

Continuing the Conversation | Corporate America Responds to the Coronavirus Global Pandemic

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Amanda Marvelle | Head of Community Programs, Biogen

Stacey Smida | Senior Manager of Grants & Community Engagement, Cargill

Ted Hart: We are here today for our next edition of CAF America's webinar series. Continuing the conversation corporate America response to the Corona virus global pandemic with us today. We'll go through each of these slides. Anuar Juraidini is here as program officer of Citi Foundation. We also have here with us, today, Amanda Marvelle, is here as Head of Community Programs at Biogen, and Stacey Smida is here with us as Senior Manager of Grants and Community Engagement at Cargill.

CAF America is a 51C3 non-profit public charity here in the United States and as a donor-advised fund and also provides restricted funds for donors, corporations, foundations and individuals. Everything that CAF America does in our international and domestic grant making services stem from what we call the three R's; regulatory compliance with relevant legal frameworks in the United States and Canada as well as 120 grantee home countries.

Risk management of all international grant making and our deep due diligence protocols at CAF America seek to protect the reputation of donors who are taking on inherent risks of cross border giving. CAF America has a worldwide reach. We grant to over 110 countries. We have 1.8 million eligible organizations. The reason that we've maintained that eligibility is so that donors can put their money to work where it is needed most. CAF America over the last few years has donated and worked with our donors to move over \$1 billion of charitable contributions from the United States to all parts of the world.

Today, our corporate donors will be speaking to you and sharing with you from their own experience of the decisions that they have made, the experiences that they have had and the impact that they're trying to make. What you will hear today is a story of flexibility, impact, and new models for giving. Well, I wanted to share with you today is never before has humanity faced a global pandemic in which global philanthropy has played such an important part. Throughout this crisis, CAF America will continue to provide timely information donors need, particularly how charities are coping and how donors can make impactful gifts in support of communities around the world.

The world funding of charitable organizations and efforts on the ground is a true tapestry of methods and approaches and impacts. You'll hear that from our panelists today. There's no one size fits all approach to the problems facing communities of the world. As was noted in Betsy Morris's article in yesterday's *Wall Street Journal*, nonprofits are reeling from the loss of or static revenue and soaring demand. Across the country, nonprofits of all types and sizes are in trouble.

They are canceling major fundraisers. Most charities operate on a raise within margin even in good time. As the virus has sapped revenue from nonprofits there's also hit with a double whammy and driving up their costs from masks, cleaning supplies, technology and food, which further restricts how many people they can reach. Today, it's my pleasure first to welcome here to this webinar, Amanda Marvelle who is representing Biogen today as their Head of Community Programs. Please, Amanda, share with us what decisions are being made and the experience of Biogen giving around the world today.

Amanda Marvelle: Thank you so much, Ted. I'd like to start us off with a brief introduction to Biogen. Biogen has led innovative scientific research over the last 42 years with the goal to defeat devastating neurological diseases such as Alzheimer's, multiple sclerosis, Parkinson's and ALS among many others. Our team of scientists, researchers and medical professionals are focused on identifying treatments and cures for these diseases to not only help those in need, but as the population around the world ages, to reduce the societal burden that these diseases cause. We are a global company with teams in 34 countries and are centered around the ethos of caring deeply, working fearlessly, and changing lives.

This ethos extends to the ways we were engaged with the communities where we live and work. At the Biogen Foundation, we're focused on making an impact beyond our medicines with three foundation pillars; caring deeply for neighbors in need, which includes supporting broad humanitarian needs for vulnerable populations in our community, working fearlessly to care for caregivers, tying back to the Biogen focus of researching and developing therapies for neuro-related illnesses, and changing lives through science, supporting and inspiring the next generation of scientists, which includes equitable access to science education, hands-on learning, and teacher education and training.

Biogen's COVID-19 relief efforts began back in February with early support to the Chinese Red Cross to help in Wuhan. We were continuously monitoring the situation and realized that we would need to mobilize an even larger response. In early March, we announced that the Biogen Foundation was committing \$10 million to support global relief efforts on top of our traditional yearly foundation grants.

We determined that the best way we could make an impact was to take a community first approach and focus on three needs that were very evident at the beginning of the worldwide outbreak and are still very much challenges today. One, addressing immediate needs like food and shelter. Two, easing the burden on healthcare systems, ranging from providing personal protective equipment, telehealth options and supporting healthcare workers daily needs like childcare.

Three, increasing access to testing, particularly outside of the hospital setting. In the US, we mainly focused our giving on Massachusetts and North Carolina where our headquarters are and the flagship manufacturing facilities are located. We knew that this was equally important to provide relief and support in our affiliate countries. Just to give a little context, prior to

COVID-19, the Biogen Foundation had a limited worldwide footprint, but because we recognize that this was an unprecedented time, we knew we needed to take an unprecedented approach. We were working to give to NGOs in every country that Biogen has an office. To date, outside of the US, we're providing grants in 30 countries to 33 NGOs. We relied on our colleagues in the country offices to help identify reputable organizations as well as CAF America to help vet these organizations to ensure that they were doing impactful and meaningful work. This was a huge task. Thank you so much, CAF, for all your help. Our overall giving strategy was to identify organizations that can make an impact. We knew that if we could get our grants out quickly, we might be able to help NGO's leverage our funds for additional funding and in some cases that was able to happen.

This required us to update how we handled our finances, but with a few changes we were able to pay US grantees within a week after being approved and have been expediting our payments to international grantees. We also wanted to make sure our donations were having a measurable impact. We look to have a balanced giving portfolio, ensuring projects were reaching a large amount of people or were reaching deeply in a single focus area. In addition to the \$10 million commitment, we approached COVID-19 relief holistically by providing employee support, donating in-kind supplies and equipment and encouraging volunteering and matching employee donations to nonprofits.

At this point, we have identified all of our partners for the immediate COVID-19 relief. I want to take a moment to thank all of them for their amazing work. I can't even make a dent in explaining the impact they're having, but some of the images on these slides are just a few examples of grantees like the Durham Public Schools Foundation in North Carolina, which is partnering with local restaurants to provide meals to food insecure school children and families, the Greater Boston Food Bank, which has been able to adapt to a 50% increase in distribution demand, Wakemed Health in North Carolina which was able to immediately roll out telehealth offerings and are working with the Triangle Family Services, another foundation grantee, to support homeless populations, the Boston Healthcare for the Homeless program, which set up tents to test residents of Boston who are homeless easing the burden on hospitals.

Internationally we've donated to Red Cross chapters in 11 countries and the Italian Red Cross was able to use their funding to help clean and sanitize vehicles that were transporting patients to hospitals. You can read more about the work of these organizations and others by visiting the small URL at the bottom of this slide. As we move forward out of this immediate response, we've begun to focus on the Biogen Foundation's 2020 goals. We know that COVID-19 will continue to remain a priority this year and most likely beyond. We are working with our longstanding grantees to better understand how they're adapting to this new normal.

As a result, we are adjusting our own foundation strategy to deliver on our mission with the parameters of this public health emergency. We're pivoting our three foundation pillars throughout 2020 to continue to address COVID-19 by reinforcing our community commitments and supporting humanitarian needs in vulnerable populations who have been disproportionately impacted by the pandemic. We know the role that caregivers are playing in

COVID-19 is quite remarkable. We want to focus on supporting front line caregivers, especially those in nursing homes, to make sure that they have the protection and the support that they need.

Then finally, STEM education might look a little bit different now, but our commitment to providing equitable access is unwavering. We're working with the Biogen Foundation grantees who are adapting their programs to be virtual and who are also offering a holistic approach to learning that isn't just about education, but making sure that youth have their essential needs met and are set up with the right tools to learn this. This might require adjusting funding, but we're working really closely with each grantee to understand their needs and to be quite flexible.

Additionally, the Biogen Community Lab, our onsite premier science education programming, is working to transition to virtual learning programs too. We've already begun to view new grant requests through this COVID-19 lens and are prepared to pivot and continue to adapt. For more information on Biogen and the Biogen Foundation, you can visit biogen.com or email us at foundation@biogen.com. Thank you for letting me share what we're doing.

Ted: Thank you, Amanda, very much. Everything that you shared with us goes back to that message of flexibility, impact, and new models. I'm just wondering if you stay with us just for a second, Amanda, before you go away, just to ask you as you go through these slides and you think about the journey that Biogen has already been on and that you have been a big part of, what's foremost in your mind in terms of the next step, the next three to six months?

Amanda: I think really listening to our partners and collaborators, I think, as you mentioned earlier, we recognize that nonprofits are really vulnerable right now and the grantees that we have been supporting for a while, we value their work that they're doing in the communities. We're working hard to make sure that they are continuing to stay around and to have programming into the future as we come up out of this pandemic.

Ted: Thank you, again, Amanda. Our next presenter today is Stacey Smida, Senior Manager of Grants and Community Engagement at Cargill. Stacey, you have been thinking about and planning for the entire, approach to Cargill's fundraising. Tell us how that's changed and the journey that you've been on over the last few months as this global pandemic has gripped the world.

Stacey Smida: Thanks, Ted. I think one of the approaches that we have taken is really at a global lens. As a global company, we have always contributed globally, but I think this has also made us realize that it's really our operating communities where our employees live and work that we need to be sure that those communities are thriving just as much as our global partners are as well. I'll talk a little bit about how we've really supported, I want to say, our hyper-local communities, with smaller grants and then enabling them to be able to continue services in a time of need.

Stacey: Thanks. Just a little bit of background of who Cargill is, from the slide you can see that we are a company of 160,000 employees across 70 countries. Our business segments really cross the agriculture, food, animal nutrition and protein and financial and industrial. We are a privately held company and have been operating for more than 150 years. When we look at our corporate responsibility focus areas, we really have three pillars that are around nourishing our world, which is food security and nutrition, protecting our planet, which is our sustainability work, and enriching our communities, which is really our employee engagement and disaster relief efforts.

Last year we contributed \$61 million across 56 countries. You can see then on this slide, where we really have talked about our commitment. Our commitment is \$35 million to COVID relief and recovery efforts. We are really addressing food security and emergency medical response support for our agricultural communities and food industry workers. Our response is definitely aligned with our mission of feeding the world in a safe, responsible, sustainable way. It was really focused on ensuring access to safe and nutritious food.

As I mentioned, the primary focus areas for us are around food security and nutrition and that's really contributing to food banks and nutrition programs. The health and safety programs are investing in world health programs and donations to healthcare workers on the front line. Agricultural communities is where Cargill has business operations in communities around the world and really contributing to the resiliency of farmers and ranchers. Our support for food industry is really been relief for food, food industry employees with the funding going to the National Restaurants Association Education Foundation and to their Restaurant Employee Relief Fund.

Cargill really has a mix of funding when we talk about it. We have corporate contributions, we have business contributions that are really reaching the local and national and global organizations. Then here in our twin cities community here in Minneapolis, we have the Cargill Foundation that is providing immediate relief here. As I talked about, hunger and food security has really been our primary focus, with partnerships globally. As I've mentioned, food banking and access to food across all regions of Cargill has been really critical for us. We have definitely been leveraging our existing nonprofit partners and NGOs, partnerships, at a global and regional level.

This was really something that the team felt was really a best practice for us in order for us to expedite and ensure swift deployment of resources. We didn't want organizations to be waiting months to receive funds and so having those existing partnerships and knowing that they had been vetted and had the due diligence done on them, we knew that that was the right approach for us. We heavily relied upon our global corporate responsibility team members to help us work with the businesses to assess partnerships and make recommendations for funding.

We definitely wanted to balance corporate contributions from a global lens and regional and also, like I mentioned, the hyperlocal grant, and those are really what our businesses on the

ground are contributing to. We also have an internal matching program where we match business contributions. We adjusted that application where we are now matching one to one. The minimum contribution on that is \$2,500, which was a shift from matching a 50% contribution and the minimum amount was \$5,000.

We really wanted to be sure that we were elevating our commitment to our local communities where our employees live and work. Then this final slide just really talks about Cargill's commitment. We remain the same through all this, feeding the world, keeping our employees safe and supporting our partners and communities. As I've mentioned, we've committed \$35 million to immediate and long-term recovery efforts. Along with this, we've also donated over 3 million pounds of food globally, as well as ingredients, donations, such as glycerin to aid the development of hand sanitizer.

Then just in the next couple of weeks probably by the end of May, we will be launching a Global Employee Disaster Relief Fund, that will provide financial support for employees that are directly impacted by COVID, testing positive or experiencing financial hardship because of COVID. This was a program that we had in the works for over a year, with COVID deploying it really accelerated the need for the program. Then in addition to COVID support, we will also have resources for personal and natural disasters such as hurricanes or house fires. I just wanted to spend a little bit of time talking about the mechanics behind it.

Really early on, shortly after the break of the pandemic in January, February, in early March, the corporate responsibility team agreed to a central approach to our grant-making response, meaning that all requests that we were to receive corporate funding would come through an online application process. Then a small team here in our headquarters office would be reviewing those applications. We took approach where we condensed our normal corporate application to a much streamlined approach. That's the corporate responsibility team member would complete that application. That's really allowed us to not accept unsolicited proposals. Again, keeping with our factor of sticking with the partners that we had currently been working with. Decision making is ongoing on these grants. We really wanted, again, for these responses to be quick, and really be able to facilitate the funds in a timely manner. We also worked with CAF America, to facilitate all of our grants that are outside of the US where we do not have a global NGO that we're partnering with. We are grateful to that team in helping facilitate in the immediate response for many of our contributions globally.

Just to give you a little bit of a sense of the volume, I think, it's important that we recognize that as well, in the last six weeks we've processed 375 grants for COVID relief. When we compare to that last year, the entire year, we processed 350 grants. We did an enormous amount of grant-making in just the last six weeks. Our fiscal year end here is May 31st as well. One last point I really wanted to make too is, as our fiscal year is it's coming to an end here, many of our global and regional partnerships are up for renewal.

The program team has really been having those conversations with them and meeting and having conversations to figure out if we needed to shift some of the funding expectations. Do

we need to change the impact goals? We really have worked hand in hand with our partners to be able to be flexible in this time of uncertainty, knowing that some of the dollars and resources would be allocated potentially too COVID relief, knowing that some programs are probably put on hold. It's been interesting because, they've been grateful and we've really have heard great response from our partners as well through that.

We've only just extended to just a few new partners and really those partnerships were to address a gap in our funding priorities such as our farmer grants for resiliency efforts. We really have not been needing to spend a lot of our time and resources on exploring new opportunities. We've really been able to focus on our current partnerships, what can we do to elevate them and to have them have COVID response. That's it for me. Thank you.

Ted: Stacey, thank you so much for a very thought provoking presentation. Of course, we've known Cargill for quite some time and you have, as a company, always put food security and nutrition foremost. I wanted to ask you to stay with us just for a second, because in some parts of the world they're already experiencing a second wave of the virus, but whether there's a second wave in all parts of the world or not one of the next waves that will be in the wake of this virus, it seems, will be hunger and starvation. Some parts of the world are already concerned about this.

We just received a report this morning from South Africa that the starvation and hunger in South Africa actually eclipses the effect of COVID-19 in that country. You have moved more grants in the last six weeks than you normally do in a year. You have streamlined your process to focus on your partners. Give us a little bit of a of a sense inside Cargill. It seems that what comes next is right at the heart of what Cargill stands for.

Stacey: Definitely, Ted. I think that, as we look at the next phase, which is recovery, I also feel that we're going to have some resiliency in that area as well because we know, as you just mentioned, in some of our other countries, and even here just in the US, hunger is a crisis. It's not going to go away. I think it's what can Cargill and other food companies do to ensure that, globally, food banking partners and those sorts of organizations, humanitarian organizations have the right tools to be able to provide adequate food and right food to the families that are in need.

Ted: Absolutely. Thank you for the wonderful work that you do. Our third panelist today Anuar Juraidini is here with us. He is a Program Officer at Citi Foundation, has been in the forefront of many of the troubles around the world and helping so many different charitable activities. Please, share with us what is changing, what is the same, coming back to what we talked about before, flexibility, impact, new models. Help us learn from Citi Foundation.

Anuar: Thank you, Ted, and thanks for the kind words about the Citi Foundation and thank you for putting together this conversation. I think it's so valuable and we're so happy that the Citi Foundation can be a part of it. Before I jump into speaking about COVID-19 response and the points you raised, Ted, I'll just very briefly give an overview of the Citi Foundation, just for those

that aren't familiar with us. Our mission is to promote economic progress and opportunity for low income people around the world. We do so in three ways; by catalyzing job opportunities for youth, by increasing financial inclusion and capability, and by re-imagining approaches to building economically vibrant cities.

very briefly, again, we're an independent entity that is funded by Citi the corporation, to make a positive impact in the communities where Citi does business. That means we have a presence in more than 85 countries around the world really making something like this global crisis is very much relevant to us and that takes on a new impact. Now into COVID-19. I'll start by saying, I think this moment has really pushed us to think more deeply about our role as a partner and a funder.

Unlike many of you and the panelists on the call, we have adapted not just our funding strategy but also the way we do our work and the way we fund our partners. I think when it comes to the foundation, we can think of it in three avenues. On the one hand we have redirected our funding largely to immediate relief, and really providing support for [inaudible] I think with an understanding of the crisis and what the most critical needs are. We just knew that we had to shift from our funding away from our traditional focus areas into what was most needed.

Internationally we're working with partners across the world to provide secure access to food security, temporary shelter, health and sanitary services, and other basic needs that low income communities are facing around the world. Along with not just shifting our funding strategy, but also our process, we have worked very closely with CAFA to simplify the way we do our grant business. That has meant for us simplifying our grant application is in reporting requirements for grantees as well as expediting our process to get grants out the door faster. CAFA has been really, really helpful as we have sought to strike a balance between getting the information we need to make a good funding assessment and maintain a strong level of due diligence while also at the same time easing the burden on grantees and making the process overall easier on them. The second tool we have deployed in our response is flexibility, and this is, I think, Ted, what you've emphasized. We have had ongoing conversations with our partners to really understand the way that the crisis has been impacting them and their communities. Based on these conversations we have given them the flexibility they need, not just to respond to the crisis, but also navigate the crisis for themselves as organizations that are also being affected.

This has looked different ways. For us it has meant letting our partners make adjustment to program timelines and requirements. It has also meant liberating them to reallocate funding to either shift their program activities to respond to the crisis or in some cases also shift funding to maintain their operations going. When applicable we've also allowed them to make changes to program objectives and scope and really change the requirements and impact that we're seeking from them.

Again, here, CAF has been very helpful in helping us figure out how to best process these changes and track these changes while, again, making it easy on grantees in a time when they

have a lot going on and we certainly don't want to add to that. Lastly, the third way we're thinking about this, and I think this is the one that keeps evolving and will continue to evolve over the next few months, if not longer, is how can we be as supportive as a partner for organizations going forward under this new reality that we're living in. For us we're still determining how we play this out. Again, it's just that focus on support and making life easier for grantees.

We may look not just funding our programs with a new lens, but also really focusing on strengthening the capacity of our partners so that them and really the sector as a whole, can adapt but also grow stronger and more ready to respond to the many challenges coming our way. Again, I think this will take the shape of supporting the capacity of our partners, changing our expectations and the impact that we seek from our programs, but also just changing the way we do our grant making, the impact that we track, the burden that we put on our grantees as we do so.

I think the larger point that I'd like to make is that as a foundation we don't choose to get caught in the middle of breakdowns like the one we're all facing right now. But we do look forward with optimism to working with our partners including CAFA to turn this breakdown into a breakthrough moment for the sector. I think that is where we face a choice. With I'll turn it over back to you, Ted.

Ted: Terrific. Thank you all. I want to share with you several resources that are available to you at cafamerica.org you will find, CAF America's SDG giving landscape where we give you a global view of what donors like you, corporate donors, are doing in support of the United Nations Sustainable Development Goals. As many of you know, last month we issued the charities facing COVID-19 worldwide report known as the *Voice of Charities Facing COVID-19*. That was a report that told the story of 544 organizations and 93 countries and what they were facing very early on in this global pandemic. Tomorrow we will issue volume two, all new research representing 122 countries.

In this next *The Voices of Charities Facing COVID-19* worldwide report we will hear very much about the stories that our panelists today have been supporting. What is happening on the ground, how they can make a difference and what charities are facing and providing support. At cafamerica.org you will find the COVID-19 response page where we provide information on 236 fully vetted eligible charities who are providing COVID-19 relief on the ground in 48 countries. CAF America's webinar series will continue as I shared with you. Tomorrow, we will issue volume two of our voices of charities report.

Then next month we will be back with our volume three which will look very much at some of the issues that were brought up today. That's the strength of the sector, the viability of the sector exactly, the stories that we are hearing from charities today. Then please turn to our *Caring and Funding* podcast which continues its series from the front lines of philanthropy, questions that you have in answers that you need from our advisors on the front line here at

CAF America. We do have some Q and A. I just want to take a look at the Q and A that we may have here from everyone in here. Let me go over to that page. There we are.

I do want to get right back to our panelists and I want to specifically ask you to reflect and we'll go around each of you individually and ask you to give a reflection to one of the statements that I made when we first started the session here today. That is never before has humanity faced a global pandemic in which global philanthropy has played such an important part. Let's go back to Amanda Marvelle. Amanda, specifically, when you look at that intersection of global pandemic and global philanthropy tell us what that means to you.

Amanda: I think in order to think about that typically we've been thinking about wherever we live and we work in order for us as the Biogen Foundation to focus our giving. I think that this has really broadened our scope and has brought this to light that this is a situation that we are all facing and we're all in this together. We're all one humanity and so the Biogen Foundation looked at this effort and decided to approach that making sure that we were hitting across the globe knowing that everyone is being impacted by this pandemic.

Ted: Thank you, Amanda. Stacey, picking up on Amanda's point there that we're all one humanity, Cargill has been supporting charitable causes throughout the United States and around the world for years. Your focus on humanity on the ground of food security and nutrition, caring about communities and farmers those that are on the front line of food security. I'd like to ask you to reflect on this crossroads of global pandemic and global philanthropy.

Stacy: As you mentioned, Cargill has been doing global grant making for a very long time, so it was not so much the mechanics of how we were going to deploy the dollars, but it was really around ensuring that our partners were feeling valued. Many of our employees have been impacted as well and so it's all around for us internally as people first and what are we doing to ensure that our employees are having some resources as well. As we are a class really, I'm going to say the supply chain from the producer to the farmer to the food on your table. We're really across the supply chain as an organization. Yes, indeed it's our employees, but it's also ensuring that our farmers have the proper tools to continue to be able to plant and the food security aspect of that, ensuring that our ranchers are able to continue to do their ranching. Young leaders of agriculture continuing to be able to thrive in this area and then ensuring that families around the world are continuing to have food on their table, which is so important in times like this.

Ted: Thank you, Stacy. Anuar, when you and Citi Foundation think about this crossroads and, of course, Citi being a very global company and your giving has been for a very long time. It has a very much a global philanthropy lens to it. Now bring to that lens global pandemic. How does that work and how does that fit for you?

Anuar: I think for us, Ted, it's an emphasis on flexibility as you say, being so globally stretched out. We find that the needs of our partners in the communities where we're trying to make a

difference very so vastly and different places of the world and other different timeline when it comes to the way the virus is evolving and its impact is evolving. For us it's really being flexible in the way we fund and presenting that flexibility to our grantees to understand what it is they need, where they find themselves on the curve and the trajectory so that we can be as responsive and supportive as can be.

Ted: Terrific. We have a question that came in from our webinar audience today. I'm going to ask this of each of you. Amanda, we'll come back to you, of course. This question is asking about how each of your foundations are using gender, race, other types of data, to inform your responses and next steps through the end of the calendar year. I take that question very broadly in terms of what data are you looking at? What are you doing in terms of overlaying information that can help guide you going into the future? Amanda?

Amanda: Thank you for that question. I think that that's a main focus of the Biogen Foundation is how do we address equity and vulnerable populations? So whenever we look at a grant application, we definitely take a look at what types of populations are they serving. This is something that we're taking into consideration even prior to COVID-19 because we want to make sure that there's equal access to everything that is out there.

Ted: Terrific, Stacey, what kind of data is helping guide you? What are you looking to that is helping you with the decisions of this surge in granting from Cargill?

Stacey: It's a great question. I think it's one that we've actually incorporated into our normal grant application process and then taking a step back with COVID vulnerable populations I think across the world has so many definitions and so we wanted to be clear that we were looking to serve vulnerable families and children. It was part of our metrics that we were looking. Right now we are gathering information actually on number of individuals served, and number of meals being served and then using the appropriate index factor to help us quantify what does that really mean, when we talk about number of families or number of individuals. We are just now gathering that information to be able to tell our story by the end of that a couple weeks here.

Ted: Terrific. Anuar, what role does data on gender, race, other sorts of data play in the decision making now and here during this global pandemic and at the Citi Foundation?

Anuar: It definitely informs our decision making. Our grant making is by no means gender neutral, or race neutral, class neutral. So when we look at our grantees across the board, that's something that plays into the kinds of decisions we make. We know that the impact of COVID-19 hasn't been equal across the board, and it disproportionately impacts those populations. As we think forward of how our grant making looks under this new context, that'll definitely be playing into the decision making. Also in a collaborative way of working with our grantees to ensure that we're working with them to support those populations now more than ever.

Ted: Terrific, thank you. One last question before we wrap up this webinar. The question coming in, again, from our audience, Amanda, first to you. The three of you represent very powerful companies who are very, very successful and are successful grants makers. Do you lend your voice at all to the advocacy for policy changes that might help the role of philanthropy in other countries or anywhere around the world? What is the role of advocacy in your work? Amanda, quickly?

Amanda: At Biogen we definitely reflect our givings with our values on both ends diversity and inclusion. We've been advocates in LGBTQ efforts and as I mentioned before our foundation has not had a global footprint and we are moving more into that. I can see that there's definitely a place where we can play a role in advocacy globally.

Ted: Terrific. Stacey, advocacy and its role in Cargill's grant making.

Stacey: Definitely, that's interesting, because our corporate responsibility teams are closely working with our government relations team to ensure if there's questions on upcoming policy changes, whether that be here in the States, or other countries. We are working very closely with our government relations team to ensure that they have our full story of what we've done from a community relations standpoint, and how can we be advocates in the communities in which we live and serve in.

Ted: Anuar Juraidini, over at Citi, wrap us up here with the role of advocacy in philanthropy for Citi.

Anuar: The role we see ourselves playing is one where we can be thought leaders, we can lead by example, we can provide a path both for grantees, for other corporations, for other peers. That can be both through our foundation. We have been outspoken about increasing our giving capacity building and flexible funding prior to COVID-19 and we'll continue to advocate that as that becomes more of a need going forward.

I think for the company as well it's taking a stand on different issues or even in some cases, not much of a stand but as an example. One that comes to mind right now a couple of days ago in Australia they'll be using proceeds from processing the Paycheck Protection Program to support small businesses and CDFIs and I think that's just one example of how the company can lead by example and show the different ways in which we can contribute to our communities.

Ted: And make a difference. Well, I want to thank Amanda Marvell from Biogen, Stacy Smida from Cargill, an Anuar Juraidini from Citi Foundation for joining us here on our webinar today. Thank you for joining CAF America. We will be back next month and continue to follow us at cafamerica.org for the most up to date information on how you can make flexible impactful using new models philanthropy during this global pandemic. Thank you, everyone.