



With the contribution of:

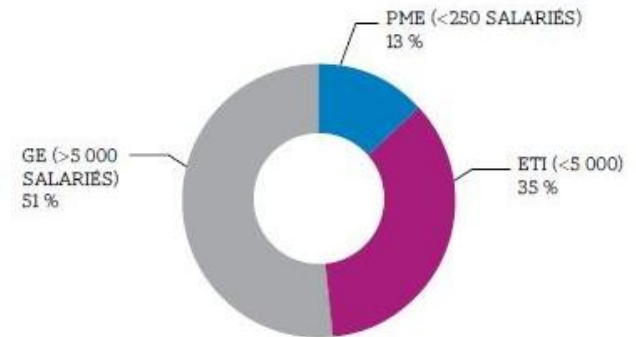


Panorama of foundations and endowment funds created by corporate enterprises - 2016

Can we reconcile performance with public interest?

- § An inventory of foundations and endowment funds in France based on a literature search
- § An online survey from May to June 2016 with a panel of 632 foundations and endowment funds created by companies
- § Interviews with 7 foundation managers to gather their vision on the sector and perspectives about the general interest

- § 70 foundations and endowments created by corporate entities have responded to our survey



Base : 60 répondants

Fondation SNCF



*Fondation
Groupe ADP*



*Fondation
Orange*



*Fondation
Bouygues Telecom*



*Fondation
APICIL*



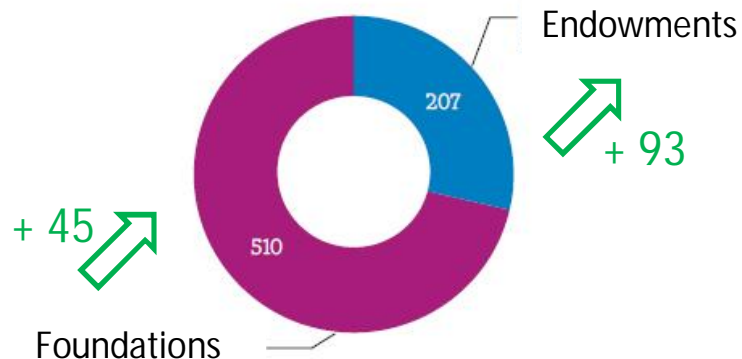
*The Walt Disney
Company*



*Fondation
Kronenbourg*



Foundations & endowments created by corporate enterprises:



Among the 510 foundations created by corporate enterprises:

- § 360 are "Fondations d'entreprise" (Corporate foundations)
- § 116 are "Fondations sous égide" (Foundations under the aegis of another foundation)
- § 34 are "Fondations Reconnues d'Utilité Publique" (Public Benefit Foundation)

In France,

- § 20% of foundations have been created by corporate enterprises (among 2 506 foundations*)
- § 9% of endowments have been created by corporate enterprises (among 2 253 endowments*)

* June 2016

Strategic refocusing:

An integrated vision of corporate social responsibility

[Patronage: an increasingly strategic activity for the company

[Towards a global strategy of citizen engagement?

To which department of the company is the foundation operationally connected?

	%
Présidence - Direction	50 %
Communication	20 %
Ressources Humaines	1 %
Développement Durable / RSE	13 %
Autre	16 %

+ 4 pts

Base : 70 répondants



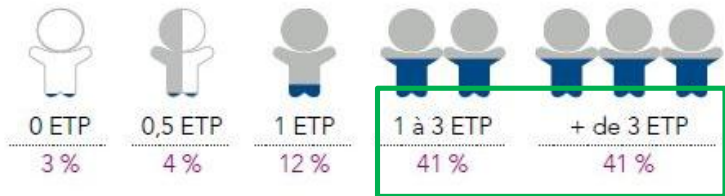
68 % of respondents see their actions linked or integrated into the company's CSR strategy

“Towards the expression of an integrated social responsibility”

The time of maturity

[A dynamic associated with a stronger endowment of human ...

Number of employees (full-time equivalent)



2008/2016
+ 4 FTE

Base : 66 répondants

General manager gross salary
In K€ (full-time equivalent)

K€	%
Less than 40	10 %
Between 40 and 70	48 %
More than 70	42 %

+ 12%

Base : 48 répondants

[...and financial resources

Annual budget 2016
(excluding the valuation of salaries or equipment)

	2014	2016	
Number of respondents	59	64	
Average budget	114 425	1 203 767	+7 %
Median	450 000	500 000	+9 %

Base : 64 répondants



Since 2014, we observe:
7 % increase in average budgets
9 % increase in median budgets

[Proactivity in research and selection of projects...

How do you select funded projects?
(Several possible answers)

	%
Proactive project search	55 %
One-off call for projects submitted to a selection committee / board of directors	54 %
Call for projects in continuous flow submitted to a selection committee	33 %
Other	17 %

Base : 69 répondants

[... and long-term commitments towards operational partners



80 % of respondents support projects on a multi-year basis against 72% in 2014

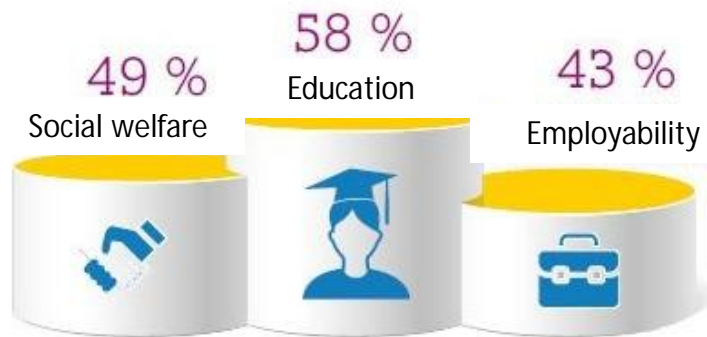
“

Towards a generalization of partnerships based on Co-construction of the project

”

Refocusing on a specific thematic:
Enhance the social impact performance

THE 3 MAIN AREAS of intervention:



+ 12 pts



[Refocusing on human development

What is your main area of intervention?
(Several possible answers)



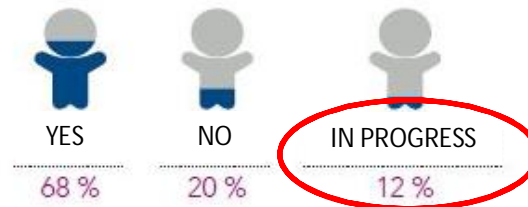
76% of respondents develop cross-patronage through the support of projects that cover several areas at the same time (e.g.: Culture & Education, Employment & Sport...)

[Key players remain employees

Do you offer employees the opportunity to get involved in actions supported by your organization?

	%
Actions focused on employees' skills? (probono, skill patronage, etc.)	30 %
More traditional solidarity actions (fundraising, solidarity events, etc.)	13 %
Both	57 %

Base : 46 répondants



Base : 69 répondants

- 11 pts



87 % of the foundations that mobilize the employees of the company offer them missions focused on their business skills

When you encourage your employees to get involved, is it:

	%
On their working time	15 %
On their free time	28 %
Both	57 %

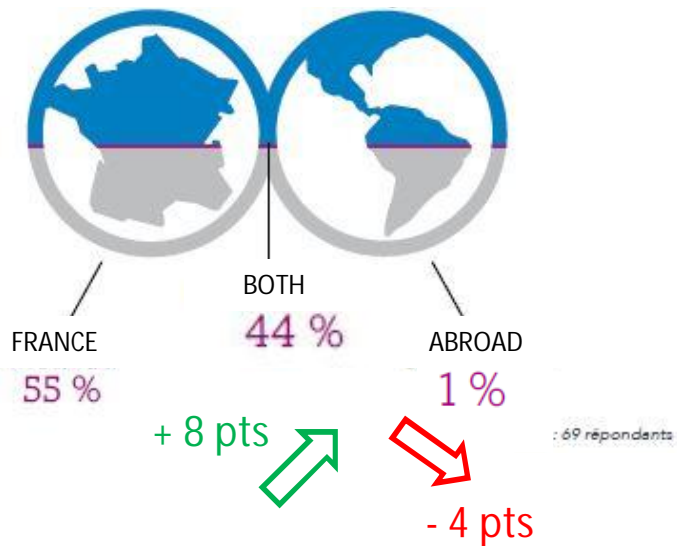
Base : 47 répondants

Geographical refocusing:

Concentrate actions on the anchoring territories

[French foundations are more focus on their direct environment

Geographical sphere of respondents



71 % of endowments and foundations take into account the geographical location of their projects (plus 20 pts since 2014)

Refocusing of communication: The necessary rise of the image

“

*To have people talk about
you without talking oneself*

”

[A desire to be known beyond the borders of the company

At what level the communication takes place?

	%	
Internal	19 %	
External	3 %	81%
Both	78 %	
None	0 %	

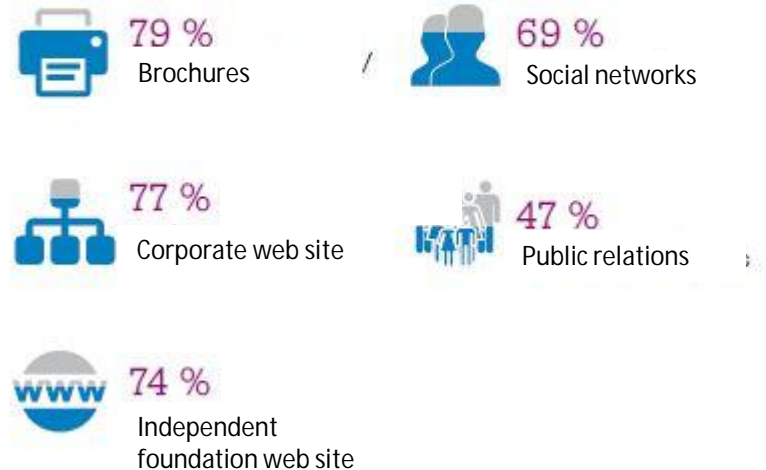
Base : 69 respondents



87 % of respondents consider that their communication has a positive impact on the company's image

[Social networks play an increasing part in the communication strategy

What communication tool do you use to value your projects?



Base : 68 répondants

“Towards a communication of prescription”

Evaluation process:

Generalization and integration of practices

[Evaluation is now applied to all programs

Have you implement an evaluation process?

	%
Yes, project or programme evaluation	54 % 64%
Yes, a global evaluation of our organisation	10 %
In progress	18 %
No evaluation performed	18 %

5 pts

Base : 68 respondents

Who performs the evaluations?

	%
One of your employees/departments	82 %
Your beneficiary	32 %
An external assesor	18 %

Base : 50 respondents

“

*Evaluation is no longer the
exclusive practice of large
companies*

”

“

*Towards the internalization
of the evaluation process*

”

[Evaluate for better managing

What are the main benefits of the evaluation process?
(several possible answers)



In other words :

Towards a « performance oriented » patronage

- ü More **strategic** patronage...
- ü ... **key** to citizen investments of companies
- ü **Maturity** is observed at all levels
- ü Logic of **optimization** and streamlining forces
- ü **Co-construction** and collective patronage
- ü Towards **mutual enrichment**
- ü Employee mobilization and **HR issues**
- ü **Evaluation**, a performance oriented culture

“

*Identifying collectively the priority needs,
experimenting, creating links to multiply the
effects, innovating, perpetuating, measuring the
action and adapting it to make it accessible to as
many as possible *:*

*Could you find a better definition of the
Public Interest ?*

”

* Jean-Paul Bailly
Président – Les entreprises pour la Cité

“

*Thank you for your
attention*

”



Anne Ramonda
Executive director
EY – Social economy / Not for profit sector

anne.ramonda@fr.ey.com
Mob: +33 610 255 599
ey.com/fr