Philanthropic Corporate Social Responsibility, Organisational and Employee Fundraising

How does it really work in the UK?

A Survey by The Good Exchange, carried out by Censuswide.

Research was carried out by Censuswide in Q1 2018

Sample included 201 people with management responsibility for Corporate Social Responsibility or Charitable Fundraising for their employer or their business.
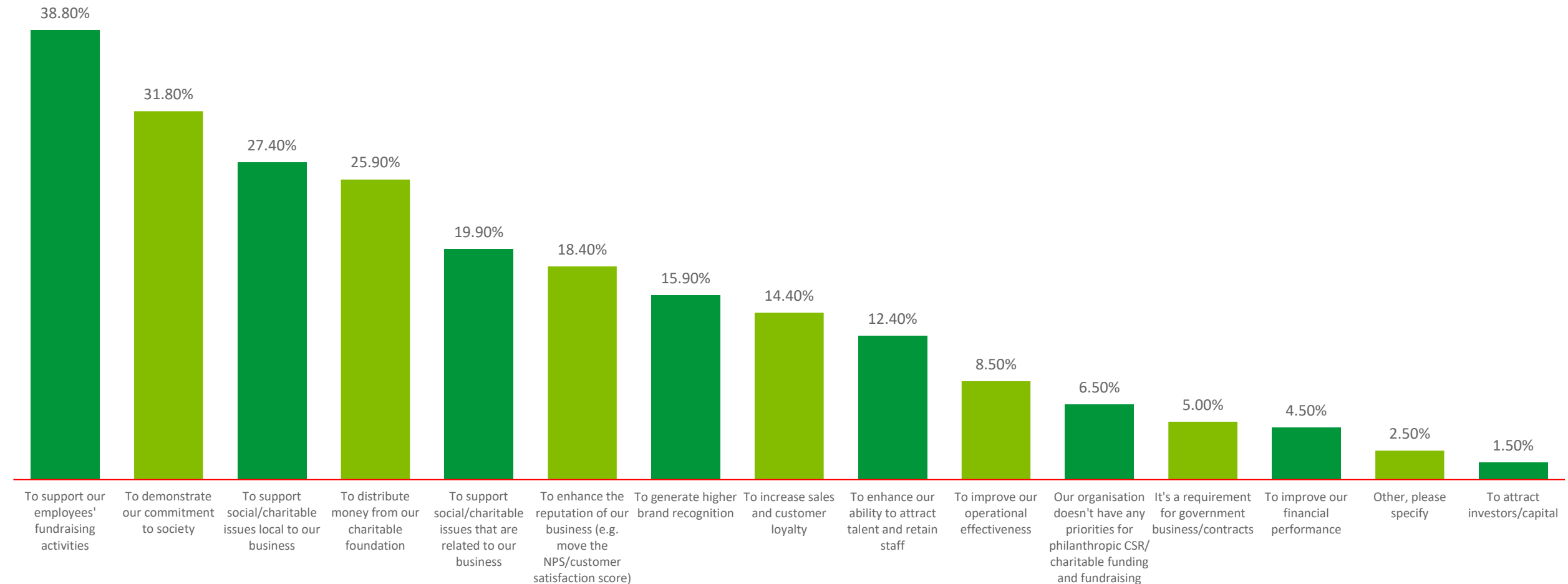
Question One

What are your organisations' priorities for philanthropic CSR (Corporate Social Responsibility) / charitable funding and fundraising (e.g. as part of a CSR programme)? (Tick up to three)

Supporting employees' fundraising activities tops the list of priorities for managers regarding philanthropic CSR / charitable funding and fundraising, with almost two fifths (39%) saying this was a priority.

- This was followed by almost a third (32%) of managers who said that demonstrating commitment to society was a priority.

- Just over a quarter (27%) said that supporting social/charitable issues local to their business was a priority and 26% said distributing money from their charitable foundation was also a priority.

- Almost half (49%) of managers of regional companies say that supporting their employees' fundraising activities is a priority for their organisation, whereas fewer than a quarter (24%) of those in local organisations say the same.

- Alternatively 39% of those in local organisations said that supporting social/charitable issues local to their business was a priority, but only 22% of those in national organisations said the same.

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Question One

What are your organisations' priorities for philanthropic CSR (Corporate Social Responsibility) / charitable funding and fundraising (e.g. as part of a CSR programme)? (Tick up to three)

Category	Percentage
To support our employees' fundraising activities	38.80%
To demonstrate our commitment to society	31.80%
To support social/charitable issues local to our business	27.40%
To distribute money from our charitable foundation	25.90%
To support social/charitable issues that are related to our business	19.90%
To enhance the reputation of our business (e.g. move the NPS/customer satisfaction score)	18.40%
To generate higher brand recognition	15.90%
To increase sales and customer loyalty	14.40%
To enhance our ability to attract talent and retain staff	12.40%
To improve our operational effectiveness	8.50%
Our organisation doesn't have any priorities for philanthropic CSR/ charitable funding and fundraising	6.50%
It's a requirement for government business/contracts	5.00%
To improve our financial performance	4.50%
Other, please specify	2.50%
To attract investors/capital	1.50%

Question Two
Which of the following best matches how you think your employees view the company's charitable CSR activities?

When asked what their employees think about the rationale for their company's charitable CSR activities, 1 in 7 (14%) managers think their employees are sceptical about the company's motives (e.g. driving profits and shareholder value rather than benefitting good causes).

- 13% think their employees do not fully appreciate the efforts that the company puts into philanthropic and social good.
- Just over half (51%) think their employees are fully behind their company's charitable activities.
- Companies with between 50 and 500 employees are more sceptical about their employer's charitable CSR activities than employees of larger or smaller companies (an average of 22% are sceptical and an average of 20% do not fully appreciate charitable efforts).

Question Three
Which of the following best matches how you think your customers view the company's charitable CSR activities?

1 in 10 managers (10%) think their customers are sceptical about the company's motives for charitable CSR (e.g. driving profits and shareholder value rather than benefitting good causes) while less than half of managers (47%) think their customers are fully behind the company's charitable activities.

- 1 in 8 managers (12%) think their customers do not fully appreciate the efforts that the company puts into philanthropic and social good.
- More managers in London, the West Midlands and the North East feel that their customers are sceptical or do not fully appreciate the company's motives (38%, 38%, 33% and 100% of respondents respectively) compared to other parts of the UK.

Question Three

Which of the following best matches how you think your customers view the company's charitable CSR activities?

Response	Percentage
They are fully behind our company's charitable activities	47%
They are somewhat supportive	24%
They do not fully appreciate the efforts that the company puts into philanthropic and social good	12%
They are sceptical about the company's motives (e.g. driving profits and shareholder value rather than benefitting good causes)	10%
Not sure	8%
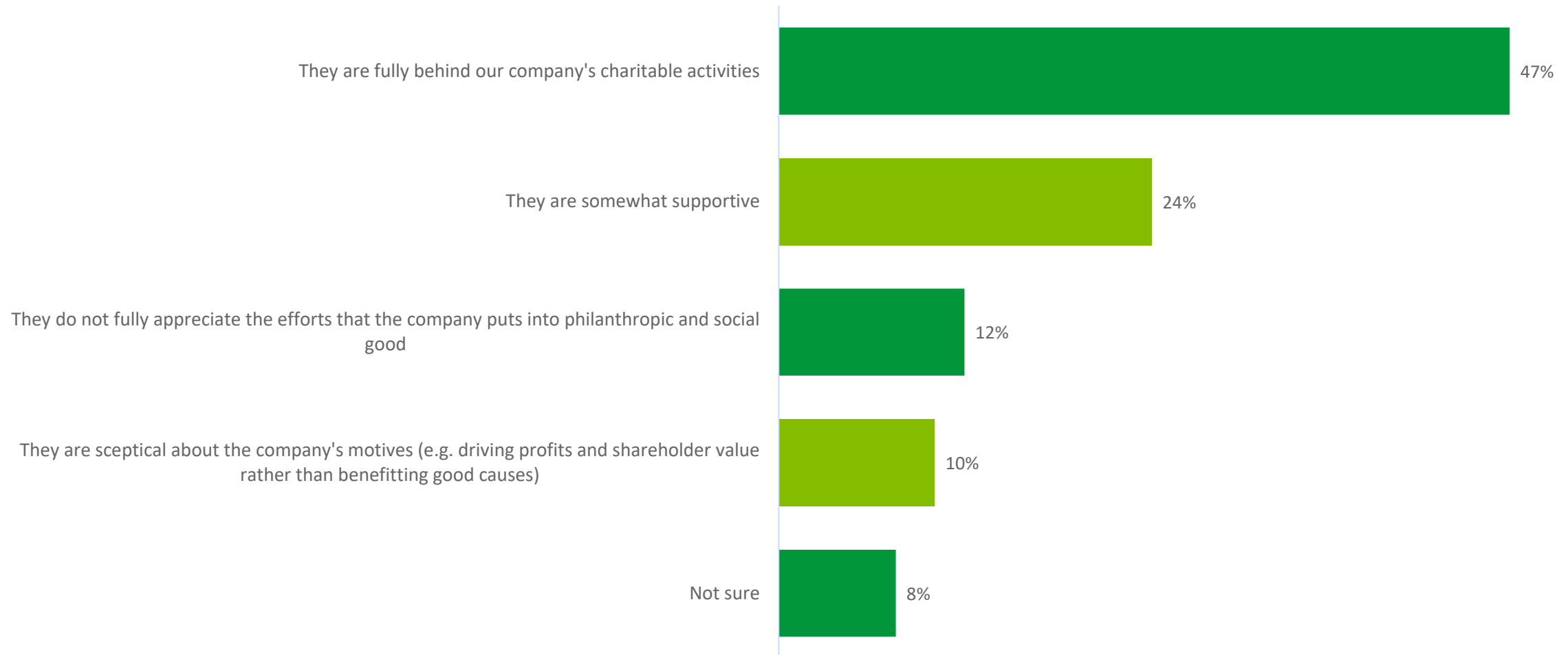
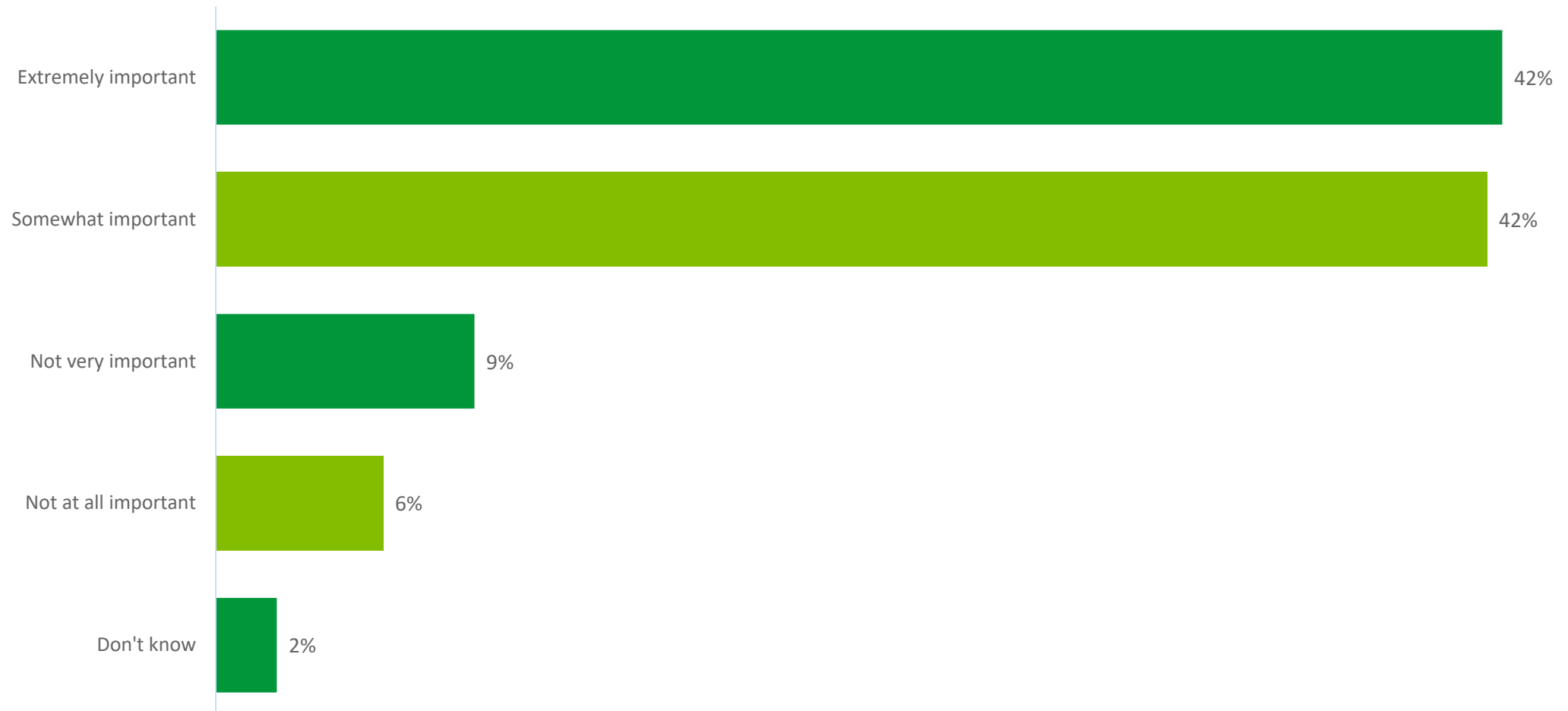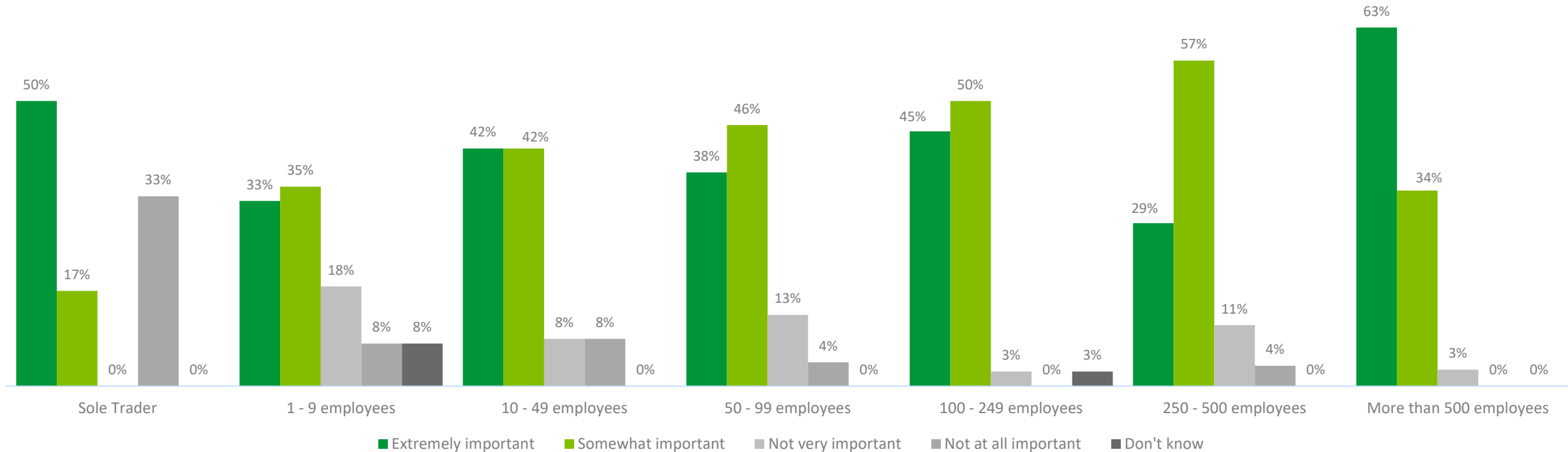Note: Numbers may not add up to 100% due to rounding

Question Four

How important is it that the company's chosen charity(ies) epitomise your desired corporate brand image (e.g. how they act, how they are perceived and how they are talked about in the media, what charitable categories they cover)?

84% of managers said it's important the company's chosen charity(ies) epitomise their desired corporate brand image, with half of those managers (42%) saying it's extremely important

- This was especially important in the largest organisations surveyed, with 63% of respondents saying it was extremely important and an additional 34% saying it was somewhat important.
- Only 1 in 7 (14%) managers felt that it wasn't important for the company's chosen charity(ies) to epitomise their desired corporate brand image, with 6% of these saying that it wasn't important 'at all'.

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Question Four
How important is it that the company's chosen charity(ies) epitomise your desired corporate brand image (e.g. how they act, how they are perceived and how they are talked about in the media, what charitable categories they cover)?

Extremely important — 42%
Somewhat important — 42%
Not very important — 9%
Not at all important — 6%
Don't know — 2%

Note: Numbers may not add up to 100% due to rounding

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Question Four
How important is it that the company's chosen charity(ies) epitomise your desired corporate brand image (e.g. how they act, how they are perceived and how they are talked about in the media, what charitable categories they cover)?

Data by Company Size

	Extremely important	Somewhat important	Not very important	Not at all important	Don't know
Sole Trader	50%	17%	0%	33%	0%
1 - 9 employees	33%	35%	18%	8%	8%
10 - 49 employees	42%	42%	8%	8%	0%
50 - 99 employees	38%	46%	13%	4%	0%
100 - 249 employees	45%	50%	3%	0%	3%
250 - 500 employees	29%	57%	11%	4%	0%
More than 500 employees	63%	34%	3%	0%	0%

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Question Five
Who takes responsibility for selecting which chosen charities your company supports?
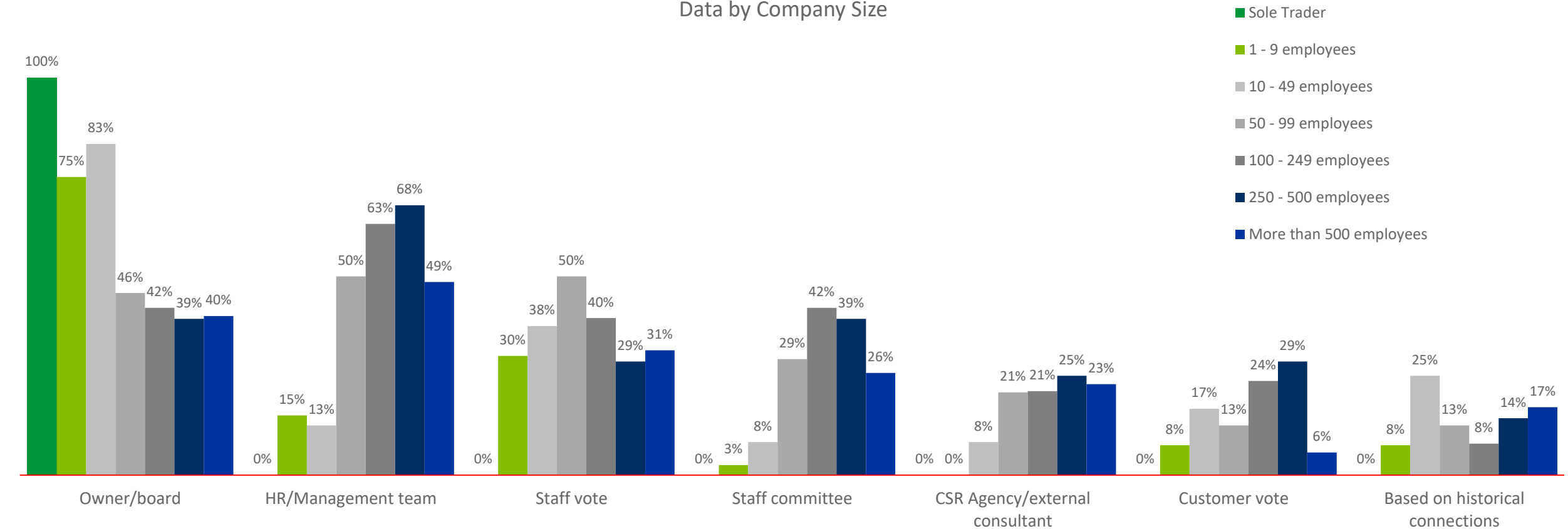(Tick all that apply)

As company size increases, decision making responsibility becomes spread across a wider range of constituents.

- On average, 88% of companies with up to 9 employees in size, said that responsibility for selecting the charities their company supports falls to the owner/board.
- However, only 40% of those in companies of more than 500 employees said that the owner/board was involved in the selection process. Instead these companies were more likely to spread the responsibility amongst HR/management team (49%), staff vote (31%), staff committee (26%), CSR Agency/external consultant (23%), customer vote (6%) and even historical connections 17%).

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Question Five
Who takes responsibility for selecting which chosen charities your company supports?
(Tick all that apply)

Data by Company Size

Legend:
- Sole Trader
- 1 - 9 employees
- 10 - 49 employees
- 50 - 99 employees
- 100 - 249 employees
- 250 - 500 employees
- More than 500 employees

Owner/board
- 100%
- 75%
- 83%
- 46%
- 42%
- 39%
- 40%

HR/Management team
- 0%
- 15%
- 13%
- 50%
- 63%
- 68%
- 49%

Staff vote
- 0%
- 30%
- 38%
- 50%
- 40%
- 29%
- 31%

Staff committee
- 0%
- 3%
- 8%
- 29%
- 42%
- 39%
- 26%

CSR Agency/external consultant
- 0%
- 0%
- 8%
- 21%
- 21%
- 25%
- 23%

Customer vote
- 0%
- 8%
- 17%
- 13%
- 24%
- 29%
- 6%

Based on historical connections
- 0%
- 8%
- 25%
- 13%
- 8%
- 14%
- 17%

Question Six
What type of charitable funding does your organisation support?
(Tick all that apply)

More than two thirds (69%) of businesses said that they leave it up to the charities they support to decide what to spend their charitable funding on and did not specify spending criteria.

- A third (33%) answered that their companies supported "on-going running costs".
- A quarter (25%) said that their charitable funding was spent on specific and finite projects.

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Question Six
What type of charitable funding does your organisation support?
(Tick all that apply)

Category	Percentage
Our supported charity(ies) decide what to spend the money on	69%
On-going running costs	33%
Specific and finite projects	24%
No particular type	8%
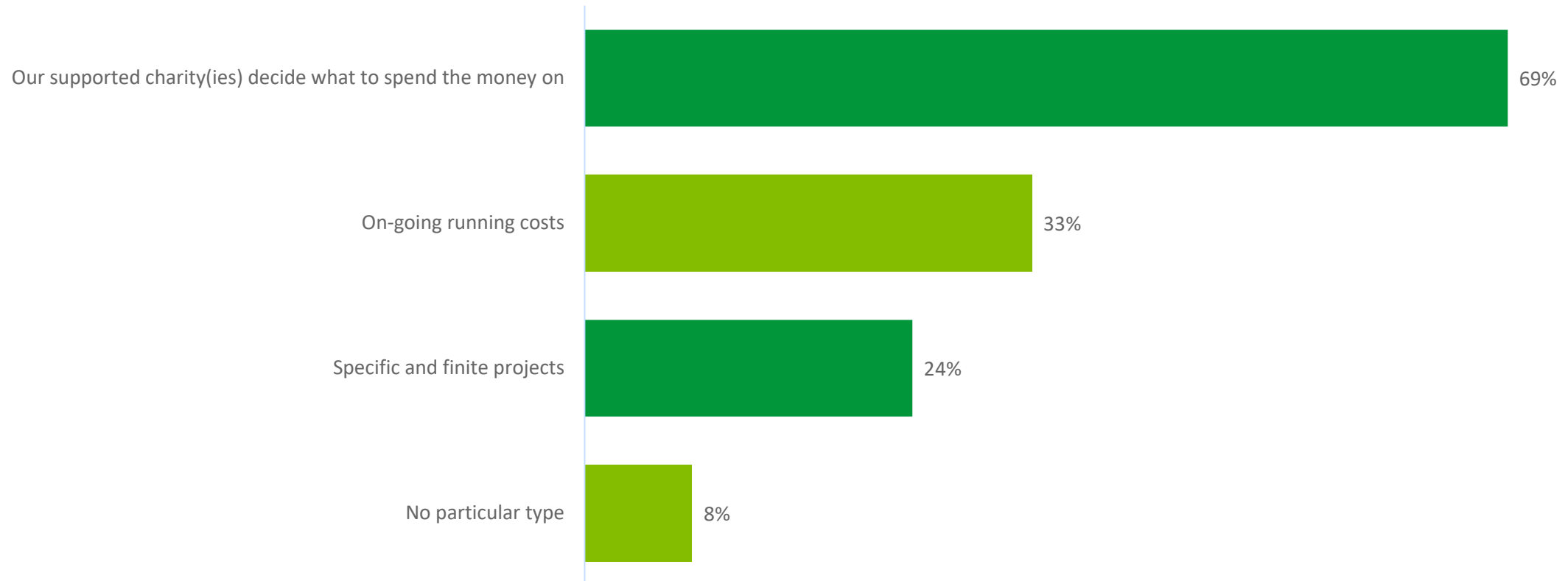
Question Seven
What information does your business need to make a decision on where and how to allocate your charitable funding (or provide match funding to employees)? (Tick all that apply)

According to managers responsible for CSR or charitable activities in a business, the type of organisation (49%) and organisational purpose and activity (what it does for who) (49%), are the top pieces of information their business needs to make a decision on where and how to allocate their charitable funding.

- Only 17% of managers in larger organisations of more than 500 employees and only 18% of those in the smallest businesses of 1-9 employees said they needed to know that the charitable organisation serves the community/region/area in which their business is based or where their employees live to make a decision on where and how to allocate their charitable funding, whereas 30% of managers in organisations with between 10 and 499 employees said the same.

- Nearly 2.5 times as many managers in companies that operate internationally said that they needed information on how a charitable organisation is managed as part of their decision-making process (55.1% compared to 22.5% that operate just in the UK).

- Just 1 in 20 (5%) of managers responsible for CSR or Charitable fundraising in an organisation felt that 'the size of a charity's income' is information that their business needs to have before making a decision on where and how to allocate their charitable funding.

Question Seven

What information does your business need to make a decision on where and how to allocate your charitable funding (or provide match funding to employees)? (Tick all that apply)

Category	Percentage
Type of Org	49%
Org Purpose	49%
Org Validity	34%
How Managed	31%
Locality of Operation	24%
Project Validity	22%
Org Financial Background	19%
Project Financials	19%
On-going Reporting	15%
No of staff & volunteers	14%
No Info Required	11%
Other sources of funding	10%
Upper Charity Income Threshold	10%
Lower Charity Income Threshold	5%
Other	1%
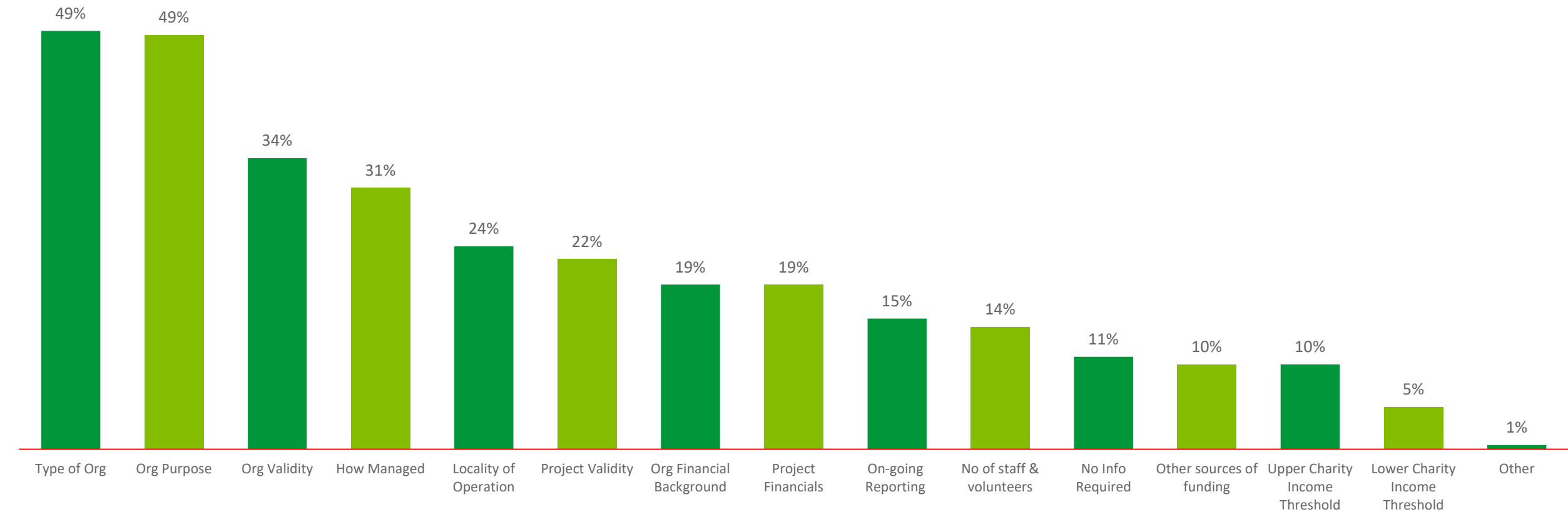
Question Eight
What challenges do you face when trying to check that the charity(ies) your organisation supports (with/without your employees) are the right ones to support? (Tick all that apply)
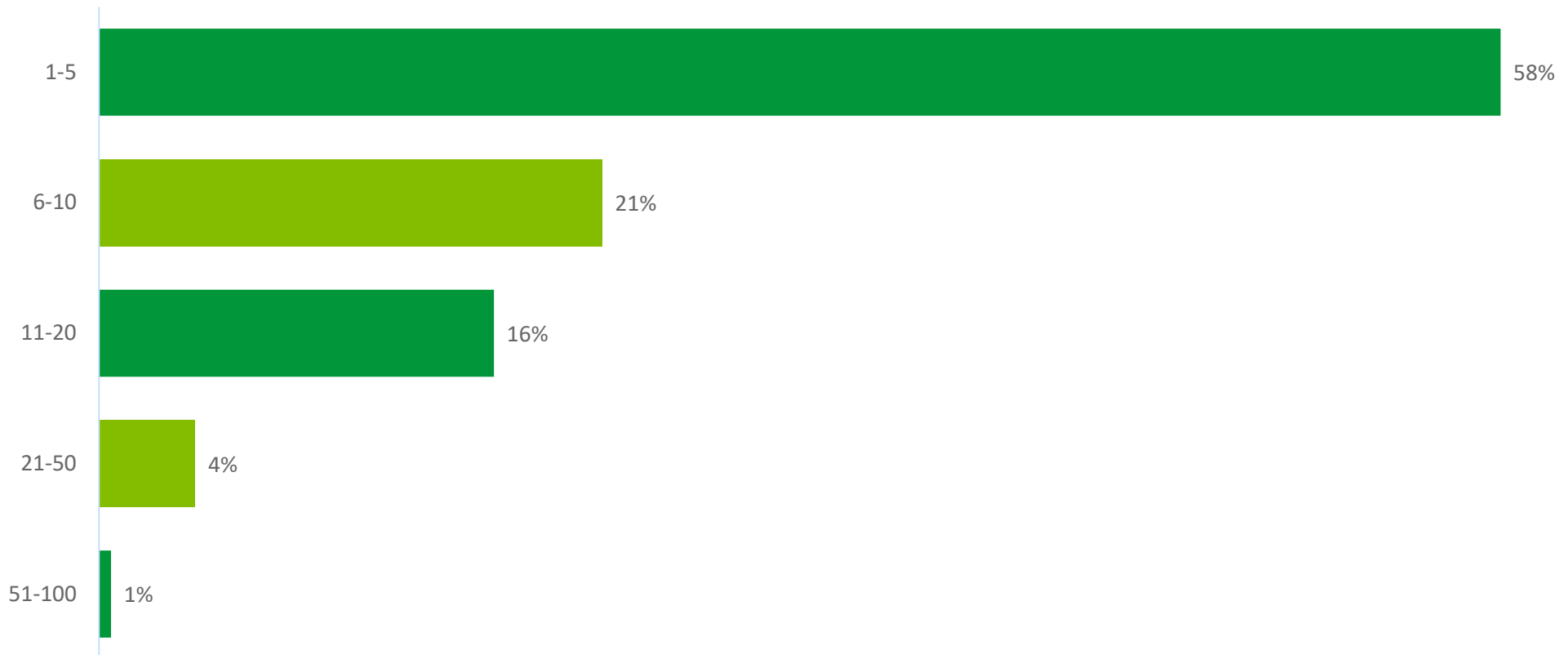
Over a third (34%) of managers responsible for CSR or charitable activities in an organisation say the most difficult challenge they face when trying to check that the charity(ies) their organisation supports are the right ones for their company, is finding detailed information about each individual charity and their fundraising projects.

- This challenge was most cited by those in London (53%).
- 29% of the managers questioned said that lack of transparency (where charities do did not make it easy for businesses to find out the information they needed to make funding decisions) was one of the most difficult challenges they faced when trying to check that the charity(ies) their organisation supports are the right ones for their company.
- 29% said that the information about relevant charitable projects cannot could not be accessed in one place.
- A quarter (25%) said that it takes too long to research each charity.
- Almost 1 in 5 (19%) of managers said they get too many inbound applications for charitable support.

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Question Eight
What challenges do you face when trying to check that the charity(ies) your organisation supports (with/without your employees) are the right ones to support? (Tick all that apply)

Detailed information about each individual charity and their fundraising projects is not easy to find — 34%

Lack of transparency - charities do not make it easy for businesses to find out the information they need to make funding decisions — 29%

The information about relevant charitable projects cannot be accessed in one place — 29%

We do not face any challenges — 27%

It takes too long to research each charity — 25%

We get too many inbound applications for charitable support — 19%

Question Nine
How many charities/good causes have benefited from your CSR initiatives in the last 12 months?

Nearly 3 in 5 (58%) managers with responsibility for CSR/charitable activities said that their organisations supported only 1 to 5 charities/good causes in a 12 month period.

- The average number of charities/good causes that have benefitted from a company's CSR initiatives in the last 12 months is only 8.
- Only 21% said they supported more than 11 charities or good causes in 1 year.
- Of the 54 charities mentioned by the managers surveyed as having been supported by their organisations over a 12 month period, 53% are one of the top 29 charities in the UK by income, an additional 31% (17) are also either national or international charities and only 16% (9) are local charities or good causes.

Question Ten
How is your charitable funding split between local, national and international charities?

Numerical open response question; please see separate Excel spreadsheet

According to the answers given by the managers surveyed, the average split of charitable funding between local, national and international charities in their organisations is:

International	National	Regional (e.g. a region of the UK)	Local (e.g. a town or a county)
15.7%	42.4%	21.6%	20.2%

Question Eleven

When it comes to fundraising for local good causes in recent years/months, how far do you agree or disagree with the following statements?

Many more local charities and good causes are losing funding or seeing cuts in funding from central and local government

Over three quarters (77%) of managers agreed with this statement, with nearly a third (32%) 'strongly' agreeing and another 45% agreeing 'somewhat'.

- 85% of managers responsible for CSR/charitable activities in companies with more than 500 employees agreed with this statement and 83% of managers from companies that operated regionally felt the same.
- Respondents in the West Midlands, the North East and the North West of the UK felt most strongly about this question with 48%, 50% and 44% respectively strongly agreeing with the statement.

Corporate and employee fundraising activities are becoming much more important to the local community

- Three quarters (75%) of managers 'strongly' or 'somewhat' agree with this statement, with almost a third of these doing so 'strongly'.
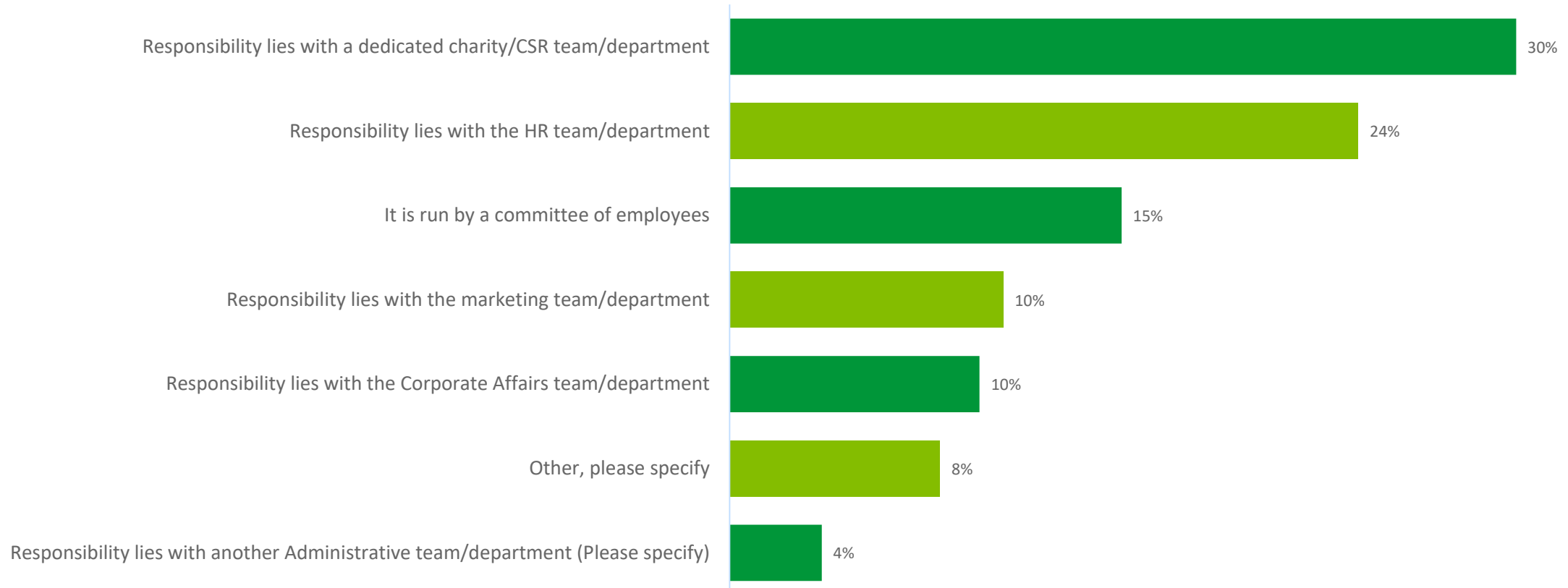
Question Twelve
How does your organisation manage its charity-related CSR activities?

3 in 10 (30%) managers state that the responsibility of the charity-related CSR activities in their organisation lie with a dedicated charity/CRS team/department.

- In addition, nearly a quarter (24%) of managers state that the responsibility of the charity-related CSR activities lie with the HR team/department.
- 1 in 7 (15%) managers state that the responsibility for the charity-related CSR activities lie with a committee of employees.

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Question Twelve
How does your organisation manage its charity-related CSR activities?

Response	Percentage
Responsibility lies with a dedicated charity/CSR team/department	30%
Responsibility lies with the HR team/department	24%
It is run by a committee of employees	15%
Responsibility lies with the marketing team/department	10%
Responsibility lies with the Corporate Affairs team/department	10%
Other, please specify	8%
Responsibility lies with another Administrative team/department (Please specify)	4%

Note: Numbers may not add up to 100% due to rounding

Question Thirteen

What percentage of internal resourcing is devoted to the administrative side of charitable CSR/charitable giving and fundraising for your organisation?

On average, 24% internal resourcing is devoted to the administrative side of charitable CSR/charitable giving and fundraising for their organisation.

- Almost 2 in 5 (37%) managers answered between 1%-10%.
- Nearly 1 in 7 (15%) managers answered between 11%-20%.
- Over 4 in 10 (42%) managers answered over 20% of time spent.
- Just over 1 in 10 (13%) managers answered over 50% of time spent.

Question Thirteen
What percentage of internal resourcing is devoted to the administrative side of charitable CSR/charitable giving and fundraising for your organisation?

Category	Percentage
0%	6%
1% - 10%	37%
11% - 20%	15%
21% - 30%	9%
31% - 40%	9%
41% - 50%	11%
51% - 60%	4%
61% - 70%	5%
71% - 80%	2%
81% - 90%	1%
91% - 100%	2%
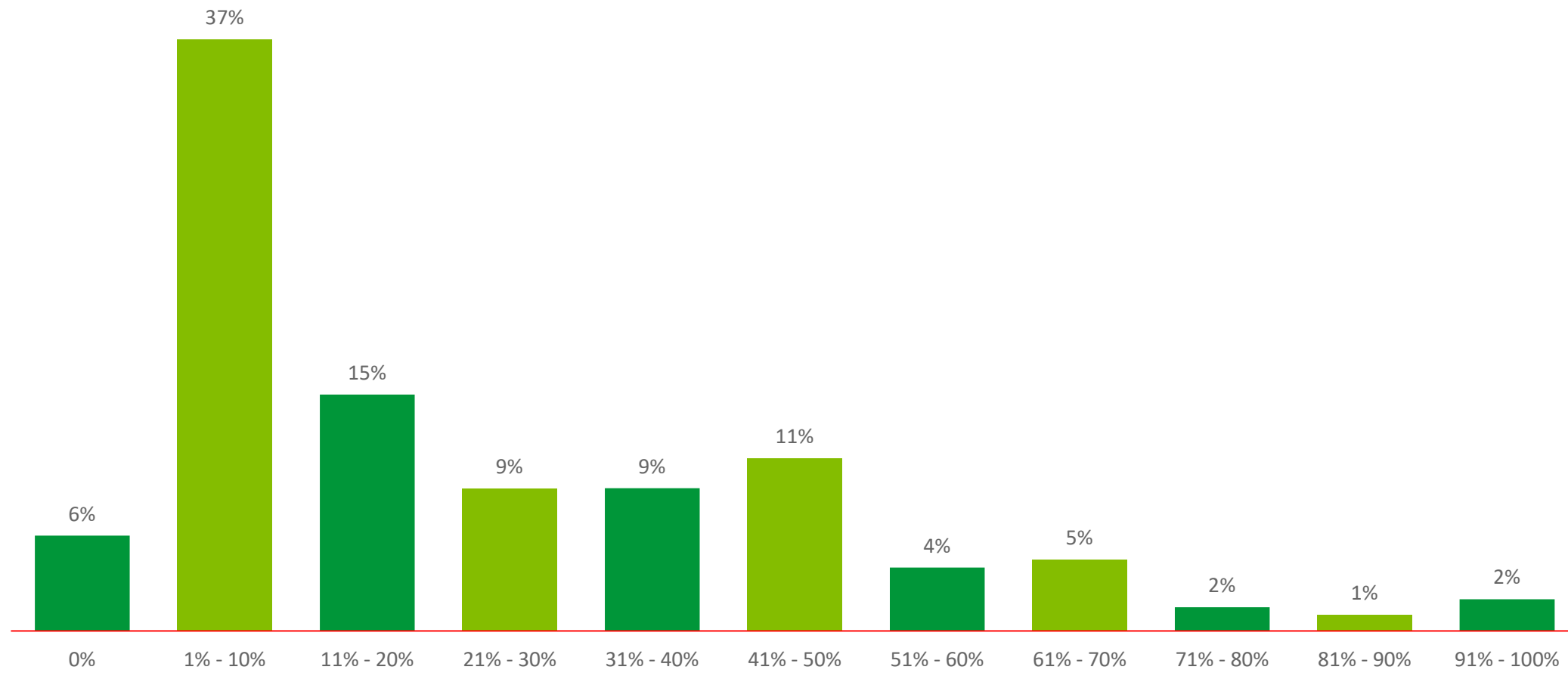
Question Fourteen

How far do you agree or disagree with this statement:

"The administrative burden on our CSR team restricts our ability to donate to/raise money for multiple/local causes"?

More than two fifths (43%) of respondents feel that they cannot support multiple causes because of the administrative overhead.

- Larger organisations felt more strongly about the impact of the administrative burden; 63% of organisations with between 100 and 249 employees, 68% of organisations with between 250 and 499 employees and 40% of organisations with over 500 employees agreed.
- Over two thirds (67%) of respondents in the North East and nearly 3 in 5 (59%) respondents in London agreed with the statement.

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Question Fourteen

How far do you agree or disagree with this statement:

"The administrative burden on our CSR team restricts our ability to donate to/raise money for multiple/local causes"

Strongly agree	13%
Agree	29%
Neither agree nor disagree	20%
Disagree	18%
Strongly disagree	18%
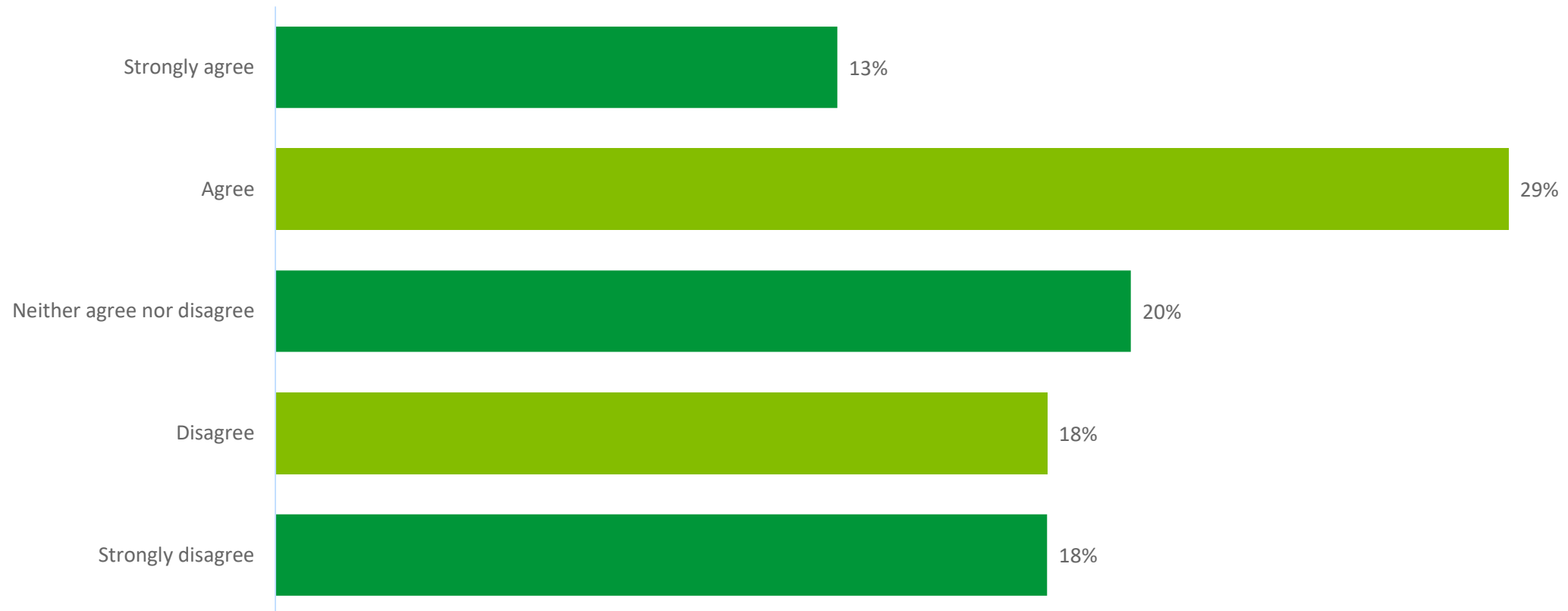
Question Fifteen
What technology/systems do you use to help you manage your Charitable CSR programmes?
(Tick all that apply)

Two thirds (66%) of managers use standard office tools such as Spreadsheets to help them manage their Charitable CSR programmes.

- Almost 9 in 10 (86%) managers responsible for charitable activities in large companies with between 250 and 499 employees and nearly three quarters (74%) of those in large companies with over 500 employees are only using standard office tools to manage the programmes.

- Only 1 in 20 (5%) managers use an in-house, CSR fund management/fundraising platform.

- Only 1 in 100 (1%) of managers use an external CSR fund management/fundraising platform.

- Just over a quarter (26%) of managers don't use any technology/systems to help manage their organisation's Charitable CSR programmes.

- 1 in 5 (20%) managers in the largest companies with over 500 employees, over a quarter (26%) of managers in companies operating nationally across the UK and a quarter (25%) of managers in companies that operate internationally are not using any technology.

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Question Fifteen
What technology/systems do you use to help you manage your Charitable CSR programmes?
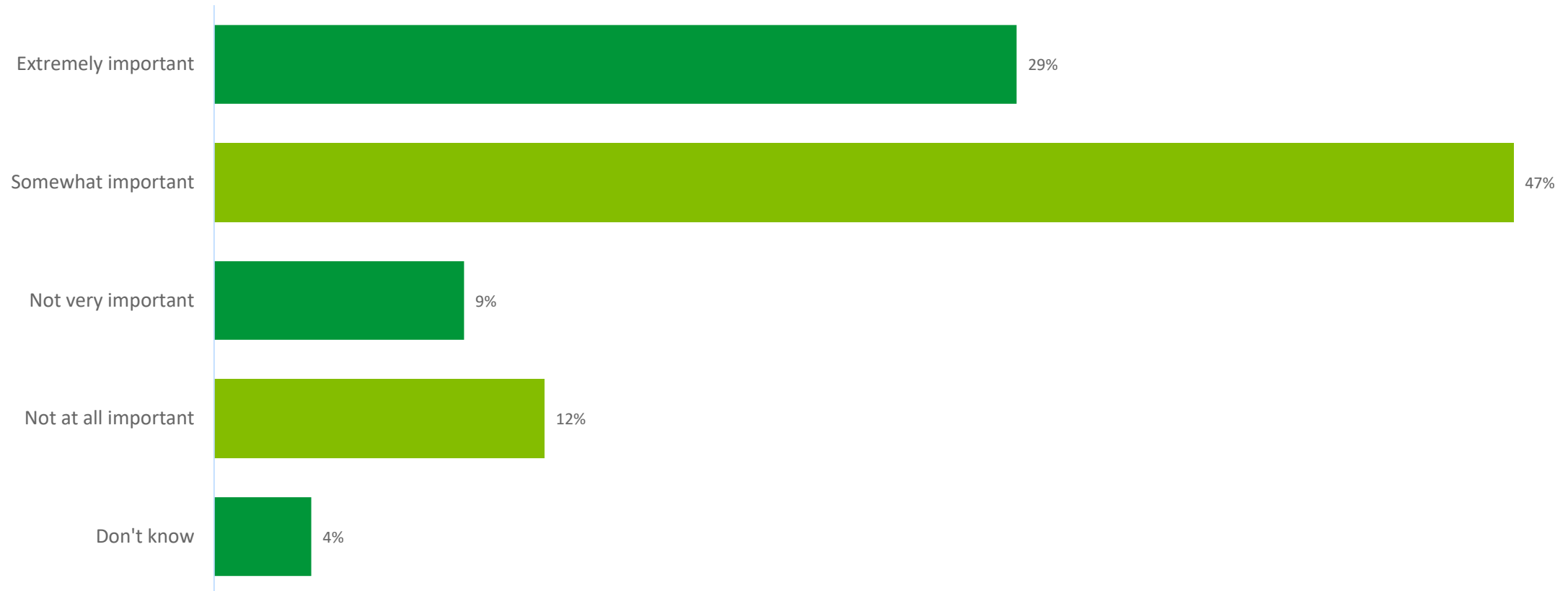(Tick all that apply)

Category	Percentage
Standard office tools e.g. spreadsheets	66%
We do not use any technology/ systems to help manage our Charitable CSR programmes	26%
An in-house, CSR fund management/fundraising platform (please specify)	5%
Don't know	4%
An external CSR fund management/fundraising platform (please specify)	1%
Other, please specify	1%
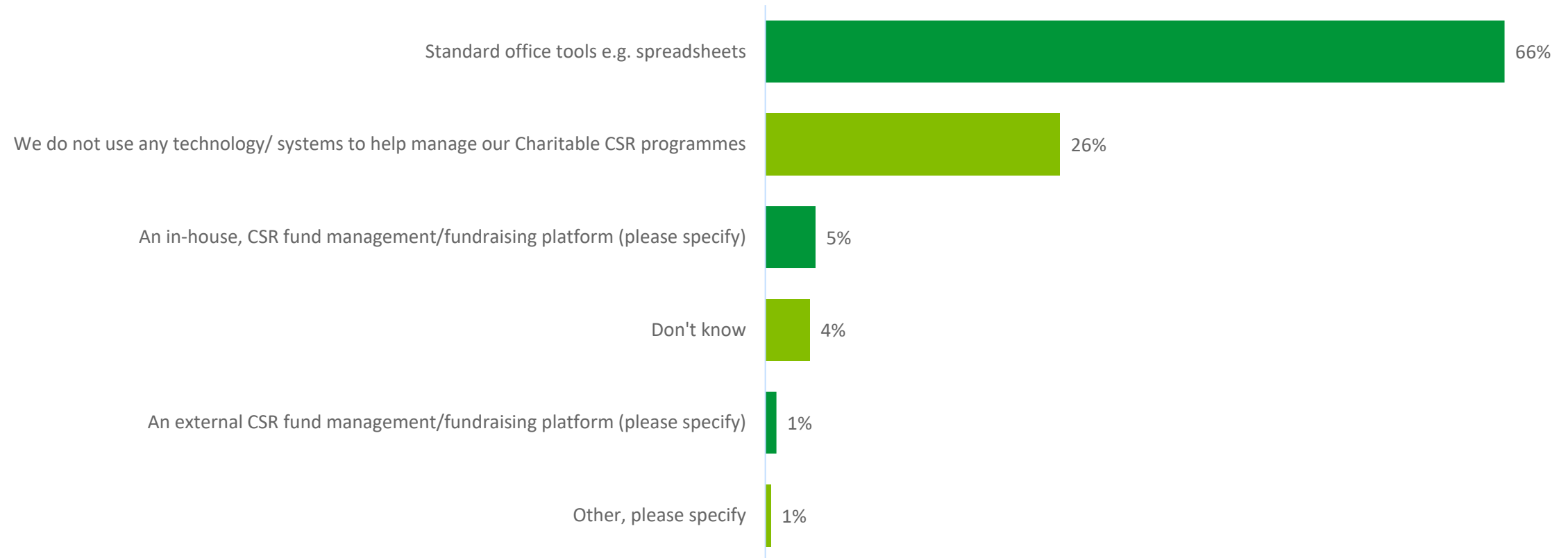
Question Sixteen
How important is outcome tracking, measurement and reporting of charitable programmes to your organisation?

Just over three quarters (76%) of managers said outcome tracking, measurement and reporting of charitable programmes are important to their organisation, with just nearly 3 in 10 (29%) stating that it is extremely important.

- This figure increased to 94% of managers working in organisations with over 500 employees and 96% of managers in organisations with between 250 and 500 employees.
- Only 1 in 5 (21%) managers said outcome tracking, measurement and reporting of charitable programmes are not important to their organisation.

Question Sixteen
How important is outcome tracking, measurement and reporting of charitable programmes to your organisation?

Category	Percentage
Extremely important	29%
Somewhat important	47%
Not very important	9%
Not at all important	12%
Don't know	4%

Note: Numbers may not add up to 100% due to rounding

Question Seventeen
How does your organisation measure the impact of its charitable activities?
(Tick all that apply)

Over two fifths (44%) of managers measure the impact of their organisation's charitable activities by asking the recipient organisation to provide results.

- Only 1 in 100 (1%) managers said that their organisation used an online reporting system to track results of its charitable activities. However, those in larger companies of more than 500 employees were the only ones to use this (6%).
- Over a third (35%) of managers measure the impact of charitable activities by visiting the recipient organisation/ project to see the results for themselves.
- Over a third (35%) said that they would visit the recipient organisation/project themselves to see the results.
- 1 in 5 (20%) managers ask their employees to provide results and 1 in 6 (16%) track customer satisfaction with their organisation's involvement in charitable activities.
- 1 in 9 (11%) managers request a case study/ press release at the end of a project as a way of demonstrating the impact of the funding.
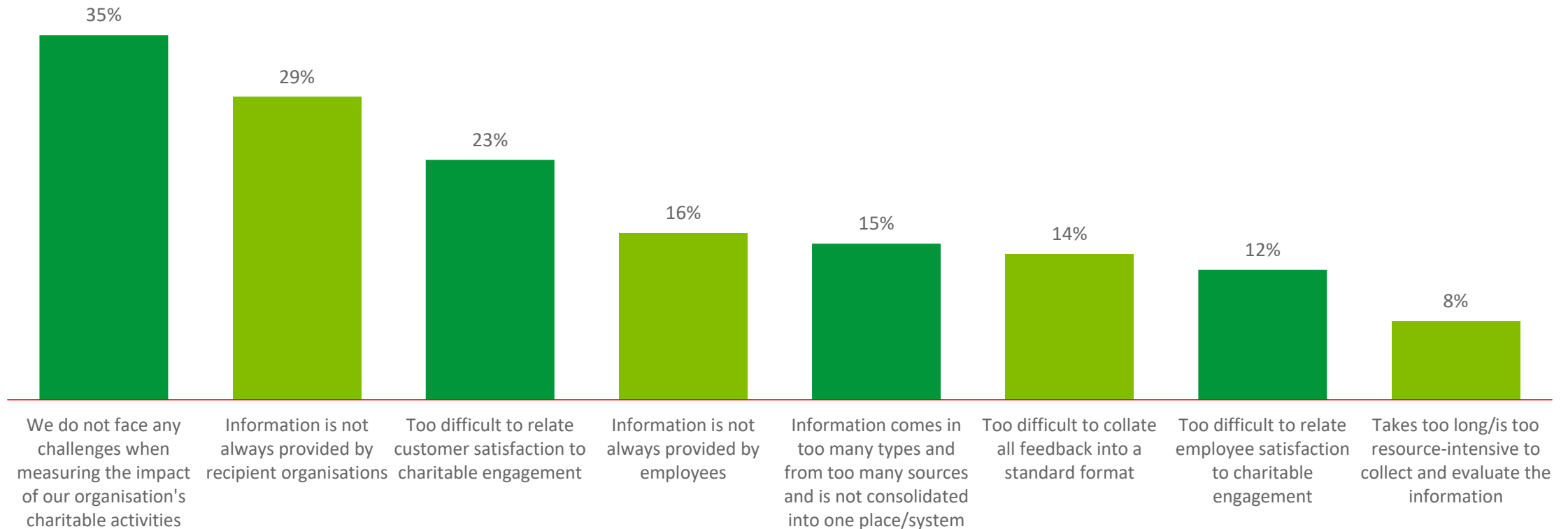
Question Eighteen
What are the main challenges you face when measuring the impact of your organisation's charitable activities? (Tick up to three)

Nearly a third (30%) of managers responsible for charitable activities in an organisation said that recipient organisations did not provide information about the impact of their funding.

- Almost 1 in 6 (16%) said that their employees did not submit the required information.
- 15% said that the information comes in too many types and from too many sources and was not consolidated into 1 system.
- The biggest challenges facing the largest organisations with between 250 and 499 employees and over 500 employees were that the information was not always provided by the recipient organisations, it was too difficult to relate customer satisfaction to charitable engagement and it was too hard to collate the feedback into a standard format.
- Three quarters (75%) of managers in the largest organisations felt that they faced challenges when trying to measure impact compared to only 39% of managers in companies with less than 10 employees.
- Over 1 in 5 (23%) managers said the main challenge they face when measuring the impact of their organisation's charitable activities is that it's too difficult to relate customer satisfaction to charitable engagement.
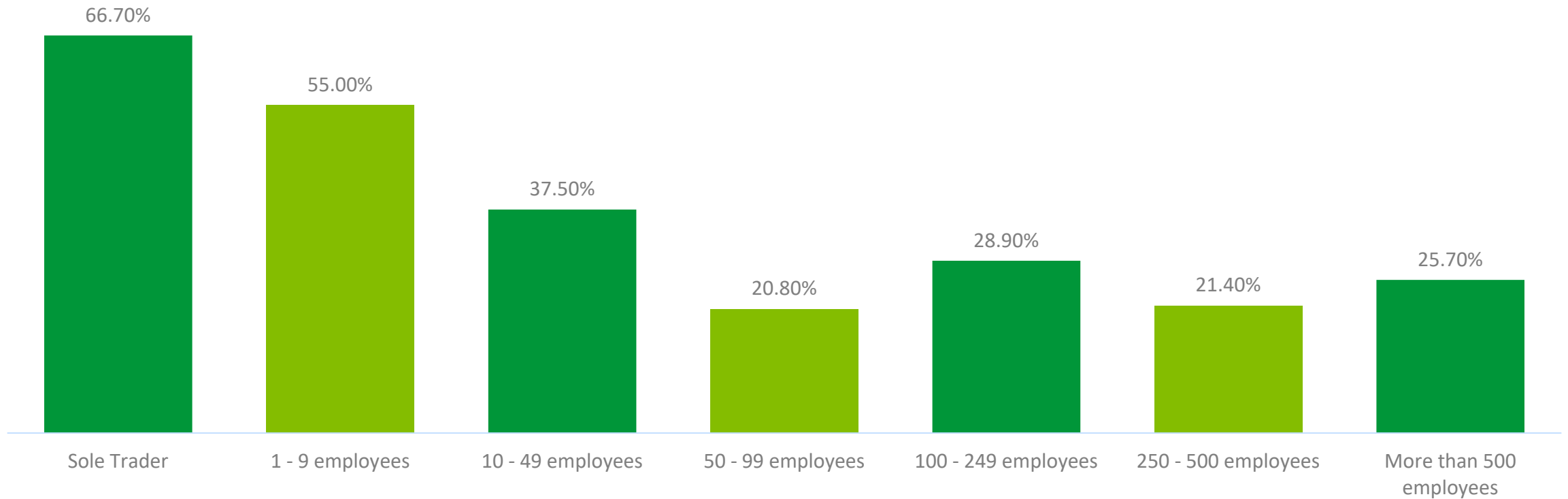
Question Eighteen
What are the main challenges you face when measuring the impact of your organisation's charitable activities? (Tick up to three)

"We do not face any challenges when measuring the impact of our organisation's charitable activities" by size of company

Category	Value
Sole Trader	66.70%
1 - 9 employees	55.00%
10 - 49 employees	37.50%
50 - 99 employees	20.80%
100 - 249 employees	28.90%
250 - 500 employees	21.40%
More than 500 employees	25.70%

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