Laudes Foundation 2022 Partner Perception Report

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CEP

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The online version of this report can be accessed at cep.surveyresults.org

Interpreting Your Charts

Interpreting Your Charts

Many of the charts in this report are shown in this format. See below for an explanation of the chart elements.
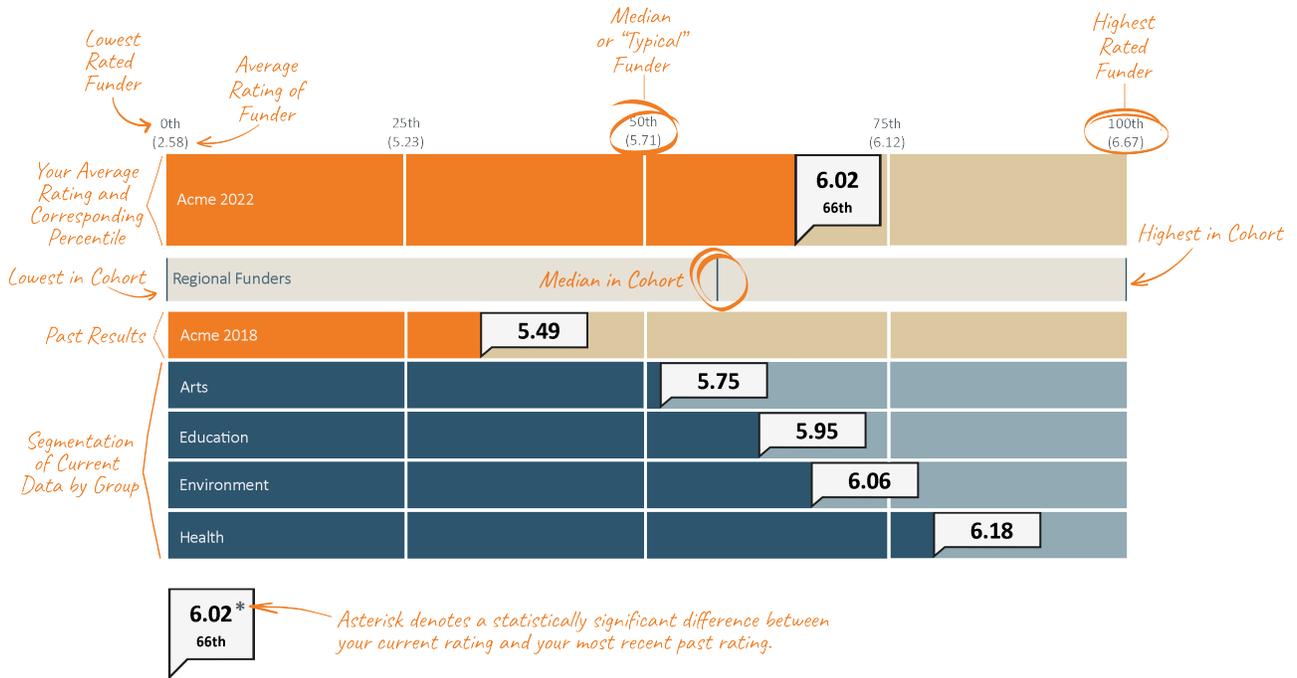
Missing data: Selected partner ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than ten responses.

Key Ratings Summary

The following chart highlights a selection of your key results. Each of these data points corresponds to an individual survey measure that is displayed with additional detail in the subsequent pages of this report.

Key Measures	Trend Data	Average Rating	Percentile Rank
Field Impact Impact on Partner's Fields		5.83	49th Custom Cohort
Organizational Impact Impact on Partner's Organizations		6.10	37th Custom Cohort
Communications Clarity of Communications		5.53	28th Custom Cohort
Approachability Comfort Approaching the Foundation		6.43	75th Custom Cohort
Reporting Process Straightforwardness of Reporting Process		5.50	2nd Custom Cohort
Selection Process Helpfulness of the Selection Process		5.83	87th Custom Cohort

Survey Population

This PPR presents the results from the Laudes Foundation's September 2022 Partner Perception Report (PPR). These recent results are also compared to the C&A Foundation PPRs that were carried out in 2016 and 2019. While these are not an exact benchmark as the Foundation has undergone significant transformation since then into the Laudes Foundation, they nonetheless offer a useful comparison group given some consistency in staffing and programmatic focus.

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
Laudes 2022	September and October 2022	109	74	68%
C&A 2019	February and March 2019	116	86	74%
C&A 2016	September and October 2016	62	47	76%

Survey Year	Year of Active Grants
C&A 2019	December 2017 - December 2018
C&A 2016	May 2015 - May 2016

Throughout this report, Laudes Foundation's survey results are compared to CEP's broader dataset of more than 50,000 partner responses from over 300 funders built up over more than a decade of partner surveys. A list of some funders who have recently participated in the GPR can be found at https://cep.org/gpr-participants/.

In order to protect the confidentiality of respondents results are not shown when CEP received fewer than ten responses to a specific question.

Subgroups

In addition to showing Laudes's overall ratings, this report shows ratings segmented by Program Area. The online version of this report also shows ratings segmented by Program Area, Grant Budget Year, Grant Size, Grant Duration, and Respondent Gender.

Program Area	Number of Responses
Fashion - Labour Rights	33
Fashion - Materials	10
Built Environment	13
Finance & Capital Market Transformation	17

Grant Budget Year	Number of Responses
2021-2023	40
2017-2020	34

Grant Size	Number of Responses
$500K or more	49
Less than $500K	24

Grant Duration	Number of Responses
Less than 2 Years	17
2 Years or Longer	57

Respondent Gender	Number of Responses
Identifies as a Man	32
Identifies as a Woman	36

Subgroup Methodology and Differences

Subgroup Methodology

Program Area: Using the partner list provided by the Foundation, CEP tagged partners based on Program Area.

Grant Budget Year: Using the partner list provided by the Foundation, CEP tagged partners based on Grant Budget Year.

Grant Size: Using data partners provided in the survey, CEP tagged partners based on Grant Size.

Grant Duration: Using the partner list provided by the Foundation, CEP tagged partners based on Grant Duration.

Respondent Gender: Using data partners provided in the survey, CEP tagged partners based on their gender identity. Those segmented as "Identifies as a Man" selected "Man" only, and those segmented as "Identifies as a Woman" selected "Woman" only.

Subgroup Differences

Program Area: There are no consistent, significant differences across Program Areas, however:

- Finance & Capital Market Transformation partners provide ratings that are *significantly lower* for a few field and community measures in the report. These include understanding of partners' fields, advancing knowledge in the field, as well as understanding the social, cultural, socioeconomic factors affecting partner work, understanding the needs of the people and communities served, and the extent to which funding priorities reflect that understanding.

Grant Budget Year: There are no consistent, significant differences by grant budget year.

Grant Size: There are no consistent, significant differences by grant size.

Grant Duration: There are no consistent, significant differences by grant duration.

Respondent Gender: There are no consistent, significant differences by respondent gender.

Comparative Cohorts

Customized Cohort

Laudes selected a set of 16 funders to create a smaller comparison group that more closely resembles Laudes in scale and scope.

Custom Cohort
Azim Premji Philanthropic Initiatives
ClimateWorks Foundation
Ford Foundation
IKEA Foundation
Laudes Foundation
Oak Foundation
Omidyar Network
Porticus
Realdania
Rohini Nilekani Philanthropies
Surdna Foundation, Inc.
Tata Trusts
The Children's Investment Fund Foundation
The Rockefeller Foundation
Tinker Foundation Inc.
Unbound Philanthropy

Standard Cohorts

CEP also included 19 standard cohorts to allow for comparisons to a variety of different types of funders.

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	37	Funders with median grant size of $20K or less
Large Grant Providers	99	Funders with median grant size of $200K or more
High Touch Funders	38	Funders for which a majority of partners report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	36	Funders that provide at least 30% of partners with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	103	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	99	Funders that make at most 10% of grants by invitation only
Intermediary Funders	36	Funders that primarily regrant philanthropic dollars
International Funders	62	Funders that fund outside of their own country
European Funders	28	Funders that are headquartered in Europe

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than $5 Million	61	Funders with annual giving of less than $5 million

Funders Giving $50 Million or More	83	Funders with annual giving of $50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	163	All private foundations in the GPR dataset
Family Foundations	78	All family foundations in the GPR dataset
Community Foundations	41	All community foundations in the GPR dataset
Health Conversion Foundations	31	All health conversation foundations in the GPR dataset
Corporate Foundations	23	All corporate foundations in the GPR dataset

Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	45	Funders that are primarily based outside the United States
Recently Established Foundations	24	Funders that were established in 2000 or later
Funders Surveyed During COVID-19	98	Funders who surveyed partners during COVID-19 (GPR only)

Grantmaking Characteristics

Foundations make different choices about the ways they organize themselves, structure their grants, and the types of partners they support. The following charts and tables show some of these important characteristics. The information is based on self-reported data from funders and partners, and further detail is available in the Contextual Data section of this report.

Median Grant Size

	0th ($2K)	25th ($40K)	50th ($100K)	75th ($238K)	100th ($3700K)
Laudes 2022					$987K 96th
Custom Cohort					
C&A 2019				$398K	
C&A 2016				$473K	
Fashion - Labour Rights				$865K	
Fashion - Materials					$1972K
Built Environment					$1182K
Finance & Capital Market Transformation				$916K	
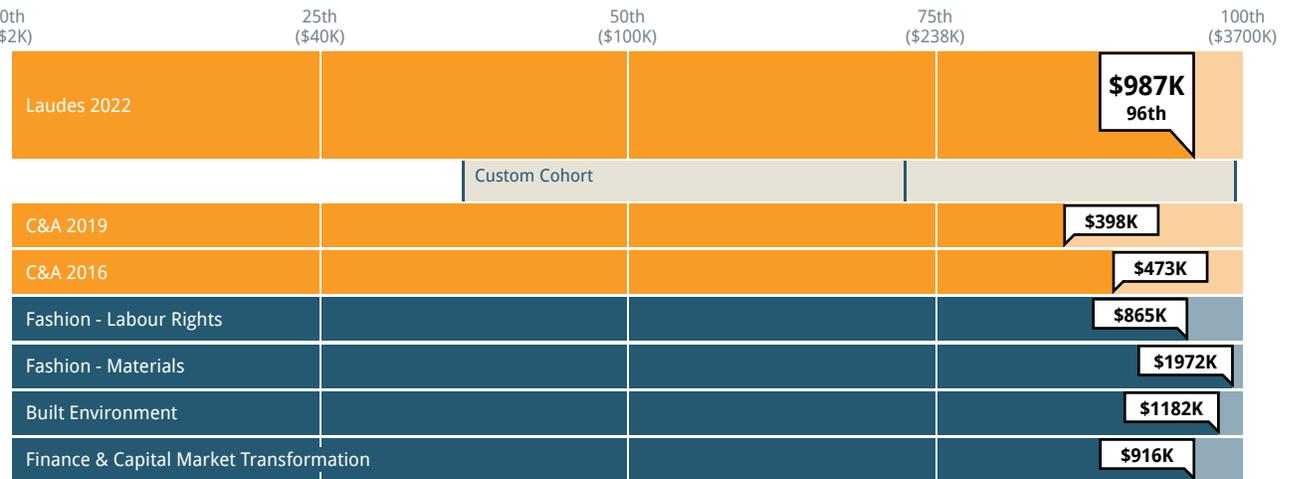
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Proportion of Multi-year Grants

Proportion of partners that report receiving grants for two years or longer

	0th (3%)	25th (32%)	50th (51%)	75th (73%)	100th (100%)
Laudes 2022					86%* 90th
Custom Cohort					
C&A 2019			63%		
C&A 2016			67%		
Fashion - Labour Rights				91%	
Fashion - Materials				80%	
Built Environment				85%	
Finance & Capital Market Transformation				81%	
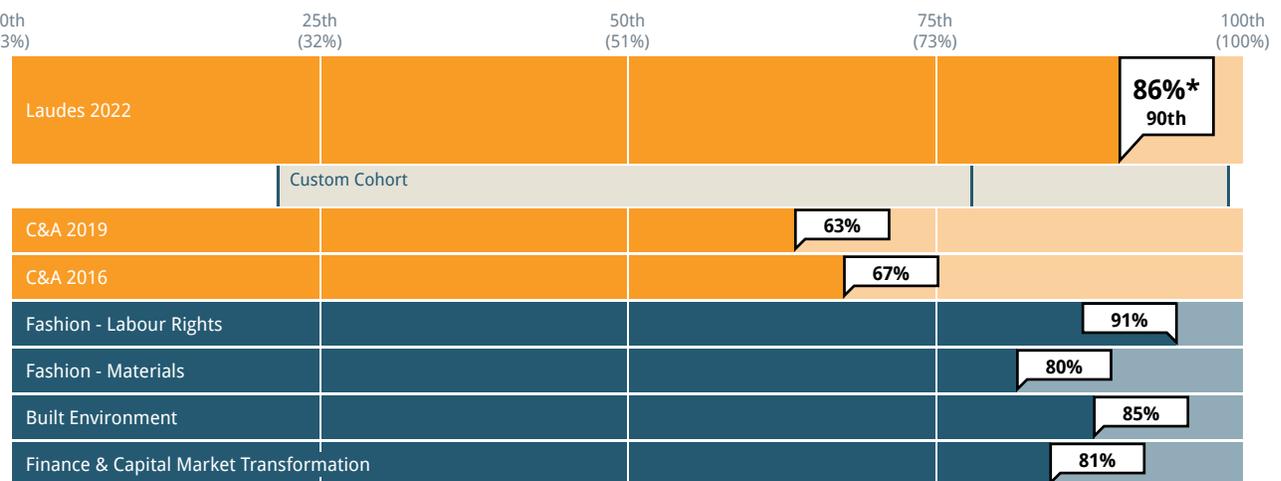
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Median Organizational Budget
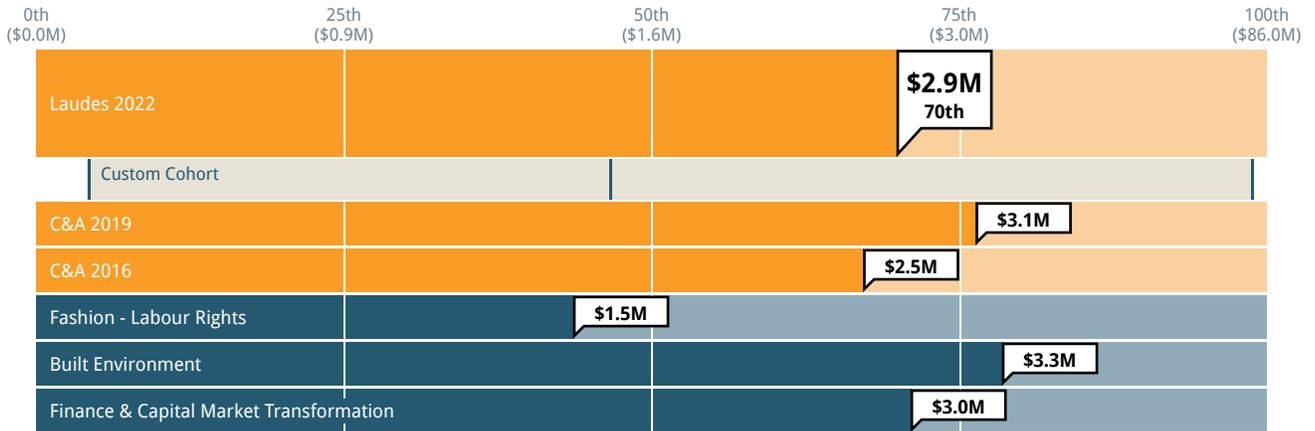
Cohort: Custom Cohort　　**Past results:** on　　**Subgroup:** Program Area

Selected Cohort: Custom Cohort

Grant History	Laudes 2022	C&A 2019	C&A 2016	Average Funder	Custom Cohort
Percentage of first-time grants	42%	62%	70%	29%	44%

Selected Cohort: Custom Cohort

Program Staff Load	Laudes 2022	C&A 2019	C&A 2016	Median Funder	Custom Cohort
Dollars awarded per program full-time employee	$2.3M	$2.4M	$1.1M	$2.7M	$3M
Applications per program full-time employee	N/A	12	10	26	8
Active grants per program full-time employee	8	8	6	32	15

Proportion of Unrestricted Funding

Proportion of partners responding 'No, this funding was not restricted to a specific use (e.g., general operating, core support)'

	0th (0%)	25th (8%)	50th (21%)	75th (43%)	100th (94%)
Laudes 2022			**22%*** 52nd		
Custom Cohort					
C&A 2019	7%				
Fashion - Labour Rights		18%			
Built Environment		15%			
Finance & Capital Market Transformation			35%		
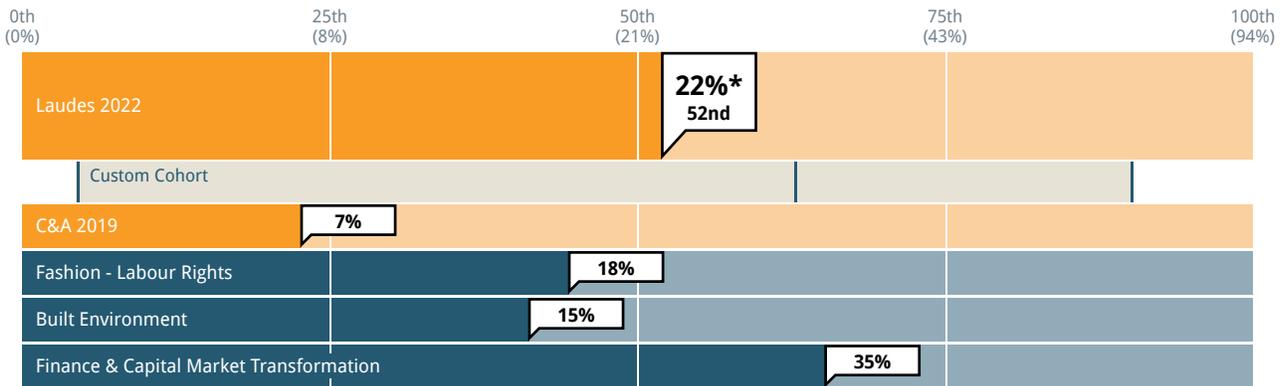
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Proportion of partners receiving multi-year unrestricted grants

Proportion of partners that report receiving grants for two years or longer and who report receiving general operating support funding that was not restricted to a specific use.
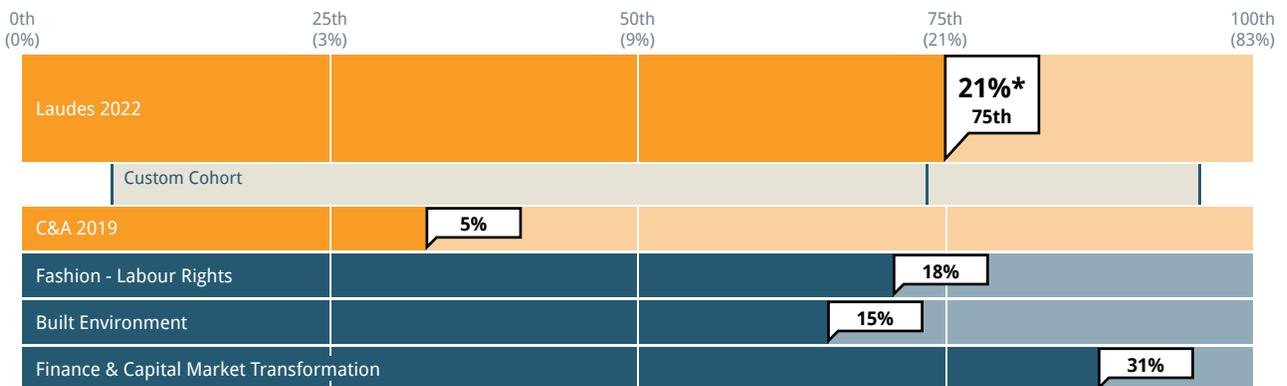
	0th (0%)	25th (3%)	50th (9%)	75th (21%)	100th (83%)
Laudes 2022				**21%*** 75th	
Custom Cohort					
C&A 2019		5%			
Fashion - Labour Rights				18%	
Built Environment				15%	
Finance & Capital Market Transformation					31%

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Impact on and Understanding of Partners' Fields

Overall, how would you rate the Foundation's impact on your field?

1 = No impact   **7** = Significant positive impact
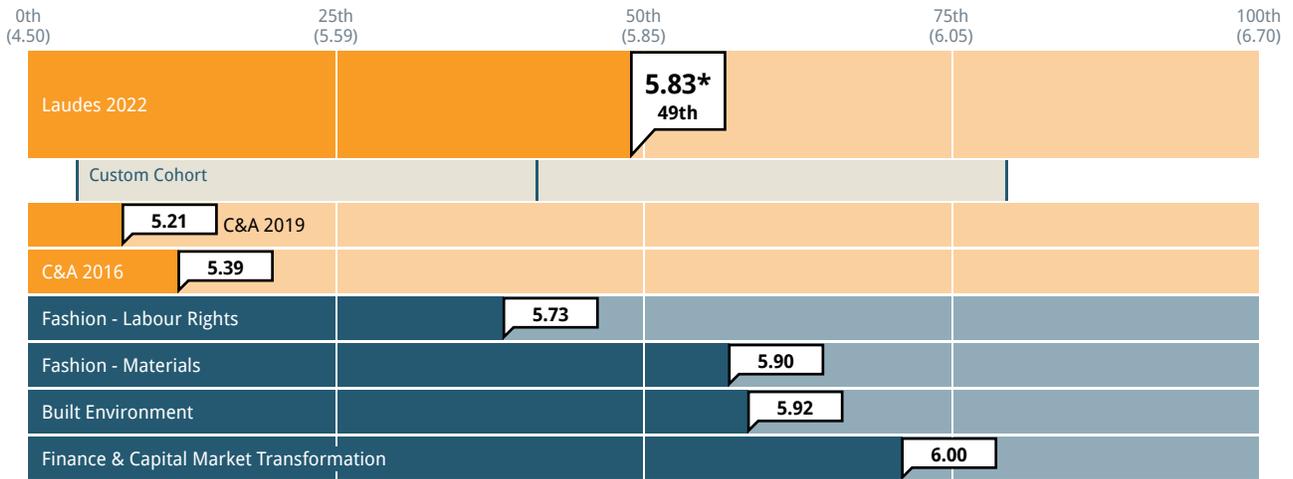
	0th (4.50)	25th (5.59)	50th (5.85)	75th (6.05)	100th (6.70)
Laudes 2022			**5.83*** 49th		
Custom Cohort					
C&A 2019	**5.21**				
C&A 2016	**5.39**				
Fashion - Labour Rights		**5.73**			
Fashion - Materials			**5.90**		
Built Environment			**5.92**		
Finance & Capital Market Transformation			**6.00**		

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

How well does the Foundation understand the field in which you work?

1 = Limited understanding of the field   **7** = Regarded as an expert in the field

	0th (4.66)	25th (5.46)	50th (5.71)	75th (5.96)	100th (6.63)
Laudes 2022			**5.66** 42nd		
Custom Cohort					
C&A 2019			**5.67**		
C&A 2016		**5.65**			
Fashion - Labour Rights			**5.69**		
Fashion - Materials				**6.10**	
Built Environment			**5.85**		
Finance & Capital Market Transformation	**5.12**				

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Advancing Knowledge and Public Policy

To what extent has the Foundation advanced the state of knowledge in your field?

1 = Not at all   **7** = Leads the field to new thinking and practice

	0th (3.58)	25th (4.75)	50th (5.13)	75th (5.48)	100th (6.44)
Laudes 2022			**5.16** / **53rd**		
Custom Cohort					
C&A 2019			5.23		
C&A 2016		5.05			
Fashion - Labour Rights		5.10			
Built Environment			5.38		
Finance & Capital Market Transformation	4.53				
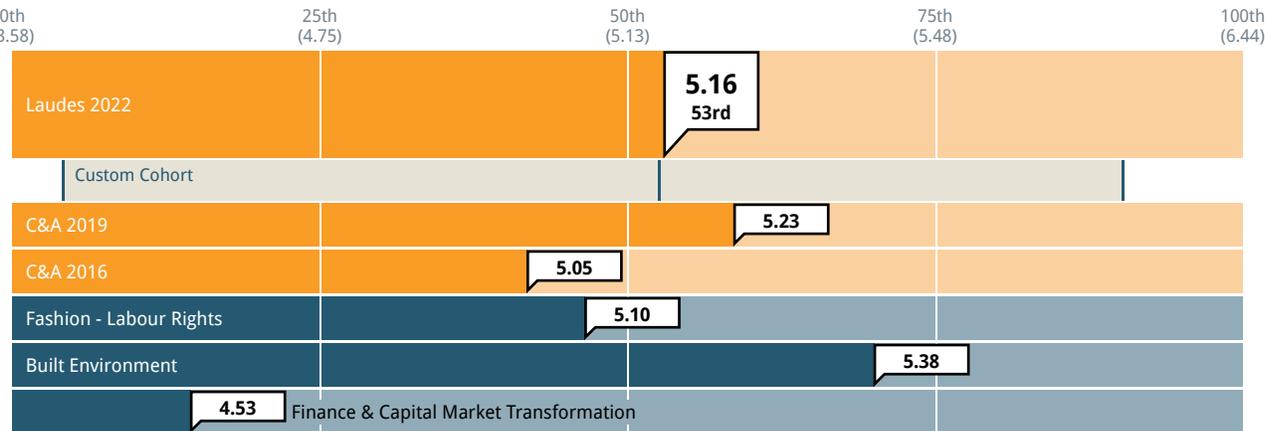
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

To what extent has the Foundation affected public policy in your field?

1 = Not at all   **7** = Major influence on shaping public policy
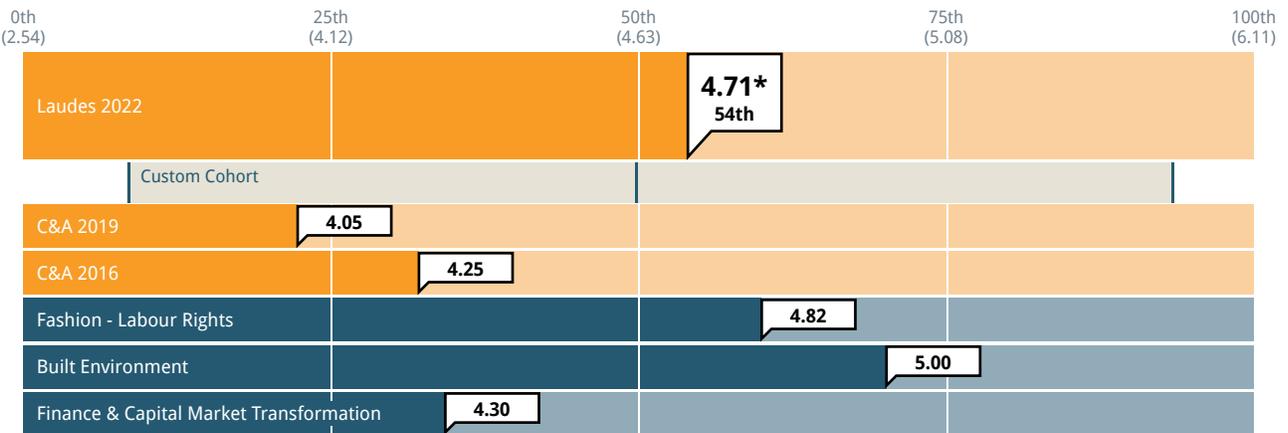
	0th (2.54)	25th (4.12)	50th (4.63)	75th (5.08)	100th (6.11)
Laudes 2022			**4.71*** / **54th**		
Custom Cohort					
C&A 2019	4.05				
C&A 2016		4.25			
Fashion - Labour Rights			4.82		
Built Environment			5.00		
Finance & Capital Market Transformation		4.30			

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Impact on and Understanding of Partners' Local Communities

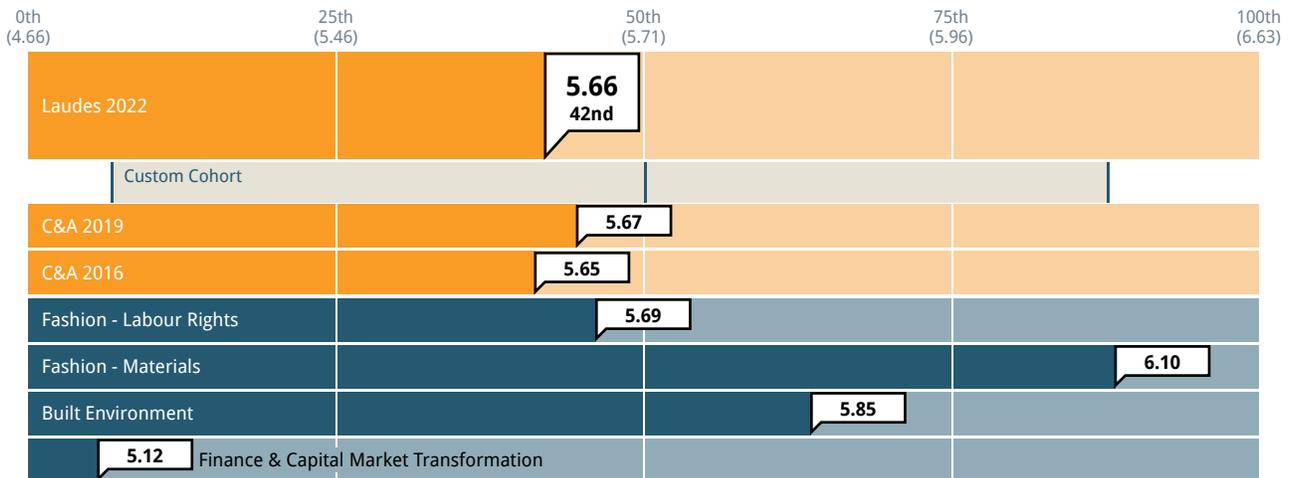## Overall, how would you rate the Foundation's impact on your local community?

1 = No impact   **7** = Significant positive impact

0th (3.00)	25th (5.24)	50th (5.76)	75th (6.09)	100th (6.86)

4.54 10th — Laudes 2022

Custom Cohort

4.19 C&A 2019

C&A 2016 **4.71**

Fashion - Labour Rights **4.85**

Fashion - Materials **4.80**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

How well does the Foundation understand the local community in which you work?

1 = Limited understanding of the community   **7** = Regarded as an expert in the community
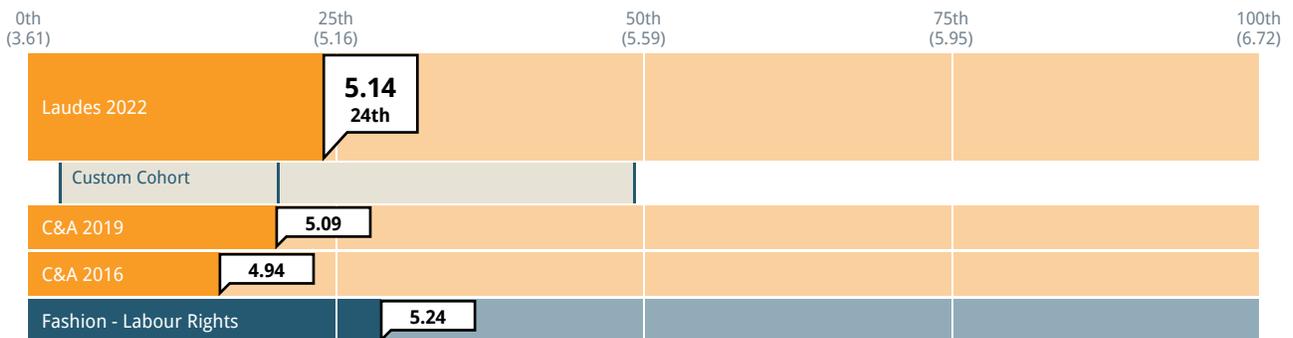
0th (3.61)	25th (5.16)	50th (5.59)	75th (5.95)	100th (6.72)

Laudes 2022 **5.14** 24th

Custom Cohort

C&A 2019 **5.09**

C&A 2016 **4.94**

Fashion - Labour Rights **5.24**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Impact on and Understanding of Partners' Organizations

Overall, how would you rate the Foundation's impact on your organization?

1 = No impact **7** = Significant positive impact
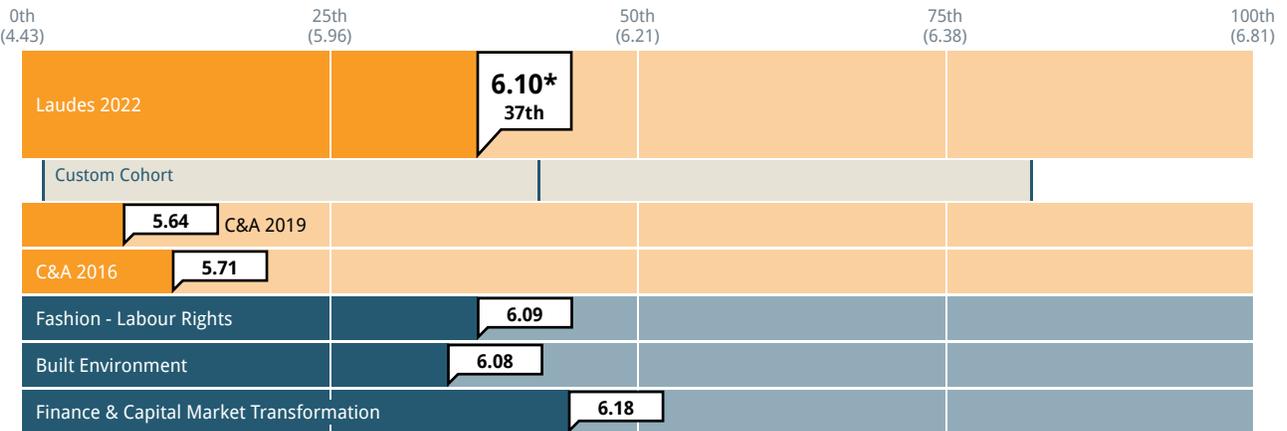
	0th (4.43)	25th (5.96)	50th (6.21)	75th (6.38)	100th (6.81)

Laudes 2022 — **6.10*** 37th

Custom Cohort

C&A 2019 — 5.64

C&A 2016 — 5.71

Fashion - Labour Rights — 6.09

Built Environment — 6.08

Finance & Capital Market Transformation — 6.18

Cohort: Custom Cohort **Past results:** on **Subgroup:** Program Area

How well does the Foundation understand your organization's strategy and goals?

1 = Limited understanding **7** = Thorough understanding

	0th (3.69)	25th (5.61)	50th (5.81)	75th (6.02)	100th (6.60)

Laudes 2022 — **5.79*** 48th

Custom Cohort

C&A 2019 — 5.40

C&A 2016 — 5.33

Fashion - Labour Rights — 5.78

Fashion - Materials — 5.90

Built Environment — 5.67

Finance & Capital Market Transformation — 5.82
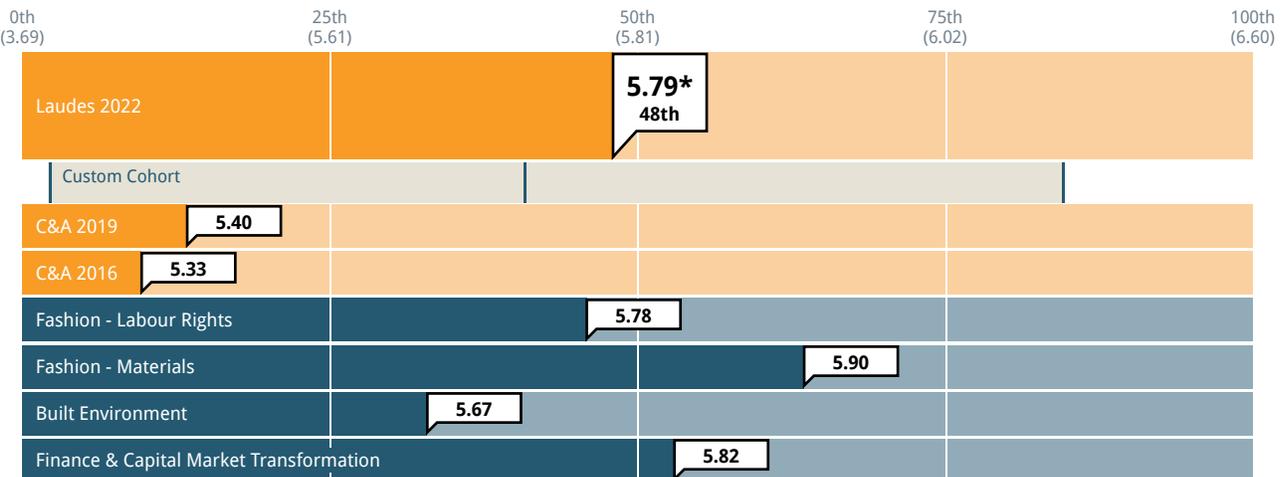
Cohort: Custom Cohort **Past results:** on **Subgroup:** Program Area

Partner Challenges

How aware is the Foundation of the challenges that your organization is facing?

1 = Not at all aware   **7** = Extremely aware

	0th (4.00)	25th (5.07)	50th (5.33)	75th (5.58)	100th (6.29)

Laudes 2022 — **5.58** 76th

Custom Cohort

C&A 2019 — 5.27

C&A 2016 — 4.68

Fashion - Labour Rights — 5.64

Fashion - Materials — 5.50

Built Environment — 5.46

Finance & Capital Market Transformation — 5.53
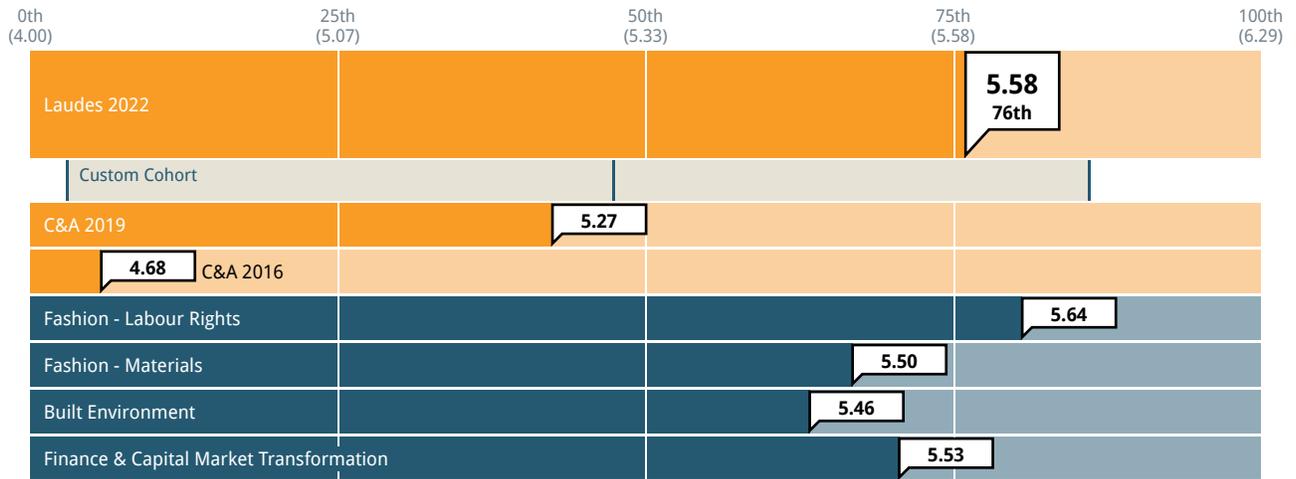
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Non-Monetary Assistance

Did you receive any non-monetary support from the Foundation during this grant period?

Yes ■ No

Laudes 2022	66%	34%
Private Foundations	37%	63%
Average Funder	38%	62%
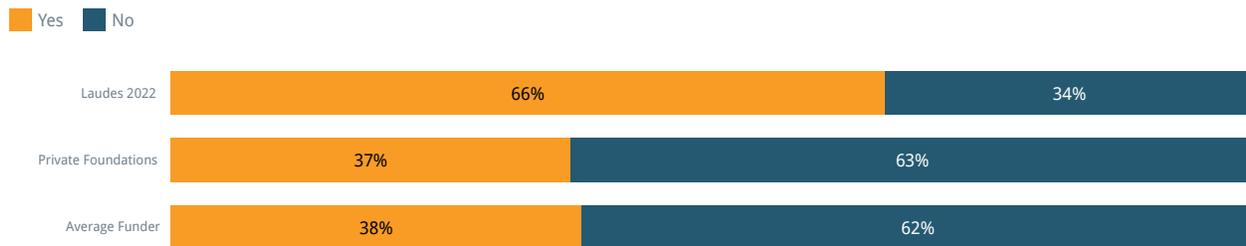
Cohort: Private Foundations   **Past results:** on

Did you receive any non-monetary support from the Foundation during this grant period? - By Subgroup

Yes ■ No

Fashion - Labour Rights	70%	30%
Fashion - Materials	70%	30%
Built Environment	45%	55%
Finance & Capital Market ...	69%	31%
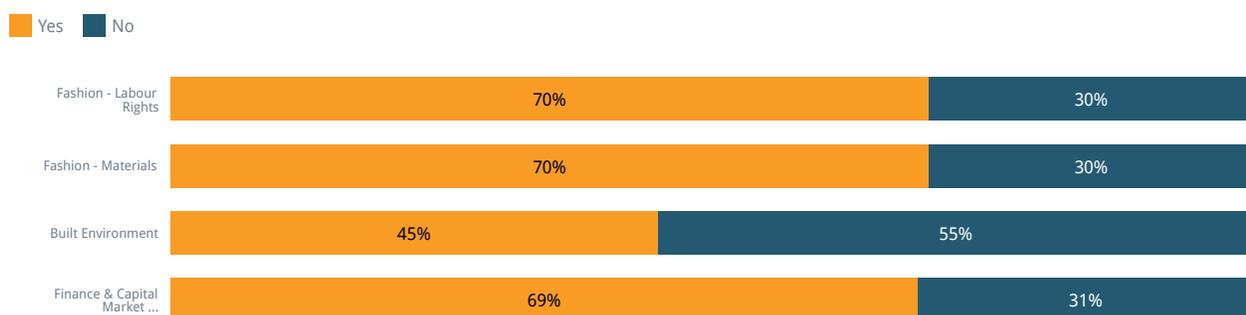
Subgroup: Program Area

Please note that the following question was only asked of respondents who indicated "yes" to receiving non-monetary support in the previous question.

How would you describe the benefit - to your organization or work - of any non-monetary support that you received?

No benefit ■ A minor benefit ■ A moderate benefit ■ A major benefit

Laudes 2022	17%	28%	53%
Private Foundations	10%	35%	54%
Average Funder	10%	36%	53%
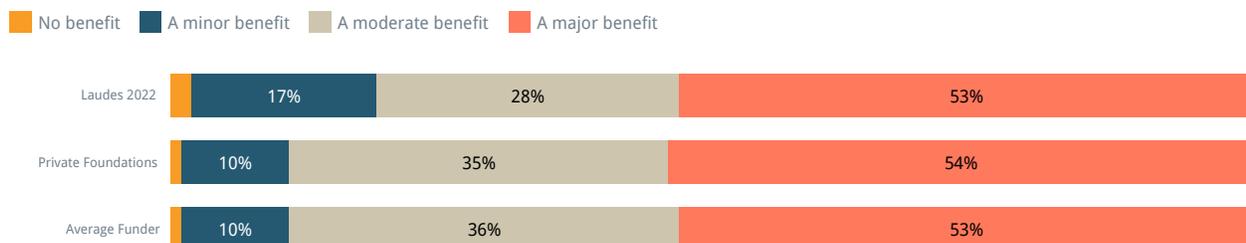
Cohort: Private Foundations   **Past results:** on

How would you describe the benefit - to your organization or work - of any non-monetary support that you received? - By Subgroup

No benefit ■ A minor benefit ■ A moderate benefit ■ A major benefit

Fashion - Labour Rights	4% 4%	39%	52%
Finance & Capital Market ...	18%	18%	64%
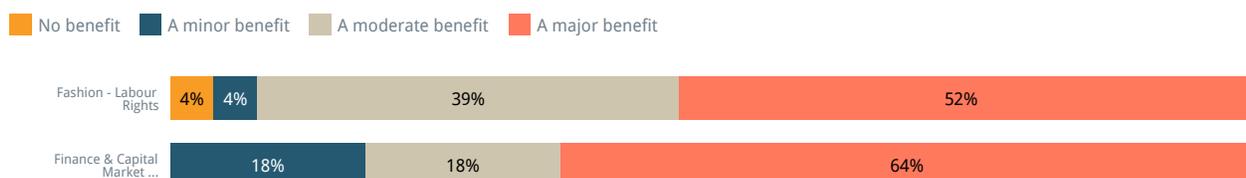
Subgroup: Program Area

Funder-Partner Relationships

How comfortable do you feel approaching the Foundation if a problem arises?

1 = Not at all comfortable   **7** = Extremely comfortable

	0th (4.80)	25th (6.12)	50th (6.28)	75th (6.44)	100th (6.84)

- Laudes 2022 — **6.43** 75th
- Custom Cohort
- C&A 2019 — 6.23
- C&A 2016 — 6.11
- Fashion - Labour Rights — 6.48
- Fashion - Materials — 6.20
- Built Environment — 6.38
- Finance & Capital Market Transformation — 6.53
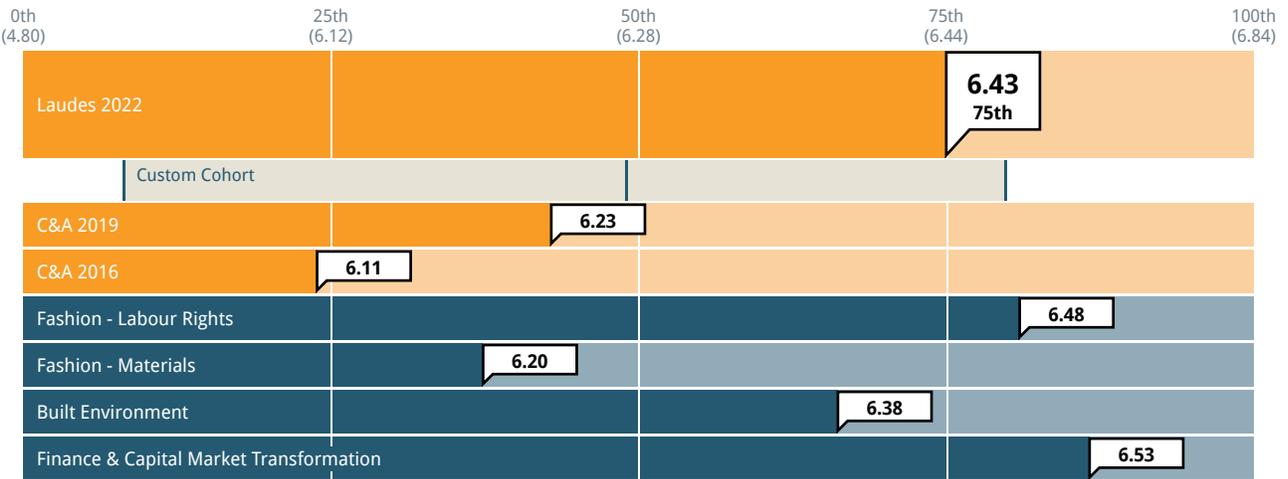
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Overall, how responsive was Foundation staff?

1 = Not at all responsive   **7** = Extremely responsive
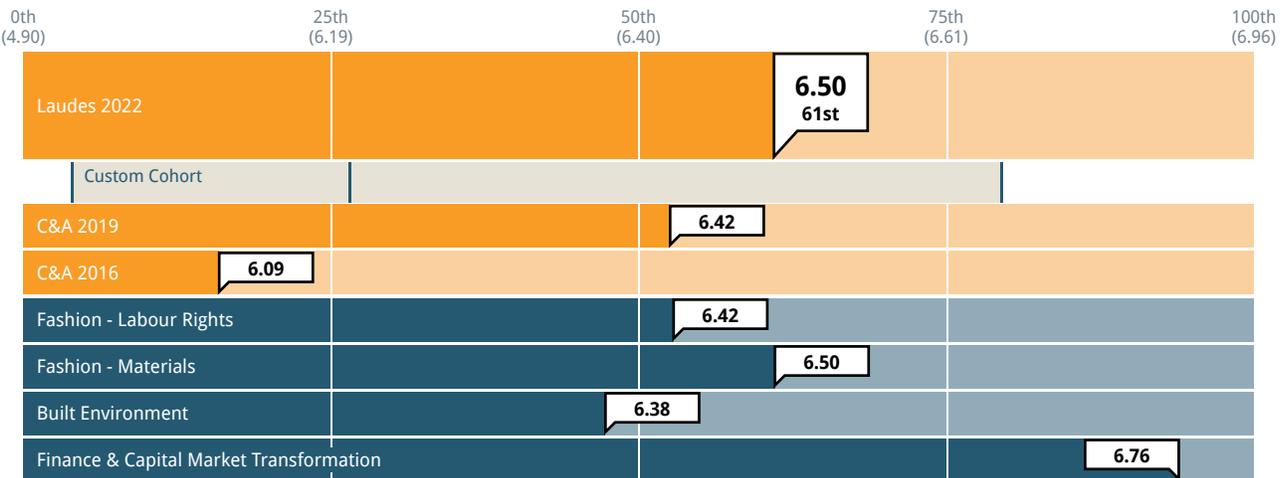
	0th (4.90)	25th (6.19)	50th (6.40)	75th (6.61)	100th (6.96)

- Laudes 2022 — **6.50** 61st
- Custom Cohort
- C&A 2019 — 6.42
- C&A 2016 — 6.09
- Fashion - Labour Rights — 6.42
- Fashion - Materials — 6.50
- Built Environment — 6.38
- Finance & Capital Market Transformation — 6.76

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

To what extent did the Foundation exhibit trust in your organization's staff during this grant?
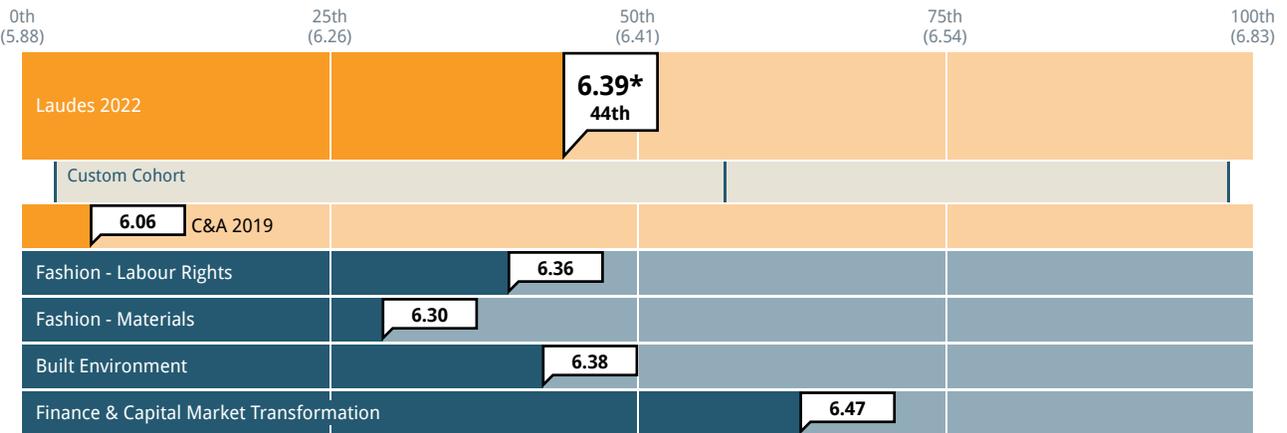
1 = Not at all   4 = Somewhat   7 = To a great extent

	0th (5.88)	25th (6.26)	50th (6.41)	75th (6.54)	100th (6.83)

Laudes 2022 — **6.39*** 44th

Custom Cohort

C&A 2019 — **6.06**

Fashion - Labour Rights — **6.36**

Fashion - Materials — **6.30**

Built Environment — **6.38**

Finance & Capital Market Transformation — **6.47**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

To what extent did the Foundation exhibit candor about the Foundation's perspectives on your work during this grant?

1 = Not at all   4 = Somewhat   7 = To a great extent

	0th (4.94)	25th (5.82)	50th (6.08)	75th (6.23)	100th (6.56)

Laudes 2022 — **6.15** 62nd

Custom Cohort

C&A 2019 — **5.99**

Fashion - Labour Rights — **5.94**

Fashion - Materials — **6.40**

Built Environment — **6.23**

Finance & Capital Market Transformation — **6.29**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

To what extent did the Foundation exhibit respectful interaction during this grant?
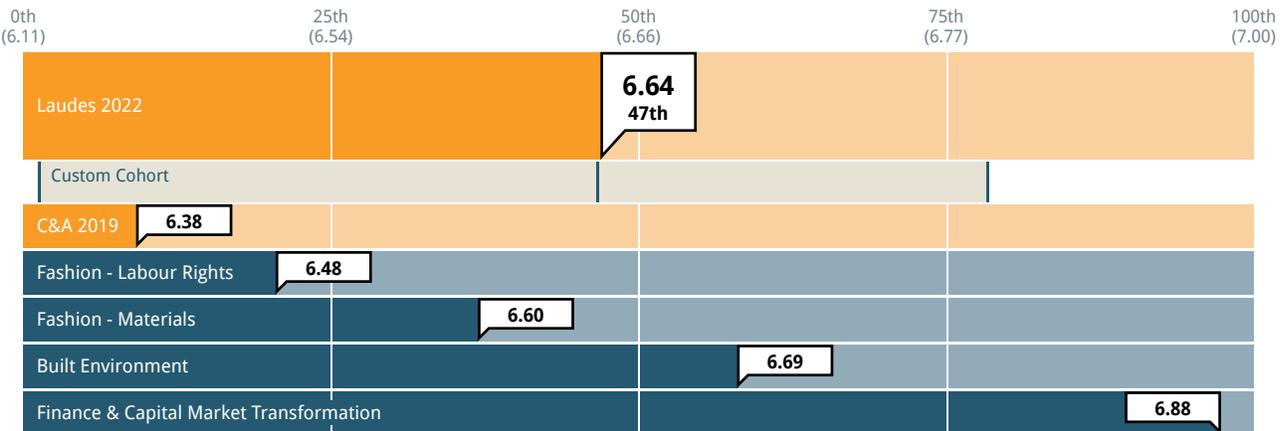
1 = Not at all   4 = Somewhat   7 = To a great extent

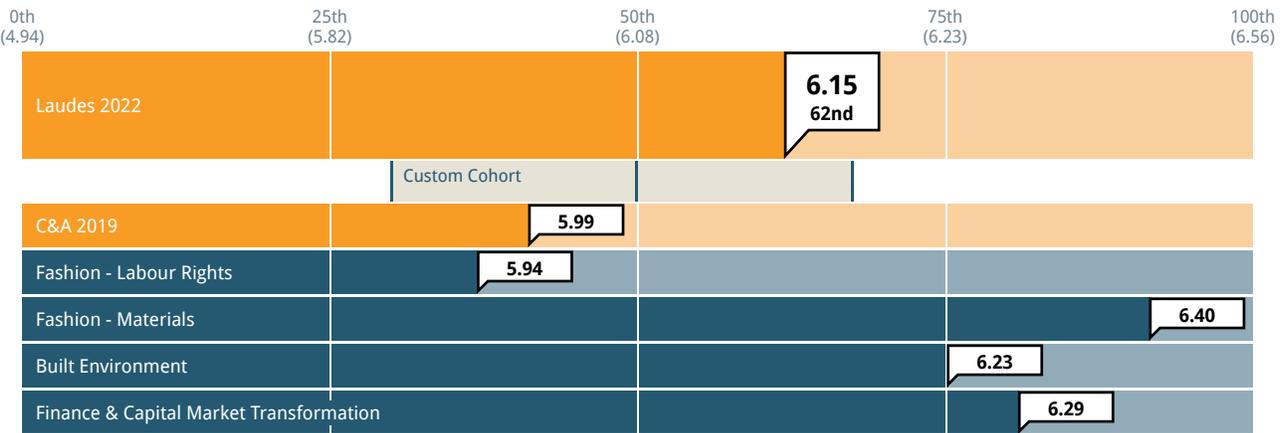|	0th (6.11)	25th (6.54)	50th (6.66)	75th (6.77)	100th (7.00)
Laudes 2022			6.64 47th		
Custom Cohort					
C&A 2019	6.38				
Fashion - Labour Rights	6.48				
Fashion - Materials		6.60			
Built Environment			6.69		
Finance & Capital Market Transformation				6.88	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

To what extent did the Foundation exhibit compassion for those affected by your work during this grant?

1 = Not at all   4 = Somewhat   7 = To a great extent

	0th (5.41)	25th (6.26)	50th (6.44)	75th (6.60)	100th (6.94)
Laudes 2022		6.30 30th			
Custom Cohort					
C&A 2019	6.24				
Fashion - Labour Rights		6.39			
Fashion - Materials		6.40			
Built Environment	6.08				
Finance & Capital Market Transformation	6.18				
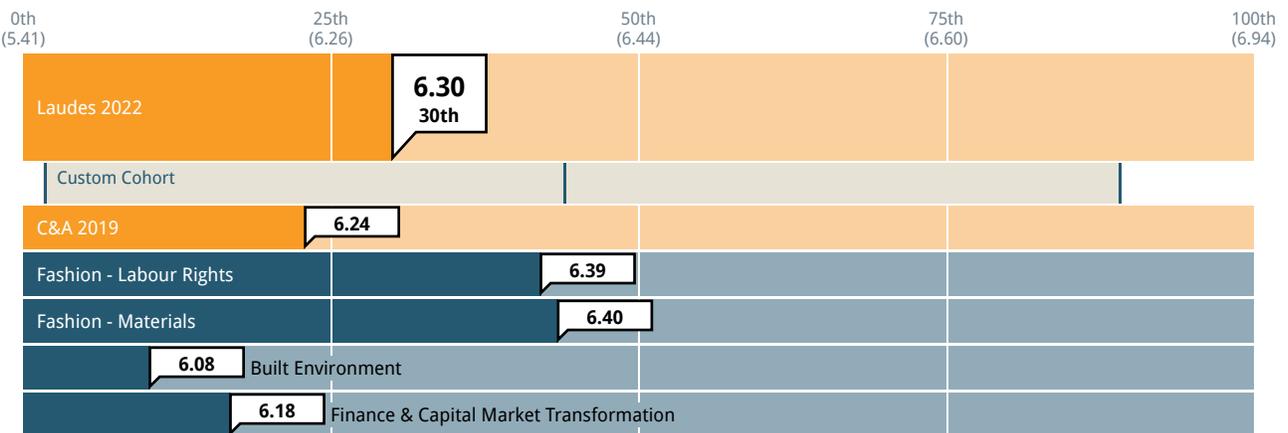
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

To what extent is the Foundation open to ideas from partners about its strategy?

1 = Not at all   **7** = To a great extent

	0th (4.14)	25th (5.14)	50th (5.40)	75th (5.65)	100th (6.34)

Laudes 2022 — **5.43** 53rd

Custom Cohort

C&A 2019 — 5.58

C&A 2016 — 5.00

Fashion - Labour Rights — 5.24

Fashion - Materials — 5.50

Built Environment — 5.92

Finance & Capital Market Transformation — 5.29
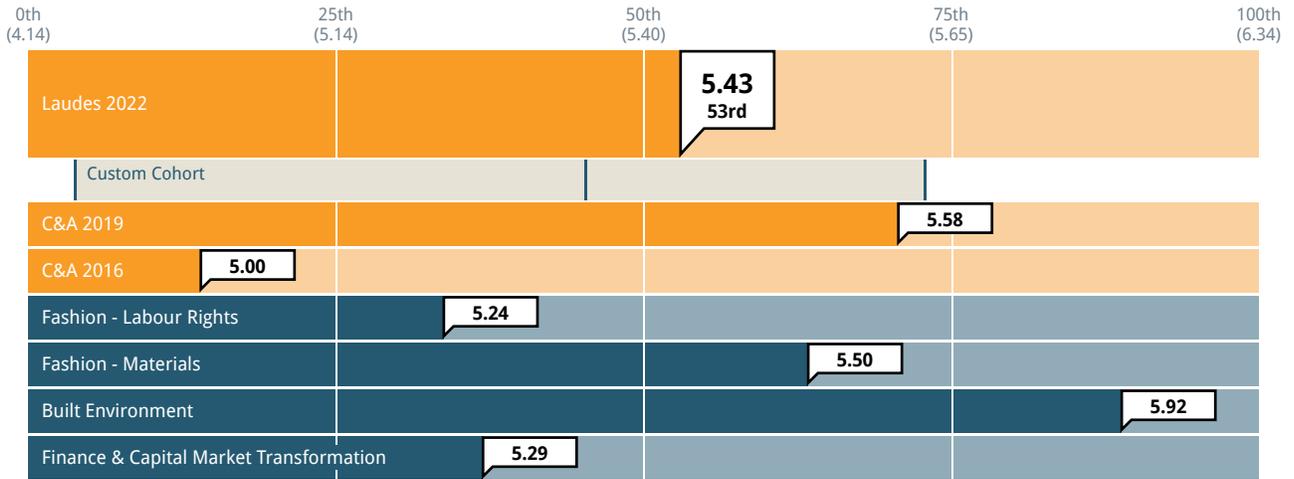
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Interaction Patterns

How often do/did you have contact with Foundation staff during this grant?

Legend: 🟧 Yearly or less often 🟦 Once every few months ⬜ Monthly or more often

Laudes 2022	43%	57%	
C&A 2019	33%	67%	
C&A 2016	21%	77%	
Custom Cohort	11%	53%	35%
Average Funder	18%	56%	26%
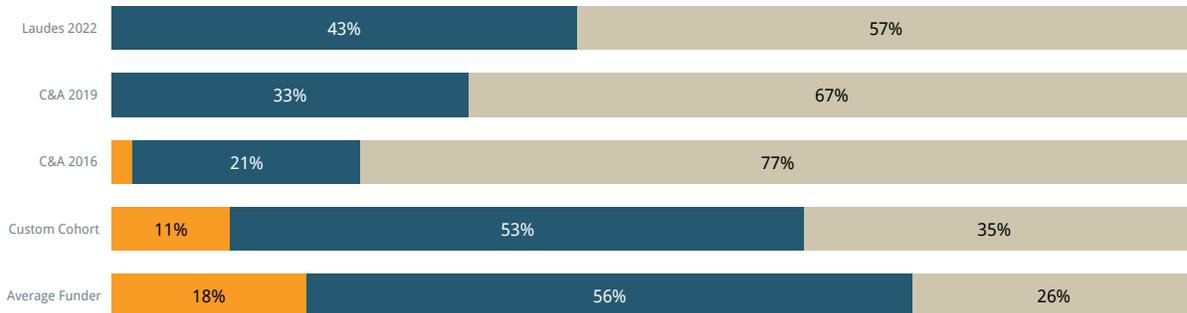
Cohort: Custom Cohort   **Past results:** on

How often do/did you have contact with Foundation staff during this grant? - By Subgroup

Legend: 🟧 Yearly or less often 🟦 Once every few months ⬜ Monthly or more often

Fashion - Labour Rights	42%	58%
Fashion - Materials	10%	90%
Built Environment	38%	62%
Finance & Capital Market ...	65%	35%
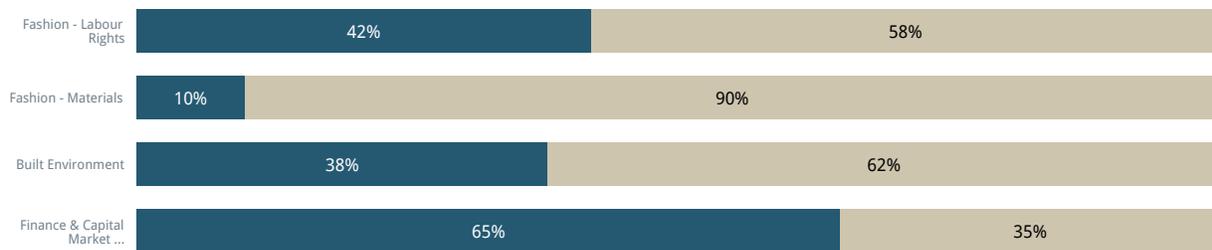
Subgroup: Program Area

Who most frequently initiated the contact you had with Foundation staff during this grant?

Legend: 🟧 Foundation Staff 🟦 Both of equal frequency ⬜ Partner

Laudes 2022	9%	80%	11%
C&A 2019	11%	76%	13%
C&A 2016	9%	59%	33%
Custom Cohort	12%	58%	31%
Average Funder	18%	51%	31%
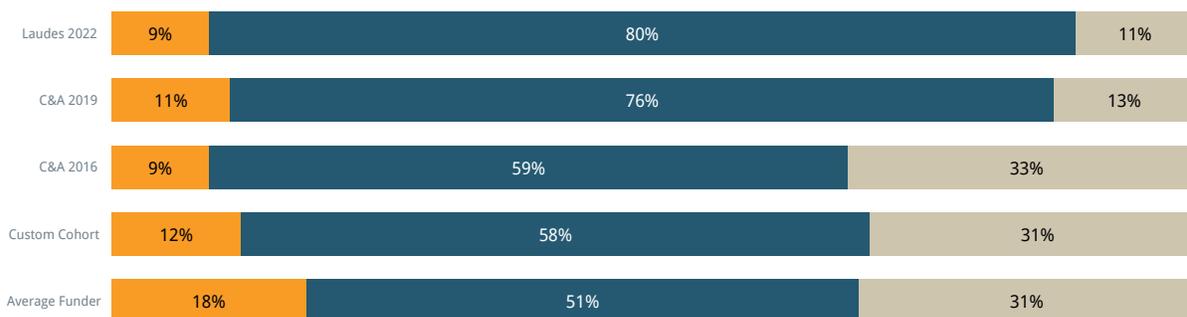
Cohort: Custom Cohort   **Past results:** on

Who most frequently initiated the contact you had with Foundation staff during this grant? - By Subgroup

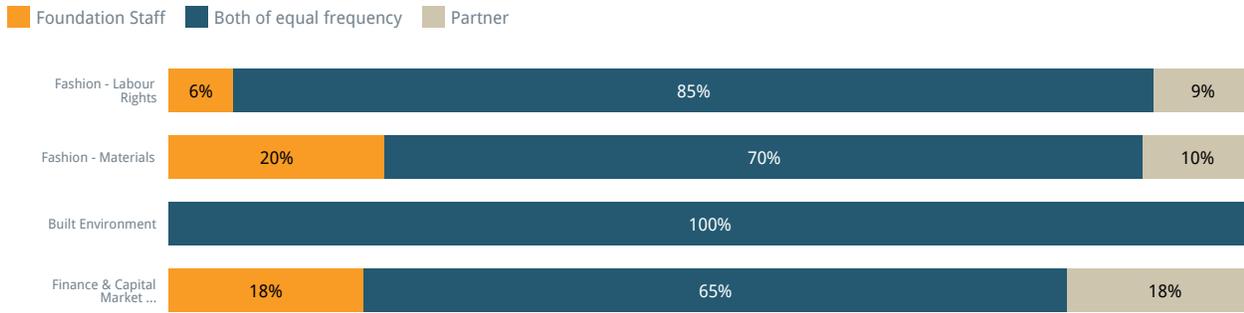🟧 Foundation Staff 🟦 Both of equal frequency ⬜ Partner

Fashion - Labour Rights	6%	85%	9%
Fashion - Materials	20%	70%	10%
Built Environment		100%	
Finance & Capital Market ...	18%	65%	18%

Subgroup: Program Area

Has your main contact at the Foundation changed in the past six months?

Proportion of partners responding 'Yes'

	0th (0%)	25th (6%)	50th (14%)	75th (25%)	100th (90%)

- Laudes 2022 — **22%*** **68th**
- Custom Cohort
- C&A 2019 — **37%**
- C&A 2016 — **17%**
- Fashion - Labour Rights — **21%**
- Fashion - Materials — **10%**
- Built Environment — **38%**
- Finance & Capital Market Transformation — **12%**
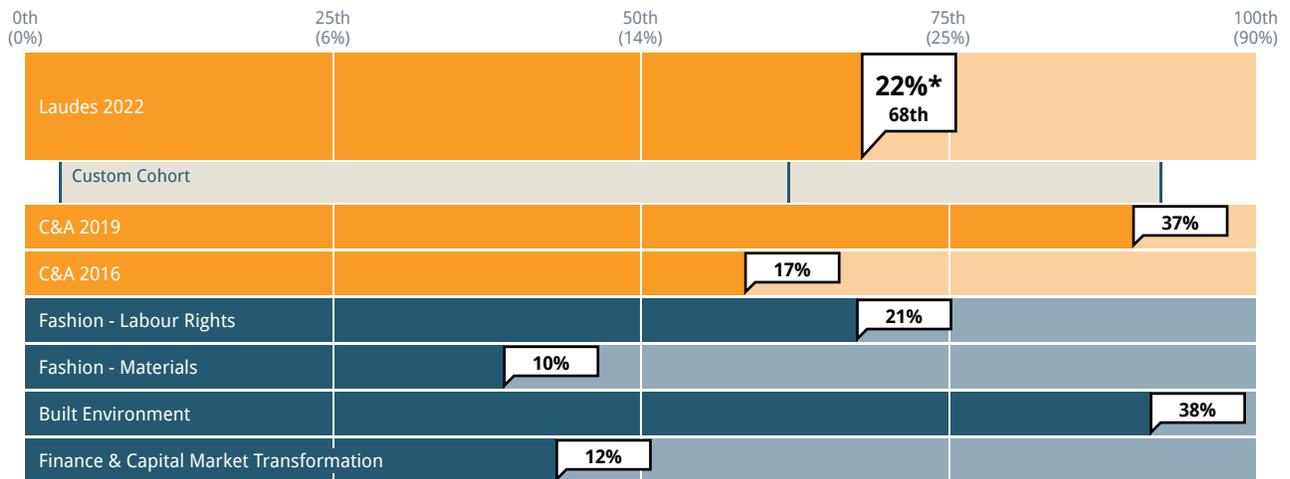
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

At any point during this grant, including the selection process, did the Foundation staff visit your offices or programs?

🟧 Yes, in person and/or virtual 🟦 No ⬜ Don't know
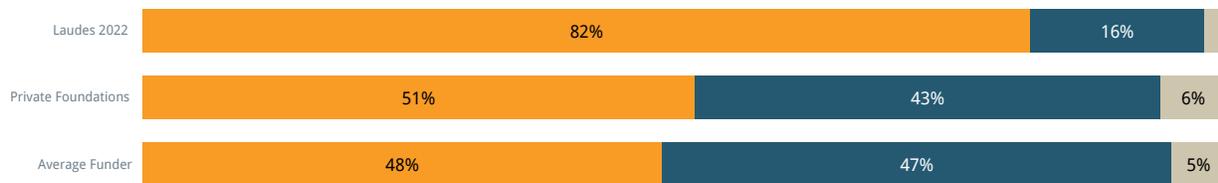
Laudes 2022	82%	16%	
Private Foundations	51%	43%	6%
Average Funder	48%	47%	5%

Cohort: Private Foundations   **Past results:** on

At any point during this grant, including the selection process, did the Foundation staff visit your offices or programs? - By Subgroup

■ Yes, in person and/or virtual   ■ No   ■ Don't know

Subgroup	Yes	No	Don't know
Fashion - Labour Rights	79%	18%	
Fashion - Materials	80%	20%	
Built Environment	92%	8%	
Finance & Capital Market ...	82%	18%	

Subgroup: Program Area

The following charts provide greater detail on the previous site visit question.

At any point during this grant, including the selection process, did the Foundation staff visit your offices or programs?

■ Laudes 2022   ■ Private Foundations   ■ Median Funder

Yes, in person

Laudes 2022	59%
Private Foundations	20%
Median Funder	22%

Yes, virtually

Laudes 2022	46%
Private Foundations	33%
Median Funder	32%

No

Laudes 2022	16%
Private Foundations	46%
Median Funder	47%

Don't know

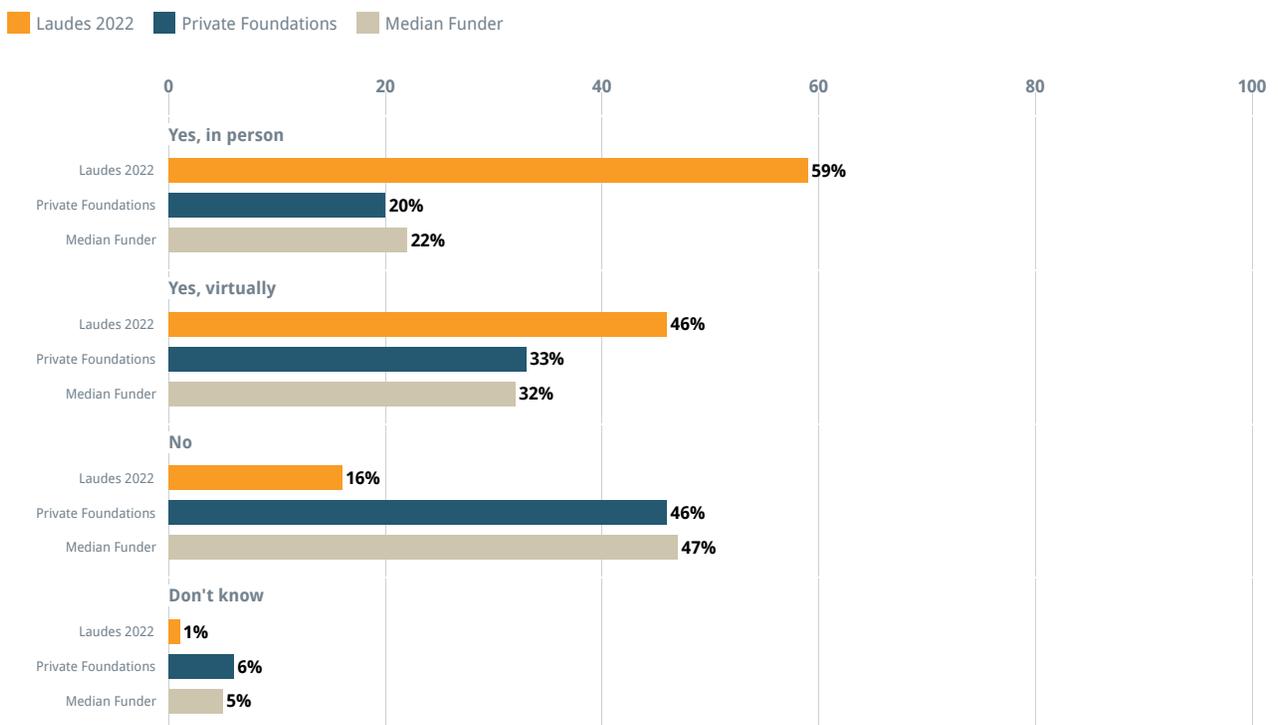|	
Laudes 2022	1%
Private Foundations	6%
Median Funder	5%

Cohort: Private Foundations   **Past results:** on

At any point during this grant, including the selection process, did the Foundation staff visit your offices or programs? - By Subgroup
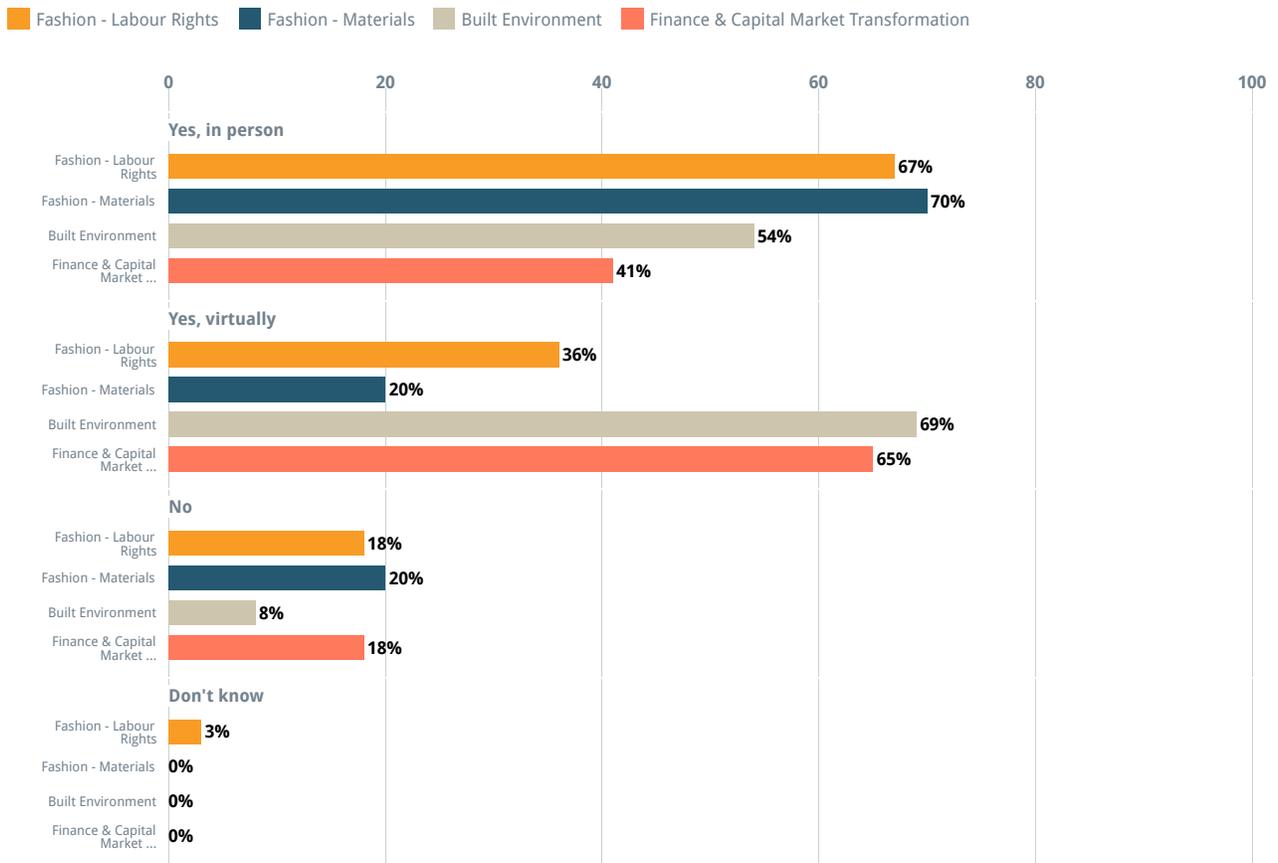
- Fashion - Labour Rights
- Fashion - Materials
- Built Environment
- Finance & Capital Market Transformation

Yes, in person

Fashion - Labour Rights	67%
Fashion - Materials	70%
Built Environment	54%
Finance & Capital Market ...	41%

Yes, virtually

Fashion - Labour Rights	36%
Fashion - Materials	20%
Built Environment	69%
Finance & Capital Market ...	65%

No

Fashion - Labour Rights	18%
Fashion - Materials	20%
Built Environment	8%
Finance & Capital Market ...	18%

Don't know

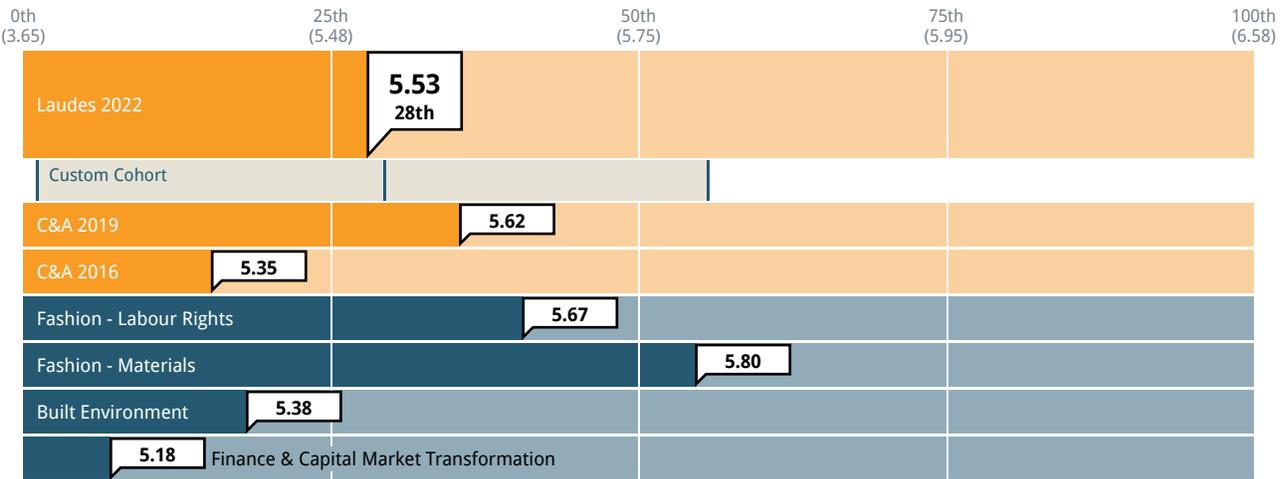|	
Fashion - Labour Rights	3%
Fashion - Materials	0%
Built Environment	0%
Finance & Capital Market ...	0%

Subgroup: Program Area

Communication

How clearly has the Foundation communicated its goals and strategy to you?

1 = Not at all clearly   **7** = Extremely clearly

0th (3.65)	25th (5.48)	50th (5.75)	75th (5.95)	100th (6.58)

Laudes 2022 — **5.53** 28th

Custom Cohort

C&A 2019 — 5.62

C&A 2016 — 5.35

Fashion - Labour Rights — 5.67

Fashion - Materials — 5.80

Built Environment — 5.38

5.18 — Finance & Capital Market Transformation

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?

1 = Not at all consistent   **7** = Completely consistent

0th (3.89)	25th (5.75)	50th (5.95)	75th (6.16)	100th (6.59)

5.37 4th — Laudes 2022

Custom Cohort

C&A 2019 — 5.64

5.36 — C&A 2016

5.41 — Fashion - Labour Rights

4.77 — Built Environment

5.56 — Finance & Capital Market Transformation
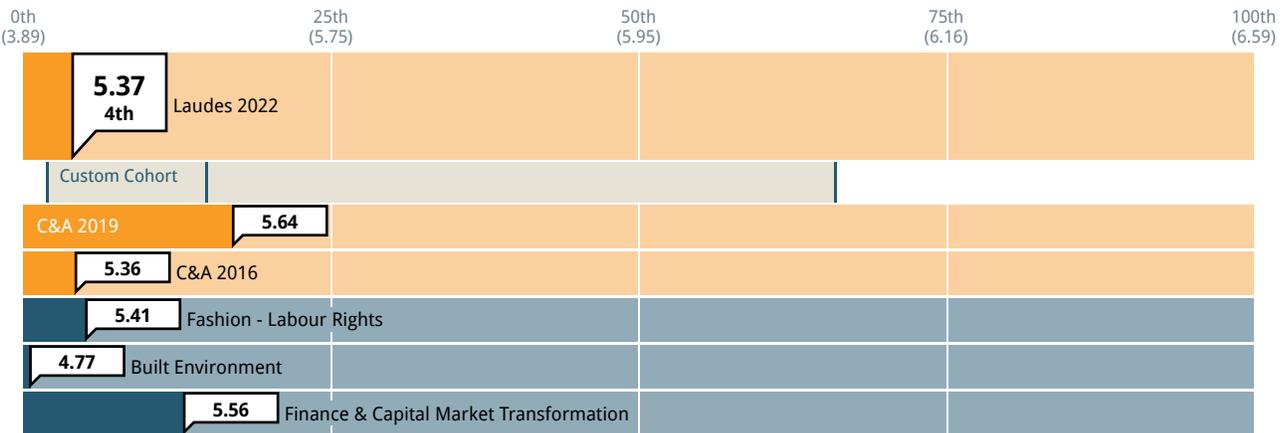
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

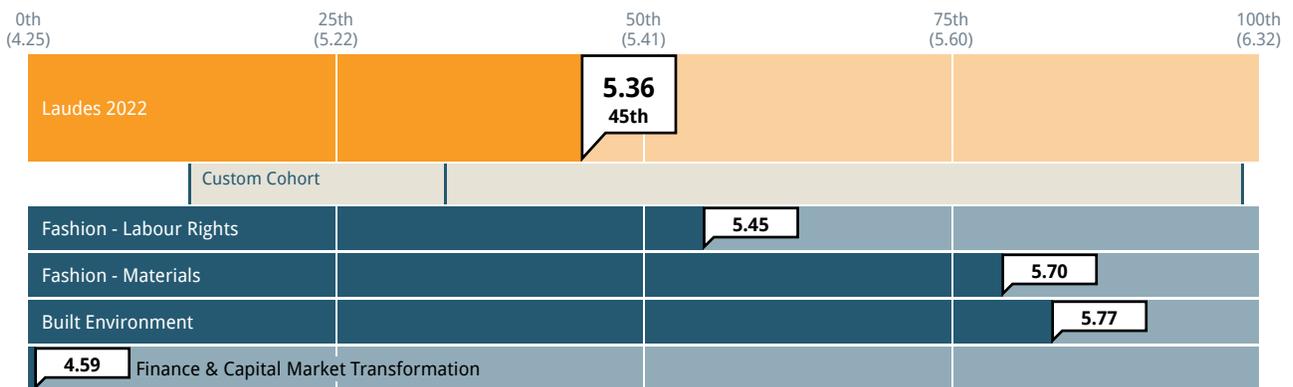## Overall, how transparent is the Foundation with your organization?

1 = Not at all transparent   **7** = Extremely transparent

	0th (3.69)	25th (5.59)	50th (5.83)	75th (6.02)	100th (6.76)
Laudes 2022			5.82 / 49th		
Custom Cohort					
C&A 2019		5.77			
C&A 2016	5.45				
Fashion - Labour Rights	5.58				
Fashion - Materials					6.30
Built Environment			5.92		
Finance & Capital Market Transformation			5.88		
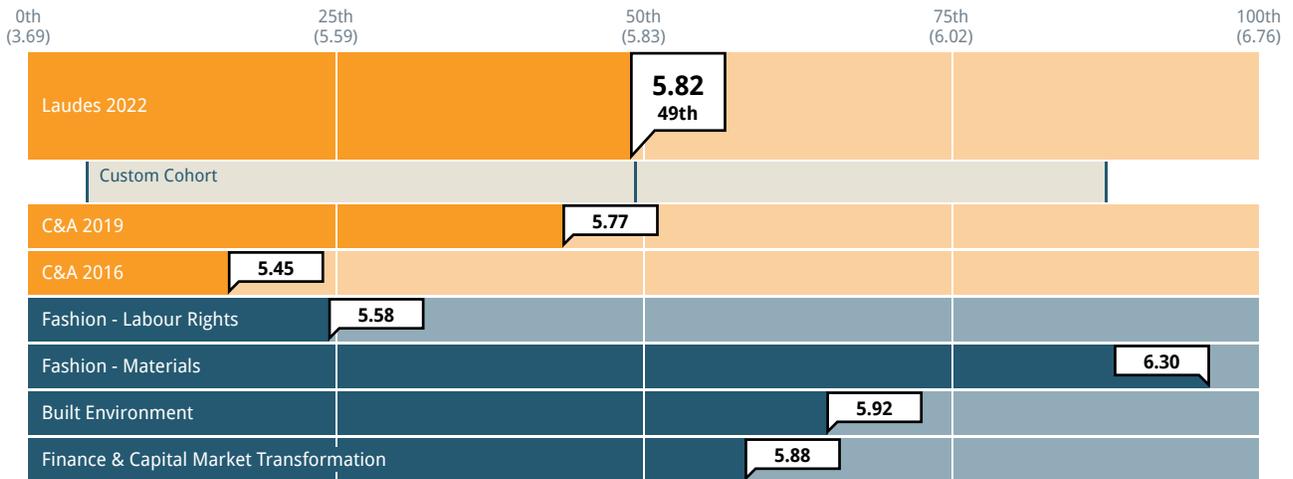
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?

1 = Limited understanding   **7** = Thorough understanding

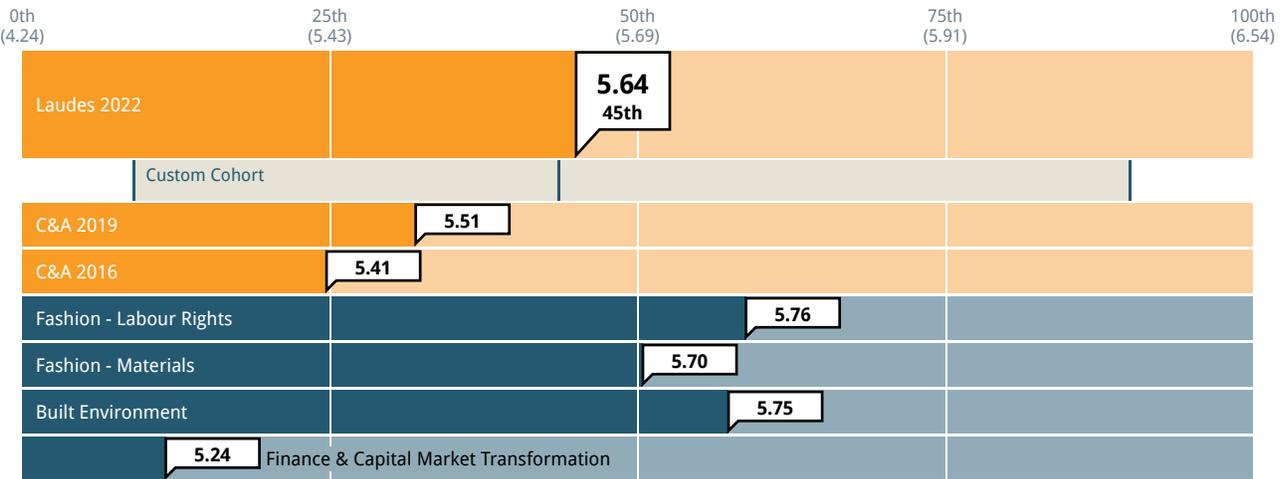|	0th (4.25)	25th (5.22)	50th (5.41)	75th (5.60)	100th (6.32)
Laudes 2022			5.36 / 45th		
Custom Cohort					
Fashion - Labour Rights			5.45		
Fashion - Materials				5.70	
Built Environment				5.77	
Finance & Capital Market Transformation	4.59				

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Contextual Understanding

How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?
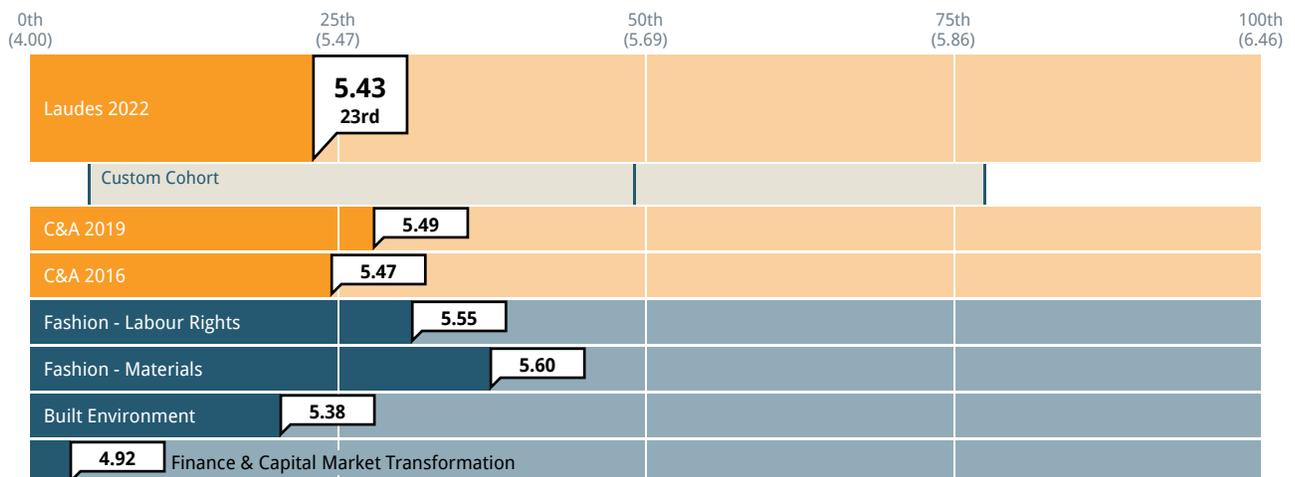
1 = Limited understanding   7 = Thorough understanding

0th (4.24)	25th (5.43)	50th (5.69)	75th (5.91)	100th (6.54)

Laudes 2022 — **5.64** 45th

Custom Cohort

C&A 2019 — 5.51
C&A 2016 — 5.41
Fashion - Labour Rights — 5.76
Fashion - Materials — 5.70
Built Environment — 5.75
5.24 Finance & Capital Market Transformation

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

In the following questions, we use the phrase "the people and communities that you serve" to refer to those your organization seeks to serve through the services and/or programs it provides.

Please note that CEP recently modified the following questions. The prior questions were: "How well does the Foundation understand your intended beneficiaries' needs?" and "To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?" The question anchors have not been modified.

How well does the Foundation understand the needs of the people and communities that you serve?

1 = Limited understanding   7 = Thorough understanding

| 0th (4.00) | 25th (5.47) | 50th (5.69) | 75th (5.86) | 100th (6.46) |

Laudes 2022 — **5.43** 23rd

Custom Cohort

C&A 2019 — 5.49
C&A 2016 — 5.47
Fashion - Labour Rights — 5.55
Fashion - Materials — 5.60
Built Environment — 5.38
4.92 Finance & Capital Market Transformation

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

To what extent do the Foundation's funding priorities reflect a deep understanding of the needs of the people and communities that you serve?

1 = Not at all   7 = To a great extent

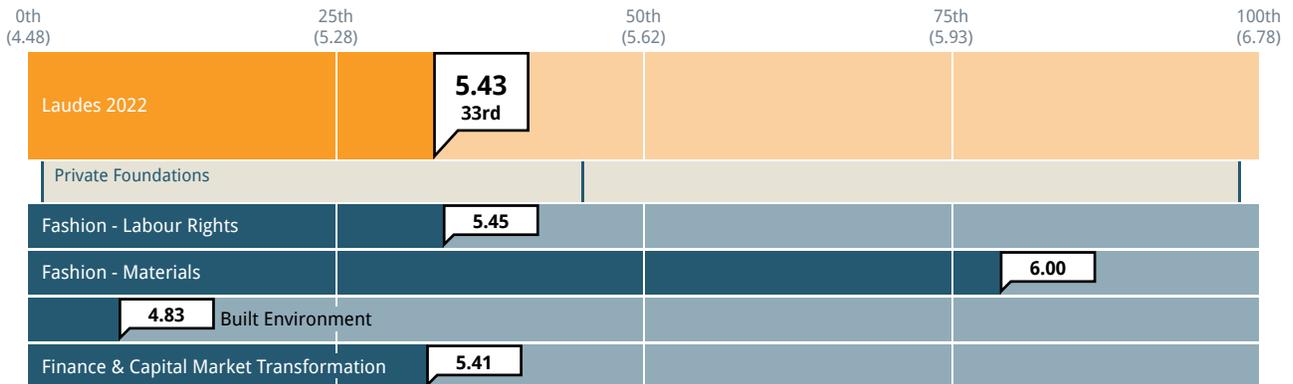|	0th (3.77)	25th (5.35)	50th (5.59)	75th (5.85)	100th (6.45)
Laudes 2022		**5.32** **22nd**			
Custom Cohort					
C&A 2019		5.43			
C&A 2016		5.40			
Fashion - Labour Rights		5.50			
Fashion - Materials			5.60		
Built Environment	5.25				
Finance & Capital Market Transformation	4.64				
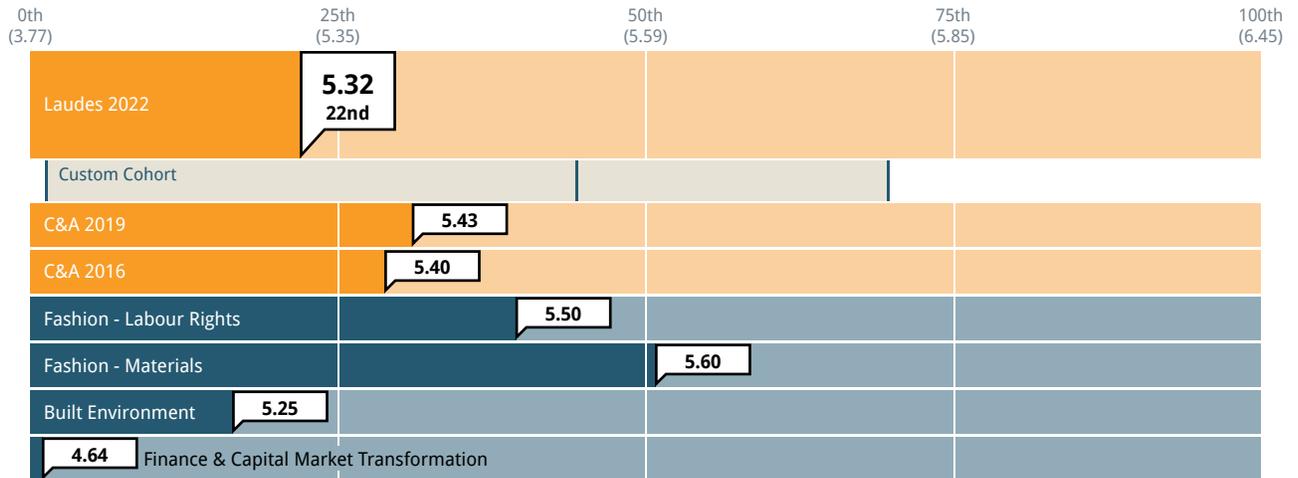
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Diversity, Equity, Inclusion

Please rate the extent to which you agree or disagree with the following statements about diversity, equity, and inclusion:

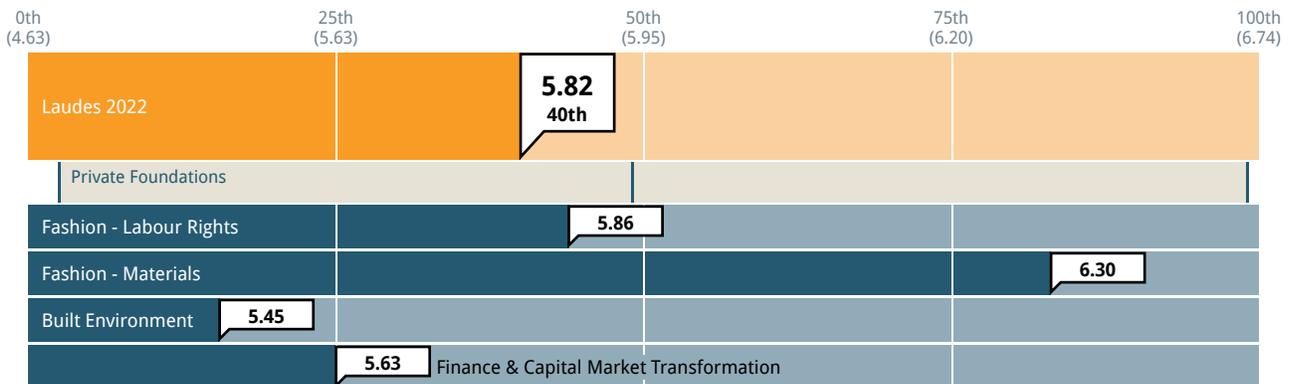### The Foundation has clearly communicated what diversity, equity, and inclusion means for its work

1 = Strongly disagree   4 = Neither agree nor disagree   7 = Strongly agree

	0th (4.48)	25th (5.28)	50th (5.62)	75th (5.93)	100th (6.78)

Laudes 2022 — **5.43** 33rd

Private Foundations

Fashion - Labour Rights — 5.45
Fashion - Materials — 6.00
Built Environment — 4.83
Finance & Capital Market Transformation — 5.41

Cohort: Private Foundations   **Past results:** on   **Subgroup:** Program Area

Overall, the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work
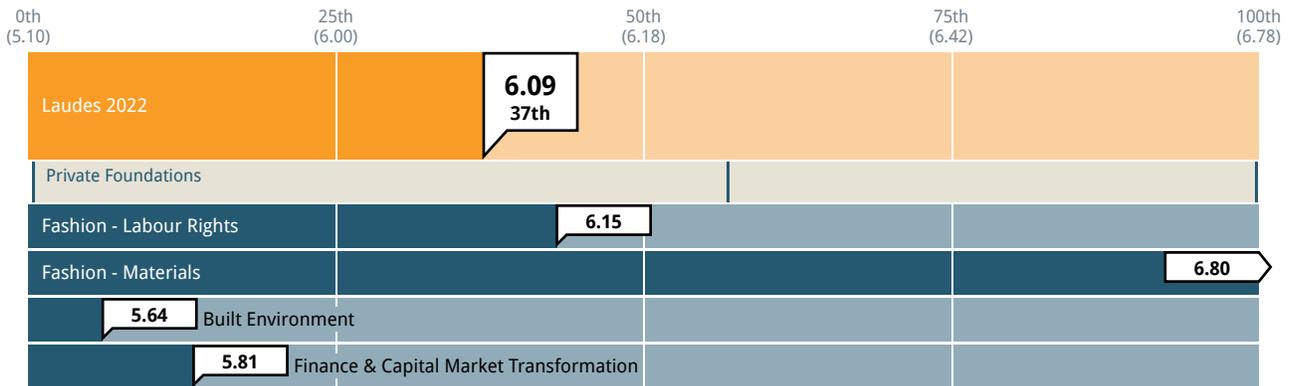
1 = Strongly disagree   4 = Neither agree nor disagree   7 = Strongly agree

	0th (4.63)	25th (5.63)	50th (5.95)	75th (6.20)	100th (6.74)

Laudes 2022 — **5.82** 40th

Private Foundations

Fashion - Labour Rights — 5.86
Fashion - Materials — 6.30
Built Environment — 5.45
Finance & Capital Market Transformation — 5.63

Cohort: Private Foundations   **Past results:** on   **Subgroup:** Program Area

Overall, most staff I have interacted with at the Foundation embody a strong commitment to diversity, equity, and inclusion
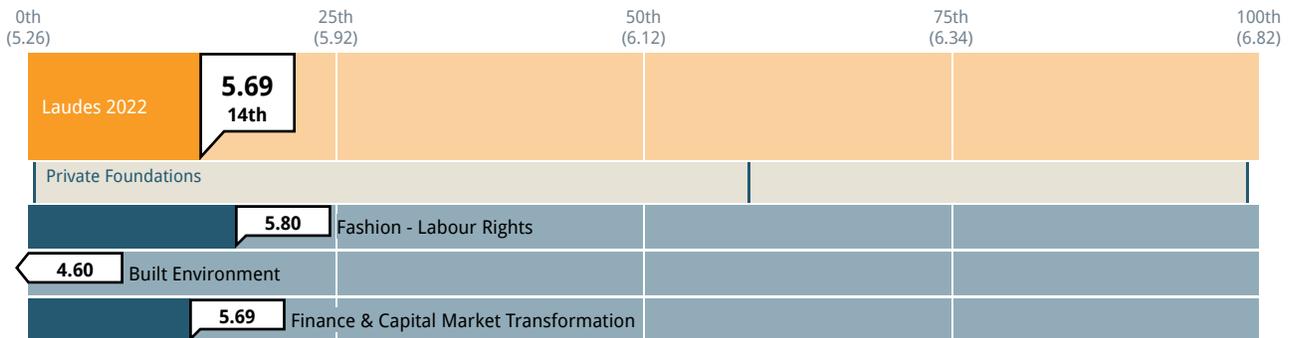
1 = Strongly disagree   **4** = Neither agree nor disagree   **7** = Strongly agree

	0th (5.10)	25th (6.00)	50th (6.18)	75th (6.42)	100th (6.78)

Laudes 2022 — **6.09** 37th

Private Foundations

Fashion - Labour Rights — 6.15

Fashion - Materials — 6.80

Built Environment — 5.64

Finance & Capital Market Transformation — 5.81

Cohort: Private Foundations   **Past results:** on   **Subgroup:** Program Area

I believe that the Foundation is committed to combatting racism

1 = Strongly disagree   **4** = Neither agree nor disagree   **7** = Strongly agree

	0th (5.26)	25th (5.92)	50th (6.12)	75th (6.34)	100th (6.82)

Laudes 2022 — **5.69** 14th

Private Foundations

Fashion - Labour Rights — 5.80

Built Environment — 4.60

Finance & Capital Market Transformation — 5.69

Cohort: Private Foundations   **Past results:** on   **Subgroup:** Program Area

Grant Processes

Did you submit a proposal to the Foundation for this grant?

■ Submitted a proposal   ■ Did not submit a proposal

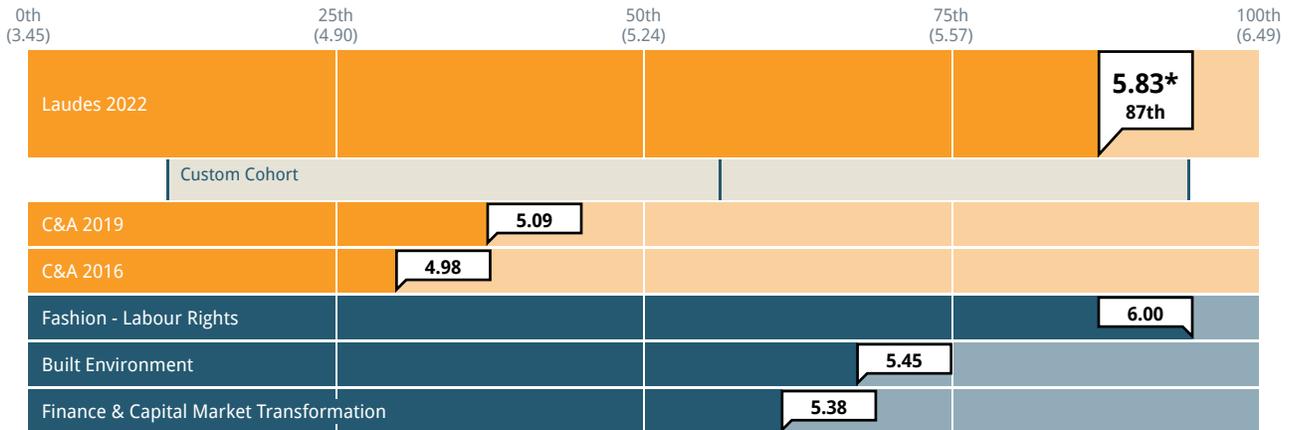|		
Laudes 2022	99%	
C&A 2019	98%	
C&A 2016	96%	4%
Custom Cohort	96%	4%
Average Funder	93%	7%

Cohort: Custom Cohort   **Past results:** on

Selection Process

Please note that CEP recently modified the following question. The prior question text was: "How helpful was participating in the Foundation's selection process in strengthening the organization/program funded by the grant?" The corresponding anchors were "not at all helpful" and "extremely helpful."

To what extent was the Foundation's selection process a helpful opportunity to strengthen the efforts funded by the grant?
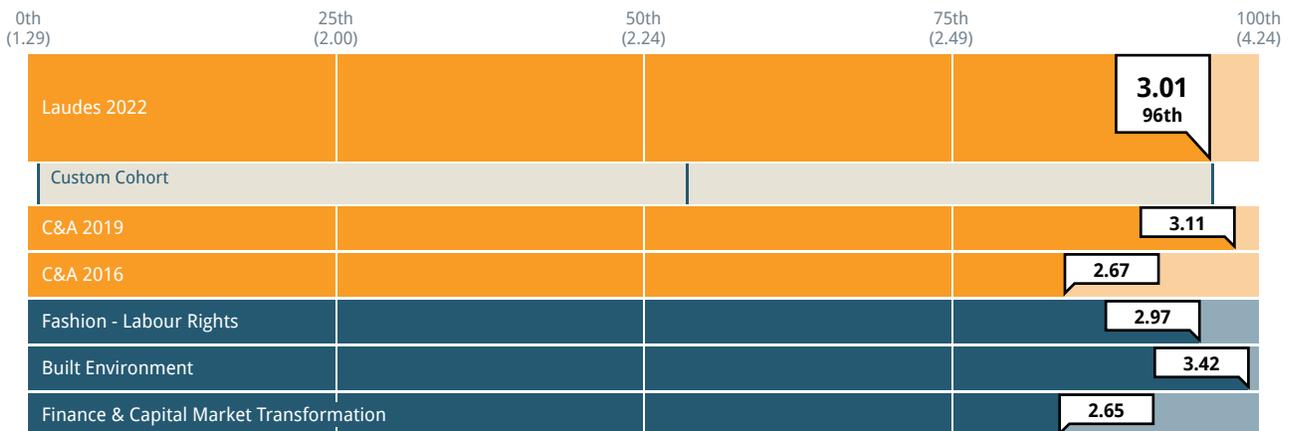
1 = Not at all **7** = To a great extent

	0th (3.45)	25th (4.90)	50th (5.24)	75th (5.57)	100th (6.49)
Laudes 2022				**5.83*** 87th	
Custom Cohort					
C&A 2019		5.09			
C&A 2016	4.98				
Fashion - Labour Rights				6.00	
Built Environment			5.45		
Finance & Capital Market Transformation			5.38		

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?
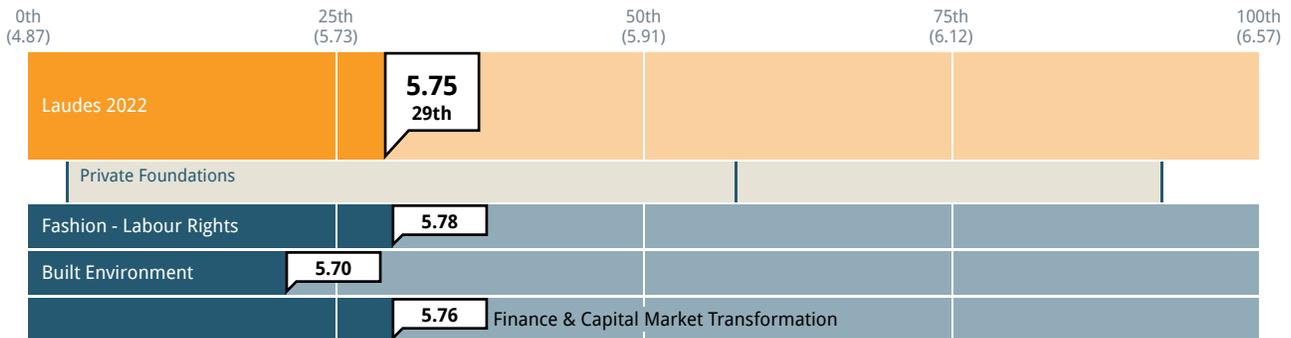
1 = No pressure **7** = Significant pressure

	0th (1.29)	25th (2.00)	50th (2.24)	75th (2.49)	100th (4.24)
Laudes 2022				**3.01** 96th	
Custom Cohort					
C&A 2019				3.11	
C&A 2016				2.67	
Fashion - Labour Rights				2.97	
Built Environment				3.42	
Finance & Capital Market Transformation				2.65	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

To what extent was the Foundation's selection process an appropriate level of effort given the amount of funding received?
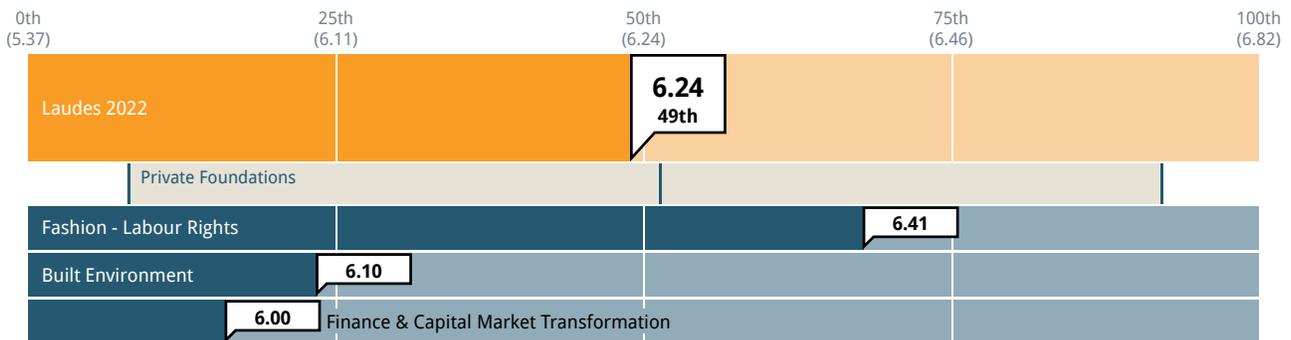
1 = Not at all   7 = To a great extent

| 0th (4.87) | 25th (5.73) | 50th (5.91) | 75th (6.12) | 100th (6.57) |

Laudes 2022 — **5.75** 29th

Private Foundations

Fashion - Labour Rights — **5.78**

Built Environment — **5.70**

5.76 Finance & Capital Market Transformation

Cohort: Private Foundations   **Past results:** on   **Subgroup:** Program Area

To what extent was the Foundation clear and transparent about the selection process requirements and timelines?
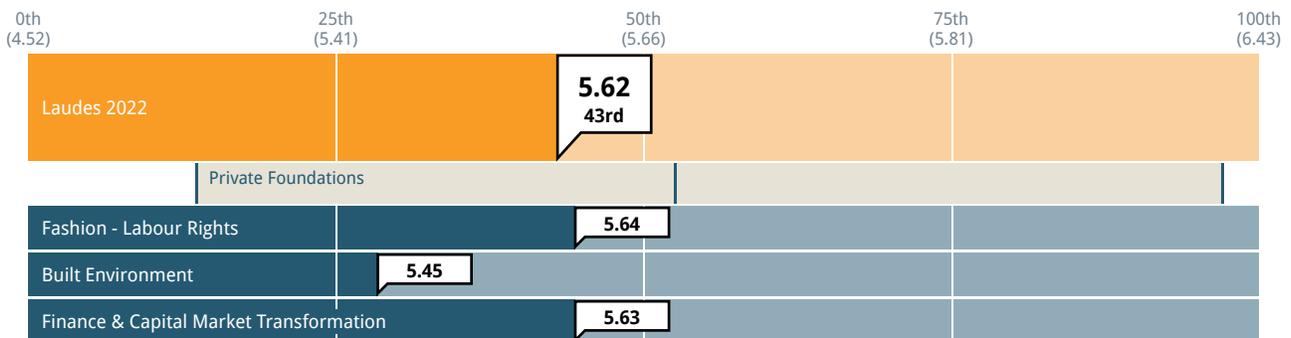
1 = Not at all   7 = To a great extent

| 0th (5.37) | 25th (6.11) | 50th (6.24) | 75th (6.46) | 100th (6.82) |

Laudes 2022 — **6.24** 49th

Private Foundations

Fashion - Labour Rights — **6.41**

Built Environment — **6.10**

6.00 Finance & Capital Market Transformation

Cohort: Private Foundations   **Past results:** on   **Subgroup:** Program Area

To what extent was the Foundation clear and transparent about the criteria the Foundation uses to decide whether a proposal would be funded or declined?

1 = Not at all   7 = To a great extent

| 0th (4.52) | 25th (5.41) | 50th (5.66) | 75th (5.81) | 100th (6.43) |

Laudes 2022 — **5.62** 43rd

Private Foundations

Fashion - Labour Rights — **5.64**

Built Environment — **5.45**

Finance & Capital Market Transformation — **5.63**

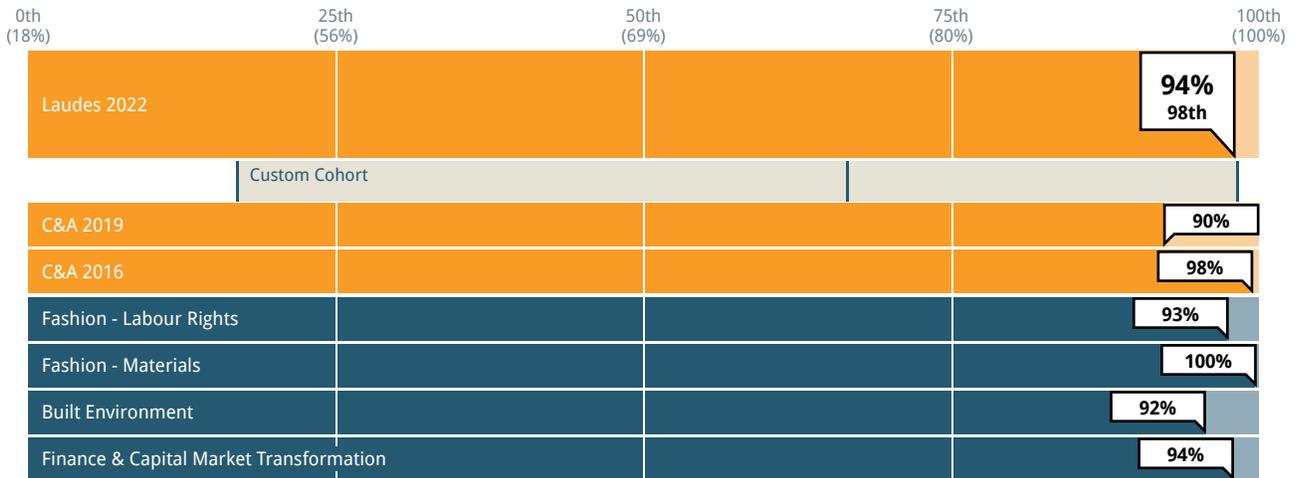**Cohort:** Private Foundations   **Past results:** on   **Subgroup:** Program Area

Reporting and Evaluation Process

Definition of Reporting and Evaluation

- "Reporting" - Laudes's standard oversight, monitoring, and grant reporting.
- "Evaluation" - formal activities *beyond reporting* undertaken by Laudes to assess or learn about a grant, a program, or Laudes's efforts.

At any point during the proposal or the grant period, did the Foundation and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?
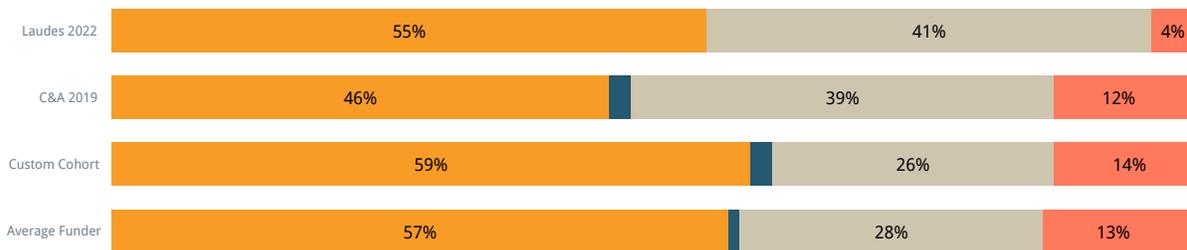
Proportion of partners responding 'Yes'

	0th (18%)	25th (56%)	50th (69%)	75th (80%)	100th (100%)

- Laudes 2022 — **94%** / **98th**
- Custom Cohort
- C&A 2019 — **90%**
- C&A 2016 — **98%**
- Fashion - Labour Rights — **93%**
- Fashion - Materials — **100%**
- Built Environment — **92%**
- Finance & Capital Market Transformation — **94%**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

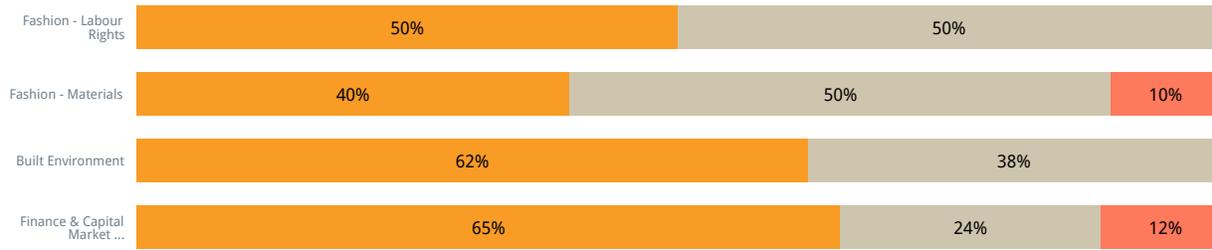## Participation in Reporting and/or Evaluation Processes

- Participated in a reporting process only
- Participated in an evaluation process only
- Participated in both a reporting and an evaluation process
- Participated in neither a reporting nor an evaluation process

	Reporting only	Evaluation only	Both	Neither
Laudes 2022	55%		41%	4%
C&A 2019	46%		39%	12%
Custom Cohort	59%		26%	14%
Average Funder	57%		28%	13%

Cohort: Custom Cohort   **Past results:** on
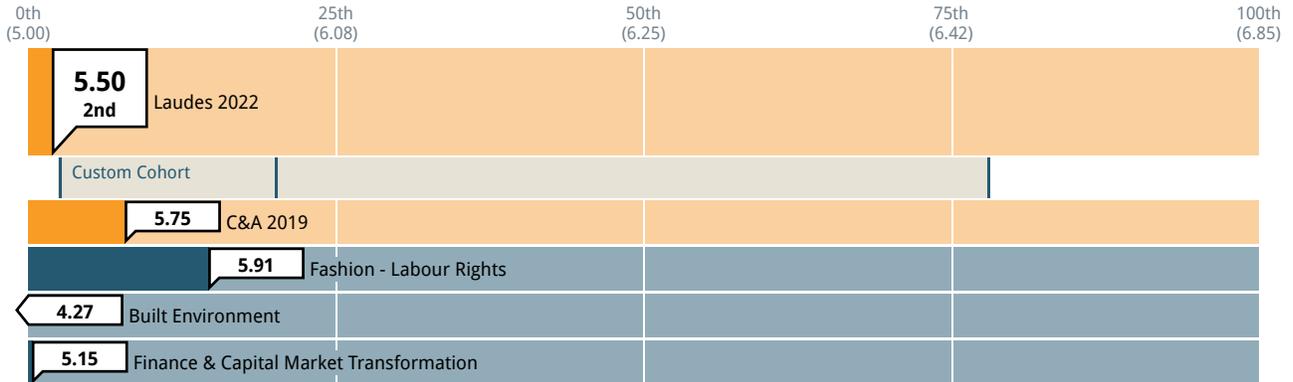
Reporting Process

The following questions were only asked of partners that indicated having participated in a reporting process. See the "Reporting and Evaluation Process" page for data on the proportion of partners participating in this process.

To what extent was the Foundation's reporting process straightforward?
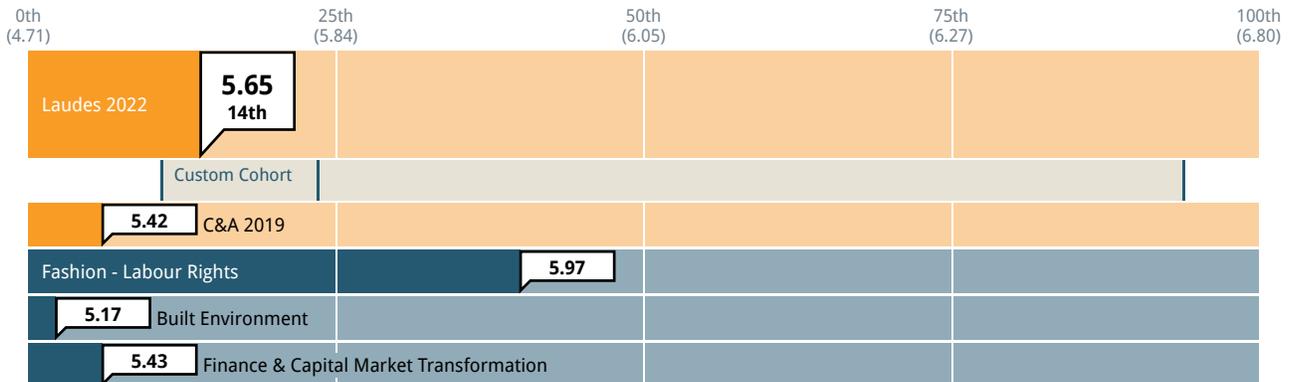
1 = Not at all   **7** = To a great extent

	0th (5.00)	25th (6.08)	50th (6.25)	75th (6.42)	100th (6.85)
5.50 2nd Laudes 2022					
Custom Cohort					
5.75 C&A 2019					
5.91 Fashion - Labour Rights					
4.27 Built Environment					
5.15 Finance & Capital Market Transformation					

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

To what extent was the Foundation's reporting process adaptable, if necessary, to fit your circumstances?

1 = Not at all   **7** = To a great extent

	0th (4.71)	25th (5.84)	50th (6.05)	75th (6.27)	100th (6.80)
Laudes 2022 **5.65** 14th					
Custom Cohort					
5.42 C&A 2019					
Fashion - Labour Rights **5.97**					
5.17 Built Environment					
5.43 Finance & Capital Market Transformation					

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

To what extent was the Foundation's reporting process relevant, with questions and measures pertinent to the work funded by this grant?

1 = Not at all   7 = To a great extent
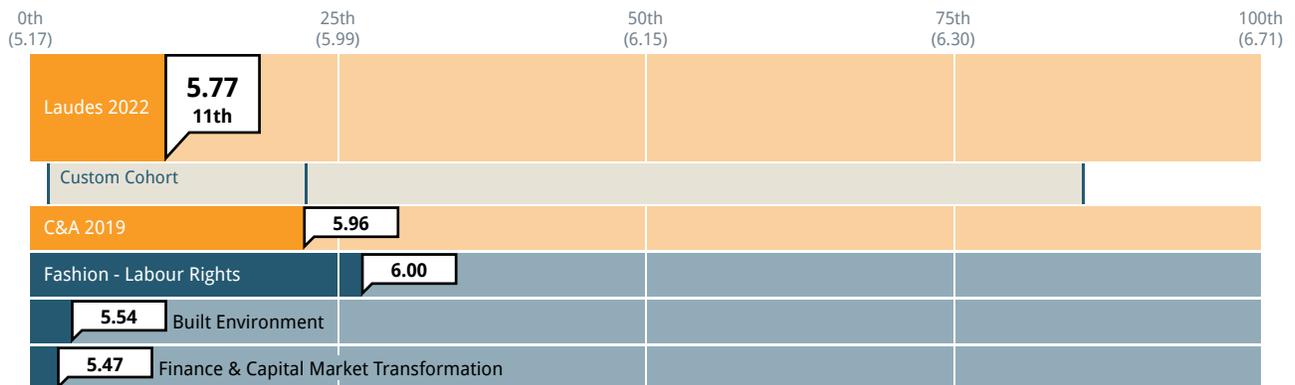
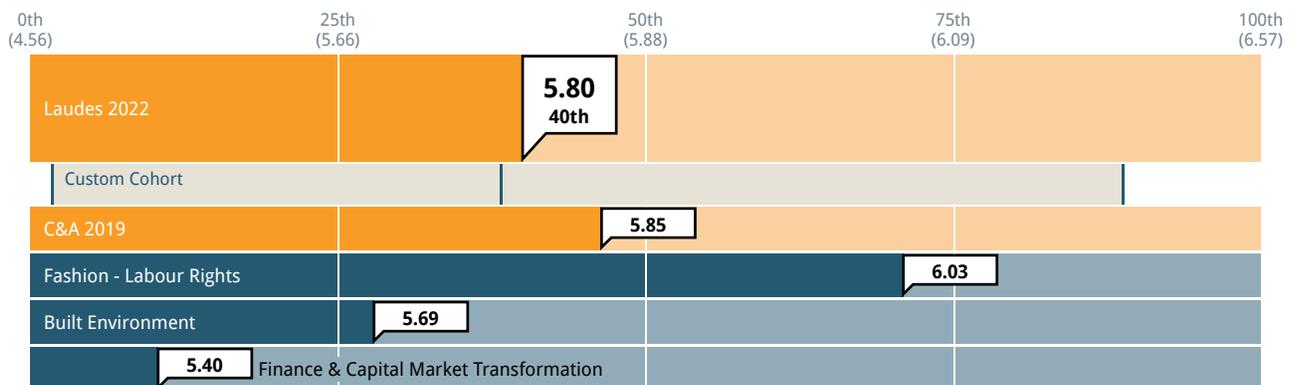|	0th (5.17)	25th (5.99)	50th (6.15)	75th (6.30)	100th (6.71)
Laudes 2022	**5.77 11th**				
Custom Cohort					
C&A 2019		5.96			
Fashion - Labour Rights		6.00			
Built Environment	5.54				
Finance & Capital Market Transformation	5.47				

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

To what extent was the Foundation's reporting process a helpful opportunity for you to reflect and learn?

1 = Not at all   7 = To a great extent

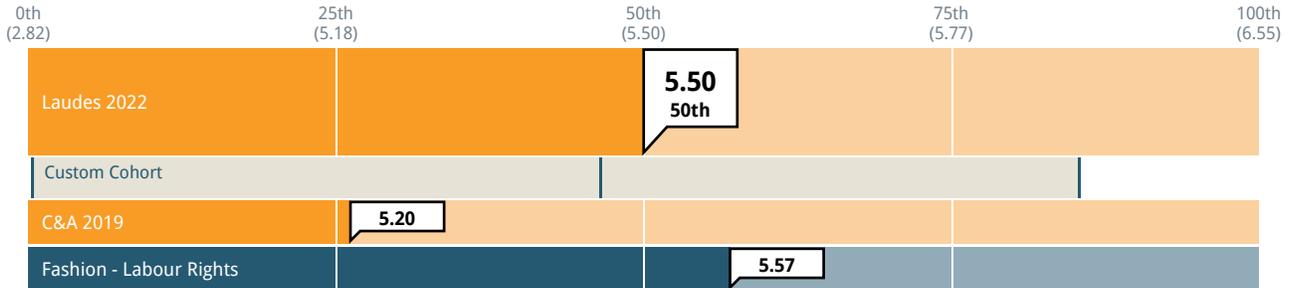|	0th (4.56)	25th (5.66)	50th (5.88)	75th (6.09)	100th (6.57)
Laudes 2022			**5.80 40th**		
Custom Cohort					
C&A 2019			5.85		
Fashion - Labour Rights				6.03	
Built Environment		5.69			
Finance & Capital Market Transformation	5.40				

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Evaluation Process

The following questions were only asked of partners that indicated having participated in an evaluation process. See the "Reporting and Evaluation Process" page for data on the proportion of partners participating in this process.

To what extent did the evaluation incorporate input from your organization in the design of the evaluation?
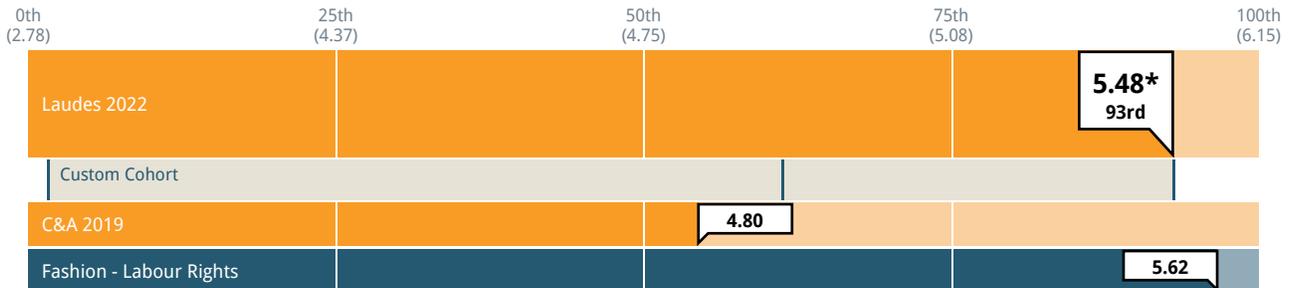
1 = Not at all   **7** = To a great extent

	0th (2.82)	25th (5.18)	50th (5.50)	75th (5.77)	100th (6.55)
Laudes 2022			**5.50** 50th		
Custom Cohort					
C&A 2019		5.20			
Fashion - Labour Rights			5.57		

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

To what extent did the evaluation result in your organization making changes to the work that was evaluated?

1 = Not at all   **7** = To a great extent

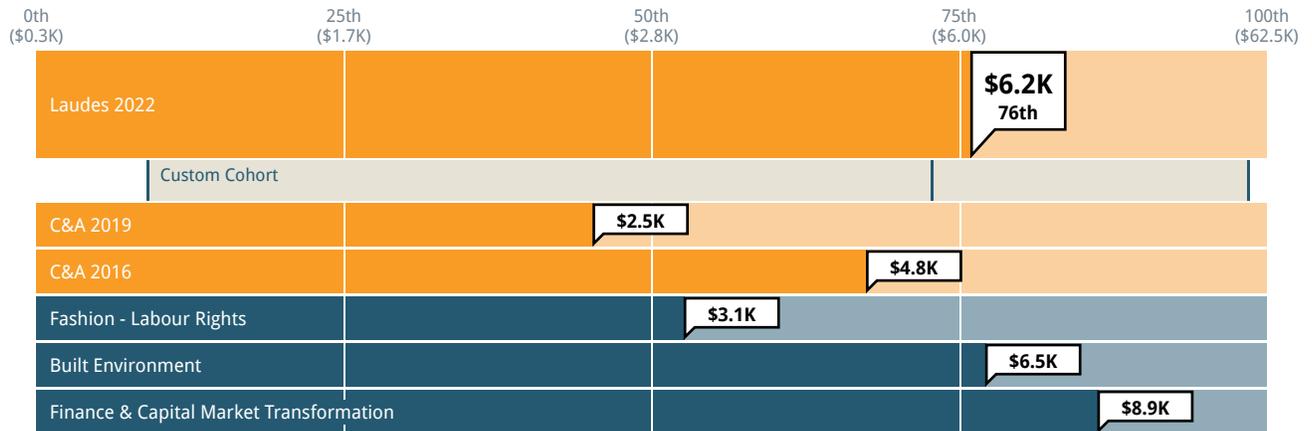|	0th (2.78)	25th (4.37)	50th (4.75)	75th (5.08)	100th (6.15)
Laudes 2022				**5.48*** 93rd	
Custom Cohort					
C&A 2019			4.80		
Fashion - Labour Rights				5.62	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

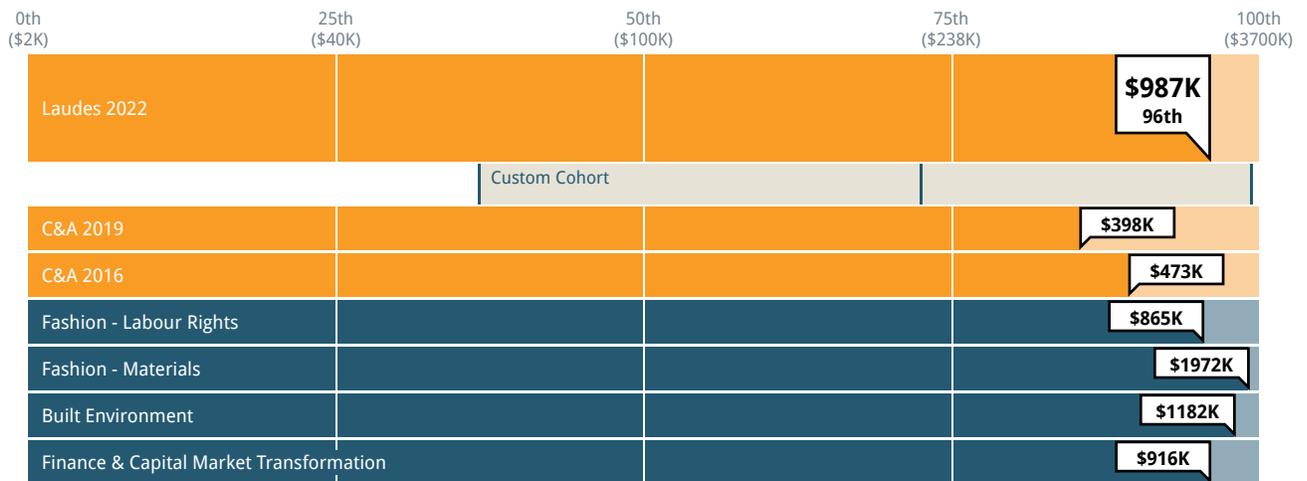## Monetary Return and Time Spent on Processes

Dollar Return: Median grant dollars awarded per process hour required

Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant
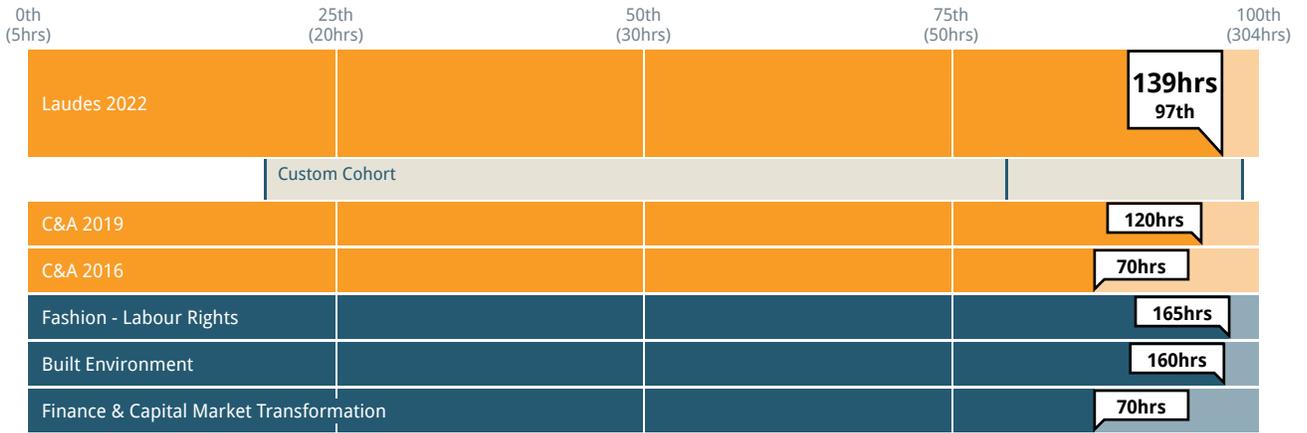
	0th ($0.3K)	25th ($1.7K)	50th ($2.8K)	75th ($6.0K)	100th ($62.5K)
Laudes 2022				**$6.2K** 76th	
Custom Cohort					
C&A 2019		$2.5K			
C&A 2016			$4.8K		
Fashion - Labour Rights			$3.1K		
Built Environment				$6.5K	
Finance & Capital Market Transformation				$8.9K	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Median Grant Size

	0th ($2K)	25th ($40K)	50th ($100K)	75th ($238K)	100th ($3700K)
Laudes 2022				**$987K** 96th	
Custom Cohort					
C&A 2019				$398K	
C&A 2016				$473K	
Fashion - Labour Rights				$865K	
Fashion - Materials				$1972K	
Built Environment				$1182K	
Finance & Capital Market Transformation				$916K	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Median hours spent by partners on funder requirements over grant lifetime

	0th (5hrs)	25th (20hrs)	50th (30hrs)	75th (50hrs)	100th (304hrs)

Laudes 2022 — 139hrs 97th

Custom Cohort

C&A 2019 — 120hrs

C&A 2016 — 70hrs

Fashion - Labour Rights — 165hrs

Built Environment — 160hrs

Finance & Capital Market Transformation — 70hrs

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Time Spent on Selection Process

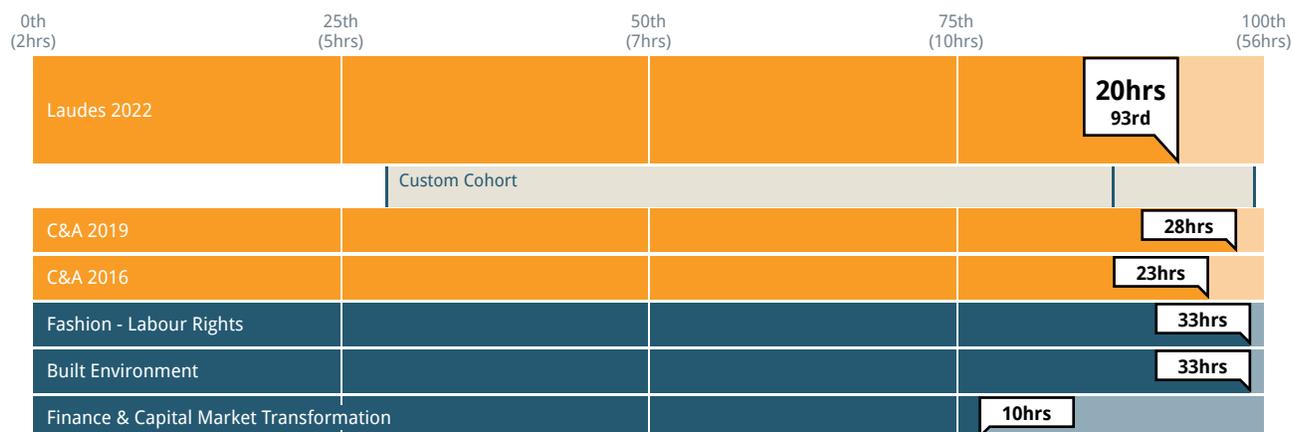## Median Hours Spent on Proposal and Selection Process
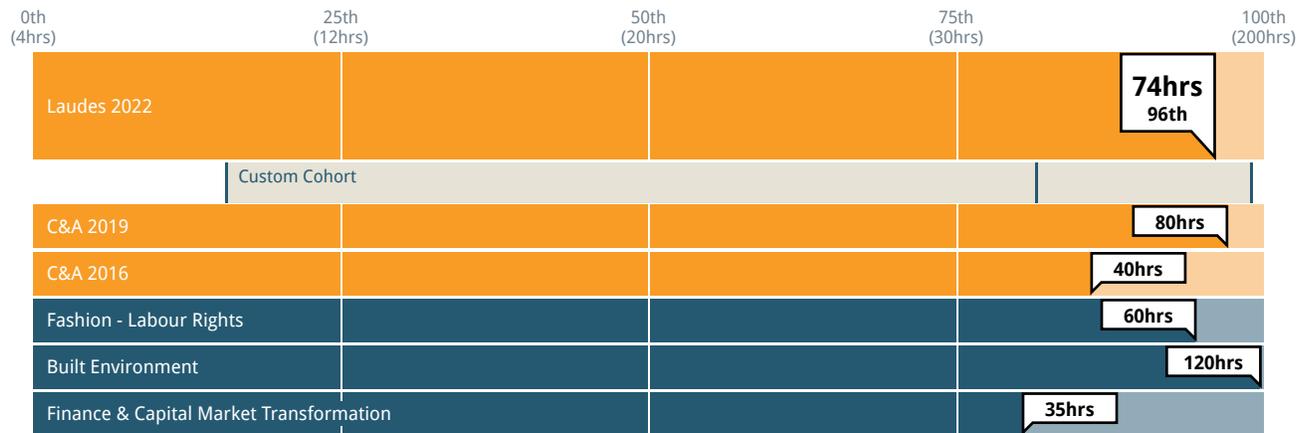
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Selected Cohort: Custom Cohort					
Time Spent On Proposal And Selection Process	Laudes 2022	C&A 2019	C&A 2016	Average Funder	Custom Cohort
1 to 9 hours	1%	6%	2%	25%	12%
10 to 19 hours	4%	3%	7%	21%	14%
20 to 29 hours	10%	6%	17%	17%	13%
30 to 39 hours	9%	3%	10%	7%	8%
40 to 49 hours	13%	13%	24%	11%	11%
50 to 99 hours	16%	31%	12%	10%	17%
100 to 199 hours	26%	26%	14%	6%	14%
200+ hours	19%	13%	14%	3%	11%

Selected Subgroup: Program Area

Time Spent On Proposal And Selection Process (By Subgroup)	Fashion - Labour Rights	Fashion - Materials	Built Environment	Finance & Capital Market Transformation
1 to 9 hours	0%	N/A	0%	6%
10 to 19 hours	0%	N/A	9%	12%
20 to 29 hours	10%	N/A	9%	18%
30 to 39 hours	6%	N/A	0%	18%
40 to 49 hours	13%	N/A	9%	18%
50 to 99 hours	32%	N/A	0%	0%
100 to 199 hours	16%	N/A	64%	24%
200+ hours	23%	N/A	9%	6%

Time Spent on Reporting and Evaluation Process

Median Hours Spent on Monitoring, Reporting and Evaluation Process Per Year

	0th (2hrs)	25th (5hrs)	50th (7hrs)	75th (10hrs)	100th (56hrs)

Laudes 2022 — **20hrs** 93rd

Custom Cohort

C&A 2019 — **28hrs**

C&A 2016 — **23hrs**

Fashion - Labour Rights — **33hrs**

Built Environment — **33hrs**

Finance & Capital Market Transformation — **10hrs**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Selected Cohort: Custom Cohort

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	Laudes 2022	C&A 2019	C&A 2016	Average Funder	Custom Cohort
1 to 9 hours	29%	12%	27%	56%	39%
10 to 19 hours	21%	23%	8%	19%	20%
20 to 29 hours	6%	17%	22%	10%	12%
30 to 39 hours	5%	13%	11%	3%	6%
40 to 49 hours	14%	7%	5%	3%	5%
50 to 99 hours	14%	8%	11%	5%	9%
100+ hours	11%	20%	16%	4%	10%

Selected Subgroup: Program Area

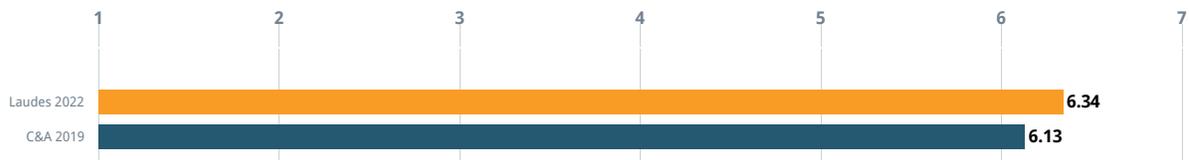| Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Fashion - Labour Rights	Fashion - Materials	Built Environment	Finance & Capital Market Transformation
1 to 9 hours	25%	N/A	8%	50%
10 to 19 hours	14%	N/A	33%	29%
20 to 29 hours	7%	N/A	8%	0%
30 to 39 hours	7%	N/A	0%	7%
40 to 49 hours	11%	N/A	25%	7%
50 to 99 hours	25%	N/A	8%	0%
100+ hours	11%	N/A	17%	7%

Customized Questions

In addition to CEP's core survey, Laudes Foundation asked their partners an additional 7 close-ended custom questions.

How satisfied are you with your experience as a partner of Laudes Foundation?

1 = Very dissatisfied   **7** = Extremely satisfied
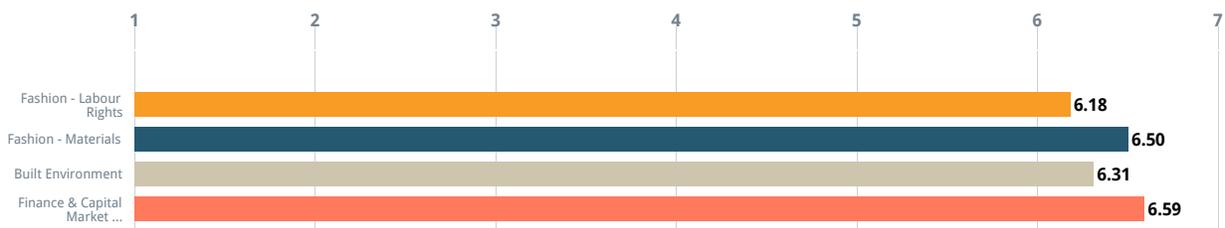
■ Laudes 2022   ■ C&A 2019

	1	2	3	4	5	6	7
Laudes 2022							6.34
C&A 2019							6.13

Cohort: None   **Past results:** on

How satisfied are you with your experience as a partner of Laudes Foundation? - By Subgroup

1 = Very dissatisfied   **7** = Extremely satisfied

■ Fashion - Labour Rights   ■ Fashion - Materials   ■ Built Environment   ■ Finance & Capital Market Transformation

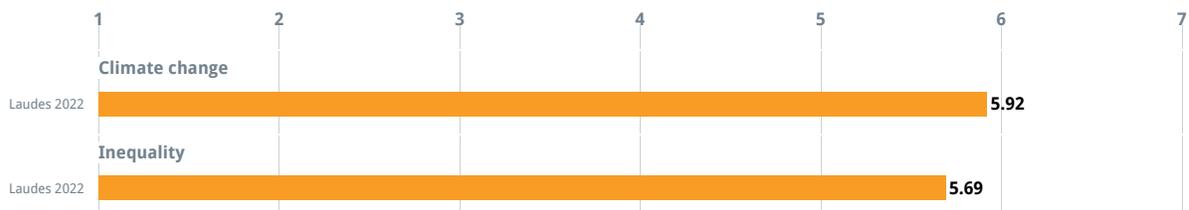|	1	2	3	4	5	6	7
Fashion - Labour Rights						6.18	
Fashion - Materials						6.50	
Built Environment						6.31	
Finance & Capital Market ...						6.59	

Subgroup: Program Area

To what extent do you believe Laudes Foundation's funded programs will contribute to positively addressing these interrelated crises in the next five years?

1 = Not at all   **4** = Somewhat   **7** = To a great extent

■ Laudes 2022

Climate change

	1	2	3	4	5	6	7
Laudes 2022						5.92	

Inequality

|	1	2	3	4	5	6	7
Laudes 2022						5.69	

Cohort: None   **Past results:** on

To what extent do you believe Laudes Foundation's funded programs will contribute to positively addressing these interrelated crises in the next five years? - By Subgroup

| **1** = Not at all | **4** = Somewhat | **7** = To a great extent |

■ Fashion - Labour Rights ■ Built Environment ■ Finance & Capital Market Transformation

Climate change
- Fashion - Labour Rights: 5.39
- Built Environment: 6.08
- Finance & Capital Market ...: 6.54

Inequality
- Fashion - Labour Rights: 5.90
- Built Environment: N/A
- Finance & Capital Market ...: 5.60
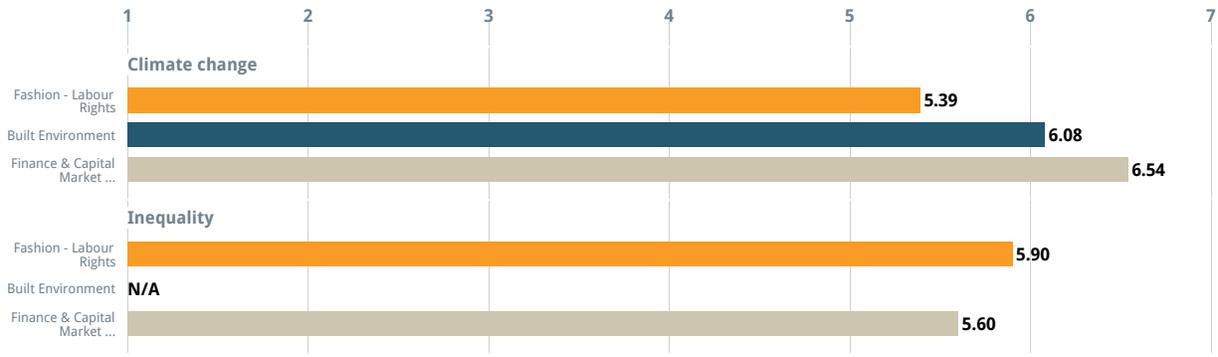
Subgroup: Program Area

Processes and Non-Monetary Support

To what extent is rubrics-based measurement and learning helpful to your work?

**1** = Not at all   **7** = To a great extent

🟧 Laudes 2022

	1	2	3	4	5	6	7

Laudes 2022 — **4.44**

Cohort: None   **Past results:** on

To what extent is rubrics-based measurement and learning helpful to your work? - By Subgroup

1 = Not at all   **7** = To a great extent

🟧 Fashion - Labour Rights   🟦 Built Environment   🟫 Finance & Capital Market Transformation

Fashion - Labour Rights — **4.69**
Built Environment — **4.15**
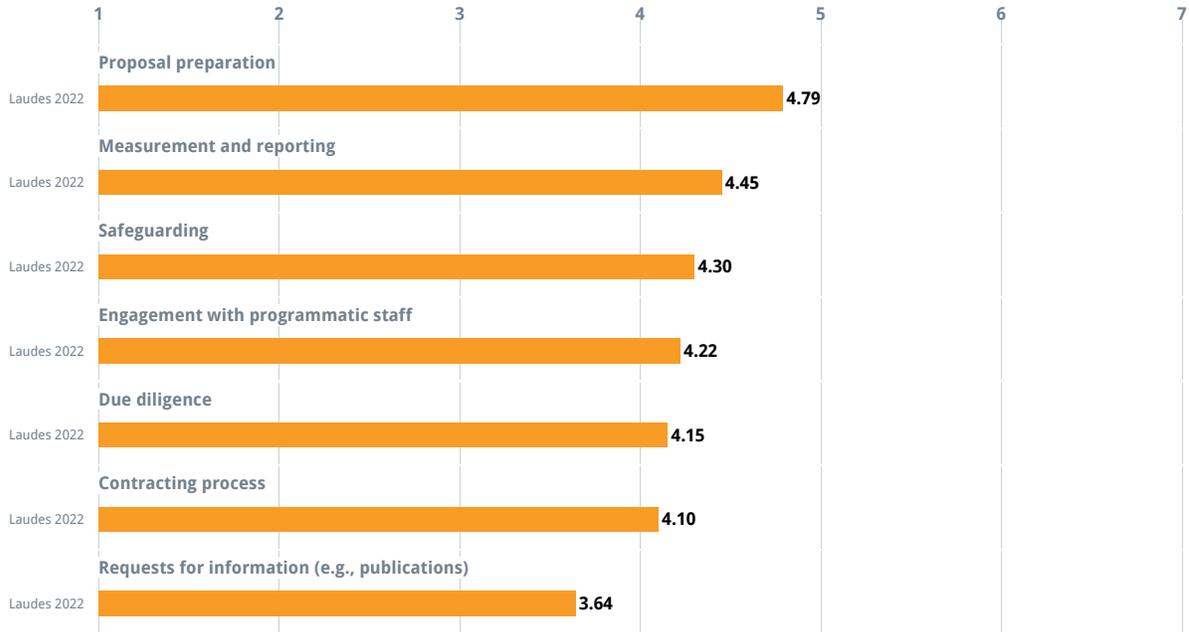Finance & Capital Market … — **4.23**
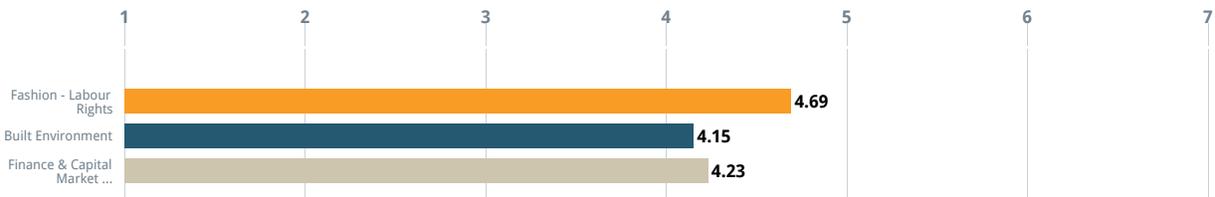
Subgroup: Program Area

When compared to other funders, does meeting Laudes Foundation requirements take less or more work in the following areas:

1 = Much less work   **4** = About the same amount of work   **7** = Much more work
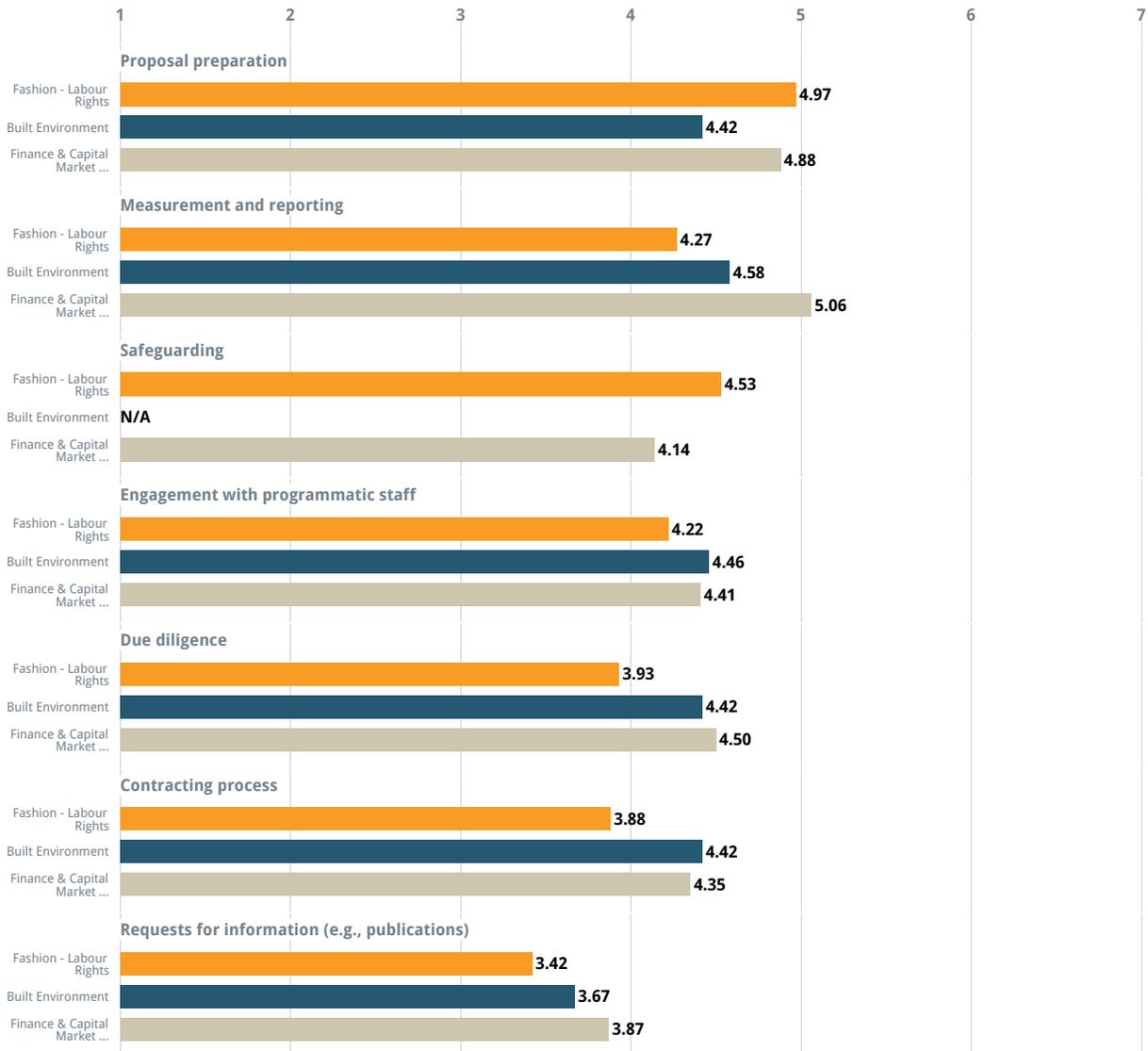
■ Laudes 2022

Cohort: None   **Past results:** on

When compared to other funders, does meeting Laudes Foundation requirements take less or more work in the following areas: - By Subgroup

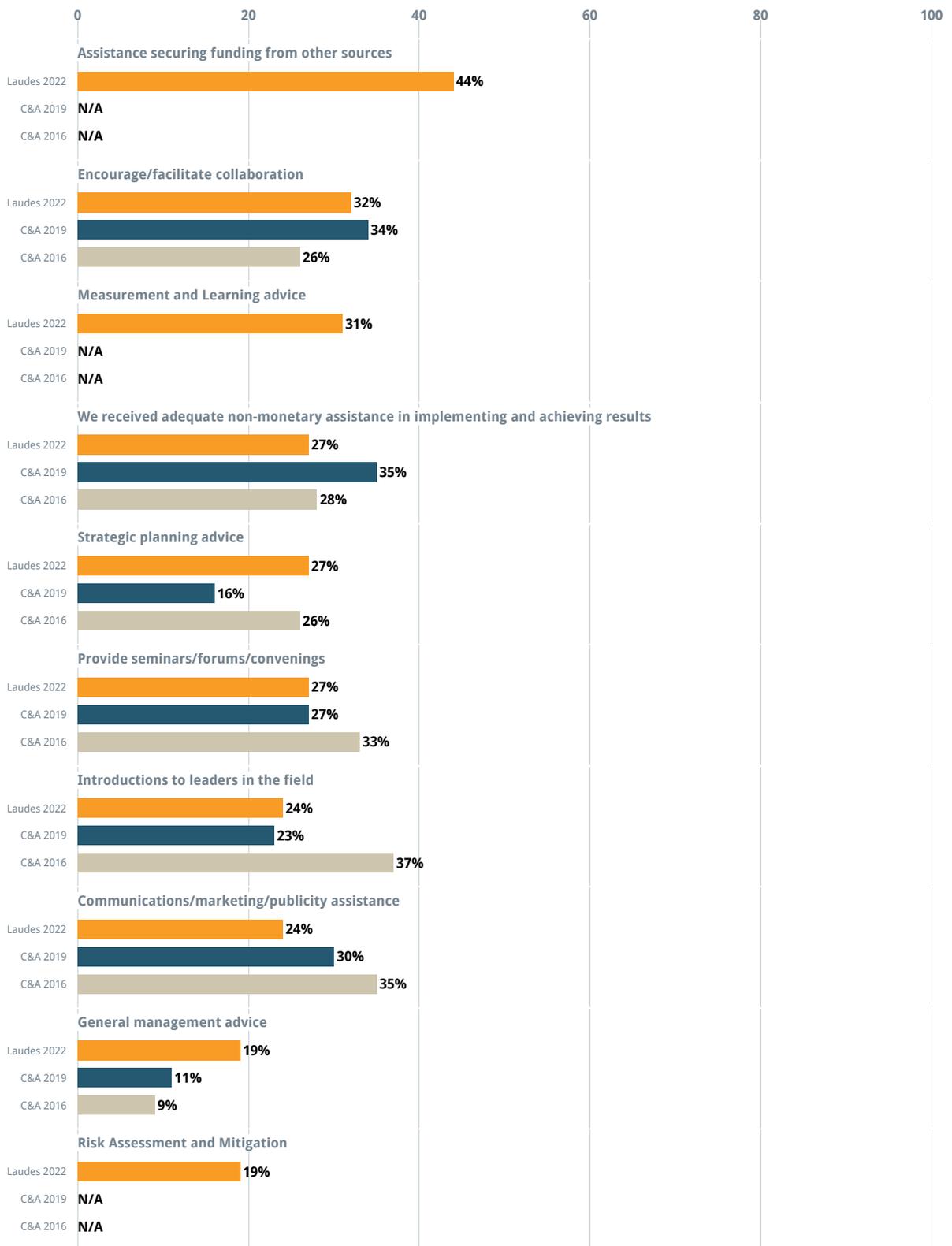**1** = Much less work   **4** = About the same amount of work   **7** = Much more work

🟧 Fashion - Labour Rights   🟦 Built Environment   ⬜ Finance & Capital Market Transformation

Proposal preparation
- Fashion - Labour Rights: 4.97
- Built Environment: 4.42
- Finance & Capital Market ...: 4.88

Measurement and reporting
- Fashion - Labour Rights: 4.27
- Built Environment: 4.58
- Finance & Capital Market ...: 5.06

Safeguarding
- Fashion - Labour Rights: 4.53
- Built Environment: N/A
- Finance & Capital Market ...: 4.14

Engagement with programmatic staff
- Fashion - Labour Rights: 4.22
- Built Environment: 4.46
- Finance & Capital Market ...: 4.41

Due diligence
- Fashion - Labour Rights: 3.93
- Built Environment: 4.42
- Finance & Capital Market ...: 4.50

Contracting process
- Fashion - Labour Rights: 3.88
- Built Environment: 4.42
- Finance & Capital Market ...: 4.35

Requests for information (e.g., publications)
- Fashion - Labour Rights: 3.42
- Built Environment: 3.67
- Finance & Capital Market ...: 3.87

Subgroup: Program Area

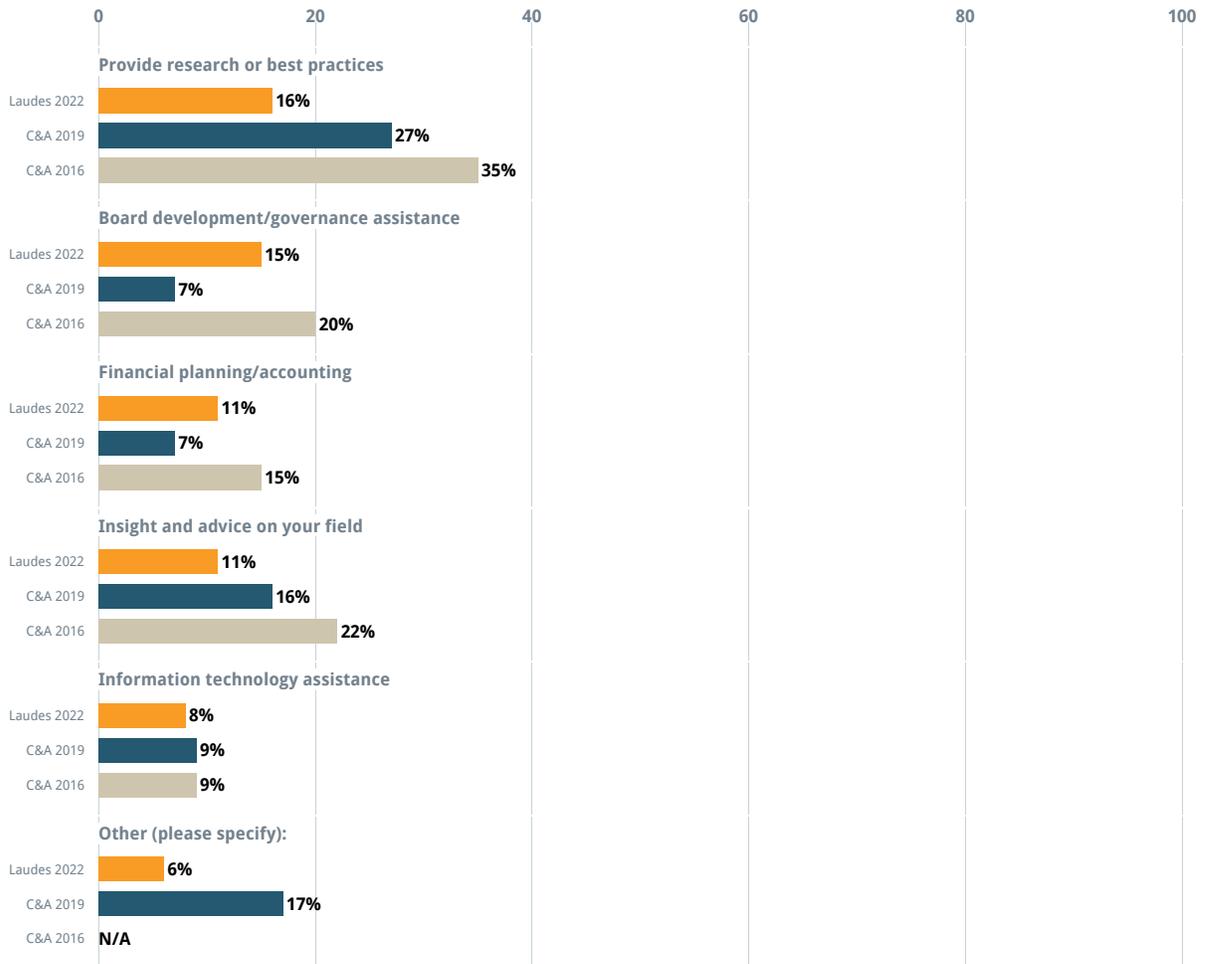**Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)**

■ Laudes 2022 ■ C&A 2019 ■ C&A 2016

Scale: 0, 20, 40, 60, 80, 100

Assistance securing funding from other sources
- Laudes 2022: 44%
- C&A 2019: N/A
- C&A 2016: N/A

Encourage/facilitate collaboration
- Laudes 2022: 32%
- C&A 2019: 34%
- C&A 2016: 26%

Measurement and Learning advice
- Laudes 2022: 31%
- C&A 2019: N/A
- C&A 2016: N/A

We received adequate non-monetary assistance in implementing and achieving results
- Laudes 2022: 27%
- C&A 2019: 35%
- C&A 2016: 28%

Strategic planning advice
- Laudes 2022: 27%
- C&A 2019: 16%
- C&A 2016: 26%

Provide seminars/forums/convenings
- Laudes 2022: 27%
- C&A 2019: 27%
- C&A 2016: 33%

Introductions to leaders in the field
- Laudes 2022: 24%
- C&A 2019: 23%
- C&A 2016: 37%

Communications/marketing/publicity assistance
- Laudes 2022: 24%
- C&A 2019: 30%
- C&A 2016: 35%

General management advice
- Laudes 2022: 19%
- C&A 2019: 11%
- C&A 2016: 9%

Risk Assessment and Mitigation
- Laudes 2022: 19%
- C&A 2019: N/A
- C&A 2016: N/A

Cohort: None   **Past results:** on

Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply) (cont.)
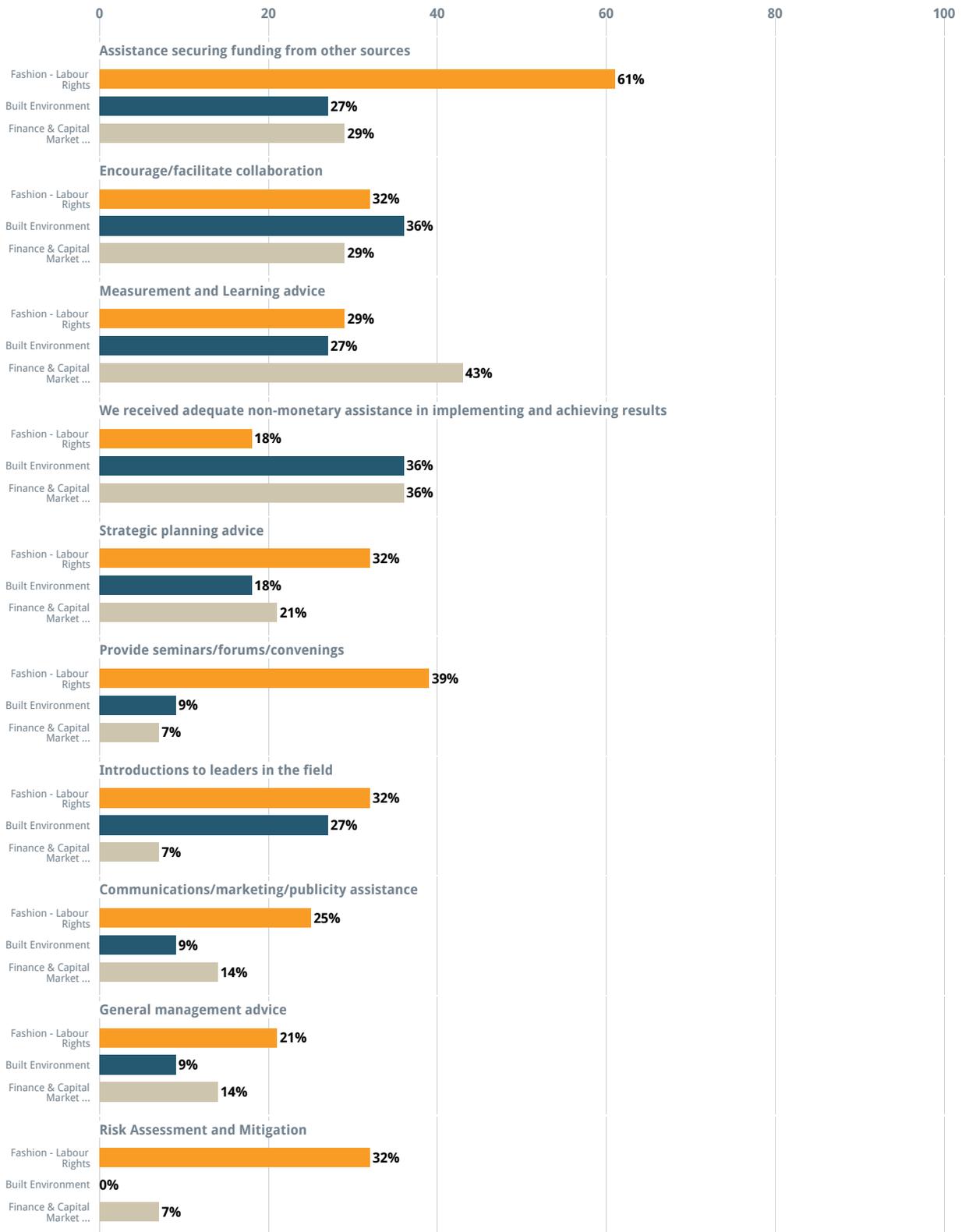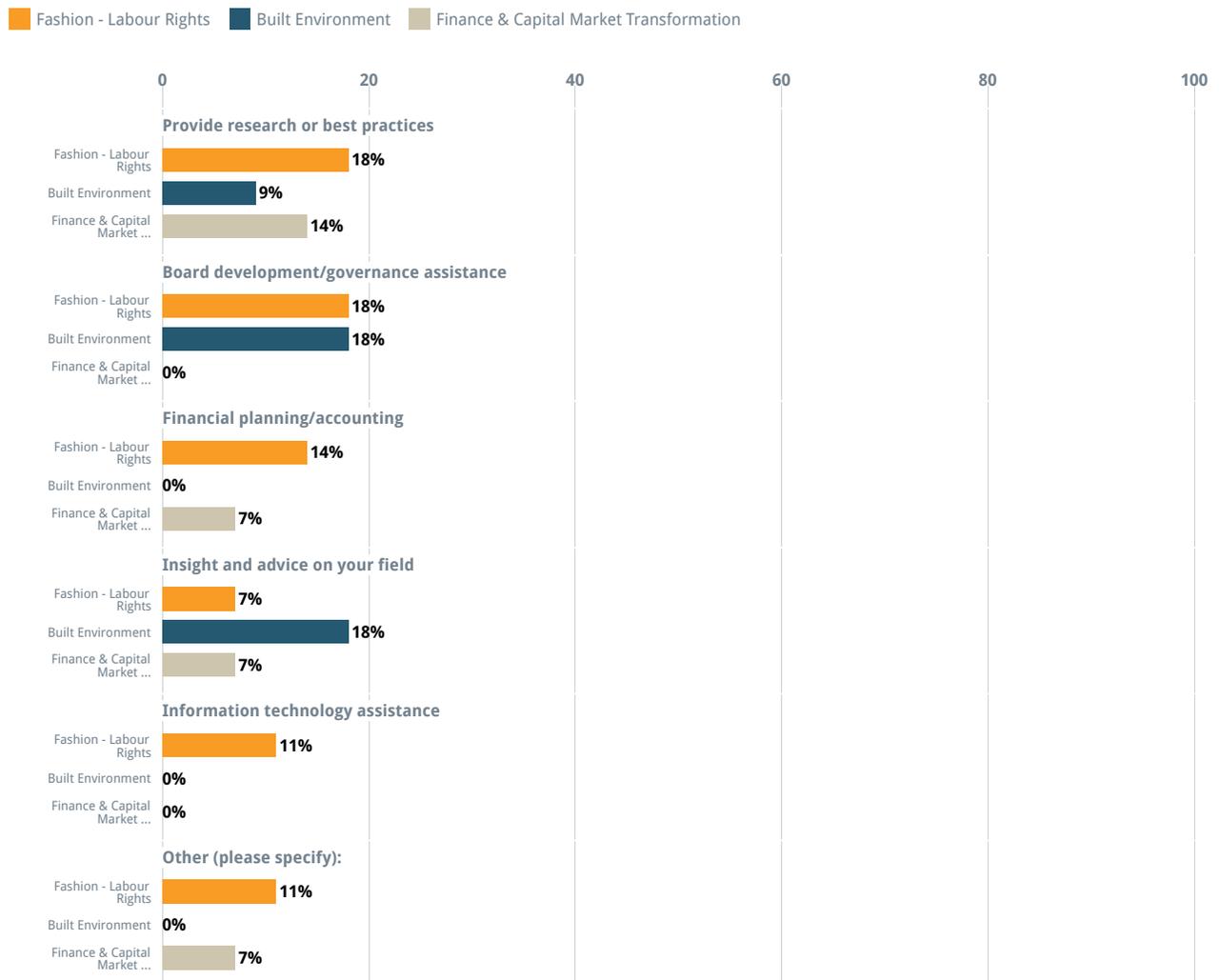
■ Laudes 2022   ■ C&A 2019   ■ C&A 2016

Provide research or best practices

- Laudes 2022: **16%**
- C&A 2019: **27%**
- C&A 2016: **35%**

Board development/governance assistance

- Laudes 2022: **15%**
- C&A 2019: **7%**
- C&A 2016: **20%**

Financial planning/accounting

- Laudes 2022: **11%**
- C&A 2019: **7%**
- C&A 2016: **15%**

Insight and advice on your field

- Laudes 2022: **11%**
- C&A 2019: **16%**
- C&A 2016: **22%**

Information technology assistance

- Laudes 2022: **8%**
- C&A 2019: **9%**
- C&A 2016: **9%**

Other (please specify):

- Laudes 2022: **6%**
- C&A 2019: **17%**
- C&A 2016: **N/A**

Cohort: None   **Past results:** on

Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply) - By Subgroup
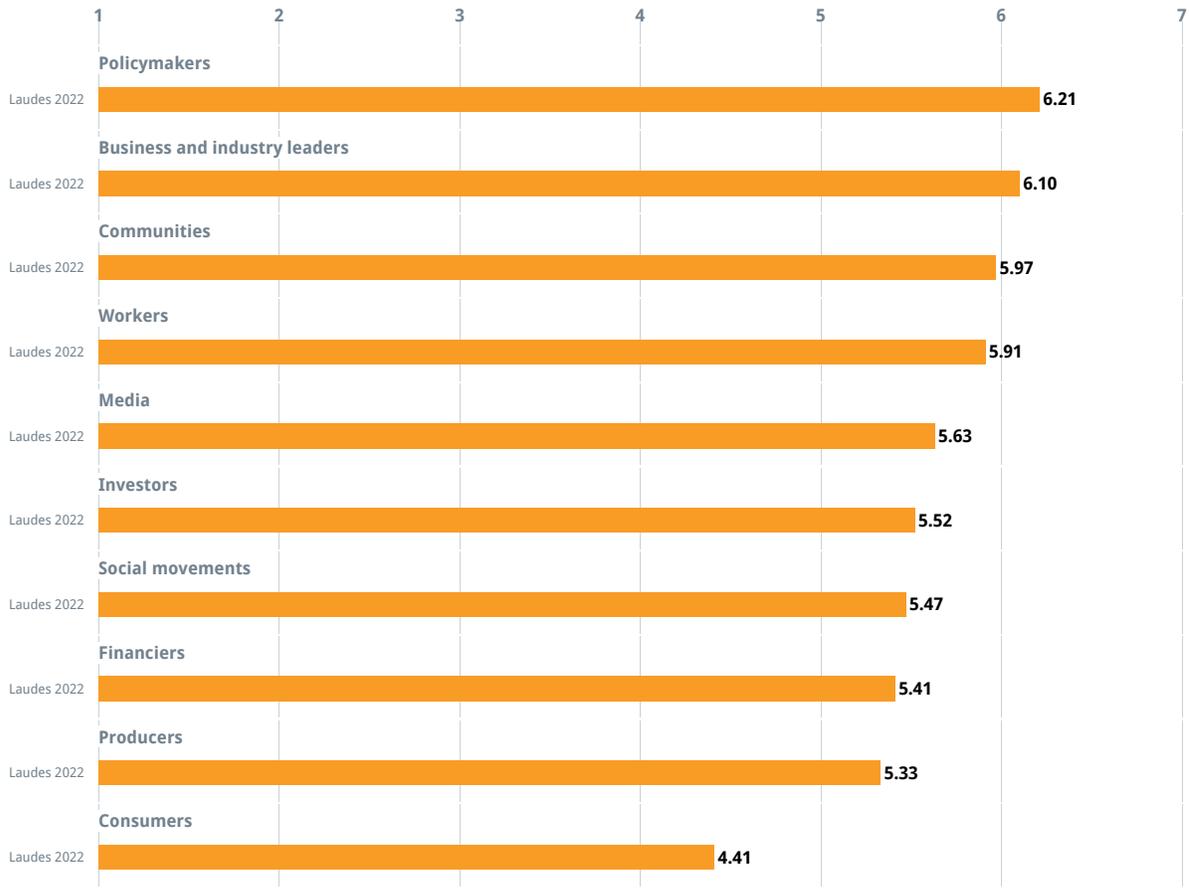
■ Fashion - Labour Rights   ■ Built Environment   ■ Finance & Capital Market Transformation

Assistance securing funding from other sources
- Fashion - Labour Rights: 61%
- Built Environment: 27%
- Finance & Capital Market …: 29%

Encourage/facilitate collaboration
- Fashion - Labour Rights: 32%
- Built Environment: 36%
- Finance & Capital Market …: 29%

Measurement and Learning advice
- Fashion - Labour Rights: 29%
- Built Environment: 27%
- Finance & Capital Market …: 43%

We received adequate non-monetary assistance in implementing and achieving results
- Fashion - Labour Rights: 18%
- Built Environment: 36%
- Finance & Capital Market …: 36%

Strategic planning advice
- Fashion - Labour Rights: 32%
- Built Environment: 18%
- Finance & Capital Market …: 21%

Provide seminars/forums/convenings
- Fashion - Labour Rights: 39%
- Built Environment: 9%
- Finance & Capital Market …: 7%

Introductions to leaders in the field
- Fashion - Labour Rights: 32%
- Built Environment: 27%
- Finance & Capital Market …: 7%

Communications/marketing/publicity assistance
- Fashion - Labour Rights: 25%
- Built Environment: 9%
- Finance & Capital Market …: 14%

General management advice
- Fashion - Labour Rights: 21%
- Built Environment: 9%
- Finance & Capital Market …: 14%

Risk Assessment and Mitigation
- Fashion - Labour Rights: 32%
- Built Environment: 0%
- Finance & Capital Market …: 7%

Subgroup: Program Area

Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply) - By Subgroup (cont.)

■ Fashion - Labour Rights   ■ Built Environment   ■ Finance & Capital Market Transformation

Provide research or best practices

Fashion - Labour Rights	18%
Built Environment	9%
Finance & Capital Market ...	14%

Board development/governance assistance

Fashion - Labour Rights	18%
Built Environment	18%
Finance & Capital Market ...	0%

Financial planning/accounting

Fashion - Labour Rights	14%
Built Environment	0%
Finance & Capital Market ...	7%

Insight and advice on your field

Fashion - Labour Rights	7%
Built Environment	18%
Finance & Capital Market ...	7%

Information technology assistance

Fashion - Labour Rights	11%
Built Environment	0%
Finance & Capital Market ...	0%

Other (please specify):

Fashion - Labour Rights	11%
Built Environment	0%
Finance & Capital Market ...	7%

Subgroup: Program Area

Stakeholders and Engagement

How important are each of these stakeholders in your work?

1 = Not very important   **7** = Very important

■ Laudes 2022

	1	2	3	4	5	6	7

Policymakers
Laudes 2022 **6.21**

Business and industry leaders
Laudes 2022 **6.10**

Communities
Laudes 2022 **5.97**

Workers
Laudes 2022 **5.91**

Media
Laudes 2022 **5.63**

Investors
Laudes 2022 **5.52**

Social movements
Laudes 2022 **5.47**

Financiers
Laudes 2022 **5.41**

Producers
Laudes 2022 **5.33**

Consumers
Laudes 2022 **4.41**

Cohort: None   **Past results:** on

How important are each of these stakeholders in your work? - By Subgroup

1 = Not very important   7 = Very important

■ Fashion - Labour Rights   ■ Fashion - Materials   ■ Built Environment   ■ Finance & Capital Market Transformation

Policymakers

	Value
Fashion - Labour Rights	6.32
Fashion - Materials	5.60
Built Environment	6.54
Finance & Capital Market ...	6.06

Business and industry leaders

	Value
Fashion - Labour Rights	6.00
Fashion - Materials	6.20
Built Environment	6.31
Finance & Capital Market ...	6.00

Communities

	Value
Fashion - Labour Rights	6.41
Fashion - Materials	N/A
Built Environment	5.80
Finance & Capital Market ...	4.18

Workers

	Value
Fashion - Labour Rights	6.88
Fashion - Materials	N/A
Built Environment	5.00
Finance & Capital Market ...	4.53

Media

	Value
Fashion - Labour Rights	5.63
Fashion - Materials	5.20
Built Environment	5.46
Finance & Capital Market ...	6.12

Investors

	Value
Fashion - Labour Rights	5.00
Fashion - Materials	5.60
Built Environment	5.62
Finance & Capital Market ...	6.12

Social movements

	Value
Fashion - Labour Rights	6.34
Fashion - Materials	N/A
Built Environment	4.70
Finance & Capital Market ...	4.67

Subgroup: Program Area

How important are each of these stakeholders in your work? - By Subgroup (cont.)

1 = Not very important   **7** = Very important
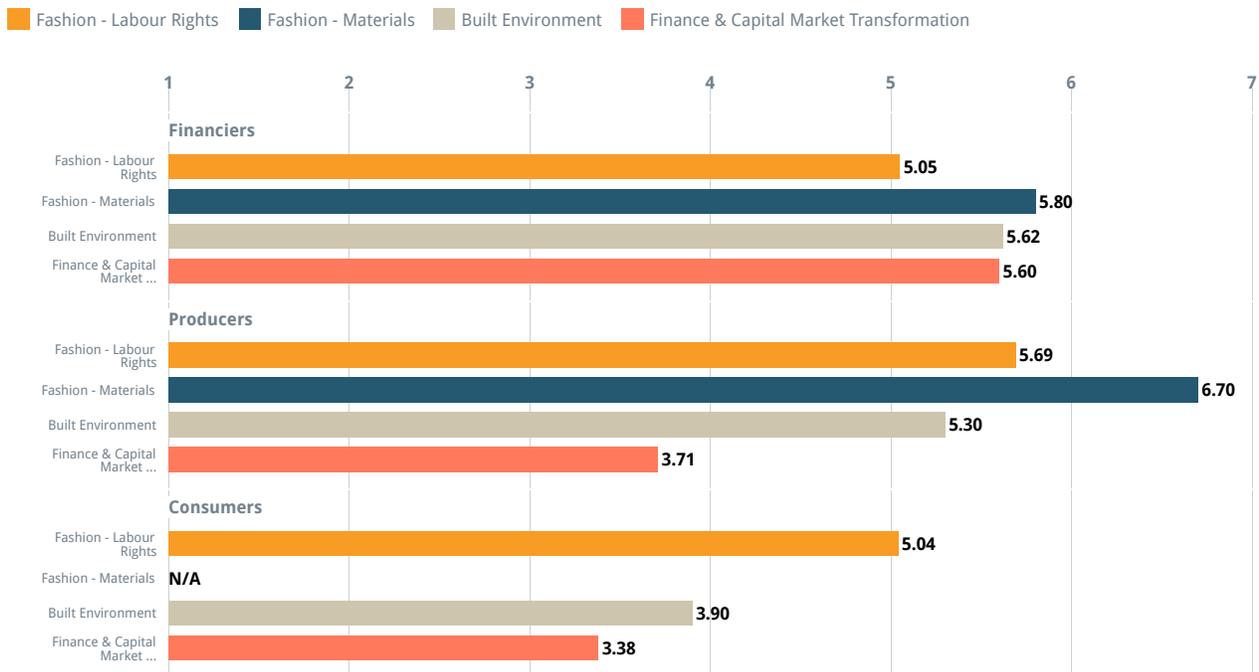
■ Fashion - Labour Rights   ■ Fashion - Materials   ■ Built Environment   ■ Finance & Capital Market Transformation

Financiers

Fashion - Labour Rights	5.05
Fashion - Materials	5.80
Built Environment	5.62
Finance & Capital Market ...	5.60

Producers

Fashion - Labour Rights	5.69
Fashion - Materials	6.70
Built Environment	5.30
Finance & Capital Market ...	3.71

Consumers

Fashion - Labour Rights	5.04
Fashion - Materials	N/A
Built Environment	3.90
Finance & Capital Market ...	3.38

Subgroup: Program Area

Which of the following are your most effective methods of engagement with your key stakeholders? (Please select up to three options.)

■ Laudes 2022
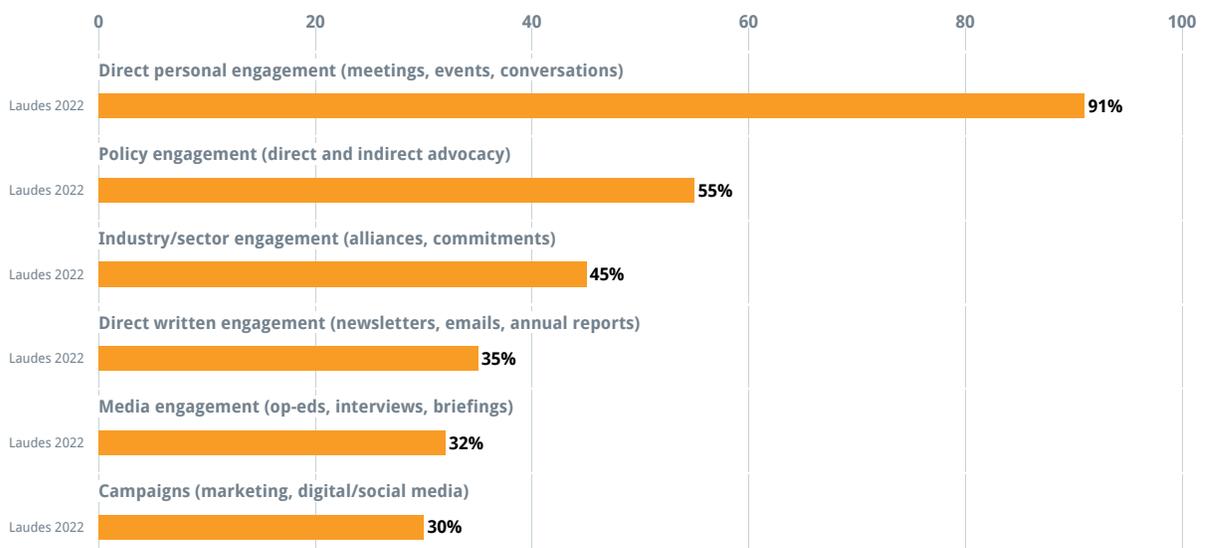
Direct personal engagement (meetings, events, conversations)
Laudes 2022 — 91%

Policy engagement (direct and indirect advocacy)
Laudes 2022 — 55%

Industry/sector engagement (alliances, commitments)
Laudes 2022 — 45%

Direct written engagement (newsletters, emails, annual reports)
Laudes 2022 — 35%

Media engagement (op-eds, interviews, briefings)
Laudes 2022 — 32%

Campaigns (marketing, digital/social media)
Laudes 2022 — 30%

Cohort: None   **Past results:** on

Which of the following are your most effective methods of engagement with your key stakeholders? (Please select up to three options.) - By Subgroup

■ Fashion - Labour Rights   ■ Fashion - Materials   ■ Built Environment   ■ Finance & Capital Market Transformation

Direct personal engagement (meetings, events, conversations)

Fashion - Labour Rights	88%
Fashion - Materials	90%
Built Environment	85%
Finance & Capital Market ...	100%

Policy engagement (direct and indirect advocacy)

Fashion - Labour Rights	70%
Fashion - Materials	40%
Built Environment	54%
Finance & Capital Market ...	41%

Industry/sector engagement (alliances, commitments)

Fashion - Labour Rights	39%
Fashion - Materials	80%
Built Environment	46%
Finance & Capital Market ...	35%

Direct written engagement (newsletters, emails, annual reports)

Fashion - Labour Rights	18%
Fashion - Materials	60%
Built Environment	54%
Finance & Capital Market ...	35%

Media engagement (op-eds, interviews, briefings)

Fashion - Labour Rights	21%
Fashion - Materials	20%
Built Environment	46%
Finance & Capital Market ...	47%

Campaigns (marketing, digital/social media)

Fashion - Labour Rights	48%
Fashion - Materials	0%
Built Environment	8%
Finance & Capital Market ...	29%

Subgroup: Program Area

Partners' Written Comments

In the Foundation's Partner Perception Report survey, CEP asks three written questions:

1. "Please comment on the quality of the Foundation's processes, interactions, and communications."
2. "Thinking beyond the grant you received, please comment on how the Foundation influences your field, community, or organization."
3. "What specific improvements would you suggest that would make the Foundation a better funder?"

In addition to CEP's three written questions, the Foundation asked an additional two written questions:

1. "What changes and/or innovations would you like Laudes Foundation to implement in the way it designs and manages grant-making from application to closure?"
2. Partners were asked to "please explain" their ratings for the following question: "To what extent do you believe Laudes Foundation's funded programs will contribute to positsively addressing these interrelated crises in the next five years (Climate Change and Inequality)?"

To download the full set of partner comments and suggestions, please refer to the "Attachments" dropdown menu at the top right of your report. Please note that some comments may be redacted or removed to protect the confidentiality of respondents.

CEP's Qualitative Analysis

CEP thoroughly reviews each comment submitted and conducts comprehensive qualitative analysis on two of these questions in the GPR.

The following pages outline the results of CEP's analyses.

Quality of Processes, Interactions and Communications

Partners were asked to comment on the quality of the Foundation's processes, interactions, and communications. Their comments were then categorized by the nature of their content, specifically whether the content is positive, neutral or constructive.

For a comment to be categorized as constructive, there must have been at least one constructive topic in its content.

Positivity of Comments about the Quality of the Foundation's Processes, Interactions, and Communications

■ Positive comment   ■ Comment with at least one constructive theme

	Positive comment	Comment with at least one constructive theme
Laudes 2022	61%	39%
C&A 2019	63%	37%
C&A 2016	64%	36%
Custom Cohort	66%	34%
Average Funder	74%	26%
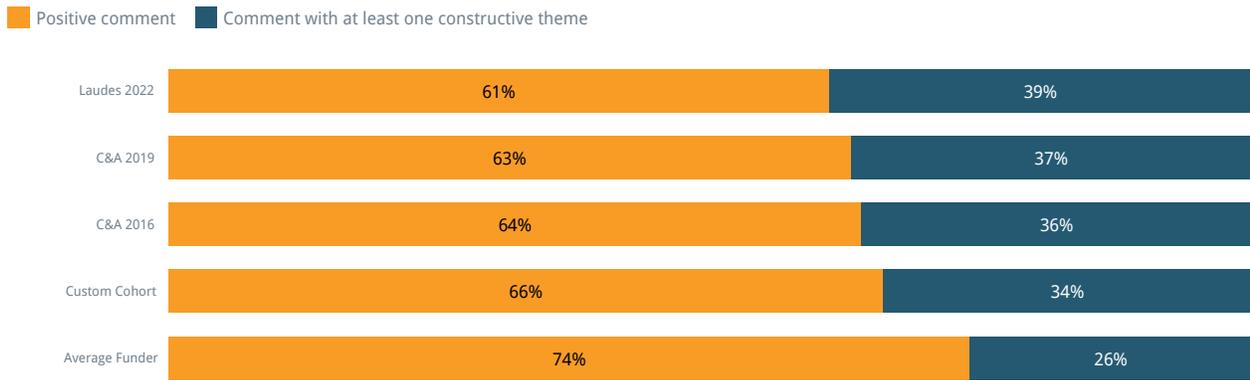
Cohort: Custom Cohort   **Past results:** on

Positivity of Comments about the Quality of the Foundation's Processes, Interactions, and Communications - By Subgroup

■ Positive comment   ■ Comment with at least one constructive theme

	Positive comment	Comment with at least one constructive theme
Fashion - Labour Rights	67%	33%
Built Environment	42%	58%
Finance & Capital Market ...	64%	36%
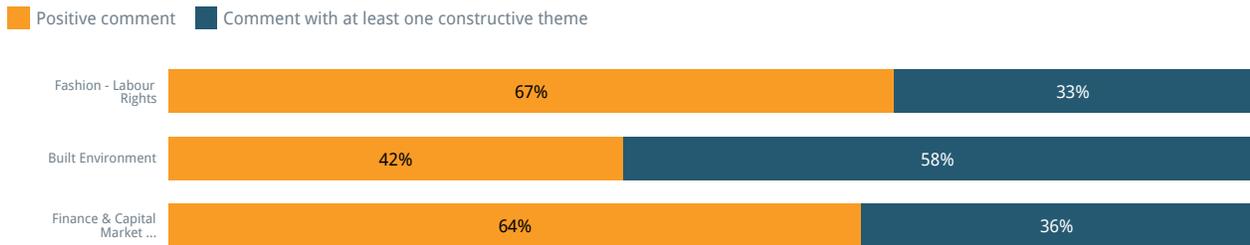
Subgroup: Program Area

Suggestion Topics

Partners were asked to provide any suggestions for how the Foundation could improve. The 74 partners that responded to the survey provided 56 constructive suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Proportion of Partner Suggestions by Topic

Topic of Suggestion	Proportion
Application, Reporting, and Evaluation Processes	30%
Funding Priorities and Strategy	27%
Non-Monetary Support	16%
Community and Contextual Understanding	9%
Quality and Quantity of Staff Interactions	7%
Grantmaking Characteristics	5%
Other Related Suggestions	5%

Suggestions

Partners were asked to provide any suggestions for how the Foundation could improve. The 74 partners that responded to the survey provided a total of 56 distinct suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Application, Reporting, and Evaluation Processes (30% N=17)

- Process Requirements (N = 7)

    ◦ "Make reporting requirements and expectations on project deliverables clearer, especially after project changes/pivots. Work with grantees to review lessons learned and how challenges were addressed, and offer input and feedback."
    ◦ "Everything Laudes does is high quality but quite complex...So I wonder if it is worth thinking about processes and requirements end to end through the lens of a small organisation."
    ◦ "While valuable for lessons learning and strategic alignment, reporting requirements can at times be difficult to measure against."
    ◦ "Greater flexibility in indicators and outcomes would be helpful in maintaining documentation that smoothens out the process of reporting for organisations on ground."
    ◦ "To give greater consideration for the initial inputs shared for the application which included from our side components at the global level and across all the regions."
    ◦ "Less emphasis on visibility but focus on outcomes/ results."
    ◦ "Potentially some support on how to make evaluation and rubrics work better for us."

- Process Timelines (N = 5)

    ◦ "Allow applications to be considered before the end of the grant period."
    ◦ "Move more quickly and with more explicit milestones and decision process from project funding to (at least partial) core funding."
    ◦ "Discussion with the organisation before funding to adopt the suitable model of experience towards success."
    ◦ "It will be great if the grantee can receive a feedback on reporting in a timely manner (to understand better whether the report that we have submitted is adequate, especially because reporting using rubrics is a new experience for us)."
    ◦ "Having a quicker process to approve budget changes is essential to respond effectively and in a timely manner to what is not working or to take actions that could have a bigger impact."

- Streamline Processes (N = 5)

    ◦ "The proposal and reporting processes have recently been improved but they are quite onerous...However there could be room to simplify further."
    ◦ "The approach to systems-change and rubrics is very welcome and strategic, but there is sometimes the impression that the internal processes are heavier than necessary."
    ◦ "The only suggestions are for the initial consultation and application process: 1) to simplify the project application itself."
    ◦ "Try and simplify reporting and regranting processes!"
    ◦ "To encourage other foundation to co-support and streamlining the due diligence processes with other funders so grantees do not have to repeat everything in slightly different ways. I think this would be a win win because it would save both groups (funders and grantees) time and it would spread risk for the funders."

Funding Priorities and Strategy (27% N=15)

- Broaden Funding Priorities (N = 5)

    ◦ "It will be great if the Foundation can broaden its scope of reach by targeting more diverse communities."
    ◦ "If the foundation approaches investing more funds for the development of the land & water resources for the target community, specifically for a new geography and also support for intensifying the market access, it will help to take the program to the next level. It will also help to scale up in a fast-track mode."
    ◦ "Work with a team of lobbyist, in stead of funding separate orgs that often work against each other, and vie for funding. This undermines the goals the Foundation wishes to achieve. "
    ◦ "Less geographic restrictions (Europe focus) on the work of the grantees."
    ◦ "Do not place geographic limits on your funding."

- Clearly Communicating Strategy and Broader Fit to Grantees (N = 5)

    ◦ "It would be helpful to have a better understanding of the foundation's strategy and how we fit in with the ecosystem of other grantees, how we could collaborate, etc."
    ◦ "More transparency on other goals of the foundation e.g. on timber construction."
    ◦ "More insights in how the organization works, and other projects."
    ◦ "Also some perceived gap between programme staff theories of change for the world, and investment committee theories of change / priorities, although this is common to many foundations."
    ◦ "Further/Greater transparency on future strategy."

- Collaborative Funding Approaches between Grantees and Other Funders (N = 5)

    ◦ "The biggest improvement would be to "require" a higher degree of systemic collaboration between other funding recipients and to "innovatively facilitate" the roles and relationships that will allow the entire community of partners to function as a multi-minded unit, leading to exponential rather

than incremental change."
- "Use its philanthropic support to enhance coordinated actions between grantees while not constraining such cooperation (a delicate balance)...Provide resources buffer' (persons, research funds, reserved funds) that a community of grantees in one field can discuss and mobilise to unlock/progress a common issue and/or engage most vulnerable/affected communities concerned by the issue."
- "What would make them even better is to bring other funders along with them."
- "More interaction with other philanthropic foundations in the climate space would probably be useful, also to develop joint funding strategies."
- "Coordinating and investing in larger challenges that bring organisations together around clearly defined and measurable goals."

Non-Monetary Support (16% N=9)

- Types of Non-Monetary Support (N = 5)

  - "Introductions to like-minded funders with similar funding priorities...Opportunities to meet with leadership of foundation. "
  - "We appreciate the Foundation's non-financial support through the Non-profit Builder Platform. However, we have found limitations in being able to use this system due to the 20-hour limit - many of our projects that could use the assistance would benefit from support beyond 20 hours."
  - "Consider partners staff's capacity building activity, provide risk allowance and welfare benefits."
  - "More support with media and communications activities."
  - "It will be great if the Foundation can have regular knowledge sharing/capacity building for their grantees."

- Convening Grantees and Other Funders (N = 4)

  - "More knowledge exchange between recipients from the foundation."
  - "The Foundation could create more spaces for exchanges among its grantees."
  - "Communicate and host opportunities for mutual learning among grantees."
  - "Organize at least once a year a gathering of (programme) grantees, senior Foundation staff and governors / family members."

Community and Contextual Understanding (9% N=5)

- Understanding of Grantee' Organization's Context (N = 5)

  - "We see the Laudes Foundation's strong commitment and compassion in the community that we serve, although we feel sometimes not mindful enough of our diverse team that makes it happen...Understanding the contexts within the region, social, culture and socio-economic that will affects the work is some aspect that we need to be improved by Laudes Foundation."
  - "As of now grantees in a number of countries are facing a myriad of challenges while facing authoritarian governments. In light of which programmatic work and documentation of programmatic work becomes particularly risky. While the foundation does recognize this threat and has put in place alternate mechanisms and process to support us, a more strategic vision on working with grantees working in authoritarian states. Through this process it also becomes important to ensure the wellbeing of organisations and people working on ground to ensure that they are able to continue with the work required."
  - "Whilst venturing out into new territories, don't lose focus on the most vulnerable of our planet. Your legacy has a strong footprint in poor and disadvantaged communities and in protecting nature and promoting nature-based solutions...I believe your power will lie in the combination of continuing more direct, tangible support to vulnerable communities and nature-based solutions/environmental protection, and expanding the tool box with the new areas your strategy has identified."
  - "Foundation can consider holistic programming to better help the most needy in the communities we serve."
  - "Understanding the caste system and its dynamics on the Indian Society would enable the foundation to emphasis the certain aspects of funding."

Quality and Quantity of Staff Interactions (7% N=4)

- Consistency of Staff Interactions with Grantees (N = 2)

  - "Have a call every six months to re-evaluate things that are not working, discuss and approve a different strategy (and a shift in budget line items, if needed as a result of change of strategy)."
  - "Ensure there is alignment between exiting and new portfolio managers when grants are already underway...Take a stronger interest in organizational development/general operations for grantees that have demonstrated good fund management of restricted grants."

- Relationships with Staff (N = 2)

  - "...we want to encourage them to keep their flexibility and closeness with grantees which has been very helpful in our grant."
  - "Approach the collaboration as a Partner rather than from a position of a funder, which will allow for greater space for development."

Grantmaking Characteristics (5% N=3)

- Increase Grant Size (N = 1)

  - "More core funding."

- Increase Multi-Year Funding (N = 1)

  - "Long tram commitment to the partner and long theme changing strategies (5-7 years)."

- Unrestricted or Core Funding (N = 1)

  - "Core funding for orgs in production countries."

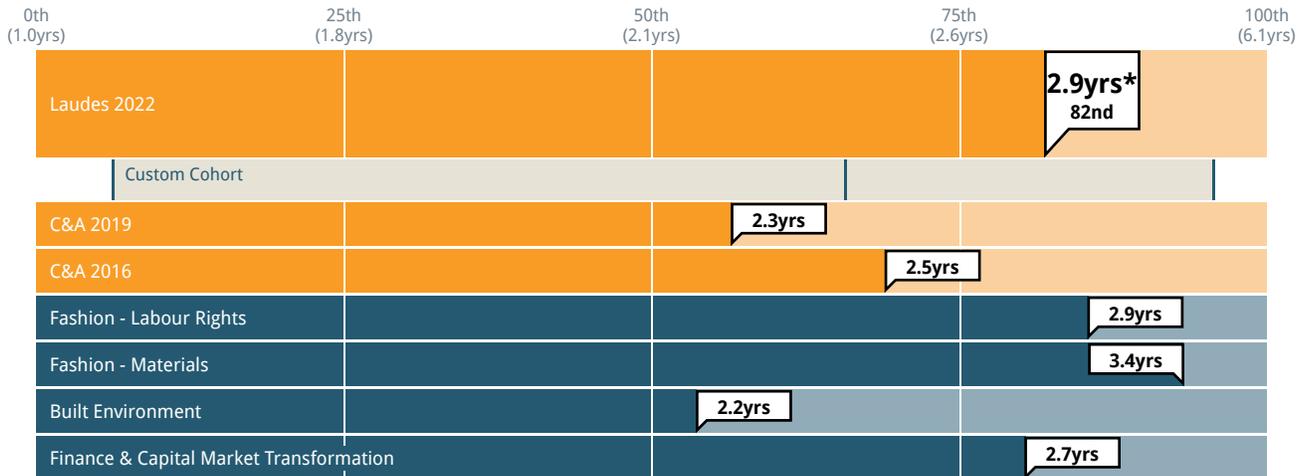## Other Related Suggestions (5% N=3)

- Additional Suggestions (N = 3)

  - "The Foundation could invest more and better communicate its actions related to the fight against racism."
  - "Foundation need to recruit more people from the excluded communities in their team to ensure inclusivity in the foundation. "
  - "Ensure (even) more the support of qualified communication agencies to favor/enhance the dissemination and impacts of grantees efforts, notably in the current difficult context for the uptake of progressive ideas."

Contextual Data

Please note that all information below is based on self-reported data from partners.

Grantmaking Characteristics

▌Average Grant Length

	0th (1.0yrs)	25th (1.8yrs)	50th (2.1yrs)	75th (2.6yrs)	100th (6.1yrs)

Laudes 2022 — **2.9yrs*** 82nd

Custom Cohort

C&A 2019 — **2.3yrs**

C&A 2016 — **2.5yrs**

Fashion - Labour Rights — **2.9yrs**

Fashion - Materials — **3.4yrs**

Built Environment — **2.2yrs**

Finance & Capital Market Transformation — **2.7yrs**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Program Area

Selected Cohort: Custom Cohort

Length of Grant Awarded	Laudes 2022	C&A 2019	C&A 2016	Median Funder	Custom Cohort
Average grant length	2.9 years	2.3 years	2.5 years	2.1 years	2.4 years

Selected Cohort: Custom Cohort					
Length of Grant Awarded	**Laudes 2022**	**C&A 2019**	**C&A 2016**	**Average Funder**	**Custom Cohort**
0 - 1.99 years	14%	37%	33%	48%	32%
2 - 2.99 years	22%	24%	26%	22%	24%
3 - 3.99 years	41%	27%	28%	19%	30%
4 - 4.99 years	16%	6%	9%	3%	6%
5 - 50 years	7%	6%	4%	8%	8%

Selected Cohort: Custom Cohort				
Proportion of Unrestricted Funding	**Laudes 2022**	**C&A 2019**	**Average Funder**	**Custom Cohort**
No, this funding was not restricted to a specific use (i.e. general operating, core support)	22%	7%	27%	29%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	78%	93%	73%	71%

Grantmaking Characteristics - By Subgroup

Selected Subgroup: Program Area				
Length of Grant Awarded (By Subgroup)	**Fashion - Labour Rights**	**Fashion - Materials**	**Built Environment**	**Finance & Capital Market Transformation**
Average grant length	2.9 years	3.4 years	2.2 years	2.7 years

Selected Subgroup: Program Area

Length of Grant Awarded (By Subgroup)	Fashion - Labour Rights	Fashion - Materials	Built Environment	Finance & Capital Market Transformation
0 - 1.99 years	9%	20%	15%	19%
2 - 2.99 years	21%	0%	54%	12%
3 - 3.99 years	42%	40%	31%	50%
4 - 4.99 years	24%	10%	0%	19%
5 - 50 years	3%	30%	0%	0%

Selected Subgroup: Program Area

Proportion of Unrestricted Funding (By Subgroup)	Fashion - Labour Rights	Fashion - Materials	Built Environment	Finance & Capital Market Transformation
No, this funding was not restricted to a specific use (i.e. general operating, core support)	18%	N/A	15%	35%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	82%	N/A	85%	65%

Grant Size

Selected Cohort: Custom Cohort

Grant Amount Awarded	Laudes 2022	C&A 2019	C&A 2016	Median Funder	Custom Cohort
Median grant size	$987K	$398K	$472.5K	$100K	$224.7K

Selected Cohort: Custom Cohort					
Grant Amount Awarded	**Laudes 2022**	**C&A 2019**	**C&A 2016**	**Average Funder**	**Custom Cohort**
Less than $10K	7%	4%	2%	9%	4%
$10K - $24K	0%	1%	7%	11%	4%
$25K - $49K	0%	3%	2%	12%	4%
$50K - $99K	3%	9%	11%	14%	10%
$100K - $149K	4%	10%	7%	9%	7%
$150K - $299K	11%	13%	9%	16%	24%
$300K - $499K	8%	18%	15%	9%	13%
$500K - $999K	18%	15%	24%	9%	13%
$1MM and above	49%	28%	24%	10%	22%

Selected Cohort: Custom Cohort					
Median Percent of Budget Funded by Grant (Annualized)	**Laudes 2022**	**C&A 2019**	**C&A 2016**	**Median Funder**	**Custom Cohort**
Size of grant relative to size of partner budget	14%	8%	10%	4%	10%

Grant Size - By Subgroup

Selected Subgroup: Program Area				
Grant Amount Awarded (By Subgroup)	**Fashion - Labour Rights**	**Fashion - Materials**	**Built Environment**	**Finance & Capital Market Transformation**
Median grant size	$864.6K	$1971.7K	$1182K	$916.1K

Selected Subgroup: Program Area

Grant Amount Awarded (By Subgroup)	Fashion - Labour Rights	Fashion - Materials	Built Environment	Finance & Capital Market Transformation
Less than $10K	12%	0%	8%	0%
$10K - $24K	0%	0%	0%	0%
$25K - $49K	0%	0%	0%	0%
$50K - $99K	3%	0%	0%	6%
$100K - $149K	3%	0%	0%	12%
$150K - $299K	21%	10%	0%	0%
$300K - $499K	6%	20%	0%	6%
$500K - $999K	15%	0%	15%	38%
$1MM and above	39%	70%	77%	38%

Selected Subgroup: Program Area

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Fashion - Labour Rights	Fashion - Materials	Built Environment	Finance & Capital Market Transformation
Size of grant relative to size of partner budget	17%	N/A	14%	14%

Partner Characteristics

Selected Cohort: Custom Cohort					
Operating Budget of Partner Organization	**Laudes 2022**	**C&A 2019**	**C&A 2016**	**Median Funder**	**Custom Cohort**
Median Budget	$2.9M	$3.1M	$2.5M	$1.6M	$1.5M

Selected Cohort: Custom Cohort					
Operating Budget of Partner Organization	**Laudes 2022**	**C&A 2019**	**C&A 2016**	**Average Funder**	**Custom Cohort**
<$100K	4%	9%	2%	8%	8%
$100K - $499K	12%	14%	22%	18%	18%
$500K - $999K	13%	6%	8%	13%	13%
$1MM - $4.9MM	45%	31%	30%	30%	30%
$5MM - $24MM	13%	26%	22%	18%	17%
>=$25MM	12%	14%	15%	12%	13%

Partner Characteristics - By Subgroup

Selected Subgroup: Program Area				
Operating Budget of Partner Organization (By Subgroup)	**Fashion - Labour Rights**	**Fashion - Materials**	**Built Environment**	**Finance & Capital Market Transformation**
Median Budget	$1.5M	N/A	$3.3M	$3M

Selected Subgroup: Program Area

Operating Budget of Partner Organization (By Subgroup)	Fashion - Labour Rights	Fashion - Materials	Built Environment	Finance & Capital Market Transformation
<$100K	10%	N/A	0%	0%
$100K - $499K	19%	N/A	9%	6%
$500K - $999K	16%	N/A	9%	19%
$1MM - $4.9MM	35%	N/A	55%	50%
$5MM - $24MM	13%	N/A	9%	19%
>=$25MM	6%	N/A	18%	6%

Funding Relationship

Selected Cohort: Custom Cohort

Funding Status	Laudes 2022	C&A 2019	C&A 2016	Median Funder	Custom Cohort
Percent of partners currently receiving funding from the Foundation	97%	92%	82%	82%	87%

Selected Cohort: Custom Cohort

Pattern of Partners' Funding Relationship with the Foundation	Laudes 2022	C&A 2019	C&A 2016	Average Funder	Custom Cohort
First grant received from the Foundation	42%	62%	70%	29%	44%
Consistent funding in the past	52%	31%	17%	53%	38%
Inconsistent funding in the past	5%	7%	13%	18%	18%

Funding Relationship - by Subgroup

Selected Subgroup: Program Area

Funding Status (By Subgroup)	Fashion - Labour Rights	Fashion - Materials	Built Environment	Finance & Capital Market Transformation
Percent of partners currently receiving funding from the Foundation	94%	100%	100%	100%

Selected Subgroup: Program Area

Pattern of Partners' Funding Relationship with the Foundation (By Subgroup)	Fashion - Labour Rights	Fashion - Materials	Built Environment	Finance & Capital Market Transformation
First grant received from the Foundation	24%	30%	92%	47%
Consistent funding in the past	64%	70%	8%	53%
Inconsistent funding in the past	12%	0%	0%	0%

Funder Characteristics

Selected Cohort: Custom Cohort					
Financial Information	**Laudes 2022**	**C&A 2019**	**C&A 2016**	**Median Funder**	**Custom Cohort**
Total assets	N/A	N/A	N/A	$264.7M	$340.5M
Total giving	$83.6M	$57M	$38M	$19.4M	$93.6M

Selected Cohort: Custom Cohort					
Funder Staffing	**Laudes 2022**	**C&A 2019**	**C&A 2016**	**Median Funder**	**Custom Cohort**
Total staff (FTEs)	67	55	42	17	63
Percent of staff who are program staff	54%	43%	81%	43%	63%

Selected Cohort: Custom Cohort					
Grantmaking Processes	**Laudes 2022**	**C&A 2019**	**C&A 2016**	**Median Funder**	**Custom Cohort**
Proportion of grants that are invitation-only	100%	90%	90%	50%	95%
Proportion of grantmaking dollars that are invitation-only	N/A	90%	90%	67%	98%

Respondents and Communities Served

Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?

■ Yes ■ No ■ Don't know

Laudes 2022	53%	41%	5%
Private Foundations	73%	22%	5%
Average Funder	73%	21%	7%
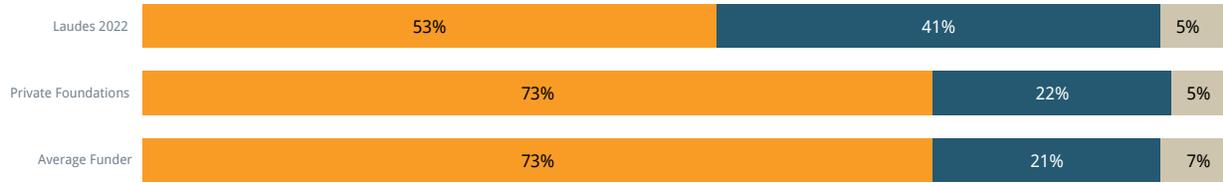
Cohort: Private Foundations   **Past results:** on

Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups? - By Subgroup

■ Yes ■ No ■ Don't know
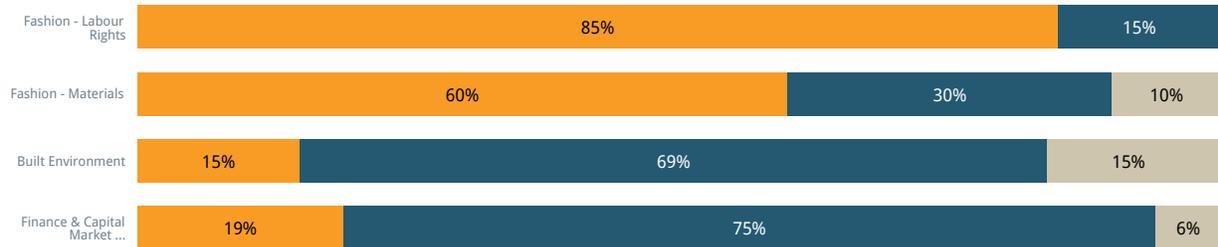
Fashion - Labour Rights	85%	15%	
Fashion - Materials	60%	30%	10%
Built Environment	15%	69%	15%
Finance & Capital Market ...	19%	75%	6%

Subgroup: Program Area

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Specifically, are any of the following populations the primary intended people and/or communities served by the efforts funded by this grant?

■ Laudes 2022

Economically disadvantaged
Laudes 2022 — **87%**

Workers and/or Worker Representatives
Laudes 2022 — **85%**

Women
Laudes 2022 — **82%**

Historically disadvantaged racial, indigenous, or ethnic groups
Laudes 2022 — **69%**

Members of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer) community
Laudes 2022 — **10%**

Individuals with disabilities
Laudes 2022 — **10%**

None of the above
Laudes 2022 — **0%**

Don't know
Laudes 2022 — **0%**

Cohort: None   **Past results:** on

Specifically, are any of the following populations the primary intended people and/or communities served by the efforts funded by this grant? - By Subgroup

■ Fashion - Labour Rights

Economically disadvantaged
Fashion - Labour Rights: **86%**

Workers and/or Worker Representatives
Fashion - Labour Rights: **96%**

Women
Fashion - Labour Rights: **89%**

Historically disadvantaged racial, indigenous, or ethnic groups
Fashion - Labour Rights: **61%**

Members of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer) community
Fashion - Labour Rights: **11%**

Individuals with disabilities
Fashion - Labour Rights: **11%**

None of the above
Fashion - Labour Rights: **0%**

Don't know
Fashion - Labour Rights: **0%**

Subgroup: Program Area

Respondent Demographics

Note: Demographic questions related to partner's POC and racial/ethnic identity are only asked of respondents in the United States.

Survey language and response options for questions about race and ethnicity are guided by best practices shared by National Institutes of Health, Pew Research Center, Psi Chi Journal of Psychological Research, and the US Census Bureau.

Survey language and response options for questions about gender and LGBTQ+ identity are guided by best practices shared by Funders For LGBTQ Issues, HRC Foundation's Welcoming Schools, and the Williams Institute of the University of California – Los Angeles School of Law.

Survey respondents are asked to share their gender identities in a check-all-that-apply question. Each chart has the option of showing the average ratings of respondents who selected only "man," only "woman," multiple gender identities, "gender non-conforming or non-binary," "prefer to self-identify," and "prefer not to say" - as long as that response option had at least 10 respondents.

All answers on demographic identity are optional. International survey respondents were asked to opt-in to responding to questions on gender, disability, and transgender identity.

Differences in Ratings by Respondent Demographics

It is CEP's standard practice to analyze responses for differences by the following demographics characteristics:

Respondent Gender: There were no consistent, significant differences by Gender Identity.

Transgender Identity: There are not enough respondents who identify as transgender to run statistical tests (N<10).

LGBTQ+ Identity: There are not enough respondents who identify as LGBTQ+ to run statistical tests (N<10).

Disability Identity: There are not enough respondents who identify as having a disability to run statistical tests (N<10).

Please select the option that represents how you describe yourself:

Legend: Laudes 2022 | Private Foundations | Median Funder

Gender non-conforming or non-binary
- Laudes 2022: 1%
- Private Foundations: 1%
- Median Funder: 1%

Man
- Laudes 2022: 45%
- Private Foundations: 30%
- Median Funder: 29%

Woman
- Laudes 2022: 51%
- Private Foundations: 65%
- Median Funder: 67%

Prefer to self-identify
- Laudes 2022: 1%
- Private Foundations: 0%
- Median Funder: 0%

Prefer not to say
- Laudes 2022: 3%
- Private Foundations: 3%
- Median Funder: 3%

Cohort: Private Foundations   **Past results:** on

Selected Cohort: None

Are you transgender?	Laudes 2022	Average Funder
Yes	0%	1%
No	97%	96%
Prefer not to say	3%	4%

Selected Cohort: None

Do you identify as a member of the LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, and Queer) community?	Laudes 2022	Average Funder
Yes	8%	11%
No	86%	84%
Prefer not to say	6%	5%

Selected Cohort: None

Do you have a disability?	Laudes 2022	Average Funder
Yes	4%	6%
No	94%	90%
Prefer not to say	1%	5%

Respondent Job Title

Selected Cohort: Custom Cohort					
Job Title of Respondents	**Laudes 2022**	**C&A 2019**	**C&A 2016**	**Average Funder**	**Custom Cohort**
Executive Director/CEO	49%	43%	38%	47%	44%
Other Senior Team (i.e., reporting to Executive Director/CEO)	19%	20%	23%	18%	22%
Project Director	16%	24%	21%	12%	17%
Development Staff	14%	13%	6%	16%	12%
Volunteer	0%	0%	0%	1%	1%
Other	3%	0%	11%	5%	4%

Additional Survey Information

On many questions in the partner survey, partners are allowed to select "don't know" or "not applicable" if they are not able to provide an alternative answer. In addition, some questions in the survey are only displayed to a select group of partners for which that question is relevant based on a previous response.

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to Laudes's partner survey was 74.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	71
How well does the Foundation understand the field in which you work?	73
To what extent has the Foundation advanced the state of knowledge in your field?	68
To what extent has the Foundation affected public policy in your field?	58
Overall, how would you rate the Foundation's impact on your local community?	52
How well does the Foundation understand the local community in which you work?	56
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	73
How well does the Foundation understand your organization's strategy and goals?	72
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	71
How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?	74
How often do/did you have contact with Foundation staff during this grant?	74
Who most frequently initiated the contact you had with Foundation staff during this grant?	74
Has your main contact at the Foundation changed in the past six months?	74
Did you submit a proposal to the Foundation for this grant?	74
As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?	72
To what extent was the Foundation's selection process a helpful opportunity to strengthen the efforts funded by the grant?	70
To what extent was the Foundation's selection process an appropriate level of effort given the amount of funding received?	69
To what extent was the Foundation clear and transparent about the selection process requirements and timelines?	68
To what extent was the Foundation clear and transparent about the criteria the Foundation uses to decide whether a proposal would be funded or declined?	65
At any point during this grant, including the selection process, did Foundation staff visit your offices or programs?	74
Are you currently receiving funding from the Foundation?	73
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	73
How well does the Foundation understand the needs of the people and communities that you serve?	69
To what extent do the Foundation's funding priorities reflect a deep understanding of the needs of the people and communities that you serve?	66
Have you participated in a reporting or evaluation process?	73
To what extent was the Foundation's reporting process adaptable, if necessary, to fit your circumstances?	66
To what extent was the Foundation's reporting process a helpful opportunity for you to reflect and learn?	70
To what extent was the Foundation's reporting process relevant, with questions and measures pertinent to the work funded by this grant?	70
To what extent was the Foundation's reporting process straightforward?	66
To what extent did the evaluation result in you making changes to the work that was evaluated?	27
To what extent did the evaluation incorporate your input in the design of the evaluation?	28
Did you receive any non-monetary support from the Foundation during this grant period?	71
How would you describe the benefit - to your organization or work - of any non-monetary support that you received?	47

Question Text	Number of Responses
To what extent did the Foundation exhibit the following during this grant - Trust in your organization's staff	74
To what extent did the Foundation exhibit the following during this grant - Candor about the Foundation's perspectives on your work	74
To what extent did the Foundation exhibit the following during this grant - Respectful interaction	74
To what extent did the Foundation exhibit the following during this grant - Compassion for those affected by your work	74
Was the funding you received restricted to a specific use?	73
Please rate the extent to which you agree or disagree with the following statements about diversity, equity, and inclusion:	
The Foundation has clearly communicated what diversity, equity, and inclusion means for its work	69
Overall, the Foundation demonstrates an explicit commitment to diversity, equity, and inclusion in its work	66
Overall, most staff I have interacted with at the Foundation embody a strong commitment to diversity, equity, and inclusion	65
I believe that the Foundation is committed to combatting racism	61
Primary Intended People and/or Communities	
Are the efforts funded by this grant primarily meant to benefit historically disadvantaged groups?	73
Specifically, are any of the following the primary intended people and/or communities served by the efforts funded by this grant?	39
Custom Questions	
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...We received adequate non-monetary assistance in implementing and achieving results	62
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...General management advice	62
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...Strategic planning advice	62
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...Financial planning/accounting	62
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...Risk Assessment and Mitigation	62
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...Measurement and Learning advice	62
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...Encouraged/facilitated collaboration	62
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...Insight and advice on your field	62
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...Introductions to leaders in the field	62
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...Provided research or best practices	62
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...Provided seminars/forums/convenings	62
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...Board development/governance assistance	62
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...Information technology assistance	62
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...Communications/marketing/publicity assistance	62
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...Assistance securing funding from other sources	62
Was the non-monetary support you received during the implementation of your initiative sufficient, and what additional assistance might be helpful? Which of the following forms of assistance would you have liked to receive more of? (Please select all that apply)...Other (please specify):	62

Question Text	Number of Responses
Which of the following are your most effective methods of engagement with your key stakeholders? (Please select up to three options.)...Direct personal engagement (meetings, events, conversations)	74
Which of the following are your most effective methods of engagement with your key stakeholders? (Please select up to three options.)...Direct written engagement (newsletters, emails, annual reports)	74
Which of the following are your most effective methods of engagement with your key stakeholders? (Please select up to three options.)...Policy engagement (direct and indirect advocacy)	74
Which of the following are your most effective methods of engagement with your key stakeholders? (Please select up to three options.)...Media engagement (op-eds, interviews, briefings)	74
Which of the following are your most effective methods of engagement with your key stakeholders? (Please select up to three options.)...Campaigns (marketing, digital/social media)	74
Which of the following are your most effective methods of engagement with your key stakeholders? (Please select up to three options.)...Industry/sector engagement (alliances, commitments)	74
To what extent is rubrics-based measurement and learning helpful to your work?	62
How satisfied are you with your experience as a partner of Laudes Foundation?	74
To what extent do you believe Laudes Foundation's funded programs will contribute to positively addressing these interrelated crises in the next five years?...Climate change	59
To what extent do you believe Laudes Foundation's funded programs will contribute to positively addressing these interrelated crises in the next five years?...Inequality	62
When compared to other funders, does meeting Laudes Foundation requirements take less or more work in the following areas:...Contracting process	71
When compared to other funders, does meeting Laudes Foundation requirements take less or more work in the following areas:...Due diligence	68
When compared to other funders, does meeting Laudes Foundation requirements take less or more work in the following areas:...Engagement with programmatic staff	72
When compared to other funders, does meeting Laudes Foundation requirements take less or more work in the following areas:...Measurement and reporting	71
When compared to other funders, does meeting Laudes Foundation requirements take less or more work in the following areas:...Proposal preparation	71
When compared to other funders, does meeting Laudes Foundation requirements take less or more work in the following areas:...Requests for information (e.g., publications)	69
When compared to other funders, does meeting Laudes Foundation requirements take less or more work in the following areas:...Safeguarding	64
How important are each of these stakeholders in your work?...Business and industry leaders	68
How important are each of these stakeholders in your work?...Communities	62
How important are each of these stakeholders in your work?...Consumers	58
How important are each of these stakeholders in your work?...Financiers	61
How important are each of these stakeholders in your work?...Investors	60
How important are each of these stakeholders in your work?...Media	70
How important are each of these stakeholders in your work?...Policymakers	71
How important are each of these stakeholders in your work?...Producers	64
How important are each of these stakeholders in your work?...Social movements	66
How important are each of these stakeholders in your work?...Workers	65

About CEP and Contact Information

Mission:

CEP provides data, feedback, programs, and insights to help individual and institutional donors improve their effectiveness. We do this work because we believe effective donors, working collaboratively and thoughtfully, can profoundly contribute to creating a better and more just world.

Vision:

We seek a world in which pressing social needs are more effectively addressed.

We believe improved performance of philanthropic funders can have a profoundly positive impact on nonprofit organizations and the people and communities they serve.

Although our work is about measuring results, providing useful data, and improving performance, our ultimate goal is improving lives. We believe this can only be achieved through a powerful combination of dispassionate analysis and passionate commitment to creating a better society.

About the GPR

Since 2003, the Grantee Perception Report® (GPR) has provided funders with comparative, candid feedback based on grantee perceptions. The GPR is the only grantee survey process that provides comparative data, and is based on extensive research and analysis. Hundreds of funders of all types and sizes have commissioned the GPR, and tens of thousands of grantees have provided their perspectives to help funders improve their work. CEP has surveyed grantees in more than 150 countries and in 8 different languages.

The GPR's quantitative and qualitative data helps foundation leaders evaluate and understand their grantees' perceptions of their effectiveness, and how that compares to their philanthropic peers.

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