as well as many other requirements.

Five years ago, there were 1,700 certified B Corps in 50 countries. Now, there are more than 5,000 in over 70 countries, with thousands more in the application process. This group includes some of the world's most famous brands, such as Ben & Jerry's, Innocent Drinks and Patagonia.

It's no surprise that the number of companies interested in gaining B Corp Certification has surged in the last year. With the major reset that came with the start of the pandemic in 2020, more and more businesses are realising that they can't wait any longer to turn their focus to positive impact, over profit.

Certified B Corporations are businesses that "meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose".


Social Impact Investing

Companies who can demonstrate that they create social impact can differentiate their products from competitors.

Organisations who can demonstrate that their activities intentionally target specific social objectives, as well as provide a financial return, can access the growing Social Impact Investing ('SII') market.

Companies who can show that their operations will enhance local communities, for example by providing educational opportunities that build human capital or by developing local infrastructure, are in a better position to engage with stakeholders such as governments and regulators.

Companies targeting emerging markets are increasingly finding that inclusive business models, with operations and products that target the 'bottom of the pyramid' in these economies, can access large markets and deliver goods and services that increase the welfare of the most vulnerable.



Social Impact Investing provides finance to organisations addressing social and/or environmental needs with the explicit expectation of a measurable social, as well as financial, return. It thus aims to foster economic development while achieving social outcomes.

Measure Social Impact

Measuring and managing social impact is crucial to the health of your business. Companies that employ social impact measurement can understand which of their decisions lead to social impacts so that these can be managed, reducing negative impacts, and increasing positive impacts.

This also puts business in a better position to engage with their stakeholders such as governments, regulators, and their customers.

Social impact valuation allows social costs and benefits to be properly identified and accounted for, meaning that long term benefits or costs can be measured and managed like any other asset or liability.

Companies are increasingly seeing the value of social impact valuation and are adopting approaches such as Social Return on Investment ('SROI') to do this.





Solution

A New Approach to Solving Societal Problems

With over 20 years' experience working with corporates on their responsible business agenda, we at 2into3 know what works, and what doesn't. Corporate charity partnerships can unleash innovative ways of working, mobilising expertise and can create shared accountability in an increasingly complex world.

There is a real opportunity to develop new approaches to partnering that go beyond philanthropy, towards generating shared value.

Historically, many corporate-charity partnerships have been driven by a desire to deliver short-term results for both parties. However, the problem is that short-term partnerships rarely result in meaningful social impact.

This is because it takes time to build strong relationships and develop activity that delivers meaningful social impact.

That is why many companies, such as PwC, Lloyd's Banking Group and Tesco, have replaced their transactional "charity of the year" approach with long-term, strategic, purpose-led partnerships instead.

Social impact can be defined as the effect on people and communities that happens because of an action or inaction, an activity, project, programme, or policy.

The Collaboration Continuum

Shared value is defined as policies and practices that enhance the competitiveness of companies while improving social and environmental conditions in the regions where they operate.

The 'Collaboration Continuum', (see below), was created by two academics, Austin and Seitanidi, in 2012. It clearly shows the four different types of corporate-charity partnerships that are available. All these types are valid; however, our approach is based on moving charity partnerships beyond the transactional space to become more strategic and transformational – because this is where the real value lies.

The Collaboration Continuum



Source: Adapted from Austin and Seitanidi, 2012

Our Approach

Our approach will firmly embed social impact and value creation across your organisation, serving the needs and aspirations of your clients, employees, investors, and the communities in which you work.

Our starting point

Clearly identifying the social impact issue(s) you work on makes it easier for funders to understand you, most likely increasing investment in your work, and for other groups to partner with your organisation. Therefore, we will work with you to identify the social impact issues your business is uniquely able to advance.

Working on complex social issues requires collaborative partnerships. We will help you choose partners that complement and accelerate your work and make inclusion a core component in your efforts.

We know that when companies anchor themselves in a purpose, their ESG commitments follow. We will help you and your partners identify purposeful activity, involving your whole organisation, helping you deliver your purpose and achieve results for your social impact commitments.

Our Partnership Process

Identify the social issues most relevant to your company

Our starting point will be to work with your Senior Management team, to assess your approach to charity partnerships, to understand your company's purpose beyond profit and help you identify your social priorities.

Develop Partnership Criteria

We will help you identify features of your ideal partners and draw up a list of key criteria.

If you don't already know which charities you'd like to partner with, you've probably got an idea of the type of charitable work you support. Or you might personally support a specific charity, and it can seem like a natural extension to get your business and charity working together.

Sometimes business and charity partnerships are a natural fit. For example, digital inclusion charity 'Good Things Foundation' offers free digital skills courses in partnership with BT. As both organisations are directly involved in digital, each brings operational expertise to the programme.

By combining efforts, BT and Good Things Foundation were able to drive the mission to increase digital inclusion.

The organisation you select should perform work that is a good fit for your business — including your employees and customers — and should help you achieve your company purpose.

Organisational Review

Assess your approach to social/ charity partnerships, understand your organisation's purpose beyond profit and identify your social priorities

Develop Partnership Criteria

Identify features of your ideal partners & draw up a list of key criteria

Select Partners

Using agreed criteria, we conduct research on a long list of potential partners, shortlist 3 and work with you to select your ideal partner

Partnership Plan

Facilitate a co-creation workshop with your charity partner to identify your shared purpose, objectives, roadmap & ways of working

Manage your Partnership

Support you to proactively manage your partnership, ensuring it is on track and helping you seize opportunities and overcome obstacles

Impact Report

Produce an inspirational impact report, work with your partner to collect relevant case-studies and data

Choosing your Charity Partners

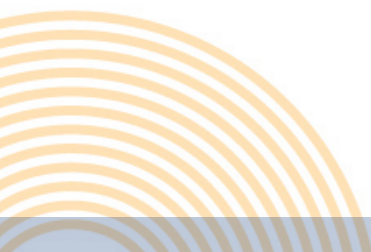
The charities you decide to partner with can influence employees and customers, so it's important to choose wisely.

Once you've chosen the type of charity and cause for a partnership, you need to consider how to partner your business with a charity and decide whether a specific charity is qualified for your support.

You'll need to consider several factors when deciding which organisation to support and formally create a business and charity partnership.

At 2into3, we will help you look for and find a good match between you, your employees and the charity's representatives. We'll also do due diligence on the charity to ensure they are a reputable and sustainable organisation.

Using agreed criteria, we will conduct research on a long list of potential partners, narrow it down to a top 3 and work with you to select your ideal charity partners.



Co-Create Your Partnership Plan

Each partner must carefully consider what they want to receive from the partnership and what they can offer. Both partners should be realistic. A risk when entering a corporate partnership is that a charity overestimates what it can offer a prospective partner and is then unable to deliver.

By the same token, often charities underestimate their worth. We will facilitate a co-creation workshop with your charity partner to identify your shared purpose, objectives, roadmap, and ways of working. Part of this is to carefully consider the details of a partnership before establishing an agreement.

Measuring social impact has never been more important. CSR and ESG typically need to let investors and stakeholder know where they have made a difference.

We will work with you to establish clearly defined, measurable goals, be clear about what you want from your impact report, work with your partner to collect relevant case-studies and information and produce an inspirational impact report.

Managing your partnership

When entering a partnership, a charity and its corporate partner should commit to regular reviews of the partnership to ensure it is in good health, running smoothly and achieving its aims. We can support you to proactively manage your partnership, ensuring it is on track and helping you seize opportunities and overcome obstacles.

Through periodic reviews we will examine:

- If the partnership is achieving what it set out to, and any changes that might be required to improve its efforts,
- Any issues or concerns which may affect one or more of the partners' abilities to contribute to the partnership,
- Any new opportunities which might help your partnership make a greater impact or increase its effectiveness.

These reviews don't need to be drawn out and can be far easier when a charity and its corporate partner stay in touch, remain engaged and quickly address any issues that arise.

Business Benefits

According to research by financial services organisation Foresters, 82% of UK consumers said their decision would be affected by whether a company engaged with charities and its local community - meaning you could be seriously missing out if you haven't partnered with a charity yet.

5 benefits of partnering your business with a charity

1. Increase Your Company's Sales

Getting more visibility in the community can help build your sales or attract new customers.

2. Engage, Motivate and Retain Employees

Employees frequently cite non-salary rewards as reasons they enjoy working for a company. Volunteering with co-workers can help build strong employee teams and create a sense of community within your workforce.

3. Engage New Business Partners

Working on charitable events with other business and community leaders will help you get to know people who can help your business to grow, from local government officials to CEOs of businesses you could partner with in new sales and marketing ventures.

4. Boost Business Marketing and Reputation

Your business' sincere participation with a top-performing, well-respected charity will help to burnish your business's reputation in the community. You'll get a lot of no-cost positive marketing through positive charity partnerships.

5. Build Brand Awareness and Customer Loyalty

All these benefits can grow year by year, and they tend to increase over time. From networking opportunities that can arise from working on charity events with your charity partner and other community leaders to improving your customers' awareness of your own business values and work in the community.

Your investment of time and money in supporting a charity partner is one of the strongest returns on investment (ROI) you can make.

Summary

Over the past number of decades, Corporate Social Responsibility (CSR) was a standard metric for companies and for-profit organizations. It was far less likely for social impact to be the primary goal of a for-profit business. Now, the number of companies focussed on creating positive social impact is increasing, and the public is taking notice.

The goal of social impact differs from the typical Corporate Social Responsibility approach in that making or supporting positive social change is prioritized in all a company's work, while CSR tends to be a secondary organisational value.

Purpose-led organisations adopt this approach, allowing leaders to serve the wider stakeholder ecosystem and enabling their businesses to thrive within the complex environment they are operating in.

Purpose-led business is also rising up the investor agenda with 88% of institutional investors claiming to hold an organisations' ESG metrics to the same level of scrutiny as financial and operational reports.

There's no doubt that missing the purpose-led paradigm shift will negatively impact your organisation. The next generation of consumers expect businesses to have a point of view on societal and environmental issues, and to be doing the right thing for people, communities, and the planet.

If you open corporate-charity partnerships, there is significant value inside. These partnerships have the potential to increase employee motivation, performance, loyalty, and collaboration.

They are employee engagement dynamite because they bring meaning into the workplace.

However, unlocking this employee value requires companies to take a more strategic approach to partnering with charities. If that happens, we will see a new era of purpose-driven, corporate-charity partnerships, creating a better world.

"Social impact strategy is any effort to create public value that is systematic, sustainable, and innovative. Effectively creating social impact is an essential challenge to all organizations regardless of geography or sector."

– Dr. Peter Frumkin,
The Centre for Social
Impact Strategies

About Us

2into3 was founded in 2006 to provide nonprofits with a range of services, including fundraising, grants, recruitment and organisational reviews. Since then, we have expanded our services to include governance, strategic planning and partnerships.

In 2016, we founded our sister brand, the For Purpose Graduate Programme, connecting eager graduates with nonprofit organisations. In 2020, we expanded geographically, by opening offices in Belfast and Cork, and adding a fourth office in Galway in 2022.

We are passionate about supporting you to have a greater impact in your community, whether you are a charity, government body, philanthropist or a private company. We provide a range of solutions to build your capacity and strengthen your impact.

Some of our 355 clients include:



Contact



Denise Cranston

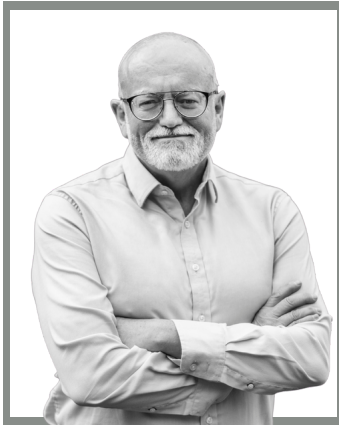
Head of Partnerships Practice

Direct Line: +353 1 584 5983

Mobile UK: +44 7714 755283

Mobile ROI: +353 86 085 5836

Email: denise.cranston@2into3.com



Dennis O'Connor

CEO

Direct Line: +353 1 574 0033

Mobile: +353 86 816 2278

Email: dennis@2into3.com



2into3



www.2into3.com



2into3





JANUARY 2023

Denise Cranston
Head of Partnerships Advisory Practice
2into3