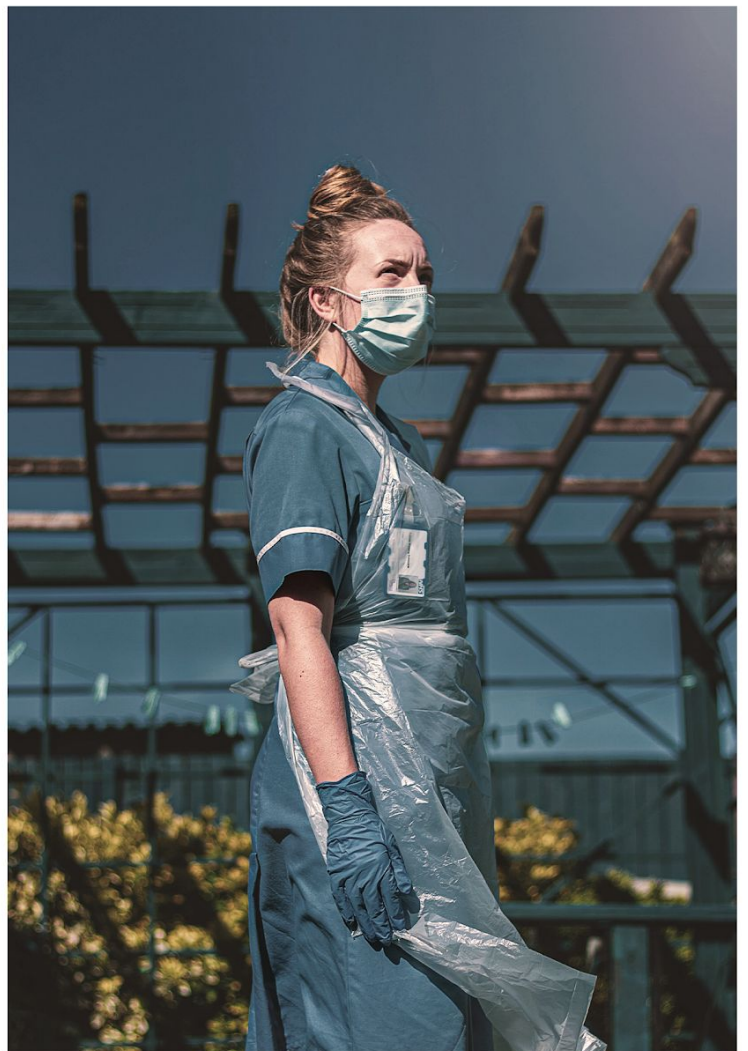




Social Purpose In A Time Of Crisis

Ken Banks

Head of Social Purpose



www.yoti.com/social-purpose



Purposeful action in crisis

Is the true measure of a company how it responds in a crisis, or what it does the rest of the time? With a global pandemic raging, and one of the largest global movements for racial equality taking hold, now might be a better time than any to find out.

In this paper we'll take a look at the emergence of social purpose in the corporate world. We'll discuss corporate social responsibility, how businesses define their missions and visions, and how companies have responded to two of the most significant events of recent times - the Coronavirus pandemic and the murder of George Floyd. We'll also take a deeper dive into social purpose at Yoti, and share examples of what good - and bad - social purpose looks like. Finally, we'll provide examples of companies that have responded to the Coronavirus pandemic and the Black Lives Matter protests.

According to Billy Ocean's [1985 hit](#), when the going gets tough the tough get going. In reality, the tough are *always* going. Companies with genuine purpose operationalise doing good to such an extent that it becomes almost invisible. It's a given. Positive change becomes a by-product of their very being. Perhaps that's something of a purist view, but more on that later.

The need for purpose

The topic of purpose is one which rarely came up during my 25-year stint in global development. Given the growing scrutiny of the non-profit sector, maybe it should have done. Since I moved back to the private sector two years ago, it's a topic that comes up all the time.

Non-profits have, by default, a social or environmental purpose. It's legally required and explicit. In the UK, the Charity Commission has a [whole section](#) dedicated to helping charities nail down their purpose. Whatever you might think of a charity, at least you know that they started out with the objective of doing some sort of good, and once decided they would be held legally accountable to it. And, although not a direct copy, there is an equivalent in the for-profit world - the [B Corp](#).

Doing well by doing good

If you're not familiar with B Corps, they're something of a badge of honour. You've likely heard of greenwashing - the glossing over of environmental harm caused by a company's activities through the production of a fancy brochure that might push the few good things the company might do. Anyone can do good PR or spin a story, but not everyone can become a B Corp.

To qualify as a B Corp, a company must have an explicit social or environmental mission and must undergo a rigorous audit in five key areas - governance, environment, team, customers and community. This in-depth assessment looks into the very soul of a company and then beyond - right into the very detail of its business model and daily practices. Yoti was one of the founding UK B Corps, but more on that later.

Corporates behaving badly

With the exception of B Corporations (or [Benefit Corporations](#) in the US) things can be a little harder to read in the wider corporate world. Take any conversation from the last few decades about corporate purpose and it's not long before someone brings up the notion of 'maximising shareholder value'. According to [Pragmatic Capitalism](#), "Maximising shareholder value is basically the idea that businesses should be run to make them as attractive as possible to current *and* future potential shareholders". It goes without saying, the idea that a company should prioritise profit over - quite literally - everything else can (and often does) lead to all sorts of awful behaviour.

[Research recently carried out by Di Fan](#), a senior lecturer at the Business School of the Australian National University, concluded that 'companies that over-perform financially are more likely to breach environmental and social regulations.' Indeed, only last month, Rio Tinto caused [global outrage](#) for blowing up a 4,000-year old Aboriginal sacred site in order to expand an iron ore mine. The fact that the [Sustainability section](#) of their website claims they "work hard to leave a lasting, positive legacy everywhere we work" didn't stop them. The firm later put the destruction down to a '[misunderstanding](#)'.



This cave in the Juukan Gorge, dubbed Juukan 2, was destroyed in the mining blast. Photo: The Puutu Kunti Kurrama and Pinikura Aboriginal Corporation.

Vision and mission

Thankfully, for many companies recent years have seen a gradual move away from the notion of 'maximising shareholder value' - and the bad behaviour that often ensued is now put under much closer scrutiny. Oliver Hart and Luigi Zingales [argue](#) that a company's objective should instead be the maximisation of shareholder *welfare*. The increasing popularity of B Corps and Benefit Corps (and the embracing of social purpose in the wider corporate sector) is testament to this growing shift. Indeed, companies are today under increasing pressure to explain precisely *why* they exist, and who for. The biggest question of all is this: why should people care?

One tool at their disposal is the 'vision and mission statement' - although few of these can be described as inspirational. Generally one or two sentences at most, they do however play an important role for an organisation. According to [Norja Vandereist](#), "the mission statement provides the organisation with a clear and effective guide for making decisions, while the vision statement ensures that all the decisions made are properly aligned with what the organisation hopes to achieve." Vision statements rarely change - or change very little - during the lifetime of a company.

Both statements tend to be rather dry and functional and rarely do either give a real 'feel' for a company. There is a third type of statement which better serves that purpose, and we'll take a look at these a little later.

Company	Mission statement	Vision statement
Tesla	To create the most compelling car company of the 21st century by driving the world's transition to electric vehicles.	To accelerate the world's transition to sustainable energy.
Shopify	Make commerce better for everyone, so businesses can focus on what they do best: building and selling their products.	To make commerce better for everyone.
IKEA	Offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.	To create a better everyday life for the many people [sic].
TED	Spread ideas.	We believe passionately in the power of ideas to change attitudes, lives and, ultimately, the world.
Southwest Airlines	Dedication to the highest quality of customer service delivered with a sense of warmth, friendliness, individual pride, and company spirit.	To become the world's most loved, most flown, and most profitable airline.

Mission and vision statements courtesy [Oberlo](#).

A few words on corporate social responsibility

It's ironic that many companies with less-than-friendly business practices tend to try to 'balance things out' with Corporate Social Responsibility (CSR) programmes. Of course, a company's overall social or environmental impact can still be negative despite the positive outcomes of any CSR initiatives. Furthermore, siloing off any feel-good activities may make things easier for the marketing team, but increasing numbers of people want to work for companies that are good throughout, and where everyone contributes, not just a small team running a cute 'something-for-good' project in the corner.

"Corporate social responsibility doesn't cut it any more", [says Caro Strandberg](#), Head of Strandberg Consulting. "In fact, leader companies are putting distance between themselves and this approach. They don't find it to be relevant to their growth or business models. Companies are pivoting to purpose instead."

The pivot to purpose

As interest in CSR fades in favour of its more holistic sibling, deciding precisely what good social purpose looks like, and how a company might define and communicate that purpose becomes increasingly important. Some companies have a purpose which they wear on their sleeve - think Nike and their inspiration calls to '[Just Do It](#)' - while with others it requires a lot more digging to find. Social purpose statements are designed to make that digging a little easier. The best ones not only sit close to the surface, but they tend to be rich with emotion, inspiration and/or aspiration.

Indeed, genuine purpose is not superficial but is instead rooted in the very DNA of a company. In essence, good social purpose statements describe the character and personality of a company - in other words, how it 'feels' about what it does rather than what it actually does. "The power of purpose is not a sales or marketing idea" says Jim Stengel of [Procter & Gamble](#). "Purpose drives an entire organisation and it answers why the company exists."

Company	Social purpose
Merck	To gain victory against disease and help mankind.
Disney	To use our imaginations to bring happiness to millions.
Johnson & Johnson	To alleviate pain and suffering.
Whole Foods	To provide choices for nurturing the body, the community, and the planet.

The need to belong

Consumers increasingly expect brands to not only have functional benefits, but also a social purpose according to a recent article in the [Harvard Business Review](#). Indeed, there is growing evidence that customers prefer to buy from ethical, purposeful companies, and young people prefer to work for them, too. As well as being good for people and the planet, companies with a genuine social purpose often find it to be pretty good for business, too.

Today, over [90% of public companies](#) now practice it in some shape or form. According to an article published by Deloitte in the [New York Times](#) in 2017, a well thought-out, well-communicated social purpose strategy can help with brand differentiation, help with the recruitment and retaining of staff, be a positive driver for meaningful innovation, and provide easier access to market capital.

Because of this, jumping on the social purpose bandwagon is tempting. But it can also be fraught with danger.

Double-edged sword

It's June 2020, and right now we find ourselves in the middle of what can only be described as one of the most significant movements for racial equality ever seen. Following the [murder of George Floyd](#) at the knee of a Minneapolis police officer on 25th May, demonstrations have taken hold not only in the US but across the globe. Hundreds of thousands have marched, joined by pop stars, politicians, celebrities - and, yes, companies - who have expressed their support for police reform, and wider change, largely over social media.

The trouble with this approach is that there are few places to hide (assuming you realise too late that you need to). Companies, in particular, have found their race relations records facing intense scrutiny as a result of turning their avatar black on their Twitter account, or on their Facebook page. Small actions, big repercussions.

"For companies that have a bad track record - not just regarding explicit racism, but treating employees poorly or even exploiting them - these statements ring especially hollow", notes Terry Nguyen in a [recent article in Vox](#). Statements from companies with true, genuine, long-standing social purpose credentials, on the other hand, stand up much better to this kind of scrutiny.



Nike made a bold statement back in 2017 by publicly supporting Colin Kaepernick, who was banned by the NFL for kneeling during the US national anthem before games in protest of racial inequality.

Nike's support of [Colin Kaepernick](#) in 2017 is perhaps one of the best examples of 'social purpose meets social justice' done well. Today, their decision to stand by Kaepernick looks like a masterstroke, with calls for him to now be [allowed back into the NFL](#) gaining ground after the NFL finally admitted they were wrong to criticise his actions. Nike have also been very public in their support of current events, [cleverly adapting their famous strapline](#) to encourage people to not give up 'until we all win'.

Yet, despite their strong stance, Nike are still some way off from being the finished article. According to their own 2019 figures, over 75% of high ranking Vice Presidents across the company were white. In a memo to staff, Nike's CEO, John Donahoe, admitted the need to get their own house in order.

The inequitable and brutal treatment of Black people in our country must stop.

Together we stand in solidarity with the Black community – our employees, customers, and partners – in the fight against systemic racism and injustice.



Courtesy: Amazon on Twitter.

Amazon also made a very public call for racial equality on [Twitter](#). At the time of posting, Amazon also happened to be [supplying facial recognition tools to police departments](#) across the United States, a fact that didn't go amiss on the social network. (They have since [announced a pause](#)). It also wasn't clear at the time whether the founder, Jeff Bezos, had donated any of his considerable wealth to Black Lives Matter, or any other related organisation. Amazon did later [tweet](#) that they would be making a \$10m donation, but for many it was too little too late.

Many other companies have also been [called out](#) for their response. L'Oreal faced a backlash after it emerged a former representative, Munroe Bergdorf, was fired in 2017 for calling out racism online. (L'Oreal have since appointed her to their UK Diversity Board.) And Facebook had a difficult time convincing the general public of their commitment to equality after Mark Zuckerberg's post - on Facebook, of course - received a barrage of negative comments, many pointing to fake news and divisive hate speech on the platform. His \$10m donation didn't do much to calm the storm, either.

Walking the walk

As we've seen, simply pushing out statements on Twitter, Facebook, LinkedIn - or on a company blog - is the easy part. Acting internally on what you say publicly is another thing altogether. [Laura Silva](#), Vice President of Global Tech and Ops at the Bank of America, challenged companies who claimed to support Black Lives Matter to come clean on their own records on diversity. In a post tagged #showthereceipts on [LinkedIn](#), she made a number of demands, asking to:

- *See a picture of your Executive Leadership Team and Company Board*
- *See your HR sanctions against microaggressions*
- *Read about your diversity guidelines and promotion policies*
- *See the numbers on company hiring of Black people and people of colour and your retention results*
- *See the funding for your affinity groups*
- *Read about your community outreach*
- *Read about your accessibility efforts and guidelines*
- *Read your immigration assistance programs*
- *Read your family paid leave guidelines and child care assistance*
- *Read your health care plans and mental health assistance programmes*
- *See your political donations*

For companies looking to address their own issues of diversity this is a very helpful - and challenging - starting point. You'll find our own responses a little later.

A few words on trust

The tech sector has lost much of its magic over the past couple of years. Damaging data breaches at Yahoo! (3 billion accounts), Marriott Hotels (500 million guests), Equifax (148 million people) and Quora (100 million users) have all gone a long way to eroding public faith in technology. And let's not forget [Cambridge Analytica](#), the story that topped them all. Hardly a week goes by without some kind of major privacy breach or hack, or stories of companies selling or misusing customer data. Trust is hard to earn but very easy to lose, and the tech sector today finds itself with a serious, and growing, trust issue.

In 'People, Power and Technology: The 2020 Digital Attitudes Report', one of Doteveryone's key findings was that "national attitudes [in the UK] toward the benefits of technology are being overshadowed by distrust and disempowerment." The [2020 Edelman Trust Barometer](#) paints an even bleaker picture, concluding that "none of the four societal institutions that the study measures - government, business, NGOs and media - is trusted."

Developing a conscience

If you thought Black Lives Matter had stirred the conscience of the corporate world, the response to the global coronavirus pandemic has also been unprecedented. Companies have re-engineered production lines to manufacture everything from PPE (Personal Protective Equipment) and incubators to hand sanitiser and test swabs for use by frontline health workers. Others have handed out free meals and refreshments to doctors and nurses, or dedicated 'health worker only' shopping hours in their stores. Our initial research identified over fifty examples of companies supporting the pandemic response (see Appendix) and there are no doubt many more. We found a similar number in our initial research into the response to the murder of George Floyd.

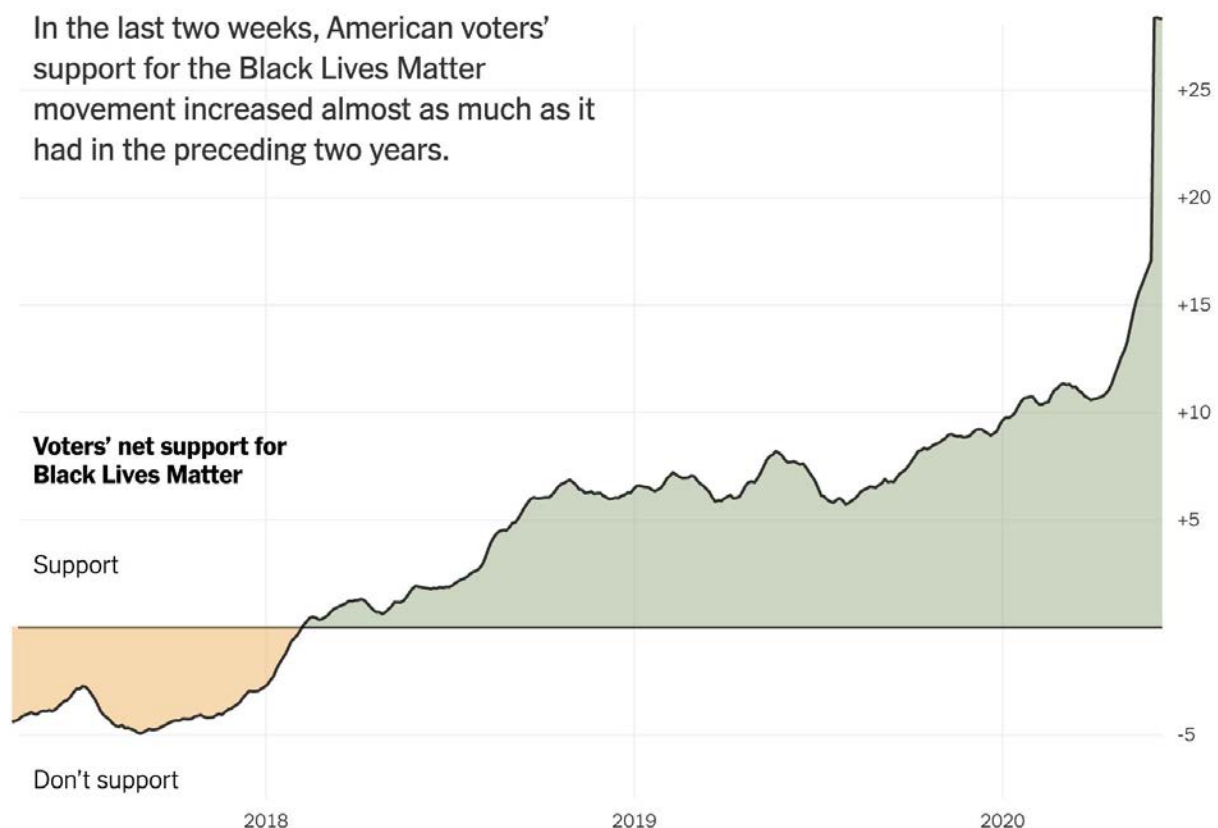


Image courtesy [New York Times](#).

Social purpose at Yoti

I joined Yoti, a digital identity company, in 2018 after a 25-year spell in the humanitarian sector. As I wrote at the time, it needed a very special kind of opportunity to lure me away, and that's precisely what I was given. In a sector where trust, ethics and transparency count for everything, Yoti seemed to have it all in abundance. The company wasn't only founded on seven [core ethical principles](#) but it had an independent board of [Guardians](#) that held the company accountable to them.

Yoti has a product set which, by its very nature, has unlimited potential to drive positive change. Take our anonymous age estimation tool, Yoti Age Scan, which is [helping keep adults out of child video chat rooms](#). Or our core digital identity app which can support everything from keeping people safe on dating sites, to helping keep age-restricted goods and services out of the hands of young children. Volunteering organisations are increasingly using our solutions to issue [verified digital ID cards to their volunteers](#), a valuable tool in the fight against fraudsters and scammers who pretend to represent official charities.



How Yubo verifies the age of its members with Yoti. Courtesy [Yoti website](#).

To work for a company whose *commercial* products are able to effortlessly reduce harm represents a unique opportunity in the social purpose world. For me, what we're doing at Yoti is as close to the 'pure' form of social purpose as you can get. And to be allowed to build a social purpose programme on top of all of this has been an opportunity too good to miss. I wrote about this recently in a post called '[Adventures in Social Purpose](#)'.

Our social purpose activities include a global [Fellowship Programme](#), a [Digital Identity Toolkit](#), a support programme for tech startups (and charities) developing humanitarian-focused tools, a simple offline identity solution for the Global South, and a range of innovation challenges. There's more on the [Yoti website](#) - where social purpose sits proudly front and centre alongside our other commercial activities - and in this [comprehensive deck](#).

As a [B Corp](#), we are engaged in an ongoing process across all parts of our business to ensure we [use our business as a force for good](#). To fulfill the rigorous performance requirements for B Corp Certification, all companies must complete a B Impact Assessment, a scrupulous audit consisting of hundreds of granular questions that dig deep into topics such as the percentage of staff that receive a living wage and the number of staff that identify as from an underrepresented social group. Yoti was one of the founding UK B Corps and we publish our annual reports on our website [here](#).



The B Corp Certification, courtesy of the [B Corp website](#).

Can do better

While we're proud of the progress we've made we realise that there is much that we still need to do. While we remain committed to diversity, we're not yet anywhere near where we need - or want - to be. In the interests of full transparency, here's an honest, humble assessment of where we are based on Laura Silva's earlier set of demands.

A picture of our Company Board and Executive Leadership Team

We still have a lot of work to do to address issues of diversity on each of our boards.

Company Board



Robin Tombs
Director



Madhu Nori
Director



Noel Hayden
Director



Hugh Godsall
Director



John Browett
Director



Derek Elliott
Director

Commercial Management Team



Hugh Godsall
Chief Financial Officer



John Abbott
Chief Business Officer



Julie Dawson
Director of Regulatory
& Policy



Madhu Nori
Chief Product Officer



Paco Garcia
Chief Technology Officer



Peter Violaris
General Counsel

External Guardian Council



Doc Searls



Gavin Starks



Renata Avila



Seyi Akiwowo

Our HR sanctions against microaggressions

We will be facilitating training on microaggressions as part of our Diversity and Inclusion strategy to educate our team on what is and isn't appropriate in the workplace.

Our diversity guidelines and promotion policies

Our Equal Opportunities policy sets out our commitment to providing equal opportunities to all, regardless of protected characteristics or employment status.

Respecting diversity in our product set and in our research and development is also important to us. We are transparent in regularly [publishing the accuracy of our anonymous age estimation technology](#) across gender and skin tone, and how they improve over time.

We have also signed the Safe Face Pledge which marks our commitment to addressing harmful bias, facilitating transparency and embedding it into our business practices.

Numbers on company hiring of Black people and people of colour and our retention results

We currently do not collate this data but have pledged to do so as part of our Diversity and Inclusion strategy, along with ethnicity pay gap reporting and executive reporting. We plan to set targets to improve these rates at all levels of the business.

Our political donations

We sponsor the UK All Party Parliamentary Group on digital identity, which brings together politicians from all political parties to educate parliamentarians on how digital identity can support economic growth and citizen empowerment.

The funding for our affinity groups

We don't currently have affinity groups at Yoti, but will be facilitating these through our Diversity and Inclusion strategy.

Our community outreach

Our services are offered for free (or at a significant discount) to registered charities, we provide staff five days paid 'leave' per year to spend time working on social issues they care about, we run free [CoderDojo](#) sessions to help young people learn how to code, and we [offer the use of our London premises free](#) for Tech4Good events supported by our staff. We also have a [support programme for international humanitarian organisations](#).

Our accessibility efforts and guidelines

As our sites are all managed buildings, we are currently restricted in how we can make our offices more physically accessible. Accessibility in terms of digital identity spans supporting people with a range of disabilities, with or without the latest devices and without foundational identity documents such as passports or driving licenses. Each of these areas are important to enable Yoti to fulfil our principle of 'making Yoti available to all'. One of our focus areas through to 2021 will be thinking what more we can do to meet and exceed UK, EU and global accessibility regulations.

Our immigration assistance programs

We have previously offered visa sponsorships to existing staff, but there is more we can likely do, and we acknowledge the need to explore this further.

Our family paid leave guidelines and child care assistance

Our Parent Policy includes an enhanced maternity policy and we also offer flexible working. We have pledged to review our paternity policy as part of our Diversity and Inclusion strategy.

Our health care plans and mental health assistance programmes

We provide staff with Vitality Health Insurance which gives employees free access to mental health assistance, including [Big White Wall](#).

Final thoughts

The main purpose of this paper was to help us better understand social purpose, a concept which, despite its increasing popularity, remains poorly understood. We've made efforts to try and define it, to highlight its rise and highlight the different ways of communicating it. We've also shared examples of what it looks like done well, and what it looks like done not-so-well. And in the process we've shared our own experiences, and highlighted areas where we know, as a company, we need to do better.

This has been an eye-opening, and at times surprising, reflection on our own standing as a company that has doing good at its core. We work hard to make Yoti a diverse, inclusive place to work and to prevent bias in our technology. However, we are aware that we have a long journey ahead of us.

"As CEO of Yoti, I am proud of our achievements over the years that have seen us build genuine social purpose into our business. As a B Corp, we meet detailed standards of performance which are benchmarked globally and our Guardian Council play an active role in ensuring our business and products serve everybody. We're committed to eliminating bias from our biometric technology and take a transparent approach to [publishing the accuracy results](#) across skin tone and gender.

All that said, the Black Lives Matter protests have forced businesses around the world to look more closely at their own records and, despite what we have achieved our own period of reflection has shown that we have fallen short in a number of areas. As CEO I am committed to putting these right, and today we make a statement of intent towards that goal."



Robin Tombs
CEO of Yoti



Ken Banks
Head of Social Purpose



Appendices

Appendix A: Accuracy rates for Yoti Age Scan

We recommend that Age Scan is tested for parity of outcomes with different demographics in every use case where it is deployed. The table below shows our testing results for Age Scans accuracy for persons of different age, gender and skin tone.

Age Band	Gender								
	Female				Male				All
	Skin Tone (Fitzpatrick Scale)								
	Type I & II	Type III & IV	Type V & VI	All	Type I & II	Type III & IV	Type V & VI	All	
	MAE	MAE	MAE	Average MAE	MAE	MAE	MAE	Average MAE	Average MAE
13-15	1.83	2.37	2.97	2.39	1.51	2.00	2.32	1.94	2.17
16-17	1.16	1.32	1.93	1.47	0.88	1.29	1.38	1.18	1.33
18-24	1.90	1.95	2.14	2.00	1.66	1.71	1.80	1.72	1.86
25-29	3.60	3.62	4.61	3.95	2.82	2.95	3.03	2.94	3.44
30-39	3.97	4.75	6.07	4.93	3.10	3.46	3.76	3.44	4.18
40-49	3.52	4.90	5.20	4.54	2.99	3.50	3.73	3.41	3.98
50-60	3.91	5.37	6.42	5.23	3.39	4.10	4.24	3.91	4.57
All	2.37	2.80	3.18	2.78	2.07	2.59	2.81	2.49	2.64

Fitzpatrick Scale



Source for colour scale: currentbody.com

Appendix B: Examples of COVID responses

This Appendix contains a list of articles and posts which surfaced as a result of our research for this paper. We have not verified the accuracy of any of these articles or posts, and as a result their inclusion is in no way a sign of our endorsement. This section is intended for reference only.

[McDonald's Celebrates Healthcare Workers and First Responders with Free "Thank You Meals"](#)

[Uber offering 10,000 free trips for healthcare workers](#)

[Reliance Industries Limited pledged India's first 100-bed Covid-19 hospital, 50 lakh free meals for the needy, a lakh masks and thousands of PPE daily for health-workers, free fuel for emergency response vehicles among other initiatives](#)

[North Portland's Shine Distillery Is Giving Away House-Made, 80-Percent-Alcohol Hand 'Cleaner'](#)

[Boehringer Ingelheim has significantly stepped up its support to the fight against Covid-19](#)

[Coca-Cola commits Rs 100 crore to support fight against coronavirus in India which includes activation of over 50 locations across 10 states in partnership with its bottlers to support the hydration needs of the underserved communities](#)

[World's biggest soap company, Unilever, announces free sanitizer, soap, bleach and food worth €100 million](#)

[Tata Sons Pvt Ltd commits Rs 1000 cr towards tackling Covid 19, and switches to manufacturing ventilators in their factories](#)

[Amazon AWS launches global initiative to accelerate COVID-19 diagnostics, research, and testing](#)

[Amazon supports food banks across the U.S., and the world, to deliver shelf-stable groceries to those in need](#)

[Amazon donates over €21 million to relief organisations across Europe to support those impacted by the COVID-19 crisis](#)

[LinkedIn: The social networking website is opening up 16 of its learning courses for free as part of their lockdown response](#)

[LinkedIn created a free learning path of 12 courses to help you navigate your search during Covid-19](#)

[Multinational car manufacturing corporation Mahindra and Mahindra comes to aid of migrants affected by COVID-19](#)

Mazda North American Operations (MNAO) announced it will provide free standard oil changes and enhanced cleaning services for U.S. healthcare workers at participating dealers nationwide

Headspace offers all U.S. healthcare professionals who work in public health settings free access to the mindfulness and meditation service Headspace Plus through 2020

Samsung is offering a free repair for Samsung phones, including cracked screens or battery replacements, to first responders and local heroes including doctors, nurses, hospital workers, EMTs and police officers

INEOS to build hand sanitiser plant near Middlesbrough in 10 days to make 1 million bottles per month

INEOS Styrolution supports the University Erlangen-Nuremberg to produce 100,000 pairs of protective glasses for frontline healthcare workers in local hospitals

P&G is making tens of thousands of face shields at Gillette plant in Southie

Johnson & Johnson's Landmark New Partnership with U.S. Department of Health & Human Services; and Commitment to Supply One Billion Vaccines Worldwide for Emergency Pandemic Use

Krispy Kreme announces that it will give healthcare workers free doughnuts at drive-thrus. provided they show their employee badge

Starbucks gives 1 million cups of free coffee to front-line responders in U.S. and Canada

Crocs donates over 860,000 of pairs of shoes globally to healthcare workers on the frontlines of COVID-19

Healthcare workers across Canada are now being offered free Uber rides as part of the company's new push to contribute to COVID-19 efforts

Uber Technologies Inc. announced that it would be offering 10 million free rides and food deliveries to those in need during the COVID-19 outbreak

Uber today, in partnership with the Government of Sri Lanka, launched its new service, UberMedic, to offer free rides worth 8.5 million LKR to transport frontline healthcare workers to and from their homes and health care facilities

Sports apparel maker Fanatics' 360,000 square-foot plant in Easton, Pennsylvania begins making safety masks and gowns for healthcare workers on the front line

Bacardi India will be producing 70,000 litres of hand sanitizers, which will be distributed primarily to district government hospitals

Bacardi To Produce Hand Sanitizer + Launches #RaiseYourSpirits Initiative

Hertz Provides Free Vehicle Rentals to New York City Healthcare Workers

TikTok, the popular short-video social networking app, is donating medical equipment and supplies worth Rs 100 crore in order to help India fight the Covid-19 pandemic

PepsiCo Commits More than \$45 Million to Combat the Impacts of COVID-19, Providing Vital Local Humanitarian Support and Distributing More Than 50 Million Nutritious Meals Worldwide

HP's 3D printing tech helps manufacture ventilator parts for COVID-19 treatment in India

Mango will distribute the two million face masks among various Spanish hospitals, many of which are experiencing shortages of essential medical supplies

Mango launches range of reusable face masks

Spotify adds fundraising features and a COVID-19 news hub to address the health crisis

Adobe announces free at-home Creative Cloud service for students and educators impacted by COVID-19 outbreak

Tesla's New York Gigafactory to produce ventilators to fight Covid-19

L'Oréal announces Europe-wide Coronavirus Solidarity Program to include a donation of \$250,000 to Feeding America and a dollar for dollar match of additional employee donations

L'Oréal USA has unveiled a multi-faceted initiative to support Americans during the COVID-19 outbreak and recovery

Razer to donate 1 million surgical masks to healthcare workers fighting COVID-19

LVMH to Donate 261 Ventilators to Aid France's Virus Fight

Prada, the luxury Italian label, has started the production of medical overalls and masks to ease shortages during the coronavirus crisis

Cisco Webex has expanded the capabilities of its free Webex offer in all countries where it is available (44 countries), not only those impacted by COVID-19

College Students: U-Haul Offers 30 Days Free Self-Storage amid Coronavirus Outbreak

Ralph Lauren Pivots to Produce Face Masks & Isolation Gowns

The Ralph Lauren Corporate Foundation will start making 250,000 masks and 25,000 isolation gowns in the US

Zara has offered to produce scrubs for hospitals in Spain that are fighting against the novel coronavirus

KFC announced it will send one million pieces of chicken to KFC restaurants across the country earmarked specifically to support local communities in need through COVID-19

Appendix C: Examples of Black Lives Matter responses

This Appendix contains a list of articles and posts which surfaced as a result of our research for this paper. We have not verified the accuracy of any of these articles or posts, and as a result their inclusion is in no way a sign of our endorsement. This section is intended for reference only.

[Warby Parker Pledges \\$1 Million to organisations Working to End Racial Injustice](#)

[Black Lives Matter: Uber Eats to feature Black-owned restaurants in US and Canada](#)

[Uber Eats Is Waiving Delivery Fees For Orders From Black-Owned Restaurants Through The End Of The Year](#)

[Ben & Jerry's Release Statement In Support Of Black Lives Matter Stressing 'Urgent Need To Dismantle White Supremacy'](#)

[Sephora is allowing Beauty Insiders to donate their reward points to National Black Justice Coalition](#)

[Sephora rewards points can be turned into donations to the National Black Justice Coalition](#)

[Reddit co-founder Alexis Ohanian has resigned from the social network firms board and has urged his replacement to be a person of colour](#)

[Graild stands with the black community](#)

[Uoma Beauty Founder Launches #PullUpOrShutUp to Raise Awareness About the Lack of Black Beauty Executives](#)

[Eileen Fisher is making a \\$25,000 donation to The Loveland Foundation and the NAACP Legal Defense Fund](#)

[Ganni will be donating \\$100,000 to Black Lives Matter, the NAACP, and the ACLU in support of the fight to end racial injustice](#)

[Patagonia stands with Black Lives Matter](#)

[Levi's: Why 'Not Being Racist' Is Not Enough](#)

[Gap Inc's Banana Republic to donate clothing worth \\$20M with its 'Will Work for a Better Republic' initiative](#)

[Harry Styles donates to arrested Black Lives Matter activists](#)

[LEGO Donates \\$4M USD in Support of Black Children and to Educate About Racial Equality](#)

[Lego Pulls Advertising for Police-Related Toys In Support of Black Lives Matter](#)

[Glossier donates \\$1M to black owned beauty businesses](#)

[TheShowMustBePaused: Music Lovers Hail Apple for Condemning Racism in Powerful Message](#)

[Spotify Stands With the Black Community in the Fight Against Racism and Injustice](#)

[H&M Supports Fight Against Racism With \\$500,000 Donation](#)

[Canada's fashion creators, retailers and brands are showing solidarity for Black Lives Matter](#)

[How Canada's Fashion Industry LuluLemon Is Stepping Up For BLM](#)

[Japanese video game developer Square Enix has made a sizable donation to the Black Lives Matter organization.](#)

[Square Enix Pledges \\$250,000 and Employee Donation Matches to Black Lives Matter](#)

[Hulu and other streaming services are showing their support for the global protests stemming from the death of George Floyd](#)

[Netflix: To be silent is to be complicit. Black lives matter. We have a platform, and we have a duty to our Black members, employees, creators and talent to speak up](#)

[CNN and 'Sesame Street' to host a town hall addressing racism](#)

[Goldman Sachs Executive Writes To Colleagues Asking For Racial Equality At Lower Levels](#)

[Goldman Sachs, a multinational investment bank and financial services company, announced it has created a fund to assist minority organisations](#)

[Black Lives Matter: A letter from The Infatuation's CEO](#)

[The CFO of Citigroup wrote a moving open letter to his staff explaining that he could no longer remain silent](#)

[YouTube pledge \\$1M support for anti racial protest](#)

[SNEEZE to Donate All Profits from Reebok Collab to BLM](#)

[Michael Jordan, Jordan Brand pledge \\$100 million to racial equality and education initiatives](#)

[Sony and Xbox Stand Together In Support Of Black Lives Matter Protests](#)

[Nintendo shows its support for Black Lives Matter](#)

[Disney Tweets in Support of Inclusion, Black Lives Matter](#)

[Everlane announced on Instagram it is donating \\$75,000 to the Equal Justice Initiative and \\$75,000 to the ACLU, the latter of which will continue to receive support through the brand's 100% Human initiative](#)

Ganni :The clothing company has pledged \$100,000 towards Black Lives Matter, the ACLU, and the NAACP

Honest Beauty donate \$100,000 to organisations fighting racial injustice. The brand also match all employee donations made toward civil rights organisations

Prabal Gurung: Designer label is donating 100% of net proceeds from the limited edition re-release of its signature Stronger in Colour hoodies and t-shirts to The Bail Project

Lipslut: The beauty retailer known for its F*ck Trump and F*ck Kavanaugh lip glosses and mattes will donate 100% of its earnings to organisations that support the black community, including Black Lives Matter, the Equal Justice Initiative, and the NAACP Legal Defense and Educational Fund

Fashion Nova: The clothing retailer is committing to donate \$1 million over the course of 2020 to organisations including, Black Lives Matter, the NAACP Legal and Education Fund, and Your Rights Camp

Etsy, the craft and art e-commerce site, announced on Instagram donations of \$500,000 to the Equal Justice Initiative and \$500,000 to Borealis Philanthropy's Black-Led Movement Fund. Etsy will also match employee donations

Toms, the shoe brand, released a two-part statement on Instagram outlining its support for the #BlackLivesMatter movement, announcing a donation of \$100,000 to organisations working to end racial injustice, and recommendations for people to follow and organisations to support



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