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# SOCIAL & COMMUNITY IMPACT GRANTMAKING GUIDE

## Community Leaders,

At Nike, our purpose is to move the world forward through the power of sport.

We know that sport has the power to change lives, and are working to break barriers and create a more active and equitable future for everyone – athletes, employees, kids and our communities.

We're tackling inequality through our commitment to getting kids active and building inclusive communities, and we're teaming up with nonprofit organizations worldwide to rewrite the playbook so everyone can win.

The tragic death of George Floyd in May 2020 was an inflection point, and like so many people and organizations, we vowed to do even more. In June, NIKE, Inc., including the Jordan brand and Michael Jordan, deepened our long-standing commitment to the Black community by announcing the Black Community Commitment (BCC), a 10-year, \$140 million investment to advance racial equity and help eradicate systemic racism.

We worked alongside dynamic leaders and their organizations, finding new and innovative ways to inspire the next generation through economic empowerment, education innovation and social justice. We focused on supporting our grantees in ways that allowed them the space to drive impact where they, and the communities they serve, needed it most. This philosophy of participatory philanthropy – which leads with collaborative and community-centered giving, grounded in respect and trust – has been critical to the success of BCC and is now central to how we support all community organizations.

To celebrate our four-year NIKE, Inc. BCC milestone, we are releasing our Nike Social & Community Impact Grantmaking Guide for the first time, to provide insight into the participatory grantmaking approach we used for BCC and will continue to use in the future. This approach is helping to shift power back to our communities by enabling our grantees to drive more equitable change.

But creating lasting change requires sustained and concerted effort. The more we can collectively commit to making equitable and fair investments in our communities, the quicker we can realize the vision of ending systemic racism and building a more just society. We hope the release of our Grantmaking Guide will be a helpful resource for other companies and funders seeking to invest in and build more inclusive communities, too.

Join us in moving the world forward.



Vanessa Garcia-Brito  
VP, Chief Social & Community Impact Officer  
NIKE, Inc.



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## **ABOUT THIS GUIDE:**

### **Nike's Social & Community Impact (SCI) Grantmaking Guide**

is a resource, outlining a consistent and equitable approach that allows us to accomplish our goals within the SCI grantmaking portfolios. This toolkit provides insight into how SCI's internal investment strategy supports our commitment to creating change by investing in the transformative power of sport, to get kids active and build inclusive communities. From our equitable investment management strategy to our inclusive grant recipient selection practice, this toolkit outlines our overall SCI approach to make it happen.

## **SOCIAL & COMMUNITY IMPACT AT NIKE, INC.**

### **WE BELIEVE IN THE TRANSFORMATIVE POWER OF SPORT TO HELP MOVE THE WORLD FORWARD AND CREATE CHANGE.**

To help create a more equitable and inclusive world, we're tackling systemic inequality through our commitment to getting kids active and building inclusive communities. We're empowering adults to welcome all kids to play through community grants and coaching resources. And we're teaming up with organizations and our employees around the world — to rewrite the playbook so everyone can win in life.

Creating lasting change doesn't happen alone or overnight. That's why Nike invests in, and actively works with, a range of local, national and global organizations dedicated to leveling the playing field.

We're focused on supporting the community organizations that are driving the work, empowering and allowing them the space to drive impact where they — and the communities they serve — may need it most.



# PORTFOLIO OVERVIEW:



At Nike, our purpose is to move the world forward through the power of sport. We work with experts, nonprofits, athletes and employees to break barriers and create a more active and equitable future for everyone — starting with kids.

## What we support –

We build community through our shared love of sport, and it all begins with the next generation. Our approach focuses on 1) building more equal, inclusive and active communities; 2) investing in the areas where we live and work; and 3) engaging our employees in their communities.

Our areas of focus are interconnected. Intersectionality is a key consideration in our grantmaking, as it enables us to increase our impact and create more meaningful change by connecting across race, gender identity, sexual orientation, ability and status to uplift multiple communities.

## FUTURE OF YOUTH SPORT

### SPORT ACCESS

Co-Designed Sport Ecosystems

- Coaches
- Organization Capacity & Capabilities
- Policy & Stakeholder Engagement



### SPORT EXPERIENCE

Sport by All – For All

- Coaching
- Tools & Programming
- Product Integration



### SPORT & SOCIETY

Sport Supporting Society

- Employee Engagement
- Inclusive Communities
- Disaster Response

## COMMITMENT TO DIVERSE, EQUITABLE AND INCLUSIVE GRANTMAKING

We're committed to fostering a culture of diversity, equity and inclusion at Nike by breaking down barriers for athletes\* around the world. For our SCI team, this means leading a diverse, equitable and inclusive grantmaking approach that's aligned to our Purpose goals and Diversity, Equity and Inclusion (DEI) standards. Throughout this guide, you'll see how Nike listens to community organizations and its people, tapping into their lived experiences to guide our investments and uphold our giving standards.



# NIKE AIMS TO BE A “WORLD-CLASS” GRANTMAKER: OUR PATH FORWARD

## ONE NIKE

**We believe in the power of sport to move the world forward and bring out the best in people — and the potential of people to bring out the best in our world.**

We do this holistically by recognizing and respecting the experience of the community organizations that receive Nike grants.

We’re focused on breaking barriers that prevent us all from reaching our full potential— barriers that get in the way of accessing sport — especially for youth who are our future leaders; barriers to realizing a more equal, inclusive world.

We believe these issues are interconnected. If we can address one, we impact another. Together, through sport, we can build a movement.

At Nike, our Purpose guides our culture and strategy. It inspires us to think bigger and challenges us to work harder. Leading with purpose means always striving for better — whether it’s the role we play, the change we lead, or the future we shape.

To do this across SCI investments we believe in rooting our grantmaking philosophy in a collaborative and participatory grantmaking style. This intentional approach creates an opportunity to shift the power back to communities we work with and builds a culture that is learning-focused and strives for creating lasting and meaningful equitable change together. We bring this to life by:

- Multi-year/Unrestricted funding
- Getting to know the organization & their needs
- Simplifying & streamlining our processes
- Working collaboratively to establish achievable outputs and outcomes
- Being transparent & responsive
- Soliciting and acting upon feedback
- Offering support beyond the check
- Leadership development



# GRANT RECIPIENT SELECTION

Nike's mission is to bring inspiration and innovation to every athlete\* in the world. Our SCI objective is to move the world forward through the power of sport — starting with kids. To achieve this, we invest in, and actively partner with, a range of local and national organizations dedicated to breaking barriers and leveling the playing field in the communities where we live, work and play. This starts with a diverse, equitable and inclusive grant recipient selection process that's aligned with our individual portfolio strategy.

Thoughtful grant recipient selection is traditionally the first crucial piece of the process and it can take many forms based on the context. Sometimes an organization may be suggested by the business, an internal partner or an agency, or we may already have a very specific organization in mind.

**Regardless of the circumstance, these are the organizational requirements we look for in order to move forward.**

## ORGANIZATIONAL REQUIREMENTS:

- 501(c)(3) Organization or international equivalent
- Operating budgets, in proportion, capable of absorbing proposed funding
- Timely and successful completion of NIKE, Inc. corporate vetting process and Vendor Portal Onboarding, as well as agreement with all required terms
- Donations cannot be made to organizations that discriminate on the basis of a person's sex, race, sexual orientation, gender identity, gender expression, age, religion, disability, ethnic group, marital status, military or veteran status, or any other class status protected by law
- Alignment with Nike SCI Portfolio strategies and decision criteria

## OPERATIONAL PROCEDURES:

- Donations must not be made in exchange for improper business advantage or other improper purpose, including bribery
- Appropriate prior internal approvals must be secured
- Proper documentation and/or agreements, as required by Nike's Legal team, must be secured. Final documentation must meet or exceed Nike's contracting standards, including with regards to Nike's required Child Safeguarding provisions.
- Any potential conflicts of interest must be disclosed, in advance, to Nike's Ethics & Compliance team. A conflict of interest might include board service on, or familial connections to, a potential grant recipient
- Record keeping requirements must be followed





## DECISION CRITERIA:

All potential product and funding recipients/community organizations will be evaluated against the following criteria to determine which investments will have the maximum impact against our strategy.

1. Alignment with Nike's mission.
2. Alignment with SCI's mission: **Create an equitable future of play and sport.**
3. **Opportunities for Employee Engagement:** While not a requirement for funding, does the organization have opportunities for Nike employees around the world to connect and engage with the community served?
4. **Organizational Capacity:**
  - Does the organization demonstrate the capability to address the needs of the community and/or cause(s) it's intended to serve?
  - Does the organization have the capacity to execute programming and manage corporate funding?
5. **Financial Accountability:** NIKE, Inc.'s vetting process requires organizations to have a minimum of two years of financial records.
6. **Organizational Consistency:** Does the organization have an established track record of showing positive results in the community?
7. **Inclusive representation in board and staff:**
  - Does the organization's board leadership and staffing represent the community and causes it supports?
  - Does the organization operate from a gender equity and women's empowerment lens? (See more below.)

## ORGANIZATIONAL REPRESENTATION:

We believe that an organization will best serve its community when its staff and board leadership representation mirrors that of the community it serves. Nike is committed to working with organizations all over the world to ensure this representation is reflected through capacity building and financial support where applicable.

Whether or not an organization matches our Purpose goals and DEI standards, will not necessarily exclude it from receiving initial support from Nike; however, resistance to growth in this capacity may prevent an organization from being prioritized for future funding.



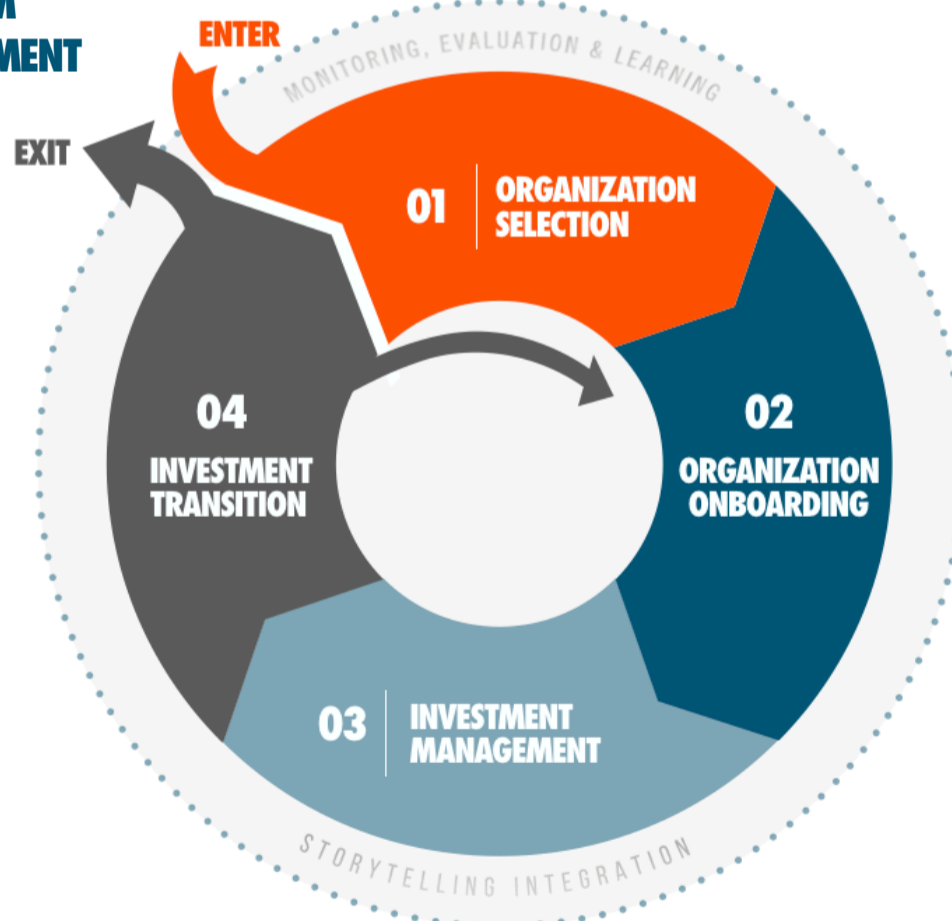


# NIKE SOCIAL & COMMUNITY IMPACT GRANTMAKING PROCESS:

This final section of the resource breaks down our grantmaking process operationally into four key steps. We've outlined at a high-level some considerations when putting our One Nike participatory grantmaking philosophy into practice.

## WE BELIEVE IN A 4-STEP GRANTMAKING PROCESS THAT INCLUDES:

**PROGRAM  
MANAGEMENT  
CYCLE**



- 01 ORGANIZATION SELECTION**
- 02 ORGANIZATION ONBOARDING**
- 03 INVESTMENT MANAGEMENT**
- 04 INVESTMENT TRANSITION**

## 01 ▶

### ORGANIZATION SELECTION

Once Nike has researched and evaluated the prospective organization in accordance with the Grant Recipient Selection, Nike can move forward to the next phase in our grant making approach.

#### Considerations:

- Do the homework and get to know the organization.
- Check assumptions and listen to the organization's short-term and long-term needs.
- Recognize the holistic experience in the community they're serving and meet their needs to address and support this.
- Look out for how the organization brings an intersectional approach to creating impact.
- Does the organization's staff and leadership represent the diversity of the community they serve? (see appendix)

## 02 ▶

### ORGANIZATION ONBOARDING

Before a verbal or written commitment is made, Nike ensures that the organization will clear our due diligence standards and then gets necessary approvals from managers as needed.

#### Considerations:

- Remember, the organization is the expert in what they do. Listen to them closely when making an investment.
- Simplify and streamline all communication and requests in an effort to minimize administrative work for the organization.
- Recognize that Nike's timeline is not always their priority, due to capacity restraints.

## 03 ▶

### INVESTMENT MANAGEMENT

Investment management is an ongoing responsibility throughout the lifespan of a commitment. From issuing the commitment to sourcing data collection, it's important to align with our consistent and equitable grant making approach.

#### Considerations:

- Practice humility and prioritize relationship-building with grantees.
- Be transparent. Manage reporting expectations upfront and set an appropriate check-in cadence.
- Go beyond the check. Engage and provide support to build a strong relationship, capacity and awareness.

## 04 ▶

### INVESTMENT TRANSITION

At the end of each grant cycle or project, programs will 'transition.' Often this means there will be a reinvestment, but sometimes it means there will be a divestment or an alteration to funding. The planning for this transition should take place six months before the actual end date of the investment. It's important to lead with grace and transparency throughout this process by communicating expectations around future plans (without committing funds) early, so the organization can plan appropriately.

#### Considerations:

- Lead with transparency — respect an organization's need to plan accordingly and communicate investment decision with both internal and external stakeholders.
- Solicit feedback on how we can improve as partners — and then act on it.
- The possibility of reinvestment — can Nike commit to multi-year or unrestricted funding?
- The potential for portfolio intersection — could this organization transition into another SCI investment portfolio?