Giving in Numbers

2016 EDITION

An in-depth analysis of 2015 corporate giving and employee engagement data from the world's largest companies.

IN ASSOCIATION WITH
THE CONFERENCE BOARD
Trusted Insights for Business Worldwide

CECP

ABOUT CECP

CECP is a coalition of CEOs united in the belief that societal improvement is an essential measure of business performance. Founded in 1999, CECP has grown to a movement of more than 150 CEOs of the world's largest companies across all industries. Revenues of engaged companies sum to $7 trillion annually. A nonprofit organization, CECP works to support companies' individual societal investment priorities through hundreds of interactions a quarter, while advancing the field as a whole. For more information, visit cecp.co.

ABOUT THE CONFERENCE BOARD

The Conference Board is a global, independent business membership and research association working in the public interest. Its mission is unique: To provide the world's leading organizations with the practical knowledge they need to improve their performance and better serve society. The Conference Board conducts research and hosts webcasts and conferences on corporate philanthropy, citizenship, sustainability, and other corporate leadership issues. For more information, visit www.conference-board.org/givingthoughts.

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Preface

One of the biggest challenges the corporate world faces nowadays is finding additive ways in which it can create business value and also give back to society. In the 21st century, many are questioning Milton Friedman's theory that the sole responsibility of business is to increase its profits. Moreover, corporations are aware that their main way of giving back to society is not only attained through creating employment, but also through creating an environment that aligns their business goals with employees' passions and addresses key societal issues. Large corporations are not concerned only about maximizing profits. Companies' responsibility to society also concerns many internal and external stakeholders beyond shareholders and the C-Suite. CEOs in particular recognize employees as one of their most important stakeholders (if not the most important one) in terms of achieving their corporate goals. An important segment of employees corresponds to millennials, a generational group that wants to work at companies that align with their own beliefs and demands that their employers have a sense of purpose.

During my first year at CECP, I have witnessed the exceptional work of many contribution staff team members. Contribution staff act as agents of change and help align companies' goals with society's needs. Large corporations continue elevating the role of many corporate giving staff who are increasingly considered to be a pivotal element in the complex machinery of companies' societal efforts. Corporate giving employees have managed to overcome overall employee reductions and have stepped up in terms of assuming more responsibilities and managing more corporate resources destined for societal causes.

I personally believe that the human factor is the most complex element within companies in terms of personalities, working styles, and personal motivations, but at the same time I think it is the most essential cog in corporations' machinery. Companies' positive impact on society cannot be achieved without employees' passion and commitment to societal causes and the alignment of corporations to that collective commitment.

Thank you for reading the eleventh edition of *Giving in Numbers*. I would also like to thank all companies who made possible this report through their participation and commitment to better understanding corporate societal engagement trends in a context of many economic and societal changes. I would also like to thank all CECP staff who collaborated through their innovative ideas, writing, and editing, as well as our partners at The Conference Board for their efforts to help CECP's promotion of the role of large corporations as a force for good.

A very special thanks to the companies that stepped up to be sponsors of this research: Newman's Own Foundation, PwC US, and The Travelers Companies, Inc.

Please share your ideas or contact us for more information at info@cecp.co.

André Solórzano,
Manager, Data Insights

Contents

Trends Summary

Total giving remains stable:

Nearly half (47%) of 211 companies in a three-year matched set between 2013 and 2015 increased median total giving slightly—by 1%. The majority of companies that maintained their giving level in 2015 said they did not expect significant changes in giving in 2016. See more on giving trends on page 9.

More than half of companies report on ESG information with investors:

Fifty-six percent of companies reported that their corporate citizenship department provided Environmental, Social, and/or Governance (ESG) information to a particular investor or the company's investor relations department. For more on ESG accountability and trends see page 7.

Philanthropic Leverage, a component of "good beyond giving," is on the rise:

Philanthropic Leverage, which refers to the average monetary contributions from employees and non-employees, has increased in the last three years. Philanthropic Leverage is also a component of good beyond giving (corporate socially driven activities that are additive to total giving). Companies with higher growth rates of total giving were also the ones with higher Philanthropic Leverage growth rates. See more on Philanthropic Leverage on page 23, and more about good beyond giving on page 11.

Building trust with consumers and other stakeholders is key for companies:

About half of companies saw building trust with consumers and other stakeholders as a goal of their societal engagement programs. Fifty-five percent of companies in *Giving in Numbers: 2016 Edition* used measurements of increased trust with consumers and other stakeholders (e.g., Edelman Trust Barometer, Nielsen Global Consumer Confidence Survey, etc.) as a benchmark of success for their community investments. See more on page 7.

Investing with purpose goes along with societal engagements:

Companies that took part in impact investing supported community programs more overall. Median total giving for companies active with impact investing was more ($25.7 million) than that given by those not active in impact investing ($15.0 million). See more on page 8.

Purpose is linked to financial and ESG performance:

Companies that increased total giving by at least 10% between 2013 and 2015 saw increases in revenue and pre-tax profit, as opposed to all other companies, which actually saw decreases in both metrics. Companies with a stronger sense of purpose also had stronger financial and ESG metrics. See more on purpose and performance on page 7.

Elevation of the role:

Companies that saw the bottom-line benefits from community involvement efforts also expanded their giving teams. The number of corporate giving team employees rose 3% from 2013 to 2015, while the total number of company employees dropped 2%, demonstrating the resiliency of giving teams. See more on staff trends on page 30.

Measuring societal outcomes and/or impacts became a more widespread practice:

Demonstrating impact and transparency is critical for companies, and as such 87% of companies measured societal outcomes and/or impacts of at least one grant in 2015, up from 79% in 2013. Most commonly, companies focused their measurement efforts on strategic programs. See more on measurement of societal outcomes on pages 27 and 28.

Context: State of the Industry

This section provides an in-depth analysis of recent trends and leading practices in the corporate societal engagement field.

KEY FINDINGS IN THIS SECTION:

- Corporate purpose is associated with better financial performance.
- Fifty-five percent of companies see building trust with consumers and other stakeholders as a goal of their societal engagement programs.
- Companies are aware and accountable in terms of ESG contributions.
- Investing with purpose is not at odds with contributing more to society.
- The department to which giving professionals report can determine giving resources.

PURPOSE AND PERFORMANCE

PURPOSE AND PERFORMANCE

Giving in Numbers data showed that companies most committed to contributing to society also performed better financially. Companies that increased total giving between 2013 and 2015 by 10% or more had higher median growth rates between 2013 and 2015 in terms of revenue (8.3%) and pre-tax profit (2.6%). All other companies with total giving growth rates of less than 10% saw negative median revenue growth rates (-2.3%) and almost no median pre-tax profit growth (-0.3%). This does not imply a causation but an association in terms of the intrinsic relationship between financial performance and addressing societal stakeholders. The data also show that companies that were in the top quartile of total giving as a percentage of pre-tax profit in 2015 also had stronger financial metrics.

Comparable Financial Metrics (Medians, 2015)	Companies in the Top Quartile of Total Giving as a Percentage of Pre-Tax Profit in 2015	All Other Companies
EV/EBITDA (Enterprise Value/Earnings Before Interest, Tax, Depreciation, and Amortization)	14.5	10.4
P/E Ratio	20.4	16.2
Gross Margin (%)	41.6	40.9

LONG-TERM PERSPECTIVE

Building trust with consumers can have long-lasting positive effects for companies. According to Nielsen's 2015 report *The Sustainability Imperative*, 66% of global consumers will pay more for sustainable goods. For 55% of *Giving in Numbers* respondents, building trust with consumers and other stakeholders was part of their company's programs.

At CECP's 2016 Board of Boards convening, 86% of CEOs said they consider CEOs to be too short-term oriented. This opinion is reflected in 2016 letters written by BlackRock's Larry Fink and Vanguard's Bill McNabb to chief executives calling for an end to short-termism and the development of new frameworks to communicate long-term plans and ESG integration.

In an effort to advance long-term thinking, CECP founded the Strategic Investor Initiative (SII) to address short-term market constraints that inhibit corporate strategies and investments that build resilient business and sustained long-term value. Preliminary SII listening tours with CEOs and investors revealed that 63% consider five years or more "long-term thinking."

ESG ACCOUNTABILITY

Fifty-six percent of *Giving in Numbers* respondents stated that they have reported ESG information to investors. These respondents also had higher median total giving compared to all other companies not reporting ESG information.

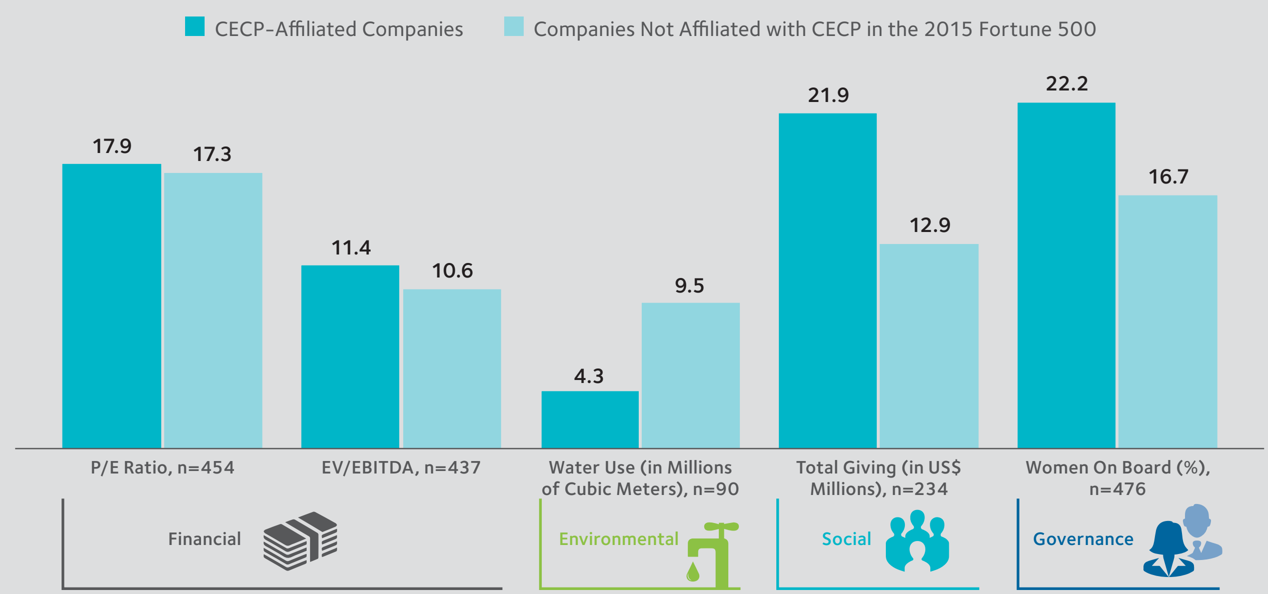
A comparison of companies affiliated with CECP and other multi-billion-dollar companies in the Fortune 500 not affiliated with CECP reveals a connection between financial and ESG performance, and having a strong commitment to corporate societal engagement. As illustrated in Figure 1, companies affiliated with CECP who also believe that societal improvement is an essential measure of business performance outperformed all other companies in the Fortune 500 in several relevant financial and ESG metrics in 2015.

An example of how ESG metrics are being considered when evaluating CEOs' performance is the 2015 *Harvard Business Review*'s ranking, which weighted long-term financial results at 80% and ESG performance at 20%.

The Conference Board CEO Challenge 2016 also showed that, for the first time since the survey's launch, respondents included "sustainability" among their top five global challenges.

FIGURE 1

Environmental, Social, and Governance (ESG) and Financial Performance, Medians, 2015



DOING MORE THAN GIVING MEANS...

INVESTING WITH PURPOSE

The Global Impact Investing Network defines impact investing as investments made in companies, organizations, and funds to produce social and environmental impact alongside a financial return. *Giving in Numbers: 2016 Edition* illustrates that a significant portion of companies (33%) are "somewhat" or "highly" involved in impact investing. Given the nature of their operations, the Financials industry is one of the most deeply involved; however, this is in large part due to the commercial activities of such firms in the space. The data show a positive correlation between the giving levels of organizations and their commitment to making impact investments. This shows that impact investing can be a complementary tool in an organization's Corporate Social Responsibility (CSR) tool kit, rather than a substitute for making societal contributions. In fact, research conducted by CECP in a recent project on corporate impact investing, supported by Prudential Financial Inc., reveals that impact investing can provide additional advantages to the corporation beyond societal returns. Such benefits include higher financial returns, access to new markets, and ideas for product and service development.

BUSINESS RESULTS MEASUREMENT

A Guide to Social Scorecards was released in February 2016 at CECP's Board of Boards. More than 50 companies weighed in to provide CECP with recommendations for creating a framework with which to take measurement and evaluation efforts to the next level. The guide's ten essential measures sum up for internal audiences the year-over-year value of creating a better world through business. This framework relies on assessing in a concise, credible, and practical way an internal reporting score that guides companies toward fulfilling their long-term goals. The score is a ratio that includes:

❯ A numerator with quantitative and qualitative measurements of social value (e.g., exemplary signature program's success metric, compelling story of impact from total giving, or employee donations and volunteering) and business value (e.g., employee engagement effect, brand reputation effect).

❯ A denominator representing total social spend, encompassing not only total giving but also total good beyond giving (for more on good beyond giving see pages 11 and 42).

ENGAGING WITH THE SDGS

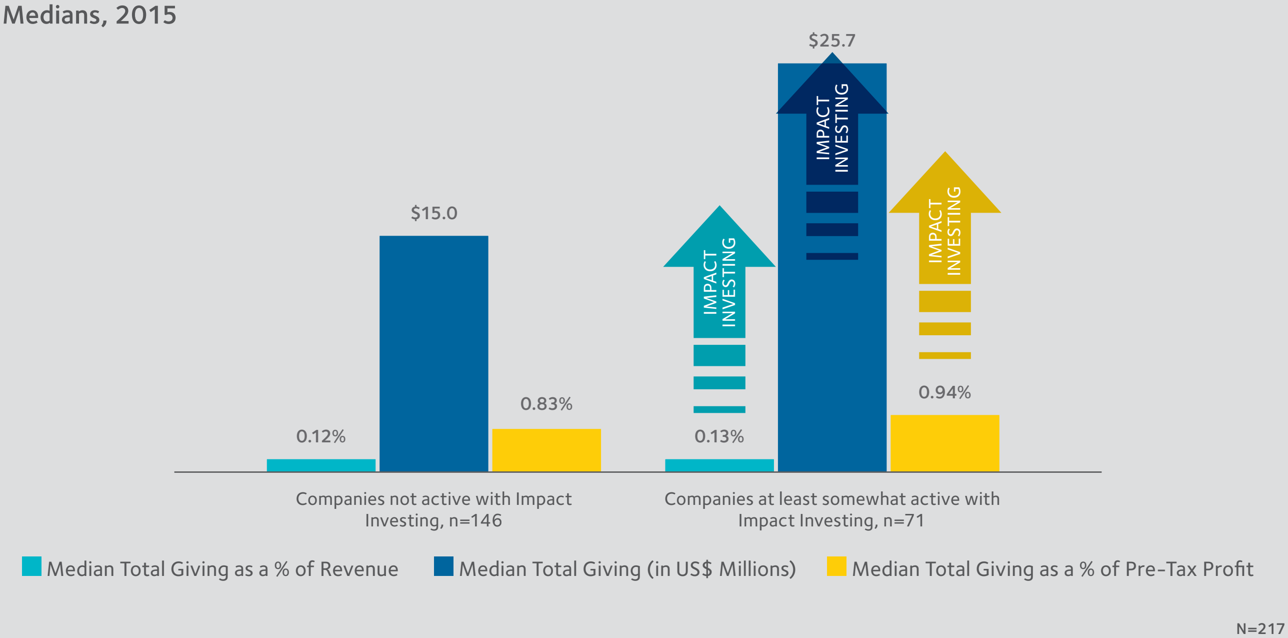
In September 2015 the United Nations launched the Sustainable Development Goals (SDGs), meant to build on the 2015 Millennium Development Goals. This collective effort is supported not only by governments and international organizations but also by private companies, which are at varying levels of engagement with the goals. The SDGs consist of 17 goals and 169 associated targets designed to address societal challenges by 2030.

Below is a comparison of the percentages of total giving that companies in the *Giving in Numbers* Survey allocated towards program areas that align with the 17 SDGs (see page 44 for a list of SDGs):

Program Area	Total Giving %	Related SDG(s)
Civic & Public Affairs	5%	16
Community & Economic Development	13%	1, 5, 8, 9
Culture & Arts	6%	4
Disaster Relief	2%	11, 13
Education: Higher	13%	4
Education: K-12	16%	4
Environment	3%	7, 12, 14, 15
Health & Social Services	26%	2, 3, 6, 10
Other	16%	17

FIGURE 2

Total Giving Comparison Between Active Impact Investing Companies and All Other Companies, Medians, 2015



TOTAL GIVING TRENDS

STABLE TOTAL GIVING

Nearly half (47%) of 211 companies that provided their contributions data in all years between 2013 and 2015 increased total giving. Median total giving in this matched set of companies increased slightly between 2013 and 2015 (1%). Due in part to slower growth in giving compared to financial growth, there was a decrease in terms of total giving as a percentage of revenue and pre-tax profit between 2013 and 2015 in a three-year matched set of companies.

Three-Year Matched Set, Inflation-Adjusted, Medians, All Companies	2013	2015
Total Giving (in US$ Millions), N=211	$21.0	$21.1
Total Giving as a % of Revenue, n=192	0.14%	0.13%
Total Giving as a % of Pre-Tax Profit, n=176	0.99%	0.86%

REASONS FOR CHANGE IN GIVING

How companies establish their contribution budgets can vary depending on current market conditions.

Reasons cited for giving decreases:

- Changes in the business, such as declining performance for companies with contribution budgets tied to financial results;
- Decline in employee engagement programs, such as decreased participation in matching gifts or skills-based volunteering; and
- Strategic review of societal investment areas.

Reasons cited for giving increases:

- Increases in employee engagement programs, such as increased participation in matching gifts or skills-based volunteering;
- Improved tracking and measurement capabilities of corporate societal investments and activities;
- Increase in funding for foundation/CSR department;
- Explicit business decision to increase giving; and
- Strategic review of societal investment areas.

The majority of companies that maintained their giving level in 2015 said they did not expect significant changes in giving in 2016.

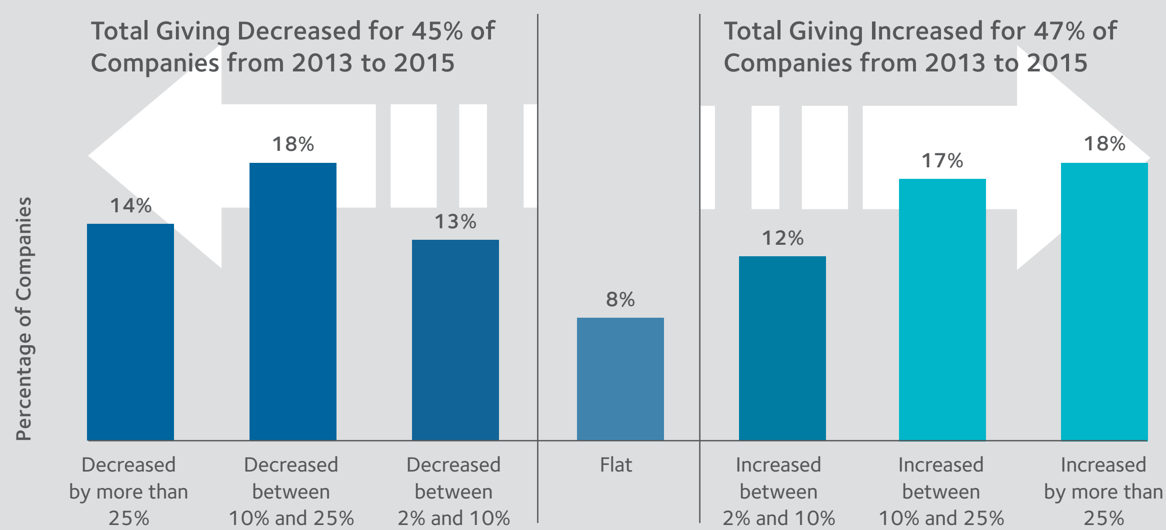
DEPARTMENT STRUCTURE MATTERS

For the first time, *Giving in Numbers* collected data on departments to which respondents reported. This provides clarity on the influence of different reporting structures, which can affect the resources and outcomes of societal engagement. The research found that, among 16% of respondents, reporting to specialized CSR/Citizenship/Sustainability functions is associated with a higher allocation of both resources and contributions staff team members (see Figure 4), and likely a prioritizing of the firm's societal stakeholders.

Hierarchy and continual changes also affect the departmental structure of a firm. At CECP's 2016 Summit, contributions team professionals were asked if they had experienced a restructuring that moved their departments closer to the CEO: 71% reported no move of their departments toward the CEO and 29% reported some type of move of their departments toward the CEO.

FIGURE 3

Distribution of Companies by Changes in Total Giving Between 2013 and 2015, Inflation-Adjusted, Matched-Set Data



N=211

THE RISING ROLE OF THE EMPLOYEE

ATTRACTING PURPOSE-ORIENTED EMPLOYEES

Companies with an authentic commitment to societal stakeholders can increase productivity by attracting, empowering, and retaining purpose-oriented employees. The Imperative Workforce Index shows that purpose-oriented workers have 20% longer tenure, 50% greater likelihood to be in a leadership position, 47% greater likelihood to be company advocates, and 64% higher levels of fulfillment. *Harvard Business Review*'s report "The Business Case for Purpose" shows that 89% of surveyed executives said "a strong sense of collective purpose drives employee satisfaction." Millennials in particular value companies' sense of purpose, as demonstrated by Deloitte's Millennial Survey 2016, which shows that 87% of this important demographic believe that "the success of a business should be measured in terms of more than just financial performance."

People also value companies' sense of purpose, as shown in the 2016 Edelman Trust Barometer, which states that a decisive 80% (up from 74% in 2015) of the public believes business can increase its profits while also improving the economic and social conditions in the communities in which it operates.

REPORTING TO HUMAN RESOURCES

Although only 9% of respondents reported to Human Resources (HR), HR achieved one of the highest employee-volunteer participation rates in 2015 (34%), surpassed only by External/Public/Corporate Affairs (39%). Yet, contributions teams reporting to HR have the smallest contributions team size and also received smaller budgets, in terms of median total giving as a percentage of revenue, than respondents reporting to External/Public/Corporate Affairs, Giving/Foundations/Philanthropy departments, or specialized CSR/Citizenship/Sustainability divisions. As suggested by journalist Karen Higginbottom in her 2014 *Forbes* interview with research advisor to the Chartered Institute of Personnel and Development, Jonny Gifford, the HR profession has "a three-fold role in CSR, as many aspects relate to HR management": HR needs to ensure people-management practices are ethical. Secondly, to embed corporate responsibility companies need to give people the right support and training, and HR has a role in the learning and development side of that. The third aspect is embedding ethics into the organizational culture. Merging CSR and HR is occurring as integration rises and the function drives employee engagement goals.

CEO'S VISION OF HUMAN CAPITAL

At CECP's 2015 and 2016 Board of Boards gatherings, CEOs recognized the increasing importance of employees as one of their most crucial stakeholders in terms of their societal investment efforts.

In 2015 and 2016, CEOs identified what aspects they considered the greatest benefits to expanding societal investment at their companies:

- Human capital (63% of CEOs in 2016 and 55% in 2015)
- Brand reputation (20% of CEOs in 2016 and 34% of CEOs in 2015)
- New markets (3% of CEOs in 2016 and 7% in 2015)

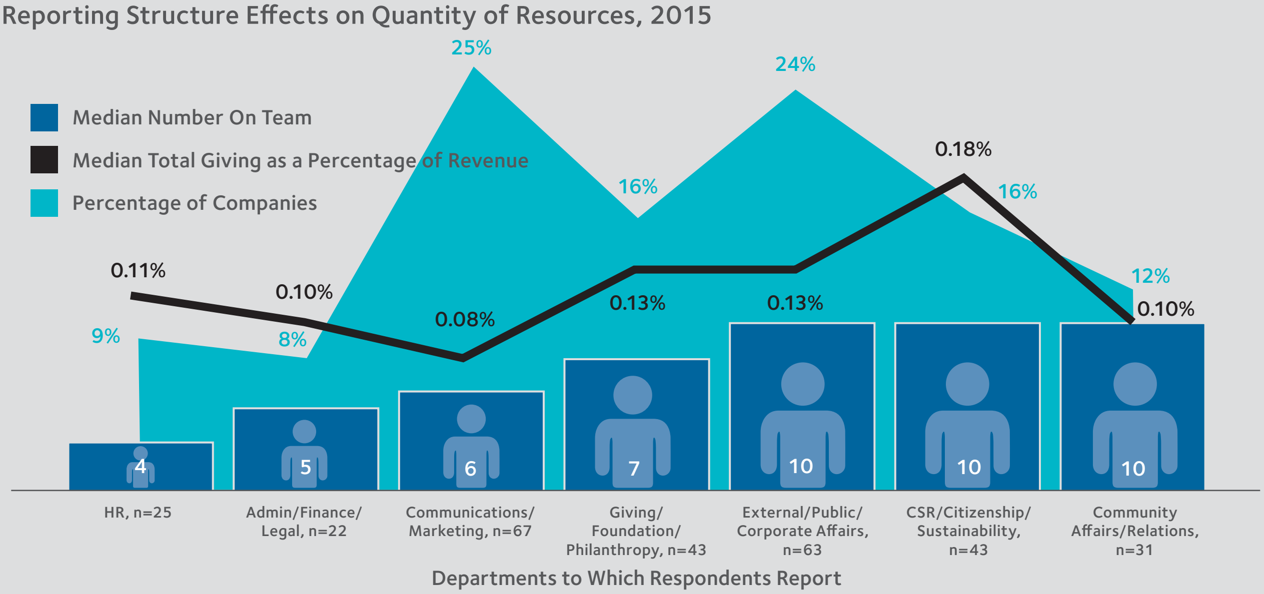
At CECP's 2016 Board of Boards convening, which gathered 50 CEOs of the world's largest companies, CEOs noted that their biggest takeaway was:

- The importance of human capital (26% of CEOs)
- Tension between management and investors (23% of CEOs)
- Measuring impact of brand within society (14% of CEOs)

The Conference Board *CEO Challenge* 2016 also shows that CEOs ranked human capital-related issues as their top global business challenge.

FIGURE 4

Reporting Structure Effects on Quantity of Resources, 2015



Note: Respondents may be included in more than one department, and only the top seven departments to which respondents report were selected. Team refers to the number of reported Contributions Full-Time Equivalents (FTEs).

N=272

LOOKING TO THE FUTURE

GOOD BEYOND GIVING PILOT

Social initiatives of companies, or the "S" in ESG, include many areas of work, only one of which is contributions. Good beyond giving seeks to encompass more socially driven activities. In the spring of 2016, CECP in collaboration with USAA, a leading company in the Financials industry, began a pilot study to identify how more than 50 multi-billion-dollar companies' work can help define CECP's development of new valuation guidance and its categories of "total social spend." There are some "good beyond giving" activities already covered in *Giving in Numbers*—e.g., Philanthropic Leverage (see page 23), volunteer hours' value (see page 17), and management and program costs (see page 32). Meanwhile, CECP continues to develop categories that encompass good beyond giving as a whole. Some important examples relate to cross-departmental integration efforts:

1. Major business decisions wherein social value is definitively apparent.
2. Development of socially driven products or services.
3. Shift in product or service line for socially driven reasons.

THE NEW COMPETITIVE ADVANTAGE

More than ever, corporations are heeding the law of demand as it relates to social responsibility. In May 2016, 89% of corporate professionals responded to a live poll at CECP's annual Summit that corporate societal engagement is creating a competitive advantage at their company.

Opportunities for creating a new business imperative must include tone from the top. Just as CECP CEOs have cited employee engagement and human capital as top priorities for the last several years, giving professionals have cited CEO buy-in as a powerful asset with a multiplier effect in carrying out a company's corporate citizenship program. Nevertheless, there is room for more support to giving professionals from CEOs. At the 2016 CECP Summit, 49% of the audience reported that they have full support in terms of CEO buy-in for their company's corporate citizenship program.

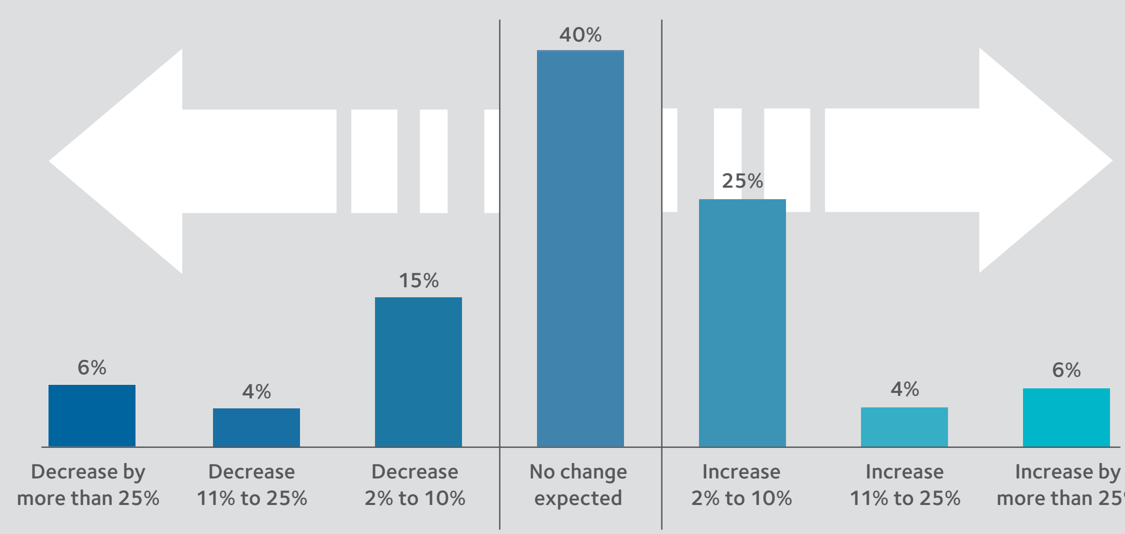
RECENT INDUSTRY GIVING TRENDS SHAPING THE FUTURE

Figure 5 shows a higher proportion of companies (35%) predicting increases in 2016 total giving, compared to companies predicting lower total giving in 2016 (25%).

Such predictions are driven by industry-specific circumstances such as the Energy industry impacted by declining global oil prices, or changing health insurance policies in the Health Care industry. Between 2013 and 2015, the Communications industry drove the largest change in aggregate total giving, with 44% of this industry increasing total giving and accounting for nearly half of the aggregate increase in total giving. Financials companies had the highest percentage of companies increasing giving (62%), but their share in the aggregate increase was not as high as that of Communications. Energy companies accounted for the largest share of the aggregate decrease in total giving, followed by Health Care companies. The Energy industry had the highest proportion of companies decreasing giving (75%).

FIGURE 5

Percentage of Companies Predicting How 2016 Total Giving Will Compare to 2015 Levels



N=162

Core Business Connection

This section presents insights and methods regarding how companies apply their firm's distinct resources—including contributions, employee skills, and engagement—both locally and internationally.

KEY FINDINGS IN THIS SECTION:

- Education (K–12 and Higher) continues to be the top program area to which companies allocate their contributions.
- STEM continues to show gains in the percentage of companies reporting it as a focused funding area.
- Companies have increased their share of direct-cash contributions in the last three years.
- Employees' participation rates continue to increase, especially when employees are offered skills-based volunteer programs.
- Corporate matches increase when a Workplace-Giving Campaign and a Year-Round Policy are offered together.
- Good beyond giving, in the form of Philanthropic Leverage, is on the rise and not a substitute for total giving.
- Approximately two-thirds (65%) of companies give internationally, and those that do typically allocate 19% of total giving to international giving.

CAUSES: PROGRAM AREA

CASH GIVING BY PROGRAM AREA

The *Giving in Numbers* Survey classifies respondents' societal contributions into nine program areas (including "Other"). Companies' choice of causes to support is often made based on businesses' core competencies and alignment between those causes and companies' social purpose. In 2015, the program areas that had the highest top quartile cash giving were Health and Social Services and Community and Economic Development.

Program Area	Top Quartile Cash Giving by Program Area, 2015
Health & Social Services (n=171)	$6,763,724
Community & Economic Development (n=142)	$5,685,591
Education: K-12 (n=157)	$5,399,502
Education: Higher (n=155)	$5,320,977
Civic & Public Affairs (n=126)	$2,437,751
Culture & Arts (n=145)	$2,206,167
Environment (n=133)	$1,752,006
Disaster Relief (n=137)	$575,408

STRATEGIC FOCUS

A focused funding area is one to which a company allocates 20% or more of total giving. In 2015, the average number of focused funding areas was 1.4.

Figure 6 illustrates the percentage of companies that listed some of the most mentioned philanthropic focus areas in a three-year matched set. It appears that companies are giving more attention to focus areas such as cancer, veterans, workforce/employment, and STEM (Science, Technology, Engineering, and Mathematics) research. Broader and more common causes such as Environment and Education continue to have a strong representation among companies; however, a smaller percentage of companies listed them as focused funding areas in 2015.

SUCCESS METRICS

Some of the most common success metrics reported in the *Giving in Numbers* Survey for the following focus areas include both impact/outcomes and internal success metrics in terms of engaging employees:

STEM:

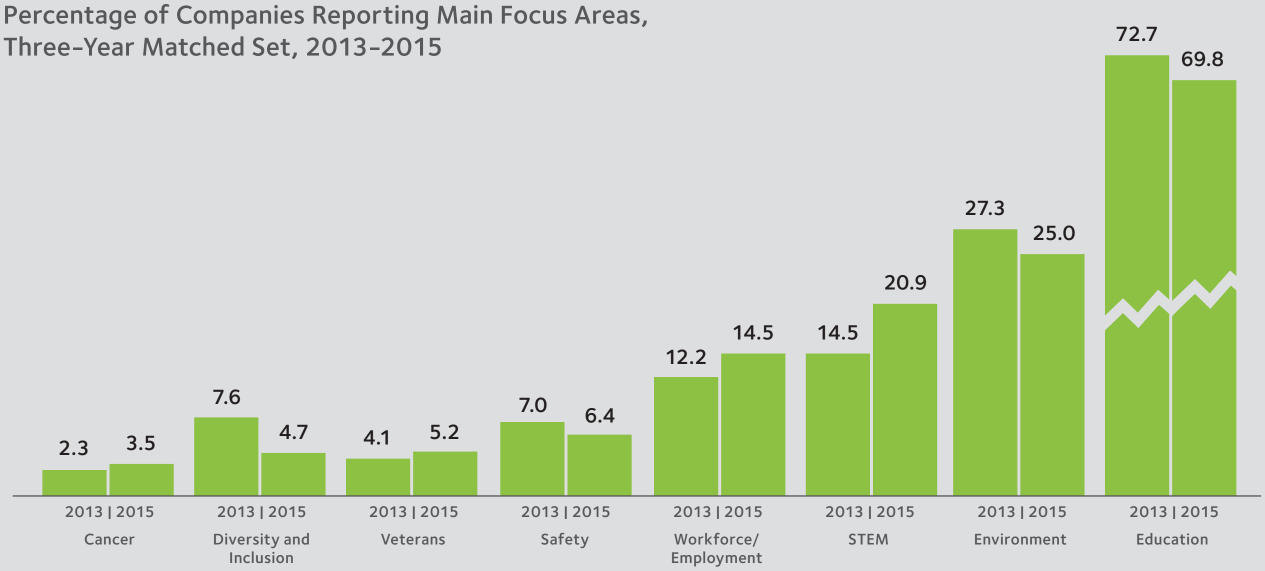
- Student scores
- Number of people impacted
- Percentage of participants with access to training/education
- Graduation and attendance rates
- Percentage of students pursuing STEM-related careers
- Reduction in drop-out rates
- Volunteer hours related to STEM

WORKFORCE/EMPLOYMENT

- Number of young people trained with professional skills
- Number of young people placed in jobs/internships
- Youth employability readiness indexes/measures
- Number of young people creating their own business (self-employment)
- Number of young people trained in personal finances management
- Volunteer hours related to workforce development

FIGURE 6

Percentage of Companies Reporting Main Focus Areas, Three-Year Matched Set, 2013-2015



Note: Figure 6 reflects some strategic and most commonly repeated focus areas.

N=172

CAUSES: PROGRAM AREA CONTINUED

TOP CASH GIVERS

The Consumer Staples industry is the top cash giver in five out of the nine program areas measured in the *Giving in Numbers* Survey.

The benchmarking tables on page 36 also reflect Consumer Staples' above-average performance in different corporate societal engagement key metrics.

Program Area	Industry with Highest Median Total Cash Giving and Amount (in US$ Millions)
Civic & Public Affairs	Consumer Staples ($1.99)
Community & Economic Development	Energy ($4.30)
Culture & Arts	Consumer Staples ($1.66)
Disaster Relief	Consumer Discretionary ($0.31)
Education: Higher	Industrials ($4.49)
Education: K-12	Consumer Staples ($5.01)
Environment	Consumer Staples ($2.59)
Health & Social Services	Consumer Staples ($15.5)

Note: "Other" is not included in the table above.

PROGRAM AREA BY INDUSTRY

Interestingly, although the Health Care industry allocated a higher proportion of total giving to Health and Social Services than any other industry (approximately seven out of ten dollars), it is the Consumer Staples industry that had the highest median cash giving towards Health and Social Services causes in 2015 ($15.5 million). This may be due in part to increasing health and wellness awareness among consumers. The Consumer Staples industry includes, under the Bloomberg classification, tobacco, personal products, beverages, food, and staples products.

Financials companies allocated more total giving to Community and Economic Development causes. Examples of these efforts include JPMorgan Chase's opening of a community-development project in Detroit, financed by the firm's five-year, $100 million commitment to the city's economic recovery.

YEAR-TO-YEAR TRENDS

Median cash contributions to Civic and Public affairs have been on the rise in the last three years. This may be due to increasing funding of public policy research in the years before presidential elections in the U.S. Median cash giving for Health and Social Services may have decreased partly because of recent changes in public health policies that have allowed more beneficiaries to have access to health and social programs.

Program Area	Growth Rate of Median Cash Giving by Program Area Between 2013 and 2015
Civic & Public Affairs (n=73)	70%
Culture & Arts (n=96)	27%
Education: Higher (n=104)	2%
Education: K-12 (n=96)	-6%
Environment (n=79)	-6%
Community & Economic Development (n=89)	-7%
Health & Social Services (n=110)	-21%
Disaster Relief (n=69)	-26%

FIGURE 7

Program Area Allocations by Industry, 2015, Average Percentages

		Civic & Public Affairs	Community & Economic Development	Culture & Arts	Disaster Relief	Education: Higher	Education: K-12	Environment	Health & Social Services	Other
All Companies	**N=183**	5%	13%	6%	2%	13%	16%	3%	26%	16%
Communications	n=7	7%	16%	9%	2%	5%	25%	7%	19%	10%
Consumer Discretionary	n=18	4%	15%	8%	3%	12%	15%	3%	22%	18%
Consumer Staples	n=16	6%	7%	4%	1%	10%	9%	6%	49%	8%
Energy	n=10	1%	10%	1%	2%	20%	19%	4%	8%	35%
Financials	n=45	6%	26%	7%	3%	10%	15%	1%	17%	15%
Health Care	n=19	6%	3%	1%	1%	9%	4%	0%	69%	7%
Industrials	n=20	6%	5%	4%	3%	24%	18%	3%	23%	14%
Materials	n=14	3%	11%	9%	1%	13%	14%	6%	25%	18%
Technology	n=18	2%	8%	7%	1%	20%	29%	1%	12%	20%
Utilities	n=16	7%	14%	8%	2%	12%	15%	9%	18%	15%

Note: Relative to industry peers, the industry providing the highest percentage of giving to a particular program area is highlighted.

CA Technologies

CA is committed to encouraging the next generation of innovators and tech leaders. As a software company, CA Technologies has a clear and vested interest in advancing long-term investments in Science, Technology, Engineering, and Math—a.k.a. STEM education.

Whether it's through addressing the shortage of STEM teachers with the 100Kin10 program; championing programs that help to recruit, retain, and develop female technology leaders with the Anita Borg Institute; collaborating with business leaders to improve STEM learning opportunities with Change the Equation; or simply providing financial means in the classroom with DonorsChoose.org, CA is committed to increasing educational and professional participation by underrepresented groups.

Beyond financial support, employees regularly give their time to initiatives like Tech Girls Rock, which CA created in partnership with the Boys & Girls Clubs of America, or through ongoing STEM volunteer projects with organizations like Citizen Schools, NPower, and PENCIL.

CA works globally with other companies, governments, and nonprofits to address the STEM skills gap. By supporting initiatives like the European Commission's Grand Coalition for Digital Jobs, the CA-HOPE School in India, or digital literacy programs in Argentina and Chile, our focus on STEM reaches local communities worldwide.

3M

3M applies science to improving lives, enhancing homes, and advancing companies. 3M is committed to inspiring and supporting the next generation of scientists and innovators so that they can have successful careers advancing scientific discoveries that will make the world safer, healthier, and more prosperous. 3M does this through investments in global, national, and local education initiatives.

3M's science-encouragement programs provide high school students of diverse backgrounds the opportunity to participate in the process of scientific discovery and invite teachers to spend a summer in 3M laboratories for hands-on science experience. Our Visiting Wizards program enables 3M scientists to visit classrooms and perform experiments for some of our youngest learners.

3M also partners with organizations like DoSomething.org to engage students in STEM principles in a fun and contemporary way and DonorsChoose.org to support STEM classroom projects. Through the Discovery Education 3M Young Scientist Challenge, 3M mentors help students apply science to bringing their best ideas to life. Our support for STEM is global, from conducting science experiments for young people in Thailand to leading science fairs in Brazil. These programs serve students from kindergarten through post-secondary education.

Spanning decades and geographies, 3M's investment in STEM represents an investment in the future.

Salesforce

Salesforce.org is a nonprofit social enterprise that leverages Salesforce's technology, people, and resources to give back to communities around the world. One of its core areas of focus is education, helping to create a more diverse, skilled, and talented workforce. The company works directly with districts and schools to support STEM education both in and out of the classroom. In 2013, Salesforce.org entered a multi-year partnership with the San Francisco Unified School District (SFUSD) and Mayor Ed Lee to expand computer science opportunities in San Francisco schools. As part of the partnership, Salesforce adopted more than 20 schools in the San Francisco Bay Area through the Circle the Schools initiative, engaging Salesforce employees in volunteering activities with students and teachers. Salesforce.org also partners with organizations around the world doing hands-on work in the communities it serves, including partnerships with Code.org and Black Girls Code, which have led to thousands of children worldwide receiving coding instruction and enrichment.

GIVING BY FUNDING TYPE

GIVING FUNDING TYPE TRENDS

A five-year matched set revealed wider trends regarding changes in the funding type mix. A three-year matched set revealed changes in median dollar amounts between funding types.

There has been a slight increase in the share of corporate direct cash in a five-year matched set (N=155). This change in the funding type mix may be a result of companies' decision to move from a foundation model to a corporate model in which they can leverage their brand and be more strategic in terms of the causes they support. The share of non-cash giving also decreased in this five-year matched set.

Even among companies that reported having a foundation in the last three years (N=146), the median of direct cash, adjusted by inflation, increased from $10.3 million in 2013 to $11.4 million in 2015.

	2011	2015
Direct Cash	46%	50%
Foundation Cash	34%	32%
Non-Cash	20%	18%

SHARE OF NON-CASH GIVING

There are three industries for which in-kind contributions represent more than one-third of their contributions and have consistently had the largest shares of non-cash giving from their total contributions in each of the last five years: Communications, Health Care, and Consumer Staples.

The Communications industry largely increased its share of non-cash contributions between 2011 and 2015 in this matched set of companies (N=155). Non-cash contributions went from 37% of total giving for Communications in 2011 to 48% in 2015, maybe due to an improved capacity of measuring the value of their non-cash giving, particularly service donations. Alternatively, the Health Care industry reduced its share of non-cash giving from 47% in 2011 to 38% in 2015, maybe due to a reduction in product donations for natural disasters. According to the Centre for Research on the Epidemiology of Disasters' (CRED) Emergency Events Database (EM-DAT), the occurrence of total disasters went from 670 disasters in 2010 to 550 in 2014.

NON-CASH GIVING COMPONENTS

Despite a slight reduction among all companies in the share of non-cash giving in the last five years, companies are aware of the importance of creating value through in-kind contributions. In 2015, 62% of all companies reported making at least one form of in-kind gift.

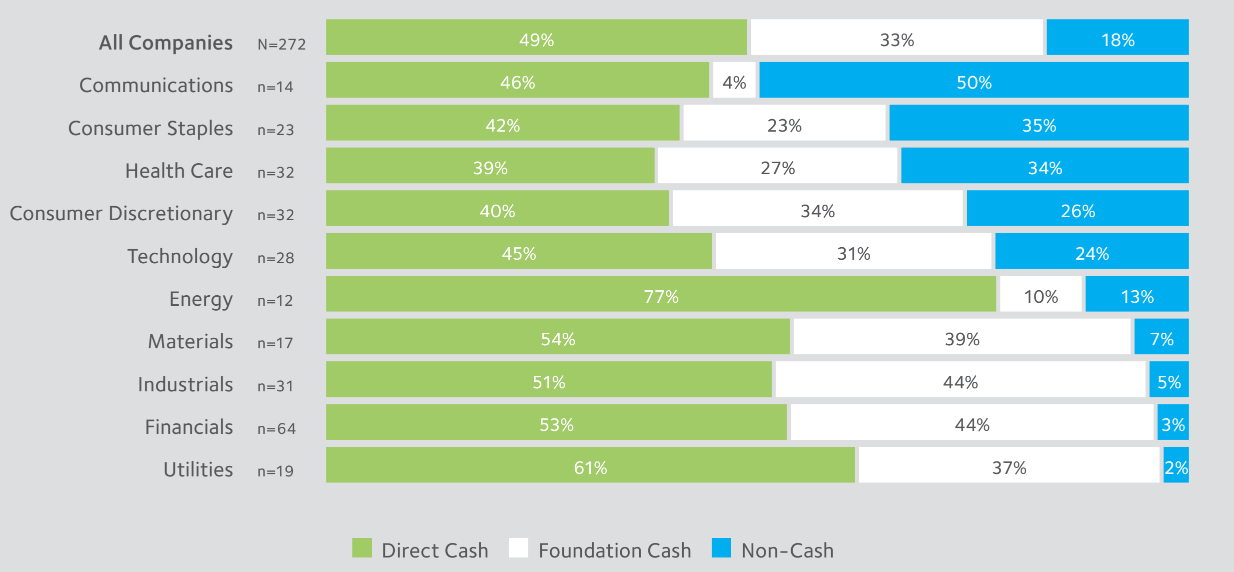
The industries with the highest increases in the median dollar amount of non-cash giving (adjusted by inflation) in a three-year matched set were Communications and Consumer Discretionary. By contrast, although non-cash contributions represent a large proportion of total giving for the Health Care industry, its median non-cash giving decreased by 27% between 2013 and 2015.

The median value of product donations (adjusted by inflation) among companies that had any product donation in a three-year matched set (N=55) increased by 40% from $5.9 million in 2013 to $8.2 million in 2015.

Even though pro bono offerings are on the rise, it's still challenging for companies to report and capture the value of their employees' pro bono volunteering. (For more detail see page 19.)

FIGURE 8

Industry Breakdown of Total Giving by Funding Type, Average Percentages, 2015



EMPLOYEE FACTOR: VOLUNTEERING

SKILLS-BASED VOLUNTEERING

In 2015, companies that offered employee-volunteer programs reported having an average of five such programs for domestic employees (N=222).

Figure 9 shows that companies that offer domestic skills-based volunteer programs (Pro Bono Service and/or Board Leadership), regardless of what other domestic program they offer, had the highest volunteer-participation rates. These companies offered on average 6.5 domestic programs. These companies also had the highest number of reported volunteer hours:

- Average number of volunteer hours among companies that offered a skills-based volunteer program such as Board Leadership and/or Pro Bono Service, regardless of other domestic volunteer programs offered (N=72): 249,853
- Average number of volunteer hours among companies that offered a traditional volunteer program such as Company-Wide Day of Service, regardless of other domestic volunteer programs offered (N=61): 191,000

INCREASING EMPLOYEE ENGAGEMENT

In 2015, the average participation rate of all companies was 31% of the employee base (participating for at least one hour of company time). The minimum participation rate to be in the top quartile of companies was 50% of the employee base. Between 2013 and 2015, a matched set of 69 companies reported an increase in their participation rate from 28% to 33%.

Creating appealing programs in order to increase employee engagement can be challenging. With this in mind, Realized Worth has defined three stages of the "journey of the volunteer":

- Tourist: Volunteer is not yet sure if this experience is the right fit for him or her (70% of employee volunteers).
- Traveler: Volunteer will begin to internalize his or her motivation for returning. As s/he owns the experience, s/he will become ready to take on leadership responsibility and tasks that require increased commitment (25% of employee volunteers).
- Guide: Volunteer is motivated entirely by personal, intrinsic reasons. Guides can be trusted to run the program when no other leader is around and will recruit new volunteers without being asked (5% of employee volunteers).

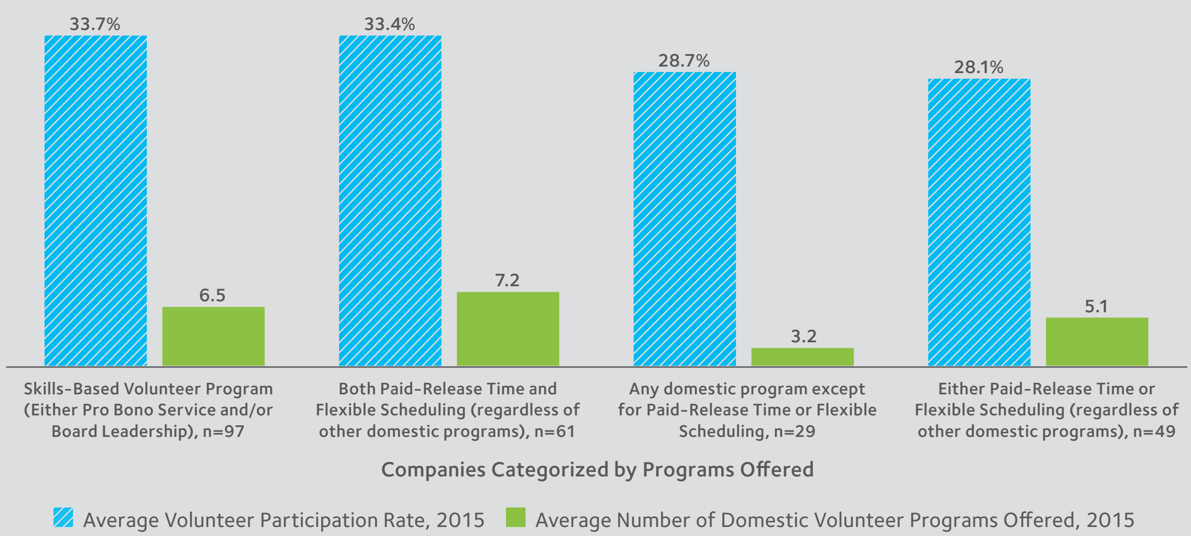
SUCCESSFUL TACTICS

Corporate volunteerism and employee engagement programs can simultaneously drive a variety of business and community goals. The challenge, and opportunity, is to create offerings that simultaneously align with business goals, appeal to employee passions, address key community issues, and build from there:

- Utilize Employee Ambassadors, Employee Resource Groups, or Volunteer Councils to serve as internal champions of your programs in multiple locations. *>>Dell: A local team member ambassador manages engagement with local Youth Learning partners and other team members abroad.*
- Consider regional, cross-business-unit, or inter-brand competitions to incentivize engagement in support of employee passion areas. *>>McKesson offers employees ongoing health competitions, challenges, and rewards for earning Vitality Points that they accrue when participating in Community Health Walks.*
- Consider experimenting with non-traditional programs that are skills-based, on-site, virtual, or employee-chosen in order to engage new audiences and partners. *>>Merck partnered with Catchafire to build the Merck Skillshare platform so that its employees could donate their skills to nonprofits through virtual volunteer opportunities.*

FIGURE 9

Volunteer Participation Rate and Number of Domestic Volunteer Programs by Domestic Volunteer Program Offering, Averages, 2015



N=139

FINDING THE SWEET SPOT OF SUCCESSFUL VOLUNTEER PROGRAMS

The three most successful domestic volunteer programs in terms of the percentage of companies ranking them as such in 2015 were Company-Wide Day of Service (85%), Dollars for Doers (73%), and Paid-Release Time (71%). (See page 44 for a definition of a successful volunteer program.)

Interestingly, as reviewed on the previous page, employees participated more when companies offered domestic skills-based volunteer programs. Regardless of what other domestic program was offered, when companies offered a domestic Board Leadership program (N=70) the volunteer participation rate was the highest (35.9%). When they offered a domestic Pro Bono Services program (N=79), the volunteer participation rate was 35% (the second-highest). Figure 10 also shows that participation rates decrease when a company offers seven or more types of domestic volunteer programs. There is also a smaller spike in the average volunteer participation rate in the group of companies that offer three domestic programs, which is also the group of companies in which domestic Board Leadership starts being offered.

BENCHMARKING FOR YOUR UNIQUE COMPANY: REPORTING STRUCTURE AND INDUSTRY TRENDS

Integrating corporate volunteerism strategies across business departments is critical to engaging your employee base successfully. Where your department sits within the company may also play a role in how successful your programs are (in addition to the number of programs your company offers).

In 2015, volunteer participation rates were higher among companies whose respondents reported to:

- A specialized External/Public/Corporate Affairs division (39%)
- Human Resources (34%)
- CSR/Citizenship/Sustainability (31%)

Unique employee bases and industry-specific regulations lead to stark but understandable differences in volunteer participation rates. The Communications and Health Care industries had the highest volunteer participation rates in 2015 (39% each).

INTERNATIONAL VOLUNTEERING

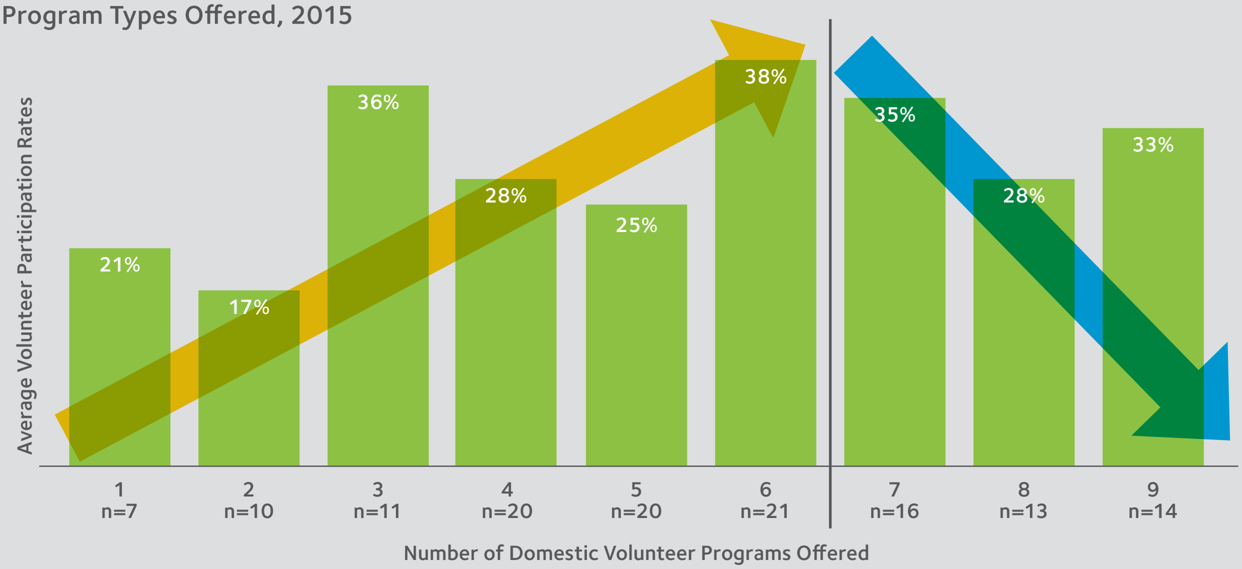
In 2015, 58% of companies that reported having at least one domestic program also reported having at least one international program. Those offering international programs reported an average of three international programs (N=129). There was an increase in the average number of international volunteer programs offered, from 4.1 in 2013 to 4.8 in 2015 using a three-year matched set of companies that offered at least one international program (N=81).

In terms of the percentage of companies considering most successful international programs in 2015, the top three international programs were Paid-Release Time, Company-Wide Day of Service, and Dollars for Doers (72%, 69%, and 63% of companies respectively). The fastest growing international programs between 2013 and 2015, in terms of the percentage of companies offering them in a matched set of companies, were:

- Pro Bono Services (17% to 24%)
- Flexible Scheduling (32% to 37%)
- Company-Wide Day of Service (28% to 32%)
- Board Leadership (14% to 19%)

FIGURE 10

Companies' Average Volunteer Participation Rate by Number of Domestic Volunteer Program Types Offered, 2015



N=132

EMPLOYEE FACTOR: PRO BONO SERVICE

DEFINING PRO BONO SERVICE

In 2015, CECP and the Taproot Foundation updated the Pro Bono Valuation Guide, the first ever set of standards for assigning monetary value to Pro Bono Services and originally published in 2008. The guide defines the characteristics of Pro Bono Services and the process to determine its monetary value. Pro Bono Service is a form of non-cash giving in which donated skills are valued at Fair Market Value (FMV). Its distinguishing characteristics, which make it different from other volunteer programs, include:

1. Commitment: Companies make a formal commitment to the recipient nonprofit organization to deliver a quality final work product.
2. Professional Services: Employees trained in Pro Bono Services deliver professional services for which the recipient nonprofit would otherwise have to pay with the same level of skills that constitute the core of their official job descriptions.
3. Indirect Services: Pro Bono Services must be indirect. The corporation must provide the service to a qualified end-recipient that is a) formally organized, b) has a charitable purpose, and c) never distributes profits.

PRO BONO TRENDS

More companies are recognizing that offering Pro Bono Services can significantly amplify their impact simultaneously in the community and in the business. Indeed, companies are increasingly offering Pro Bono Services as a volunteerism option to their employees. Pro bono is the fastest growing domestic volunteer program offering over the past three years. The percentage of companies offering Pro Bono Services domestically increased from 43% in 2013 to 54% in 2015, and internationally increased from 17% to 24%. In 2015 alone, more than half of all companies offered Pro Bono Service programs.

Within their non-cash contributions, the Technology and Financials industries offered Pro Bono Services at a higher proportion than other industries. Technology companies often align their Pro Bono Services offerings with their companies' product donations. For instance, a Technology company might provide Pro Bono Services to nonprofit recipients through training related to better understanding and utilizing the products the company has donated.

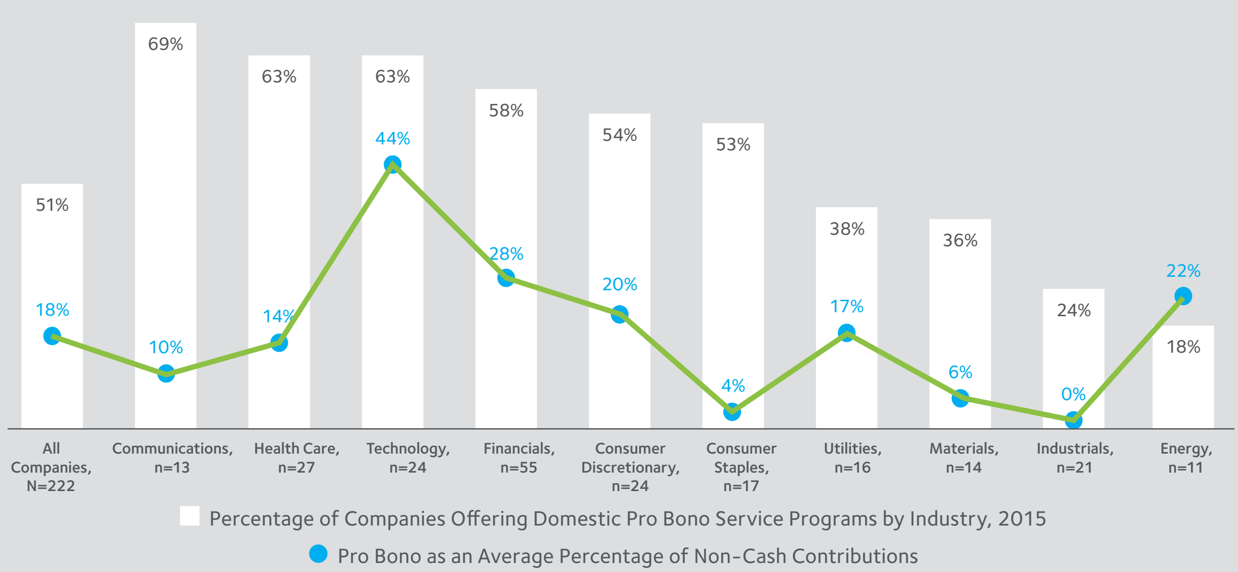
PRO BONO MEASUREMENT

There is a growing trend in the number of companies that report the value of their pro bono work. In 2013, only 16.6% of companies in a matched set of 211 companies that reported total giving in each of the last three years also reported pro bono values, while in 2015 20.4% reported their pro bono value. Interestingly, while measurement of pro bono work has increased, the yearly median value of Pro Bono Services actually declined from 2013 to 2015, from $400,000 to $367,128. A potential explanation of the decrease in the value of Pro Bono Services could rely on the fact that as companies have recovered from America's 2008 great recession, companies may have given more cash while reducing their non-cash giving (see page 16).

Pro Bono Services trails behind other volunteer programs in terms of perceived success, but still has experienced a modest increase in recent years. In 2013, 22% of companies offering it identified Pro Bono Services as a successful volunteer program for their company; in 2015, 28% did.

FIGURE 11

Percentage of Companies Offering Pro Bono Programs and Share of Pro Bono from Non-Cash Giving, 2015



TRENDS IN ACTION: SKILLS-BASED VOLUNTEERING/BOARD SERVICE

Moody's

Moody's employees engage in a range of activities, from teaching young women how to harness the power of data analytics or develop the skills to succeed in computer science through immersive coding programs to providing pro bono support in addressing priority challenges organizations are facing. In 2015, Moody's hosted its first Nonprofit Summit, in partnership with the Taproot Foundation, where employees advised nonprofit executives on using data analytics to inform growth strategies, risk management, and financial forecasting. Prior pro bono engagements included capital campaign and real estate planning, data retention and analysis to optimize program service delivery, and developing strategic expansion plans. Moody's provided employees with tools, training, and resources to explore board service opportunities and become further invested in helping an organization realize its mission more effectively.

Altria

Altria has a goal that all of their senior executives and officers serve in community roles, either on nonprofit boards or in other community-leadership capacities. Altria assesses its executives' interests and matches them with roles, serving organizations the company supports financially. In 2015, more than 60 Altria executives served on more than 100 nonprofit boards.

In 2015, marketing and brand teams from Altria's companies made significant contributions to a successful skills-based volunteering initiative in partnership with CreateAthon, a nonprofit that champions pro bono marketing services for community organizations. Employees shared marketing and branding expertise that benefited seven nonprofit organizations in the headquarters city of Richmond, Virginia; their expertise also served a key national partner: Keep America Beautiful. CreateAthon engaged 75 volunteers who committed more than 1,400 hours to developing campaigns and supporting materials, including the team's work to further develop a cigarette litter-prevention campaign for Keep America Beautiful, an important responsibility program for Philip Morris USA.

Bank of America

In 2015, nearly 60,000 employees volunteered two million hours in support of 27,000 nonprofit organizations in 32 countries. Twenty-eight percent of these hours were skills-based, and 14% were in service to nonprofit boards and committees. Teaching better money habits; serving on nonprofit boards and committees; tutoring in schools; organizational consulting; and strategic planning and helping with marketing, communications, and developing technology solutions are some of the many ways our employees use their professional expertise to support nonprofits. Skills-based volunteerism is encouraged at all levels of the business, and projects are tailored to nonprofits' needs and employees' specific capabilities. Bank of America's online volunteer website serves as a 24-7 access point for all employees to find volunteer opportunities, get resources and tools, and track volunteer hours. Also provided are self-service tool kits, including a skills-based tool kit and an extensive board service tool kit. With multiple delivery channels and a year-round program model, Bank of America ensures that its employees have multiple access points to engage and connect their passion with purpose, along with recognition mechanisms to reward, honor, and celebrate their volunteerism achievements.

KPMG

Many nonprofits need technical expertise and help to keep their organizations running smoothly, and businesses are in a great position to lend a hand. As part of KPMG's commitment to improving the communities in which its employees live and work, KPMG encourages its leaders to serve on nonprofit boards. KPMG supports its professionals in their pursuit of personal interests and passion through nonprofit board service-readiness training.

KPMG has an award-winning training and development program, so the Corporate Responsibility (CR) team working with learning and development colleagues prepared the necessary materials and coursework. Additionally, KPMG was able to leverage the knowledge and insights of its professionals with a history of nonprofit board service along with audit and tax personnel who provide compliance services to nonprofit clients. In the first six months of offering nonprofit board-readiness training, more than 500 professionals participated and were motivated to get involved.

EMPLOYEE FACTOR: MATCHING GIFTS

MATCHING-GIFT PROGRAMS

In 2015, nine out of ten companies offered at least one matching-gift program, and seven out of ten companies offered at least two matching-gift programs (N=194). As shown in Figure 12, there seems to be a synergic advantage when both Year-Round Policy and Workplace-Giving Campaigns are offered together. Corporate matches are higher when both programs are offered.

Year-Round Policy:

- Percentage of Companies Offering Program To (n=134):
  Full-Time Employees: 99%
  Part-Time Employees: 51%
  International Employees: 31%
  Retirees: 37%
  Corporate Board Members: 60%
- Median Percentage of Employees Who Participated: 7% (n=44).
- Ratio: A majority of companies (84%) offered a 1:1 match. The second-most common offering was to multiply employee investments with a 2:1 match to specific strategic partners or cause areas (11%) (n=73).
- Caps: The median cap was $5,000 per employee (n=80), sometimes with a higher cap if employees served on a nonprofit board. Caps ranged from $500 to $50,000.
- Employee Choice: Among companies giving predominantly through a Year-Round Policy, 51% targeted matches to predetermined strategic partners or cause areas (n=87).

Workplace-Giving Campaigns:

- Percentage of Companies Offering Program To (n=103):
- Full-Time Employees: 99%
  Part-Time Employees: 62%
  International Employees: 31%
  Retirees: 28%
  Corporate Board Members: 29%
- Median Percentage of Employees Who Participated: 32% (n=39).
- Ratio: The majority (63%) of companies make a 1:1 match. Another common approach is to match 50% of every dollar contributed by employees (n=46).
- Caps: The median cap was $5,000 per employee (n=34). Caps ranged from $100 to $8,000.
- Employee Choice: Among companies giving predominantly through a Workplace-Giving Campaign, 68% targeted matches to predetermined strategic partners or cause areas (n=66).

Dollars for Doers:

- Percentage of Companies Offering Program To (n=88):
- Full-Time Employees: 100%
  Part-Time Employees: 58%
  International Employees: 32%
  Retirees: 25%
  Corporate Board Members: 27%
- Median Percentage of Employees Who Participated: 5% (n=27).
- Ratio: The median match in 2015 was $10 per hour volunteered (n=35).
- Caps: The most common Dollars for Doers cap was $500 per employee, followed by the cap of $1,000.
- Employee Choice: Among companies matching predominantly through Dollars for Doers programs, 40% targeted matches to predetermined strategic partners or cause areas (n=5).

Disaster Relief:

- Percentage of Companies Offering Program To (n=66):
- Full-Time Employees: 98%
  Part-Time Employees: 68%
  International Employees: 56%
  Retirees: 15%
  Corporate Board Members: 35%
- Median Percentage of Employees Who Participated: 4% (n=63).
- Ratio: Almost all programs offered a 1:1 match.
- Caps: Annual caps were most commonly cited as $5,000 per employee.

FIGURE 12

Comparison of Two Main Matching-Gift Programs, 2015

MAIN PROGRAMS OFFERED IN 2015	Median Matching Gifts (in US$ Millions), 2015	Median Matching Gifts as a % of Total Cash Giving, 2015	Percentage Change of Median Matching Gifts, Three-Year Matched Set, 2013-2015
Workplace-Giving Campaign (No Year-Round Policy), n=38	$1.03	11%	-28%
Year-Round Policy (No Workplace-Giving Campaign), n=73	$1.22	11.5%	1%
Both Workplace-Giving Campaign & Year-Round Policy, n=65	$2.58	13.5%	11%

Note: Categorization does not consider Dollars for Doers, Disaster Relief, or other matching-gift programs.

N=176

EMPLOYEE FACTOR: MATCHING GIFTS CONTINUED

MATCHING GIFTS BY INDUSTRY

In 2015, companies delivered a median 12.09% of total cash contributions through matching gifts (N=194) and offered on average two matching-gift programs to their employees. Technology companies used the highest proportion of cash for matching-gift contributions (19.04%) and also had the highest percentage of companies not limiting employees' choice of nonprofits or causes (74%). Interestingly, all surveyed Utilities companies offered matching-gift programs to their employees in 2015 and also had the highest average number of offered matching-gift programs than any other industry (2.72). However, Utilities had the lowest proportion of cash disbursed as matching gifts and had one of the highest percentages of companies limiting which nonprofit organizations are eligible to receive a matched grant (71%). A more focused and strategic offering of matching-gift programs that are relatable to the causes employees want to support could help boost participation and matched dollar amount.

YEAR-OVER-YEAR CHANGES

The median dollar contribution adjusted for inflation for each program type changed between 2013 and 2015 by the following rates (including only companies providing each program type in each year):

- Year-Round Policy: +7% (n=76)
- Workplace-Giving Campaigns: -7% (n=60)
- Dollars for Doers: -22% (n=62)
- Disaster Relief: -72% (n=16)

In terms of the matched dollar amount, the median dollar amount (adjusted by inflation) of matching gifts decreased by 7%, from $1.86 million in 2013 to $1.73 million in 2015. Despite this absolute decrease, median matching gifts as a percentage of total cash contributions increased slightly between 2013 and 2015 (from 12.4% in 2013 to 12.5% in 2015) (n=127). In terms of the top quartile of this ratio, it increased almost one percentage point, from 18.4% in 2013 to 19.3% in 2015.

OPEN OR LIMITED

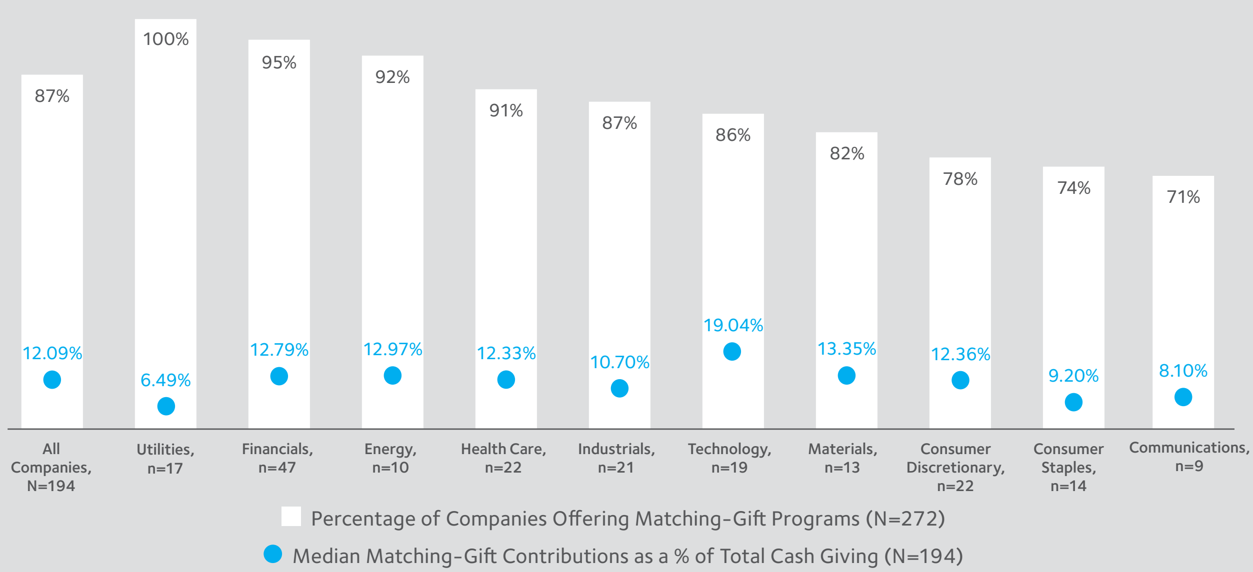
An open matching-gift program is one in which a company matches employee donations to any nonprofit recipient (45% of companies in 2015). Companies with no limits on employees' choices can still vet recipient nonprofits based on their internal guidelines.

Among the companies that limit their matching-gift programs (55% of companies in 2015), 19% limited them to educational institutions, 37% limited them to a specific list of organizations, and 44% limited them to organizations within select cause areas.

The effectiveness of a matching-gift program will depend on goal-setting. Then, success may be high participation or hitting a budget target. Companies also face budget constraints depending on what eligibility option they choose. Companies with open programs allocated more monetary resources: they matched a median of $1.80 million in 2015. On the other hand, companies that allocated less in terms of transaction and vetting costs with a limited eligibility policy matched a median of $1.16 million in 2015.

FIGURE 13

Percentage of Companies Offering Matching Gifts and Median Matching-Gift Contributions as a Percentage of Total Cash Giving, Industry Breakdown, 2015



EMPLOYEE FACTOR: PHILANTHROPIC LEVERAGE

EMPLOYEE AND NON-EMPLOYEE GIVING

The corporate budget or foundation is not the only way to achieve societal engagement. Employees and non-employees also play a crucial role in terms of contributing to society. Philanthropic Leverage includes all monetary contributions from employees, customers, suppliers and/or vendors. These contributions meet the following criteria:

- Corporate Commitment: Formal campaigns must be company-sponsored, organized by a professional giving officer, and run nationally. Campaigns that occur only in particular offices, regions, or stores are excluded.
- Nonprofit Beneficiaries: Recipient organizations of the funds raised must be a "qualifying recipient" according to the *Global Guide to What Counts.*
- Any contribution provided by the company is excluded.

CURRENT STATE OF PHILANTHROPIC LEVERAGE

The scale of Philanthropic Leverage is comparable to the scale of companies' non-cash giving. In 2015, the median Philanthropic Leverage dollar amount that employees and non-employees contributed in a sample of 135 companies ($2.44 million) was slightly higher than the median non-cash giving in a sample of 169 companies ($2.40 million). Median employee contribution out of total Philanthropic Leverage varies across industries.

Industry	Median Employee Philanthropic Leverage per Employee (US$)
All Companies, N=110	$71
Financials, n=28	$141
Utilities, n=11	$119
Communications, n=3	$84
Technology, n=10	$68
Industrials, n=13	$60
Health Care, n=10	$51
Materials, n=7	$33
Consumer Staples, n=11	$31
Consumer Discretionary, n=13	$26

**Note: The Energy industry was not included due to small sample size.*

YEAR-OVER-YEAR TRENDS

Average Philanthropic Leverage has increased in the last three years. The average total Philanthropic Leverage contribution, adjusted by inflation, of a matched set of 75 companies was $9.4 million in 2013 and $10.1 million in 2015. The push towards purpose-driven companies leads also to greater Philanthropic Leverage. Companies in this matched set that increased total giving by at least 10% between 2013 and 2015 were the ones that had higher total Philanthropic Leverage growth rates (6%) compared to all other companies, which actually decreased their Philanthropic Leverage (-7%). In a matched set of companies reporting employee giving, there was a decrease in the median amount per company raised through employee contributions: it went from $3.14 million in 2013 to $2.46 million in 2015. In 2015, 55% of companies had a wider range of nonprofit partners they could support compared to 2013. Specifically, the median number of nonprofit partners employees could support went from 917 in 2013 to 1,156 in 2015.

FIGURE 14

Philanthropic Leverage: Money Raised from Corporate Fundraising Campaigns, Medians, 2015

MONEY RAISED FROM NON-EMPLOYEES		Median
Number of Fundraising Campaigns Offered per Year	n=45	2
Number of Campaign Days (Across All Campaigns)	n=37	56
Marketing/Administrative Dollars Spent	n=21	$35,000
Number of Nonprofit Partners Supported	n=38	5
Dollar Amount Generated for Nonprofit Partners	n=44	$1,549,015
MONEY RAISED FROM EMPLOYEES		
Dollar Amount Raised from Employee Payroll Deductions	n=107	$1,722,201
Dollar Amount Raised from Employee Contributions	n=98	$504,118
Number of Nonprofit Partners Supported	n=89	632

INTERNATIONAL GIVING

INDUSTRY TRENDS

The *Giving in Numbers* Survey defines international giving as all contributions made to benefit end-recipients in all countries outside of the company's "domestic" or corporate headquarters country.

The list below shows the average percentage of total giving allocated internationally from internationally giving companies in each industry:

- All Companies (N=265): 19%
- Energy (n=12): 30%
- Technology (n=28): 23%
- Materials (n=17): 22%
- Consumer Staples (n=22): 20%
- Industrials (n=31): 19%
- Financials (n=61): 17%
- Communications (n=11): 16%
- Health Care (n=32): 15%
- Consumer Discretionary (n=32): 11%
- Utilities (n=19): 1%

In 2015, the Energy industry had a large global presence in several markets, which helps explain its relatively higher international contributions as a percentage of total contributions. Three out of four Energy companies stated they contribute to international end-recipients. The Technology industry had the highest proportion of companies reporting that they contribute internationally.

REGIONAL CONTRIBUTIONS

In 2015, 88% of responding companies were based in the United States (N=272). U.S.-based companies allocated the highest median of total giving outside of North America as follows:

- Non-region specific ($1.57 million)
- Middle East and Africa ($919,270)
- Europe ($570,228)
- Latin America and the Caribbean ($500,000)

As expected, regions containing more countries with high Human Development Indexes had lower medians of total giving. As illustrated in Figure 15, Service companies allocated a higher median of total giving to global (not region-specific) end-recipients, maybe due in part to their more global presence, as compared to Manufacturing companies that often have production plants and factories in specific regions. The highest median of total giving for Manufacturing companies was allocated in the Middle East and Africa.

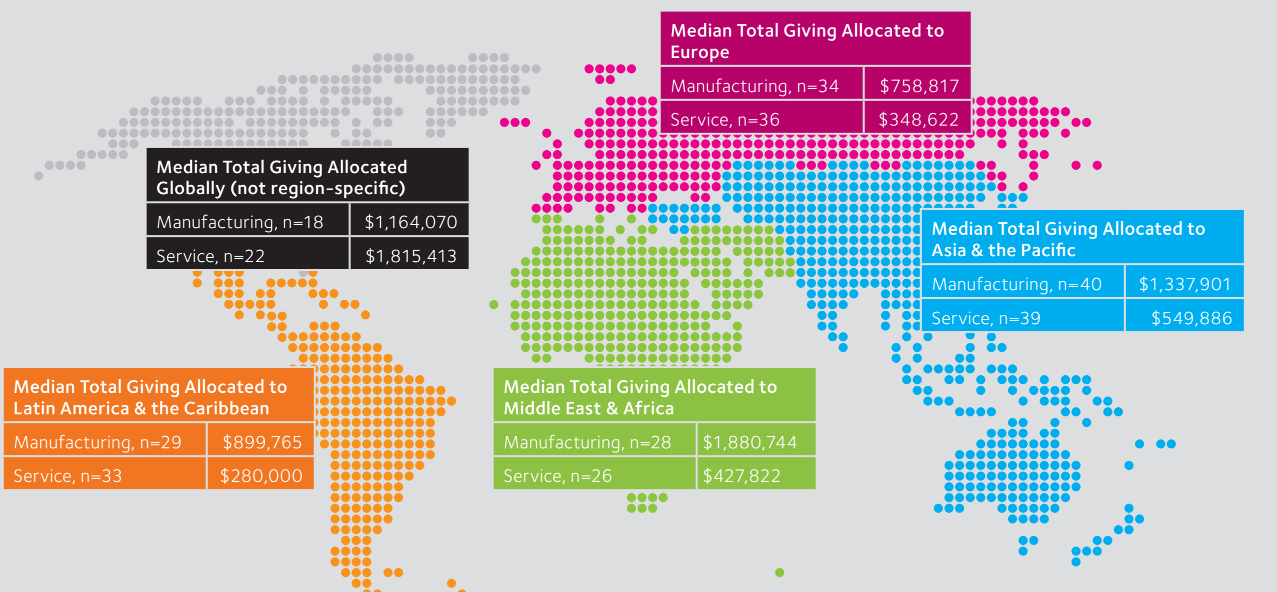
REGIONAL HIGHLIGHTS

For each region below, U.S. companies' total giving allocation to the region in 2015 is complemented with one interesting philanthropic fact from *Giving Around the Globe: 2016 Edition* (a companion report to *Giving in Numbers*).

- Middle East and Africa: 2% of U.S.-based total giving went to end-recipients located in the Middle East and Africa. South African companies do not commonly offer pro bono programs.
- Asia and the Pacific: 4% of U.S.-based total giving went to end-recipients located in Asia and the Pacific. Asian companies also had a larger share of direct cash than in all other regions.
- Latin America and the Caribbean: 2% of U.S.-based total giving went to end-recipients located in Latin America and the Caribbean. Median contributions team size was larger in Latin America than in all other regions.
- Europe: 10% of U.S.-based total giving went to end-recipients located in Europe. European companies had the highest percentage of companies giving internationally among all regions.

FIGURE 15

Total Giving Allocated by Classification and Region for Companies Headquartered in the United States, Medians, 2015



INTERNATIONAL GIVING CONTINUED

YEAR-OVER-YEAR CHANGES

The percentage of companies that gave internationally in 2015 was 65%. This percentage increased in a three-year matched set of companies that reported whether they contributed internationally or not, from 62% in 2013 to 66% in 2015. Among companies that gave internationally in 2015, the median international contribution (adjusted for inflation) increased from $3.70 million in 2013 to $4.11 million in 2015 (N=81). This increase was driven mainly by Service companies, despite the fact that their median international giving was smaller than that given by Manufacturing companies. There was a higher proportion of Service companies that increased their international giving between 2013 and 2015. Six out of ten Service companies increased their amount of international giving compared to 41% of Manufacturing companies in that period. There were three industries that increased their median giving for international end-recipients between 2013 and 2015: Consumer Discretionary, Industrials, and Technology companies.

CENTRALIZATION AT HEADQUARTERS

In 2015, companies were asked to estimate the percentage of their company's giving to international end-recipients that went through philanthropic intermediaries. Among companies that reported using intermediaries to deliver their international giving (N=52), the average percentage of international giving disbursed through intermediaries was 43%. As shown in Figure 16, the percentage of international giving out of total giving is higher when there is a balance in terms of the centralization of various types of decision-making. As expected, the percentage of international giving that goes through intermediaries is higher when the level of decision-making is more centralized.

In 2015, business decisions such as determining data tracking and reporting, as well as setting funding priority causes, were topics still reserved mainly for headquarters. When it comes to selecting and approving grantees/recipients, regional offices seem to be more suited to implementing their local knowledge to support headquarters' decisions.

INTERNATIONAL PROGRAM TYPE

Internationally, two program areas stand out. As opposed to overall budgets where Disaster Relief represents only 2% of total giving, Disaster Relief is a top-three program area, with 13% of international giving allocated to this cause. Manufacturers allocated more giving to Environmental causes abroad (8% of international giving), compared with 3% of overall budgets. The table below shows the average breakdown by program area of international-giving portfolios.

International Giving, Program Area Breakdown, Average Percentages, 2015, N=92	
Health & Social Services	23%
Education: K-12	18%
Community & Economic Development	15%
Disaster Relief	13%
Education: Higher	12%
Other	8%
Environment	5%
Civic & Public Affairs	3%
Culture & Arts	3%

FIGURE 16

Use of Intermediaries for International Giving and International Giving as a Percentage of Total Giving by Centralization of Decision-Making, Average Percentages, 2015

	All Headquarters	Shared, with Majority Headquarters	Shared, with Majority Regional/Local	All Regional/ Local
Percentage of International Giving that goes through Intermediaries, Average Percentages, n=50	53%	35%	34%	20%
International Giving as a Percentage of Total Giving, Average Percentages, n=124	16%	23%	20%	11%

Note: International giving decisions include aspects such as who decides data tracking and reporting, priority cause areas, contribution budget, and approval process of grants/recipients.

Measuring Societal Investments

This section provides an in-depth analysis of the latest trends in measuring and evaluating the societal outcomes and/or impacts of corporate societal engagement programs.

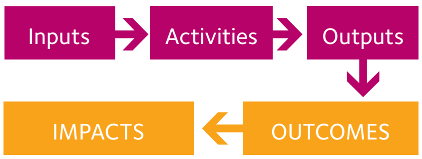
KEY FINDINGS IN THIS SECTION:

- Measurement of societal outcomes and/or impacts is on the rise.
- Companies are more strategic in terms of their societal outcomes measurement.
- Measurement resources are limited in terms of support to grantees and in terms of measuring business results.

LEVELS OF MEASUREMENT

STATE OF EVALUATION: MORE COMPANIES ARE MEASURING THEIR SOCIETAL RESULTS

The *Giving in Numbers* Survey asked respondents to use the following logic model when categorizing evaluation efforts:



In 2015, 79% (n=198) of corporate giving departments measured the outcomes and/or impacts on at least one grant. More companies are measuring societal outcomes and/or impacts: Of the companies that provided measurement information for each of the last three years, 79% of them measured outcomes and/or impacts in 2013 compared to 87% in 2015 (n=112).

SCOPE OF MEASUREMENT: STRATEGIC MEASUREMENT OF OUTCOMES AND/OR IMPACTS

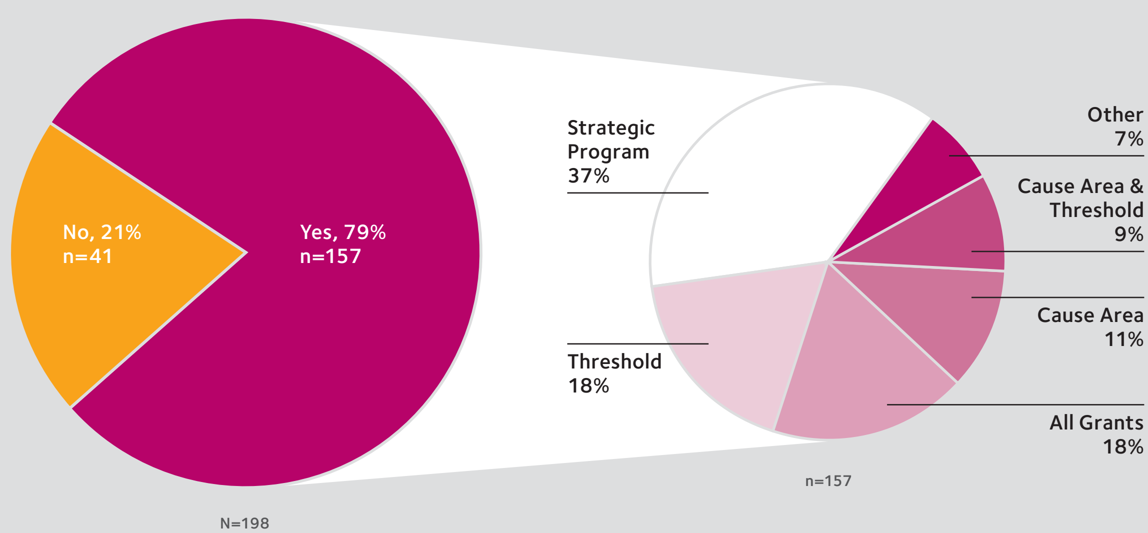
Most corporations are not evaluating societal outcomes and/or impacts for all their grants, but rather focusing on those that align with their strategic programs. There was a decrease in terms of the proportion of companies that measure societal outcomes and/or impacts on all their grants: 17% of all companies in 2013 compared to 13% of the same set of companies in 2015 (n=112). Typically, companies that measured societal outcomes and/or impacts on all their grants also had fewer partners in their portfolio. In 2015 the median number of grants was 225 for companies that measured their outcomes and/or impacts on all grants compared to a median of 596 grants for companies that measured outcomes and/or impacts only on select grants. Among companies measuring strategic philanthropic programs in 2015, the top programmatic focus areas, in terms of percentage of companies devoting most of their evaluations and measurement resources, were Education (37% of companies), Health and Social Services (27% of companies), and Community and Economic Development (13% of companies).

EXPERIENCE LEVEL IN EVALUATION

The scope of measurement is also associated with companies' level of experience with measurement. There is a higher proportion of very experienced companies (i.e., companies with at least five years of grant-evaluation experience) that measure their societal outcomes and/or impacts on all grants (37%), compared to those that measure only specific grants (20%). Measuring societal outcomes and/or impacts is still a relatively new field, as 77% of respondents who measure societal outcomes and/or impacts have fewer than five years of grant-evaluation experience (n=156). Whereas only 33% of companies have developed an internal, entirely in-house resource to evaluate strategic grants, the majority of companies (79%), who may or may not have developed internal resources, have worked with external partners to measure their societal outcomes and/or impacts, either through grantees, consulting firms, research institutions, universities, and/or publicly available data.

FIGURE 17

Percentage of Companies that Measure Societal Outcomes and/or Impacts and Scope of Measurement, 2015



MEASUREMENT APPLICATIONS

MEASURING BUSINESS RESULTS

Although the majority of companies measured their societal outcomes and/or impacts, there is still a gap in terms of measuring the business value of employee engagement programs. In 2015, one out of four respondent companies measured the business value of corporate volunteer programs. Examples of measuring the business value of volunteering include employee engagement surveys that assess aspects such as job and volunteer satisfaction, rates/scores of employee engagement, connection between employees' well-being/retention/promotion/leadership with employee engagement, benchmarking between employees who volunteer and those who don't, and volunteered hours captured by internal portals/surveys.

Companies with larger revenues may be able to allocate more resources to measuring the business value of employee engagement and therefore understand better employees' interests and attain higher volunteer participation rates. In 2015, companies that measured the business value of employee participation in corporate volunteer programs also had higher median revenues ($22.4 billion) and a higher employee-volunteer participation rate (32%) than companies that did not measure the business value of employee engagement and who had median revenues of $14.5 billion and a volunteer participation rate of 30%.

SUPPORTING MEASUREMENT OF RESULTS

Companies' resources and capacity to measure societal outcomes and/or impacts may be limited and so may be their ability to support their grantees' measurement efforts. In terms of the different support mechanisms companies offer to their grantees: 57% of companies in 2015 did not provide support to their grantees; 18% provided cash support only; 16% provided both cash and in-kind support; and 9% provided in-kind support only. Other ways of supporting grantees included funding expertise from third-party evaluation professionals.

Companies can provide support to grantees by informing themselves about existing tools and resources from experts. CECP's E-Community is a measurement and evaluation sub-group of CECP's network that provides curated resources and peer sharing. Over the past year, the E-Community has received briefing documents on: Impact Reporting & Investment Standards (IRIS) (of the Global Impact Investing Network), which is a catalogue of generally accepted performance metrics; PerformWell (of the Urban Institute), which provides measurement tools and practical knowledge to manage performance; and Salesforce for Nonprofits, which provides custom use of the platform to nonprofits to manage, track, and report on their work.

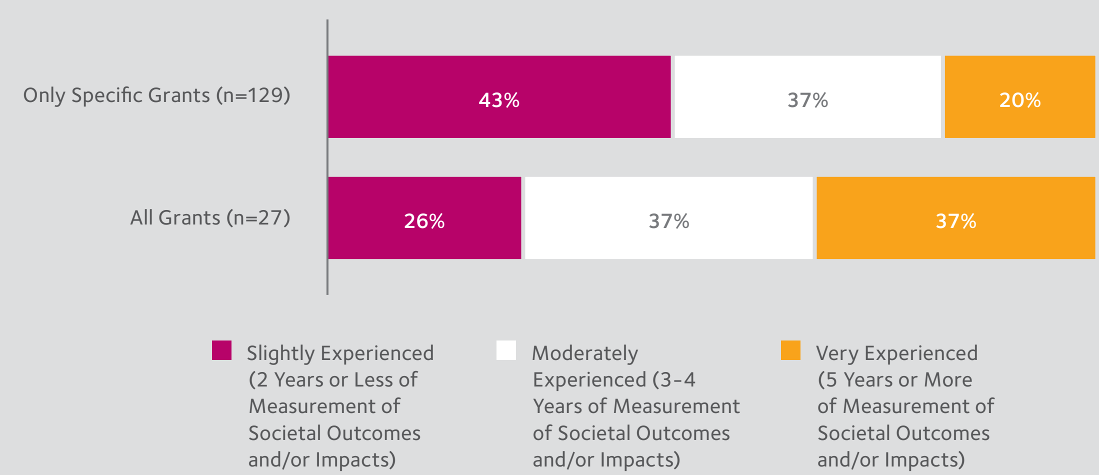
HOW RESULTS DATA ARE USED

Respondents were asked how their companies use data from grantees and/or nonprofit partners. More than one option could have been selected from a set of choices regarding internal and external purposes. It's important to understand how measurement data are used because this will give a sense of how companies look for potential ways to expand their current programs. CECP first captured this perspective in its publication *Measuring the Value* (2010), which is organized around three key audiences for results data. The top three most popular uses of data reported to companies by grantees/nonprofit partners in 2015 were (n=194):

- To monitor grantees to decide which grantees/partners to fund (87% of companies)
- To demonstrate outcomes to internal stakeholders (86% of companies)
- To report publicly what companies' giving achieved (70% of companies)

FIGURE 18

Scope of Measurement and Experience Level in Evaluation of Societal Outcomes and/or Impacts, Percentage of Companies, 2015



N=156

Operations

This section provides insights into the staff, foundation management, and program costs of companies' giving operations.

KEY FINDINGS IN THIS SECTION:

- Contributions staff team size continues to increase despite a decrease in overall employee headcount.
- Foundation cash is the largest source of matching gifts.
- Management and program costs have increased over the last three years.

CONTRIBUTIONS STAFFING TRENDS

WHO IS PART OF FTE CONTRIBUTIONS TEAMS?

Giving in Numbers defines Full-Time Equivalent (FTE) contributions staff as employees who oversee, manage, or directly administer corporate/foundation giving and/or employee volunteering. (See page 42 for a more complete definition.)

The most common departments respondents reported to in 2015 were:

- Communications/Marketing (25% of respondents)
- External/Public/Corporate Affairs (24% of respondents)
- Giving/Foundation/Philanthropy division (16% of respondents)
- CSR/Citizenship/Sustainability (16% of respondents)
- Community Affairs/Community Relations (12% of respondents)

RESILIENCY AND GROWING TEAMS

Companies recognize the importance of having a specialized division that focuses on managing their corporate societal engagement practices. FTEs reporting to a specialized CSR/Citizenship/Sustainability department receive and invest larger giving budgets as a proportion of their revenue. These departments also have the largest contributions teams: an average of 19 FTE staff members.

Companies who respond to the *Giving in Numbers* Survey are increasingly recognizing the importance of contributions teams as part of their community-involvement efforts. Aggregating the team sizes reveals that the societal engagement workforce increased by 3% between 2011 and 2015. By contrast, aggregating overall employee headcount of the same companies shows a decrease of 2% during the same timeframe. This suggests that even within companies with overall headcount reductions between 2013 and 2015 there is substantial resiliency in the societal engagement function. Two out of three companies that saw a decrease in their overall employee headcount between 2013 and 2015 nonetheless increased their contributions team size.

LARGE COMPANIES EXPECT MORE FROM TEAMS

As team size expanded, so did their members' responsibilities. A five-year matched set showed wider trends regarding changes in cash giving per FTE. The average cash giving that each member managed increased between 2011 and 2015 from $1.95 million to $2.08 million. Median cash giving per FTE also increased for the same period from $2.98 million to $3.22 million. In 2015, companies that made larger total cash contributions had larger teams. For instance, companies that made cash contributions between $50 million and $100 million had a median of 23 FTEs, whereas companies that made larger cash contributions needed almost twice the number of FTEs managing those cash contributions: a median of 39 FTEs. Contributions teams may have also expanded in order to achieve closer monitoring and interaction with grantees.

As expected, larger companies also require a larger number of FTEs. Companies with revenues of over $100 billion had a median of 30 FTEs, compared to companies with revenues of between $50 billion and less than $100 billion, which had a median of 19 FTEs.

FIGURE 19

Median Number of Contributions Full-Time Equivalents (FTEs), Industry Breakdown, 2015

FOUNDATIONS

FOUNDATION STAFF

In terms of foundation FTEs, the median team size of foundation staff in 2015 was four. Companies with foundation staff representing at least 80% of their total FTEs had a statistically significant higher average of total giving per employee (at a 5% significance level). Average total giving per employee within companies with mostly foundation FTEs in 2015 was $2,909; it was $906 in all other companies. This difference perhaps comes from the fact that foundation FTEs may act more independently than employees on the corporate side, although foundation FTEs have less of a margin with which to leverage the company's brand.

In 2015, KPMG LLP discussed in a webinar the benefits of foundations versus corporate budgets. The discussion identified that there is more than one way to "staff" foundation activities, in terms of having separate employees or just splitting time when staffing a foundation:

› The costs associated with the individuals employed by the company are either (i) a gift to the foundation entity or (ii) applicable compensation is charged to the foundation, which makes a payment to the company.

› Roles and responsibilities are generally determined by the program and by the administrative needs of both the company and corporate foundation.

CURRENT FOUNDATION TRENDS

Several companies establish foundations to increase the effectiveness of their corporate societal engagement activities. Foundation models can provide more tax deductions for companies and stable reserves of giving based on good performance that can later on be used during less profitable times.

In 2015, 76% of companies had a corporate foundation (N=272). In a three-year matched set of companies, there was a slight increase in the percentage of companies reporting having a foundation—from 77% in 2013 to 78% in 2015.

Among companies that reported making contributions from a foundation in 2015, the median amount of foundation cash giving was $6.9 million. On average, foundation cash represented 33% of total giving across the board in 2015. (See page 16 for more on giving by funding type.) Eight out of ten companies in the Financials industry had a foundation and/or trust and a larger share of foundation cash out of total cash than any other industry. Financials also disbursed the largest amount of median foundation cash across all companies.

MATCHING GIFTS

In 2015, on average, 54% of corporate matches came from foundation cash (n=194). The percentage of companies that used foundation cash exclusively to fund their matching gifts was 44%. Forty percent used corporate direct cash only and 16% used a combination of foundation and corporate direct cash.

However, companies that used a combination of both foundation and direct cash were the ones with the highest corporate matches, both in terms of median percentage of total cash giving and total median dollar amount.

Matching-Gift Funding Type, N=194	Matching Gifts as a % of Total Cash Giving, Medians, 2015	Matching-Gift Amount (in US$), Medians, 2015
All Matching Gifts from Direct Cash	9%	$846,378
All Matching Gifts from Foundation Cash	13%	$1,507,239
Combination of Direct Cash and Foundation Cash	14%	$3,295,944

FIGURE 20

Key Metrics on Foundations, 2015

INDUSTRY		Percentage of Companies that Have a Foundation/Trust	Foundation Cash as a Percentage of Total Cash Giving	Median Foundation Cash (in US$ Millions)
All Companies	N=272	76%	33%	$6.9
Communications	n=14	50%	4%	$4.1
Consumer Discretionary	n=32	81%	34%	$6.1
Consumer Staples	n=23	78%	23%	$8.2
Energy	n=12	42%	10%	$5.0
Financials	n=64	81%	44%	$8.7
Health Care	n=32	84%	27%	$6.7
Industrials	n=31	77%	44%	$6.0
Materials	n=17	82%	39%	$4.5
Technology	n=28	68%	31%	$4.4
Utilities	n=19	84%	37%	$6.1

N=272

MANAGEMENT AND PROGRAM COSTS

GRANTMAKING COSTS

In the *Giving in Numbers* Survey, respondents reported management and program costs associated with giving in three categories:

- Compensation: Staff salaries and benefits for all contributions FTEs.
- Programmatic expenses: Funds used to support specific grants, such as office supplies, postage, travel, printing, and catering.
- Operating expenses/overhead: The cost of day-to-day operations for philanthropy at the company or foundation and not associated with specific grants. Examples include software fees, travel to industry conferences, and contracting outside vendors.

In 2015, the median management and program costs were the equivalent of 9% of a company's giving and 12% of a company's total cash contributions (n=87). These costs are not included in total giving and full descriptions can be found in CECP's Valuation Guide.

YEAR-OVER-YEAR TRENDS

Median management and program costs for the matched set of companies participating in this study (n=45) increased by nearly $500,000 between 2013 and 2015:

- 2013: $1.15 million
- 2014: $1.51 million
- 2015: $1.64 million

Median ratios of management and program costs as a percentage of total cash contributions in the same matched set of companies increased by 1.6 percentage points between 2013 and 2015:

- 2013: 8.7%
- 2014: 9.3%
- 2015: 10.3%

Management and program costs may have increased at a higher rate than cash giving as companies have become more sophisticated in tracking and reporting employee engagement programs. Supporting this is the finding that the percentage of companies measuring the business value of employees' participation in volunteer programs has increased in a three-year matched set of companies, from 23% to 28%. Median volunteer costs as a percentage of total program costs were 16% in 2015 (n=28). Among companies reporting volunteer costs in 2014 and 2015, the median percentage change was +1 percentage point (n=14).

FOUNDATION COSTS

Companies face pros and cons in terms of choosing managing their contributions through a corporate foundation or the business. Traditional benefits of running grantmaking directly through the business include having more room for companies to leverage their brand and aligning their strategic business priorities through the different causes they support. Alternatively, managing a corporate foundation offers control for family-owned companies; it also offers tax advantages. Management and program costs were slightly higher (although not statistically significant) for companies managing their grantmaking through a foundation in 2015. Median management and program costs were $1.64 million for companies with a foundation (n=65), whereas management and program costs were $1.44 million for companies without a foundation (n=22).

FIGURE 21

Median Management and Program Costs as a Percentage of Cash Giving by Cash Giving Tier, 2015

CASH GIVING TIER	Management Costs as a % of Cash Giving
Over $100 Million, n=6	6%
$50+ to $100 Million, n=8	7%
$25+ to $50 Million, n=12	11%
$15+ to $25 Million, n=11	9%
$10+ to $15 Million, n=13	9%
$5 to $10 Million, n=20	13%
Under $5 Million, n=17	29%

N=87

FIGURE 22

Median Management and Program Costs as a Percentage of Cash Giving by Industry, 2015

INDUSTRY	Management Costs as a % of Cash Giving
Consumer Discretionary, n=12	11%
Consumer Staples, n=7	7%
Financials, n=20	16%
Health Care, n=10	7%
Industrials, n=7	7%
Materials, n=9	9%
Technology, n=9	18%
Utilities, n=7	12%

Note: Communications and Energy companies were excluded due to small sample sizes.

N=81

Appendices

TOOLS FOR BENCHMARKING

USING THIS REPORT

Giving in Numbers is the industry-leading tool for corporate giving professionals, providing accurate contextual data and methods for assessing the scope and scale of their societal engagement.

This section of the report includes:

- Instructions for Benchmarking
- A Year-Over-Year Giving Template

THE BENEFITS OF BENCHMARKING

- Present your company's historical contributions in preparation for budget discussions.
- Contextualize corporate contributions within broader industry and peer group trends to identify alignment and differences.
- Highlight opportunities for new corporate community investment programs or policies.
- Make the business case for increased levels or types of funding support.

STEP 1. Gather and Record Your Company's Year-Over-Year Data

The template on the next page helps you to create a high-level snapshot of your company's year-over-year corporate contributions. Complete as many sections as are relevant to your goals.

STEP 2. Identify Internal Trends

Many insights can be gleaned by simply looking at which elements of giving rose or fell year-over-year. For example:

Revenue, Pre-Tax Profit, and Employees: *By how much will recent changes in profit affect your philanthropy budget?*

Total Giving: *Are some types of giving on the rise while others are steady or declining?*

Employee Engagement: *Have changes in program offerings influenced the participation rate of employees in volunteer and matching-gift programs?*

International Giving: *Is giving abroad rising as your company expands globally?*

STEP 3. Compare Against External Trends in the Report Findings

Use this template to compare against findings throughout this report.

Total Giving: *What type of giving at your company changed the most and how does that relate to other companies that increased or decreased giving?*

Employee Engagement: *How engaged are your employees compared to those at other companies? Is your company competitive in its offerings to employees?*

Program Area: *How is your company's allocation across program areas similar to or different from the allocations made by other companies in your industry?*

International Giving: *Does your company give in the international regions in which it does business?*

STEP 4. Build External Comparisons from the Benchmarking Tables

The four benchmarking tables on pages 36 and 37 enable you to compare your company's total giving performance to others'. The tables are sorted by industry and revenue tiers. In these tables, 2015 revenue and pre-tax profit figures are used in all calculations. Medians and top quartiles are calculated on a column-by-column basis for each row; therefore, the data in each row are not necessarily from the same company.

KEY QUESTIONS TO ANSWER:

Total Giving (Line 7)

Is the total dollar value of your company's giving above or below the median values you have generated from each table? How does it compare to the top quartile? Is there an opportunity to make the case for a budget increase?

Giving Metrics (Lines 11-14)

How does your company's ratio on each of these metrics compare to the median across all companies? How does it compare to the top quartile? Within your industry? Within companies of similar size and scale?

YEAR-OVER-YEAR GIVING TEMPLATE

Use the following template to create a high-level snapshot of your company's year-over-year total giving.

LINE #	CORPORATE FINANCIAL INFORMATION	2014	2015	Change	
1	Revenue	$	$	%	
2	Pre-Tax Profit	$	$	%	
3	Number of Employees			%	
	TOTAL GIVING				2015 BENCHMARK
4	Direct Cash	$	$	%	
5	Foundation Cash	$	$	%	
6	Non-Cash	$	$	%	
7	TOTAL	$	$	%	
	EMPLOYEE ENGAGEMENT				
8	Matching-Gift Contributions	$	$	%	
9	Number of Volunteer Programs Offered			%	
10	Volunteer Participation Rate	%	%	%	
	GIVING METRICS				
11	Total Giving ÷ Revenue	%	%	%	
12	Total Giving ÷ Pre-Tax Profit	%	%	%	
13	Total Cash ÷ Revenue	%	%	%	
14	Matching Gifts ÷ Total Cash Giving	%	%	%	
	GIVING BY PROGRAM AREA				
15	Civic & Public Affairs	$	$	%	
16	Community & Economic Development	$	$	%	
17	Culture & Arts	$	$	%	
18	Disaster Relief	$	$	%	
19	Education: Higher	$	$	%	
20	Education: K-12	$	$	%	
21	Environment	$	$	%	
22	Health & Social Services	$	$	%	
23	Other	$	$	%	
24	TOTAL	$	$	%	
	GIVING BY GEOGRAPHY				
25	Domestic Giving	$	$	%	
26	International Giving	$	$	%	
27	TOTAL	$	$	%	
	MEASURING IMPACT				
28	Social Result from an Exemplary Signature Program				
29	Business Result from an Exemplary Signature Program				

2015 INDUSTRY BENCHMARKING TABLES

Companies are categorized by industry following the Bloomberg Industry Classification Standard (BICS).

MEDIANS BY INDUSTRY

			Revenue		Pre-Tax Profit		
		Median Total Giving (in US$ Millions)	Median Total Giving as a % of Revenue	Median Total Cash Giving as a % of Revenue	Median Total Giving as a % of Pre-Tax Profit	Median Total Cash Giving as a % of Pre-Tax Profit	Median Matching Gifts as a % of Total Cash Giving
All Companies	N=272	15.92	0.11%	0.09%	0.84%	0.70%	12.09%
Fortune 100 Companies	n=62	58.57	0.10%	0.08%	0.84%	0.67%	13.58%
Communications	n=14	32.19	0.16%	0.06%	0.72%	0.39%	8.10%
Consumer Discretionary	n=32	16.60	0.10%	0.07%	0.92%	0.60%	12.36%
Consumer Staples	n=23	57.66	0.21%	0.10%	2.18%	1.10%	9.20%
Energy	n=12	23.17	0.16%	0.11%	1.52%	1.22%	12.97%
Financials	n=64	13.12	0.12%	0.11%	0.73%	0.72%	12.79%
Health Care	n=32	23.57	0.16%	0.07%	1.37%	0.66%	12.33%
Industrials	n=31	12.18	0.07%	0.06%	0.68%	0.61%	10.70%
Materials	n=17	10.72	0.08%	0.08%	0.76%	0.74%	13.35%
Technology	n=28	13.80	0.16%	0.11%	0.76%	0.59%	19.04%
Utilities	n=19	12.28	0.13%	0.12%	0.83%	0.83%	6.49%

TOP QUARTILE BY INDUSTRY

			Revenue		Pre-Tax Profit		
		Top Quartile Total Giving (in US$ Millions)	Top Quartile Total Giving as a % of Revenue	Top Quartile Total Cash Giving as a % of Revenue	Top Quartile Total Giving as a % of Pre-Tax Profit	Top Quartile Total Cash Giving as a % of Pre-Tax Profit	Top Quartile Matching Gifts as a % of Total Cash Giving
All Companies	N=272	47.88	0.21%	0.16%	1.71%	1.14%	20.65%
Fortune 100 Companies	n=62	190.63	0.23%	0.16%	2.27%	1.05%	20.65%
Communications	n=14	117.68	0.60%	0.16%	2.05%	0.65%	29.13%
Consumer Discretionary	n=32	30.07	0.31%	0.12%	1.94%	1.34%	15.97%
Consumer Staples	n=23	117.27	0.29%	0.15%	5.50%	2.16%	13.79%
Energy	n=12	43.18	0.19%	0.17%	2.94%	2.94%	18.06%
Financials	n=64	49.06	0.20%	0.19%	1.18%	1.18%	21.35%
Health Care	n=32	134.65	0.91%	0.23%	5.72%	1.29%	18.19%
Industrials	n=31	28.62	0.11%	0.10%	1.15%	1.00%	21.64%
Materials	n=17	39.77	0.19%	0.14%	1.12%	1.06%	19.79%
Technology	n=28	33.77	0.45%	0.17%	2.91%	0.73%	28.81%
Utilities	n=19	20.00	0.16%	0.16%	1.21%	1.21%	17.54%

Note: Companies with incomplete data for pre-tax profit and revenue are included in the applicable calculations to determine the "All Companies" data of each benchmarking table, but not in the subsequent rows of each benchmarking table. These benchmarking tables are calculated based on direct cash, foundation cash, non-cash, and additional uncategorizable contributions as collected in Question II.A of the Giving in Numbers *Survey.*

2015 REVENUE SIZE BENCHMARKING TABLES

Companies' 2015 financial information is pulled systematically from the Bloomberg database.

MEDIANS BY REVENUE SIZE

		Median Total Giving (in US$ Millions)	Revenue		Pre-Tax Profit		Matching Gifts as a % of Total Cash Giving
			Median Total Giving as a % of Revenue	Median Total Cash Giving as a % of Revenue	Median Total Giving as a % of Pre-Tax Profit	Median Total Cash Giving as a % of Pre-Tax Profit	
All Companies	N=272	15.92	0.11%	0.09%	0.84%	0.70%	12.09%
Fortune 100 Companies	n=62	58.57	0.10%	0.08%	0.84%	0.67%	13.58%
Revenue > $100 bn	n=15	83.93	0.07%	0.05%	0.59%	0.53%	6.22%
$50 bn < Revenue ≤ $100 bn	n=26	80.27	0.11%	0.08%	0.70%	0.65%	13.07%
$25 bn < Revenue ≤ $50 bn	n=39	44.07	0.12%	0.11%	0.92%	0.76%	13.58%
$15 bn < Revenue ≤ $25 bn	n=47	28.00	0.14%	0.10%	1.11%	0.83%	5.83%
$10 bn < Revenue ≤ $15 bn	n=39	11.81	0.11%	0.08%	0.77%	0.71%	12.98%
$5 bn < Revenue ≤ $10 bn	n=53	8.18	0.13%	0.10%	0.70%	0.58%	11.02%
Revenue ≤ $5 bn	n=39	2.82	0.12%	0.09%	0.85%	0.74%	13.17%

TOP QUARTILE BY REVENUE SIZE

		Top Quartile Total Giving (in US$ Millions)	Revenue		Pre-Tax Profit		Top Quartile Matching Gifts as a % of Total Cash Giving
			Top Quartile Total Giving as a % of Revenue	Top Quartile Total Cash Giving as a % of Revenue	Top Quartile Total Giving as a % of Pre-Tax Profit	Top Quartile Total Cash Giving as a % of Pre-Tax Profit	
All Companies	N=272	47.88	0.21%	0.16%	1.71%	1.14%	20.65%
Fortune 100 Companies	n=62	190.63	0.23%	0.16%	2.27%	1.05%	20.65%
Revenue > $100 bn	n=15	223.93	0.19%	0.08%	2.49%	1.25%	20.25%
$50 bn < Revenue ≤ $100 bn	n=26	191.27	0.26%	0.16%	1.57%	0.79%	18.23%
$25 bn < Revenue ≤ $50 bn	n=39	77.34	0.21%	0.17%	2.23%	1.63%	18.57%
$15 bn < Revenue ≤ $25 bn	n=47	54.71	0.31%	0.20%	2.27%	1.49%	18.84%
$10 bn < Revenue ≤ $15 bn	n=39	21.10	0.18%	0.13%	1.22%	1.04%	25.40%
$5 bn < Revenue ≤ $10 bn	n=53	15.11	0.22%	0.15%	1.95%	1.16%	20.99%
Revenue ≤ $5 bn	n=39	8.29	0.33%	0.20%	1.42%	1.17%	27.91%

Note: Companies with incomplete data for pre-tax profit and revenue are included in the applicable calculations to determine the "All Companies" data of each benchmarking table, but not in the subsequent rows of each benchmarking table. These benchmarking tables are calculated based on direct cash, foundation cash, non-cash, and additional uncategorizable contributions as collected in Question II.A of the Giving in Numbers *Survey. Rows with revenue tiers are calculated based on companies' revenue availability; therefore, the sample size values of all revenue tiers do not necessarily add up to 272.*

RESPONDENT LISTING BY INDUSTRY

272 companies, listed below, took part in the 2016 survey, creating an unsurpassed tool for setting budgets and strategy. Matched-set companies reporting data for years 2013 to 2015 are in boldface. The top 100 companies in the Fortune 500 are noted with a †. The number following each company's name indicates the number of years that the company has completed the *Giving in Numbers* Survey.

COMMUNICATIONS (n=14)

AOL (4)
AT&T Inc.† (5)
Discovery Education (4)
Google Inc. † (6)
LinkedIn (1)
Ogilvy & Mather (10)
Pearson plc (11)
Roshan Telecom Development Company of Afghanistan Corp. (1)
Time Warner Cable (1)
Time Warner Inc. (15)
Verizon Communications Inc.† (13)
Viacom Inc. (2)
The Walt Disney Company† (11)
Yahoo! Inc. (1)

CONSUMER DISCRETIONARY (n=32)

AEG (4)
Amway Global (4)
Apollo Education Group (5)
Best Buy Co., Inc.† (10)
Carlson (14)
CarMax, Inc. (3)
Coach, Inc. (1)
Darden Restaurants, Inc. (6)
Deloitte Touche Tohmatsu Limited (13)
eBay Inc. (6)
Ecolab Inc. (5)
Ford Motor Company† (2)
Gap Inc. (12)
General Motors† (4)
HARMAN International Industries (3)
The Home Depot, Inc.† (14)
Honda North America (5)
JM Family Enterprises, Inc. (6)
Johnson Controls, Inc.† (7)
KPMG LLP (13)
Macy's, Inc. (10)
Marriott International, Inc. (5)
Newell Brands (6)
PwC US (6)
Southwest Airlines Co. (5)
Staples, Inc. (1)
Starbucks Coffee Company (6)
Starwood Hotels & Resorts Worldwide, Inc. (8)
Toyota North America (14)
Toys"R"Us, Inc. (9)
Whirlpool Corporation (2)
Yum! Brands, Inc. (5)

CONSUMER STAPLES (n=23)

Altria Group, Inc. (13)
Campbell Soup Company (5)
Cargill (11)
The Clorox Company (4)
The Coca-Cola Company† (14)
Colgate-Palmolive Company (10)
Constellation Brands, Inc. (1)
CVS Health† (12)
The Estée Lauder Companies Inc. (3)
FEMSA (3)
General Mills, Inc. (10)
The Hershey Company (12)
Kellogg Company (4)
Kimberly-Clark Corporation (10)
The Kroger Co.† (4)
Land O'Lakes, Inc. (2)
Newman's Own (4)
PepsiCo† (11)
Philip Morris International† (7)
The Procter & Gamble Company† (7)
S.C. Johnson & Son, Inc. (4)
Target† (14)
Wal-Mart Stores, Inc.† (12)

ENERGY (n=12)

Chevron Corporation† (15)
CITGO Petroleum Corporation (6)
ConocoPhillips† (10)
Halliburton (10)
Hess Corporation† (9)
Marathon Oil Corporation (4)
Marathon Petroleum Corporation† (2)
Phillips 66† (3)
QEP Resources (2)
Spectra Energy (3)
Suncor Energy (2)
TransCanada Corporation (4)

FINANCIALS (n=64)

Allstate Corporation† (11)
American Express† (11)
American International Group, Inc.† (6)
Ameriprise Financial, Inc. (5)
AXA US (8)
Bank of America Corporation† (15)
Barclays (6)
BBVA (8)
BNY Mellon (11)
Capital One Financial Corporation (8)
CBRE (2)
The Charles Schwab Corporation (3)
Citigroup Inc.† (13)
Citizens Bank (10)
Comerica Incorporated (1)
CSAA Insurance Group, a AAA Insurer (3)
Deutsche Bank (12)
Equinix, Inc. (1)
First Niagara Financial Group, Inc. (4)
FIS (1)
Genworth Financial, Inc. (10)
The Goldman Sachs Group, Inc.† (13)
The Guardian Life Insurance Company of America (7)
The Hartford (9)
HSBC Bank North America Holdings, Inc. (12)
JPMorgan Chase & Co.† (15)
KeyCorp (5)
Legg Mason, Inc. (8)
Lincoln Financial Group (5)
Macquarie Group (5)
Massachusetts Mutual Life Insurance Company † (8)
Mastercard (11)
MetLife, Inc.† (12)
Morgan Stanley† (14)
Mutual of Omaha Insurance Company (3)
Nationwide Insurance† (5)
Neuberger Berman (5)
New York Life Insurance Company† (8)
Northern Trust Corporation (4)
Northwestern Mutual (6)
ORIX USA Corporation (1)
PayPal (1)
The PNC Financial Services Group, Inc. (11)
Popular, Inc. (7)
Principal Financial Group (10)
Prudential Financial, Inc.† (12)
Royal Bank of Canada (6)
Securian Financial Group (1)

State Farm Mutual Automobile Insurance Company† (12)
T. Rowe Price Group, Inc. (5)
TCF Financial Corporation (2)
TIAA † (4)
The Travelers Companies, Inc. (10)
U.S. Bancorp (5)
UBS (9)
Unum Group (2)
USAA (2)
Vanguard (4)
Visa Inc. (3)
Voya Financial, Inc. (9)
Wells Fargo & Company† (14)
Welltower Inc. (2)
The Western Union Company (10)
Zurich Insurance Group (8)

HEALTH CARE (n=32)

Abbott (10)
Aetna Inc.† (14)
Agilent Technologies, Inc. (12)
Amgen Inc. (6)
Anthem, Inc.† (10)
AstraZeneca (1)
Baxter International Inc. (2)
BD (10)
Boston Scientific Corporation (5)
Bristol-Myers Squibb Company (15)
CIGNA† (7)
Danaher Corporation (2)
DaVita Healthcare Partners, Inc. (7)
Edwards Lifesciences Corp. (1)
Eli Lilly and Company (15)
Express Scripts, Inc.† (7)
Genentech (3)
GSK (14)
HCA Inc.† (11)
Humana Inc.† (7)
Johnson & Johnson† (13)
Kaiser Permanente (5)
McKesson Corporation† (12)
Medtronic Plc (7)
Merck & Co., Inc. Kenilworth, NJ, USA† (12)
Novo Nordisk Inc. (4)
Perrigo (1)
Pfizer Inc.† (13)
Quest Diagnostics Incorporated (7)
Regeneron Pharmaceuticals, Inc. (1)
Sabin Laboratory (3)
UnitedHealth Group† (10)

INDUSTRIALS (n=31)

BAE Systems, Inc. (4)
The Boeing Company† (9)
Caterpillar Inc.† (8)
CSX Transportation, Inc. (7)
Cummins Inc. (4)
Eaton Corporation (7)
Emerson Electric Co. (11)
FedEx Corporation† (8)
Fluor Corporation (4)
General Electric Company† (14)
Honeywell International Inc.† (5)
Illinois Tool Works Inc. (8)
Ingersoll-Rand Company Limited (2)
Itron (2)
John Deere† (6)
Lincoln Electric Holdings, Inc. (1)
Lockheed Martin Corporation† (9)
Mitsubishi Corporation (Americas) (12)
Northrop Grumman Corporation (9)
PACCAR Inc. (6)
Raytheon Company (6)
Rockwell Automation, Inc. (5)
Rockwell Collins, Inc. (6)
Siemens Corporation (3)
Southwire Company (3)
TE Connectivity (1)
Toshiba America, Inc. (4)
Union Pacific Corporation (6)
United Technologies Corporation† (13)
UPS† (5)
Xylem (5)

MATERIALS (n=17)

3M† (11)
Ashland Inc. (6)
Barrick Gold Corporation (1)
Bemis Company, Inc. (4)
The Dow Chemical Company (7)
Eastman Chemical Company (3)
FMC Corporation (7)
Gerdau (4)
International Paper Company (4)
Monsanto Company (4)
The Mosaic Company (7)
Owens Corning (5)
Praxair, Inc. (7)
Vale (5)
Votorantim S.A. (4)
Vulcan Materials Company (6)
WestRock Company (5)

TECHNOLOGY (n=28)

Applied Materials, Inc. (7)
Autodesk, Inc. (4)
BMC Software (12)
Booz Allen Hamilton Inc. (3)
Broadridge Financial Solutions, Inc. (2)
CA Technologies (9)
Cisco Systems† (15)
Corning Incorporated (5)
Dell USA L.P. (10)
EMC Corporation (6)
IHS Inc. (3)
Intel Corporation† (9)
Microsoft Corporation† (9)
Moody's Corporation (11)
Motorola Solutions, Inc. (3)
NCR Corporation (2)
Nielsen Holdings plc (2)
NVIDIA Corporation (4)
Pitney Bowes Inc. (9)
Qualcomm Incorporated (10)
S&P Global Inc. (formerly McGraw Hill Financial (14)
Salesforce (11)
SAP AG (4)
Symantec Corporation (7)
Synopsys, Inc. (4)
Tata Consultancy Services (1)
Texas Instruments Incorporated (8)
Xerox Corporation (11)

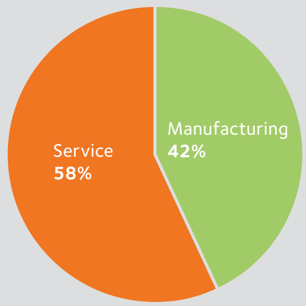
UTILITIES (n=19)

Ameren Corporation (3)
American Electric Power Company, Inc. (6)
CenterPoint Energy, Inc. (3)
Consolidated Edison, Inc. (15)
Dominion Resources, Inc. (6)
DTE Energy Company (4)
Entergy Corporation (11)
Exelon Corporation (9)
FirstEnergy (7)
NRG Energy (3)
PG&E Corporation (11)
PPL Corporation (4)
Public Service Enterprise Group Incorporated (8)
Sempra Energy (10)
Southern California Edison (11)
Southern Company (5)
TECO Energy, Inc. (7)
Vectren Corporation (2)
Xcel Energy Inc. (5)

2015 SURVEY RESPONDENT PROFILE

TOTAL GIVING	Number of Companies
Over $100 Million	33
$50+ to $100 Million	32
$25+ to $50 Million	41
$15+ to $25 Million	35
$10+ to $15 Million	39
$5 to $10 Million	39
Under $5 Million	53

Giving: Total Giving per company ranged from $477,111 to $3.48 billion. Median total giving in 2015 was $15.92 million.



Classification: Of the 272 survey respondents, there were more Service companies (159) than Manufacturing companies (113), reflecting the large number of participating Financials companies.

INDUSTRY	Number of Companies
Communications	14
Consumer Discretionary	32
Consumer Staples	23
Energy	12
Financials	64
Health Care	32
Industrials	31
Materials	17
Technology	28
Utilities	19

Industry: The *Giving in Numbers* Survey uses ten sectors ("industries") from the Bloomberg Industry Classification Standard (BICS) to classify companies into distinct industry groups. To be included in an industry-specific figure, an industry must be represented by at least five company responses.

PRE-TAX PROFIT	Number of Companies
Over $10 Billion	20
$5+ to $10 Billion	33
$3+ to $5 Billion	30
$2+ to $3 Billion	29
$1+ to 2 Billion	47
$0 to $1 Billion	64
Under $0	23
Not Reported	26

Pre-Tax Profit: 2015 pre-tax profits ranged from losses to profit of $33.64 billion. Privately held companies were not required to submit pre-tax profit data. The median pre-tax profit among participants (including those reporting a loss) was $1.64 billion.

REVENUE	Number of Companies
Over $100 Billion	15
$50+ to $100 Billion	26
$25+ to $50 Billion	39
$15+ to $25 Billion	47
$10+ to $15 Billion	39
$5 to $10 Billion	53
Under $5 Billion	38
Not Reported	15

Revenue: 2015 revenues for survey participants ranged from $1.33 billion to $482.13 billion. Privately held companies were not required to submit revenue data. The median revenue among participants was $14.5 billion.

NUMBER OF EMPLOYEES	Number of Companies
Over 100,000	47
50,001 to 100,000	42
30,001 to 50,000	32
20,001 to 30,000	22
10,000 to 20,000	49
Under 10,000	48
Not Reported	32

Employees: The total number of employees at participating companies ranged from 476 to 2.3 million. The median number of employees in the 2015 sample was 30,950.

CALCULATIONS

CALCULATION TERMINOLOGY

Aggregate Values

An aggregate value is the straight sum of all of the values in a calculation. For example, aggregate total giving is the sum of the total giving of all companies participating in the survey. In the 2015 *Giving in Numbers* Survey, this amounted to more than $24.5 billion.

Average Percentage

An average percentage is used in place of an aggregate percentage to preserve the relative proportions of giving for each company. To calculate average percentage, each individual company's giving is first translated into percentages. Then, percentages across all companies are averaged. Average percentages for an industry do not indicate the magnitude of giving relative to other industries.

Distributions

Some figures in this report group companies into categories based on how much their pre-tax profit or total giving changed from one year to the next. It is extremely rare that a company falls exactly on the threshold between one category and the next. In instances when this does occur, the report conservatively lists the company in the lower range.

Median

When a group of numbers is sorted from highest to lowest, the median value is the number in the middle of the list. If the list has an even number of entries, the median is the average of the middle two figures. Medians are used in calculations because they are less sensitive to extreme values than averages, which can be skewed by very high or very low values.

Quartiles

When numbers are sorted from highest to lowest, the first (or top) quartile is the group in the list higher than 75% of other values in the list. The bottom quartile is the group in the list higher than 25% of other values in the list. "Top quartile" refers to the minimum value to enter the group higher than 75% of other values.

SAMPLE SIZE MATTERS

Throughout the report, the convention "N=" or "n=" indicates number of companies used in each calculation. "N" refers to the total sample size for that analysis, whereas "n" denotes a segment of the total sample size. The number will vary from one figure or data point to the next because respondents do not necessarily answer every question in the survey. This happens when a company either does not participate in the type of philanthropy in question (for example, if a company does not have an employee-volunteer program) or when the company does not have the data needed to respond.

To analyze specific trends from one year to the next, this study relies on matched-set data, which is the data from companies that participate in the *Giving in Numbers* Survey over consecutive years. The sample sizes for figures based on matched sets are always lower than the total number of companies responding in 2015 because companies that have not completed the survey each year from 2013 to 2015 will not be used to identify year-over-year trends.

In some cases, identifying specific trends requires the exclusion of certain data, resulting in different outcomes for the same data point. For example, median total giving as a percentage of revenue across all companies in 2015 was 0.11% (based on 258 surveys), while the same data point across the three-year matched set was 0.13% (based on 192 survey participants). For this reason, it is helpful to note which years (and how many surveys) are included in the computations behind each figure.

Data for "all companies" are shown in several figures throughout the report, along with an industry breakdown. There are a few cases of underrepresented industries excluded from the specific breakdowns; the companies within these industries are included in the "all companies" aggregate. This causes the sample sizes for the breakdown to sum to a lower number than the sample size for the "all companies" aggregate.

STATISTICAL SIGNIFICANCE

Statistical significance refers to performing a two-sample t-test to test for the difference between the means of two samples and obtain a p-value (the probability of obtaining a result at least as extreme as the one observed assuming the null hypothesis is true) to test the null hypothesis that the means between the two samples are equal.

TOTAL GIVING

The *Giving in Numbers* Survey defines total giving as the sum of three types of giving:

- **Direct Cash:** Corporate giving from either headquarters or regional offices.
- **Foundation Cash:** Corporate foundation giving.
- **Non-Cash:** Product or Pro Bono Services assessed at Fair Market Value.

Total giving does not include management and program costs or the value of volunteer hours.

Download a free *Giving in Numbers* Valuation Guide at: **cecp.co/surveyguide**.

WHAT'S IN, WHAT'S OUT?

The 2016 *Giving in Numbers* Survey defines a qualified contributions recipient using the *Global Guide* Standard, which holds for all types of giving recorded in the CECP survey. This transition comes at the end of the three-year period over which CECP developed the guide. Ninety percent of respondents in 2015 reported their past and current total giving figures were not and will not be impacted using the new *Global Guide* Standard. Based on this, historic giving data for all companies were left unchanged within CECP's dataset.

"Qualified recipients" are those organizations that meet all three of the following *Global Guide* criteria:

1. They are formally organized; and
2. They have a charitable purpose; and
3. They never distribute profits.

For more information, refer to details of the *Global Guide* Standard.

Contributions not included in total giving:

- Giving made with expectation of full or partial repayment or direct benefit to the company.
- Giving to political action committees, individuals, or any other non-charitable organizations.

In the *Giving in Numbers* Survey, total giving does not include contributions from employees, vendors, or customers. While many companies solicit funds from customers or employees, total giving includes only funds tied directly to a company's financial assets. Funds raised from employees or other stakeholders (e.g., customers) are reported in the Philanthropic Leverage section. For multi-year grants, only the portion of the grant actually paid in the fiscal year examined in the survey is included, not its total, multi-year value.

DEFINITIONS

FORTUNE 100 COMPANIES

Compiled and published by *Fortune* Magazine, the Fortune 500 is an annual ranking of the top 500 American public corporations as measured by gross revenue. This report refers to the "Fortune 100 Companies" as the top 100 companies in the Fortune 500 ranking.

FAIR MARKET VALUE (FMV)

The *Giving in Numbers* Survey values non-cash gifts (or in-kind, product donations) at FMV, which is defined by the IRS as the price that inventory, products, or certain professional services would sell for on the open market between a company and its direct customers/clients.

In other words, FMV is the price that a buyer would pay a seller. If a restriction is applied to the use of inventory or products donated, the FMV must reflect that restriction. Products and services should not be included as giving if the company is financially compensated for the contribution in any way. Thus, tiered pricing for schools or nonprofit organizations should not be reported as overall giving in the survey (including the difference between the reduced price and the FMV).

FISCAL YEAR

The *Giving in Numbers* Survey asks companies to report total contributions on a fiscal year basis (end date for 12 months of data). For most companies, this is 12/31/2015 or the end of the income tax reporting year if not following calendar year convention. If the corporate or foundation giving year ends before the end of the calendar year, the earlier date is used. If the last day of the corporate giving year is different from the last day of the foundation giving year, the latter date of the two is to be used.

FULL-TIME EQUIVALENT (FTE) STAFF

The *Giving in Numbers* Survey defines contributions FTE staff as those who contribute, through oversight or direct involvement, to at least one of the following initiatives or programs:

- Corporate or foundation giving (including Workplace-Giving Campaigns, matching, and in-kind giving).
- Employee volunteering.
- Community or nonprofit relationships.
- Community and economic development.
- Communications, media relations, sponsorships, administration, or public relations focused on community affairs, contributions, or volunteering.
- Sponsorships related to corporate giving.
- Administration related to community affairs, contributions, and volunteering.

To be counted, a contributions FTE must spend at least 20% of his or her time either:

- Working directly in "Corporate Community Affairs" or a similarly named department such as "Community Relations," "External Affairs," etc.;
- Working for the "Corporate Foundation(s)"; or
- Working in a branch office, retail store, local or regional business unit, or other non-headquarters/non-foundation location, but having corporate giving or volunteer coordination included in his or her job description.

Additional Eligibility:

- Include any contract employees who assist with the management or execution of the above initiatives.
- Include managerial staff (e.g., those who may have permanent or periodic supervisory responsibilities in each area).
- Include executive assistants and any year-round interns who support and make meaningful contributions to the functions listed above.

A staff member spending a fraction of his or her time in such a capacity is recorded as the decimal equivalent of that fraction. For example, someone who spends 50% of his or her working time on corporate giving is 0.5 of a contributions FTE.

GOOD BEYOND GIVING

Good beyond giving refers to socially driven activities of companies that are additive to their contribution programs. Good beyond giving seeks to maximize the "Social" within the Environmental, Social, and Governance (ESG) work of companies.

INTERNATIONAL GIVING

The *Giving in Numbers* Survey inquires as to how total giving is distributed among domestic and international end-recipients.

Geography of End-Recipient: Domestic refers to the company's headquarters country and international refers to anywhere outside of the company's headquarters country. Geography refers to the location of the end-recipient and not the location of the nonprofit.

Regional Breakdowns: Regions are categorized based on the United Nations Statistics Division Codes.

- Asia and the Pacific: Asia – includes all countries in Eastern Asia, Central Asia, South-Eastern Asia, Southern Asia (with the exception of Iran), and also includes the following five countries from Western Asia: Armenia, Azerbaijan, Cyprus, Georgia, and Turkey. Oceania – includes Australia, New Zealand, Melanesia, Micronesia, and Polynesia.
- Europe: Includes all countries in Eastern Europe, Northern Europe, Southern Europe, and Western Europe.
- Latin America and the Caribbean: Includes all countries in the Caribbean, Central America and Mexico, and South America.
- Middle East and Africa: Africa – includes all countries in Eastern Africa, Middle Africa, Northern Africa, Southern Africa, and Western Africa. Western Asia – includes all countries in Western Asia with the exception of Armenia, Azerbaijan, Cyprus, Georgia, and Turkey. Southern Asia – includes just Iran.
- North America: Includes the United States, Bermuda, Canada, Greenland, Saint Pierre, and Miquelon.

MATCHING-GIFT PROGRAMS

Workplace-Giving Campaigns: Fundraising drives, such as the United Way, which occur for a defined time period in that the company expends time/effort in organizing and obtaining participation.

Year-Round Policy: Giving that is not driven by a specific corporate campaign and that benefits nonprofits. Includes corporate matches of employee payroll deductions if employees sign up at their own discretion throughout the year (not as part of a time-bound, defined campaign).

Dollars for Doers: Corporate or foundation giving to nonprofits in recognition of a certain level (as defined by the company or foundation) of employee-volunteer service to that organization.

Disaster Relief: Matching programs benefitting nonprofit organizations assisting with disaster-related crisis relief, recovery, rebuilding, and/or preparedness for a specific disaster.

PHILANTHROPIC LEVERAGE

For some companies, part of their philanthropy effort includes raising money from employees, customers, suppliers, and/or vendors. This question allows companies to capture the total dollar amount raised from others, a figure not captured elsewhere in this survey.

To include funds in this year's survey, funds must have been raised from formal campaigns meeting the following criteria:

- Corporate Commitment: Campaigns must be company-sponsored, organized by a professional giving officer, and run nationally (at least). Campaigns that occur only in particular offices, regions, or stores are not included.
- Nonprofit Beneficiaries: Recipient organizations of the funds raised must be to a "qualified recipient" (see details of eligibility on page 41).
- What to Exclude: Any contribution provided by the company should not be included here. All corporate contributions to a "qualified recipient" (see details of eligibility on page 41) are covered by survey Questions II.A.-IV.A.

PRO BONO SERVICE

Pro Bono Service must meet three criteria: 1) formal commitment; 2) employee is performing his or her professional function; and 3) the commitment is made to an end-recipient that is formally organized, has a charitable purpose, and never distributes profits. If companies know the actual hourly rates for employees performing Pro Bono Service, they should use these monetary values. Alternatively, companies can use suggested rates from CECP's Valuation Guide.

In the majority of cases, Pro Bono Service directly benefits the nonprofit organization—e.g., by boosting internal operations and capacity-building—rather than the nonprofit's end-recipients. This is consistent with the requirement that Pro Bono Service must be a direct application of an employee's core job description. In some cases Pro Bono Service benefits individuals served by the nonprofit, but this is rare.

Examples of Pro Bono Service and guidance on valuing Pro Bono Service hours at Fair Market Value can be found in the *Giving in Numbers* Valuation Guide.

PROGRAM EVALUATION

The *Giving in Numbers* Survey asks companies which levels of the logic model are evaluated in their grantmaking. The logic model levels are classified according to the following:

- Inputs: Resources a program deploys (cash, in-kind gifts, etc.).
- Activities: Processes, tools, events, technology, and actions of the program's implementation to bring about intended results.
- Outputs: Direct products of program activities (e.g., types, levels, and targets of services to be delivered by a program).
- Outcomes: Specific changes in program participants' behavior, knowledge, skills, status, and level of functioning.
- Impacts: The change occurring in organizations, communities, or systems as a result of program activities in the long term.

PROGRAM TYPES

The survey asks respondents to quantify their giving and giving priorities by program type. The program type should reflect the category into which the ultimate end-recipient of the contribution primarily fits, reflecting the "purpose" of the grant rather than the "type" of nonprofit.

For additional guidance on what to include in each of these categories, refer to the Nonprofit Program Classification (NPC) system, developed by the National Center for Charitable Statistics (NCCS). This system is intended to "classify the actual activities of each organization" (http://nccs.urban.org/classification/NPC.cfm).

NCCS offers an online search tool for organizations registered in the United States: http://nccsdataweb.urban.org/PubApps/search.php. For further assistance, please contact CECP.

Civic and Public Affairs: Includes contributions to justice and law, state or local government agencies, regional clubs and fraternal orders, and grants to public policy research organizations (e.g., American Enterprise Institute and The Brookings Institution).

Community and Economic Development: Includes contributions to community development (aid to minority businesses and economic development councils), housing and urban renewal, and grants to neighborhood or community-based groups.

Culture and Arts: Includes contributions to museums, arts funds or councils, theaters, halls of fame, cultural centers, television, radio, dance groups, music groups, heritage foundations, and non-academic libraries.

Disaster Relief: Contributions that support preparedness or relief, recovery, and/or rebuilding efforts in the wake of a natural or civil disaster or other emergency hardship situation.

Education, Higher: Includes contributions to higher educational institutions (including departmental, special projects, and research grants); education-related organizations (e.g., literacy organizations and economic education organizations); and scholarship and fellowship funds for higher education students through intermediary organizations and other education centers, foundations, organizations, and partnerships.

Education, K-12: Includes contributions to K-12 educational institutions (including departmental and special projects); education-related organizations (e.g., literacy and economic education organizations); and scholarship and fellowship funds for K-12 students through intermediary organizations and other foundations, organizations, and partnerships.

Also includes contributions to programs that support pre-K education.

Environment: Includes contributions to environmental and ecological groups or causes including parks, conservancies, zoos, and aquariums.

Health and Social Services: Includes contributions to United Way and grants to local and national health and human services agencies (e.g., The Red Cross or American Cancer Society), hospitals, agencies for youth development, senior citizens, food banks, and any other health and human services agencies, including those concerned with safety, family planning, and drug abuse.

Other: Contributions that do not fall into any of the main beneficiary categories or for which the recipient is unknown.

SUCCESSFUL VOLUNTEER PROGRAM

The HandsOn Network defines successful volunteer programs as those that:

- Are supported and understood organization-wide.
- Are planned beyond the short term.
- Have specific, measurable goals that are tracked.
- Ensure volunteer management is a staff member's job and is linked to performance.
- Create pathways for deepening volunteer engagement over time.

THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs) LIST

Goal 1: End poverty in all its forms everywhere.

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

Goal 3: Ensure healthy lives and promote well-being for all at all ages.

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Goal 5: Achieve gender equality and empower all women and girls.

Goal 6: Ensure availability and sustainable management of water and sanitation for all.

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all.

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Goal 10: Reduce inequality within and among countries.

Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable.

Goal 12: Ensure sustainable consumption and production patterns.

Goal 13: Take urgent action to combat climate change and its impacts.

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

SOURCES

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NOTES

About CECP

THE CEO FORCE FOR GOOD

CECP is a coalition of CEOs united in the belief that societal improvement is an essential measure of business performance. Founded in 1999, CECP has grown to a movement of more than 150 CEOs of the world's largest companies across all industries. Revenues of engaged companies sum to $7 trillion annually. A nonprofit organization, CECP works to support companies' individual societal investment priorities through hundreds of interactions a quarter, while advancing the field as a whole. CECP accelerates the work of participating companies through:

CEO Leadership: A platform for CEOs to speak in their own voices on why focusing on community needs is a competitive advantage.

- Board of Boards Event: February 27, 2017
- Presentations, Strategy Review, Strategic Investor Initiative, Media, Collaboration

Corporate Leadership: Best practice and trends sharing through one-on-one consulting and ongoing support, networking and connections to peers, and regional, national, and virtual convenings.

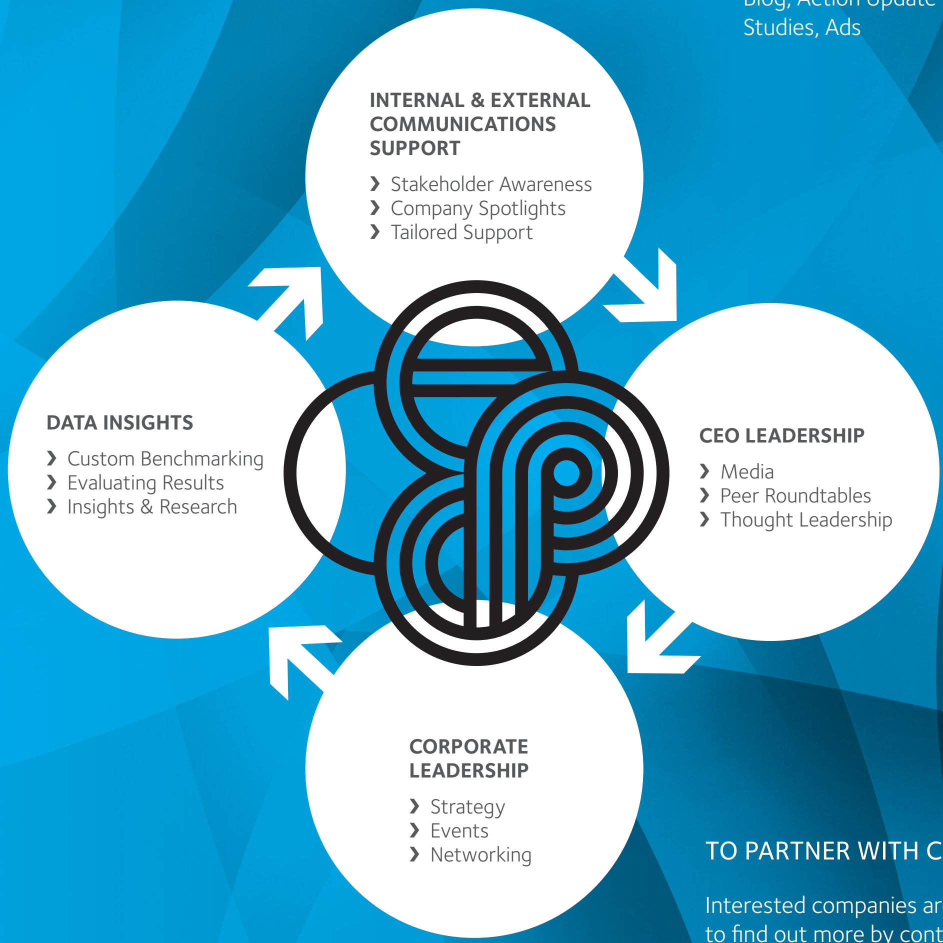
- CECP Summit Event: May 23-24, 2017
- Networking, Counsel, Roundtables, Webinars, Online Resources

Data Insights: Access to unparalleled data-driven strategy insights and benchmarking through a 24/7 online system and customized support.

- *Giving in Numbers* and *Giving Around the Globe* Reports and Surveys
- Custom Benchmarking, Self-Serve Data Solutions, Social Scorecard, Global Exchange

Internal and External Communications Support: Counsel tailored to a company's unique needs, including sharing case studies and best practices through CECP and media platforms.

- Communications, Mini-Audits, Media Support
- Company Spotlights, CECP Insights Blog, Action Update Newsletter, Case Studies, Ads



TO PARTNER WITH CECP:

Interested companies are invited to find out more by contacting info@cecp.co or +1 212.825.1000

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