



**CECP**

THE CEO FORCE  
FOR GOOD

# **CECP'S INVESTING IN SOCIETY REPORT**

**RELEASED  
JUNE 27TH, 2017**

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# CECP TRENDS

**Purpose Driven**



**Long-Term Thinking**



**Employee Engagement 2.0**



**Leveraging Assets**



**Global Challenges, Global Collaboration**

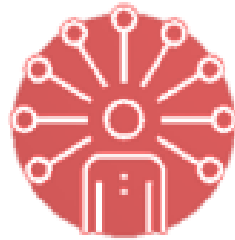


**Advocacy as Strategy**



# CECP TRENDS

## PURPOSE DRIVEN



*Leading companies have recognized that purpose is the path to energizing and reaching vital stakeholders, for more resilient markets and society*

Supported by:

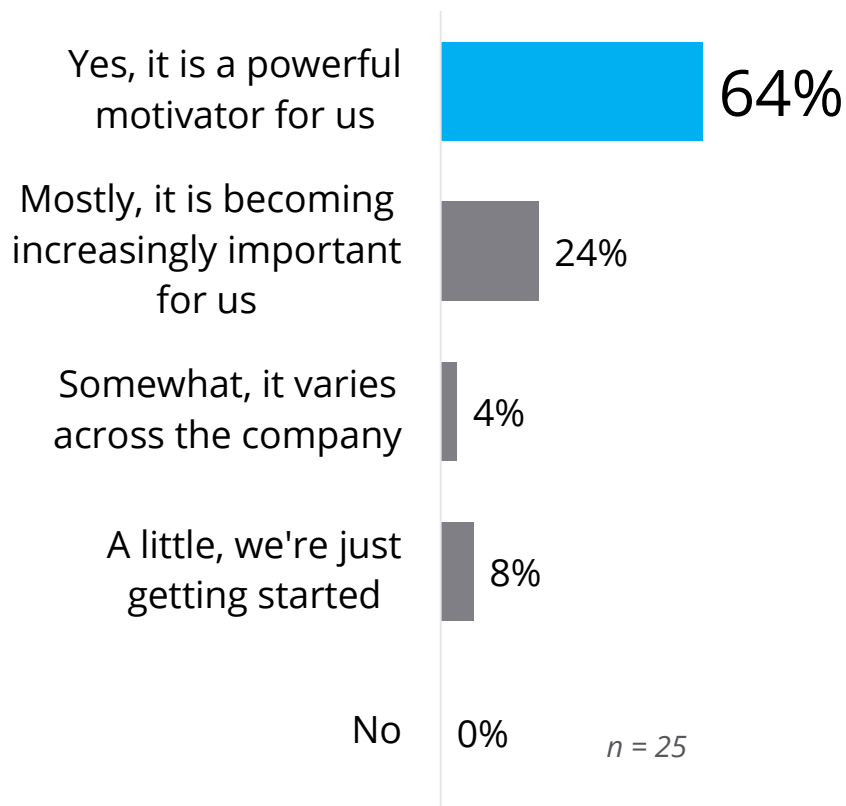
- CEOs polling on companies' sense of purpose
- Giving professionals polling on collaboration with Human Resources
- Data on purpose-oriented companies and employees
- Data relating employee engagement and financial performance

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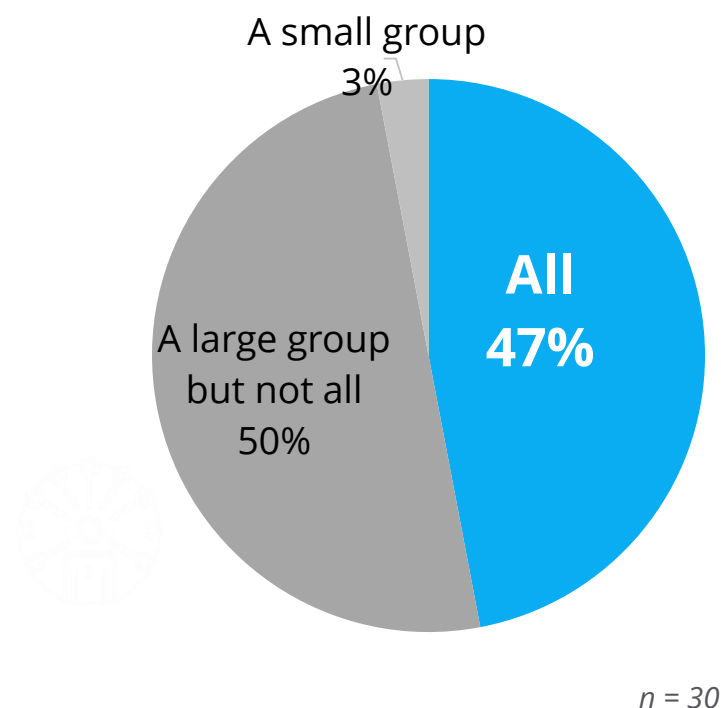


# CEOS RECOGNIZE THE IMPORTANCE OF HAVING A LARGER SENSE PURPOSE IN THEIR COMPANIES AND AMONG EMPLOYEES

As CEO, Does your company operate with a larger purpose?



As CEO, What segment of your employees know/understand your companies' greater purpose?



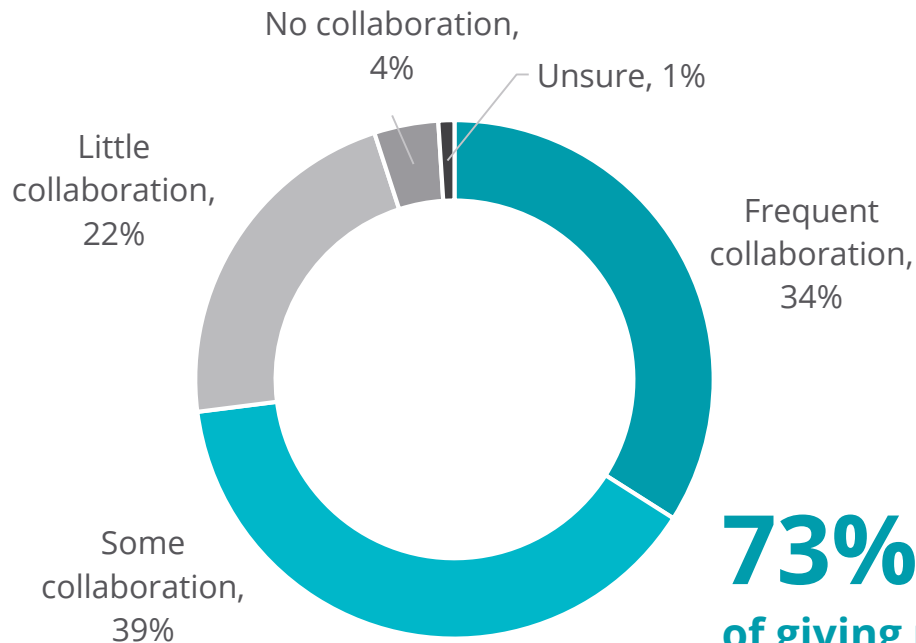
Source: Polling at CECP's 2017 CEO Board of Boards

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# HUMAN RESOURCES ROLES HAVE INCREASING OPPORTUNITIES TO COLLABORATE WITH EMPLOYERS TO DEVELOP THE POTENTIAL OF PURPOSE-ORIENTED EMPLOYEES

How often do you or members of your team collaborate with colleagues in traditional Human Resources roles?



**73%**  
of giving professionals have  
higher collaboration with HR

**28%**  
of the 150 million  
member U.S.  
workforce is  
Purpose-Oriented

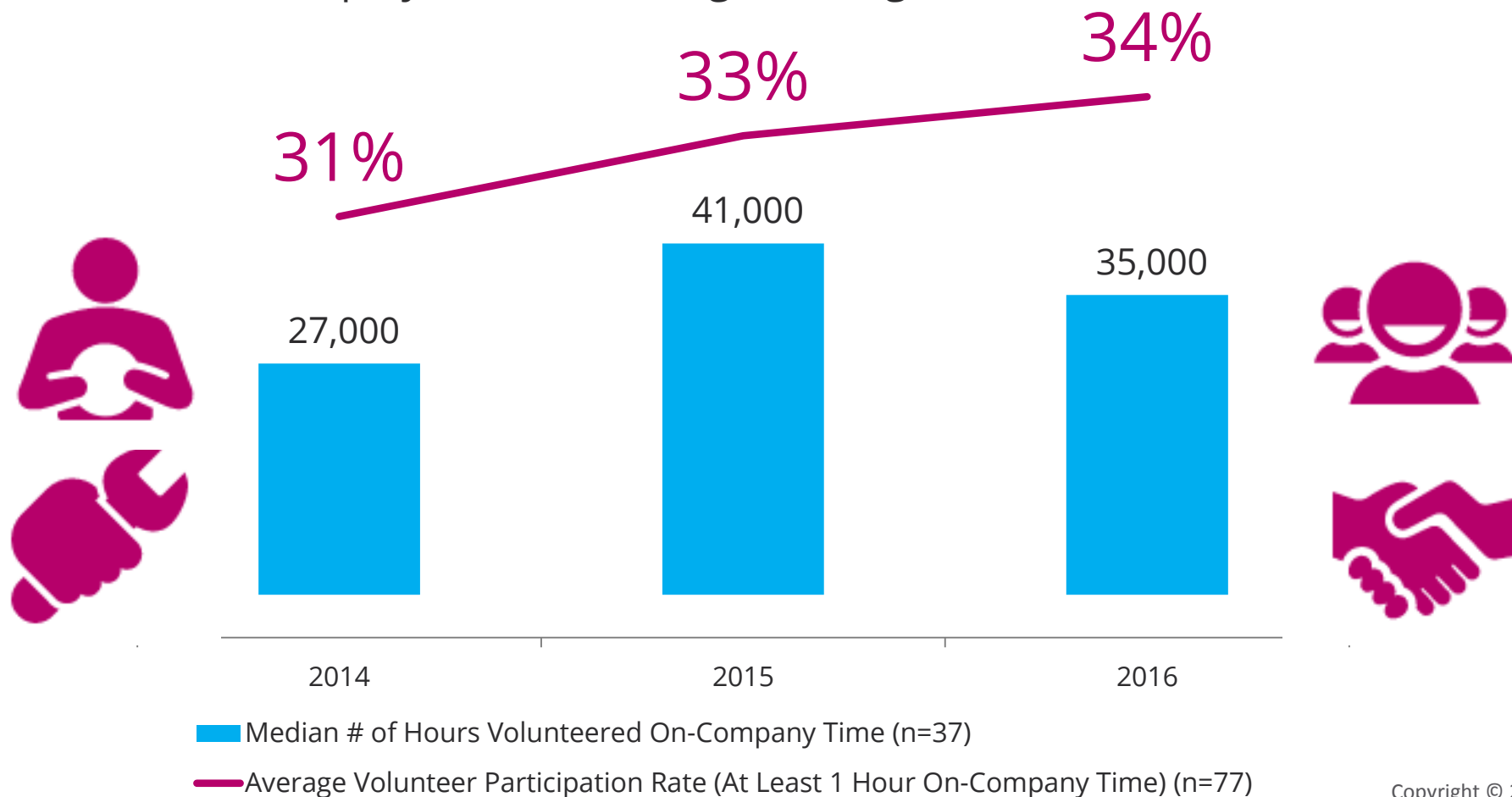


Sources: Polling at CECP's 2017 Annual Summit, n = 156  
2015 Workforce Purpose Index. Purpose at Work. Imperative & NYU

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# EMPLOYEES' SENSE OF PURPOSE AND EMPLOYEE ENGAGEMENT OPPORTUNITIES OFFERED BY COMPANIES DRIVE THEIR PARTICIPATION

Employee Volunteering: Looking Back 3 Years



Source: CECF company-reported dataset. 2014-2016 Data, 3 Year Matched-Set.

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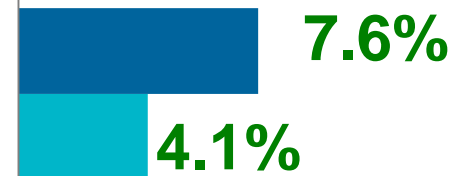


# EVIDENCE CONTINUES TO SHOW FINANCIAL PERFORMANCE AND PURPOSE ARE NOT MUTUALLY EXCLUSIVE

Median Financial Performance Growth Rates,  
2014 to 2016

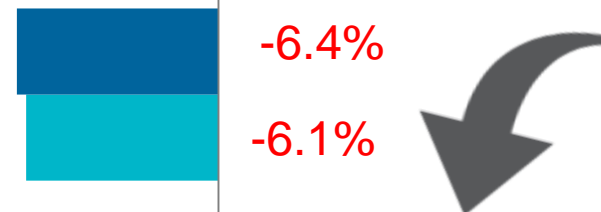
**Companies with  
Most Giving Growth  
(10%+)**

(n=74)



**All Other  
Companies**

(n=135)



■ Pre-Tax Profit Growth Rate - Median ■ Revenue Growth Rate - Median

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Source: CECF company-reported dataset. Financial data pulled from Bloomberg database. 2014-2016 Data, 3 Year Matched-Set, Inflation-Adjusted, n=190

# PURPOSE BRINGS PROFIT

In the past three years:

**58%**

of companies with a clearly articulated and understood purpose experienced growth of +10%

**vs.**

**42%**

of companies not prioritizing purpose<sup>3</sup>

Perhaps even more strikingly:

% of non-purpose led companies that showed drop in revenue

42%

% of purpose-led companies that showed positive growth

85%

Sources: *The Business Case for Purpose*. Harvard Business Review & EY  
2016 Workforce Purpose Index. *Purpose at Work*. Imperative & LinkedIn

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Global Challenges, Global Collaboration



Advocacy as Strategy



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# CECP TRENDS

## LONG-TERM THINKING



*Companies' health and value-creation for all stakeholders requires planning with a time horizon beyond the quarter*

Supported by:

- CEO polling on long-term perspectives
- 10-year total giving data
- Large companies' ESG performance
- CECP's CEO Investor Forum

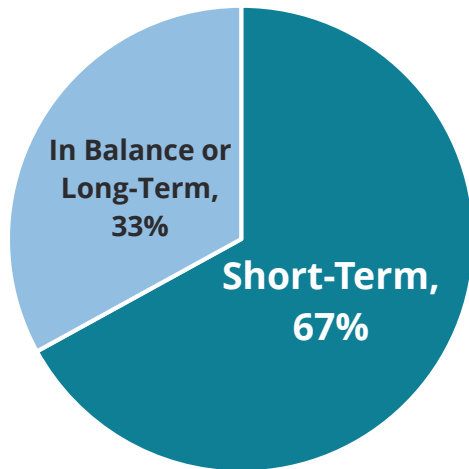
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# CEOS ARE CALLED TO THINK LONG-TERM DESPITE SHORT-TERM DEMANDS

## CEOs Tell Us: Polling at CECF's Board of Boards

CEO's View on how they  
spend their time\*



Shareholder demands  
for **short-term thinking**  
most imperils corporate values

## Investors Calling for Long Term Plans & ESG Integration

**"Develop & share long-term plans"**

[LARRY FINK](#)

CHAIRMAN & CEO, BLACKROCK FINANCIAL MANAGEMENT

**"Boards should talk with LT investors"**

[BILL McNABB](#)

CHAIRMAN & CEO, VANGUARD

**"Board independence key to long-termism"**

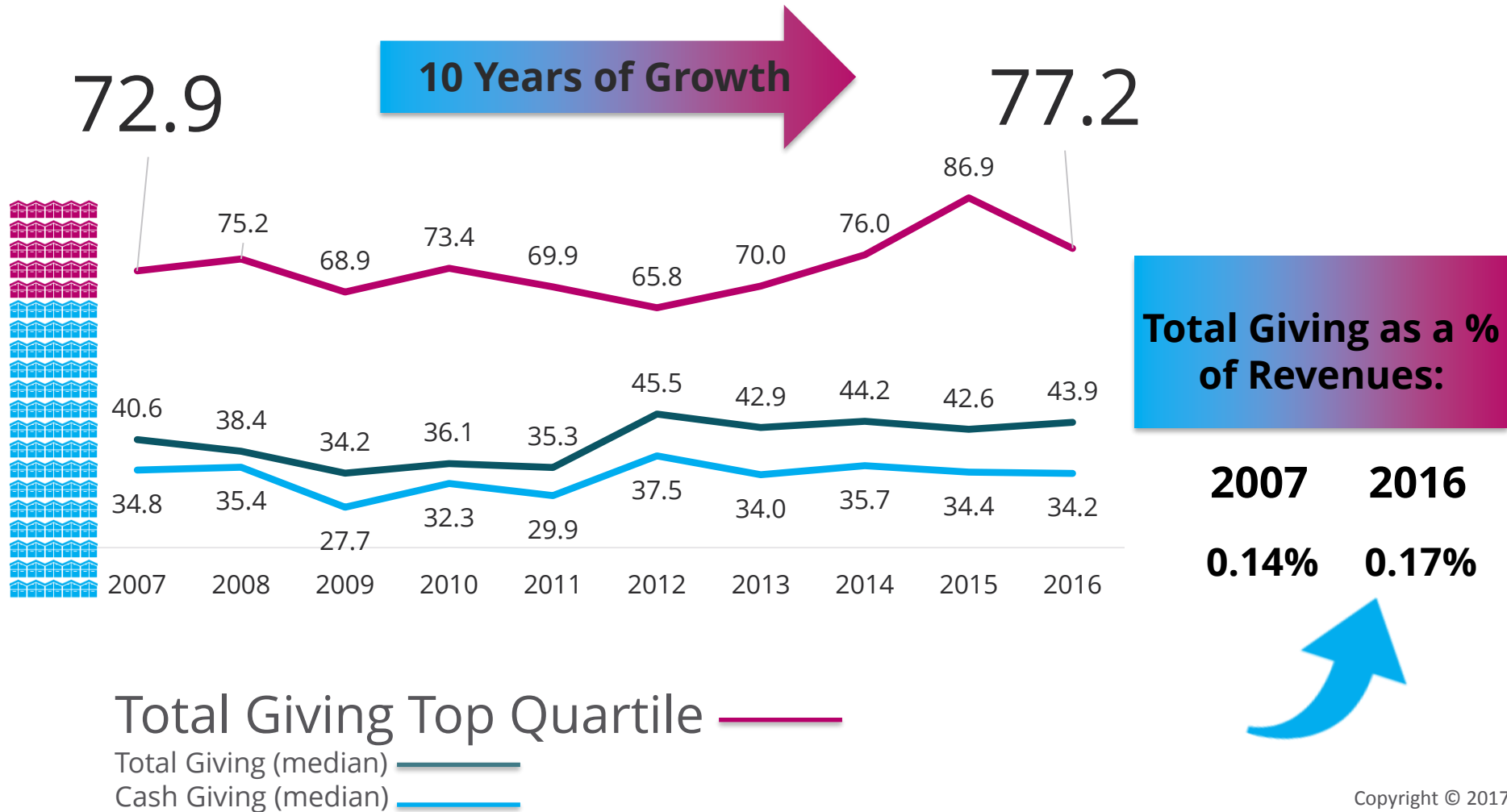
[RON O'HANLEY](#)

PRESIDENT & CEO, STATE STREET GLOBAL ADVISORS

Source: Polling at CECF's 2017 CEO Board of Boards

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# TOP QUARTILE COMPANIES INCREASED SOCIETAL CONTRIBUTIONS BY 6% OVER THE LAST 10 YEARS



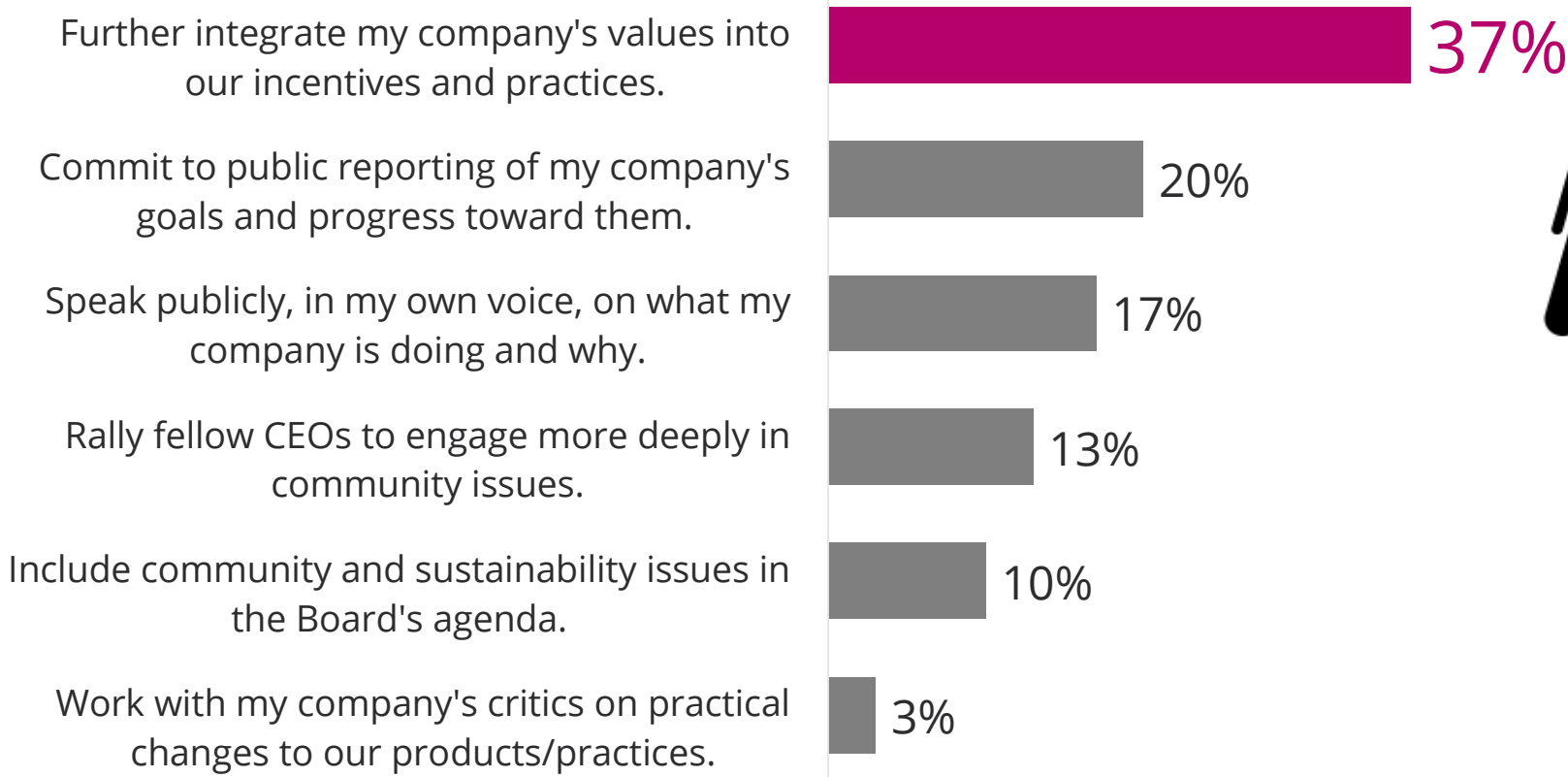
Source: CECF company-reported dataset. 2007-2016 Data, 10 Year Matched-Set, Inflation-Adjusted, n=78  
Top quartile refers to the threshold to be in the top 25% of companies on the respective measure.

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# INTEGRATION OF CORPORATE VALUES AND INCENTIVES PROMOTE LONG-TERM LEADERSHIP AMONG CEOS...

As CEO, what is the most effective bold move I can make toward sustainable business leadership over the long-term?



Source: Polling at CECP's 2017 CEO Board of Boards

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# CECP'S STRATEGIC INVESTOR INITIATIVE CONTINUES FOCUSING ON CREATING LONG-TERM VALUE



## Key takeaways from the inaugural **CEO Investor Forum** –

- **Environmental and social factors vary** from industry to industry, but are indisputably financially material
- The concept of **transparency for investors is evolving quickly** with event participants calling for quarterly investor communications to become building blocks of longer-term plans and disclosure rather than the central focus
- The over-emphasis on **quarterly reporting is** widely considered to be **a driving force in the dearth of financially relevant non-financial factors** in the majority of quarterly-focused investor communications
- Forum participants voiced their views on the fundamental **importance of CEOs conveying their long-term performance outlook** to describe how they serve key stakeholders including customers, employees, and communities, as well as shareholders

## CEO Investor Forum

HOSTED BY THE  
STRATEGIC INVESTOR  
INITIATIVE, CECP

CECP's Strategic Investor Initiative (SII) is hosting the second **CEO Investor Forum** on **September 19th, 2017** in New York City.  
**Register** now!

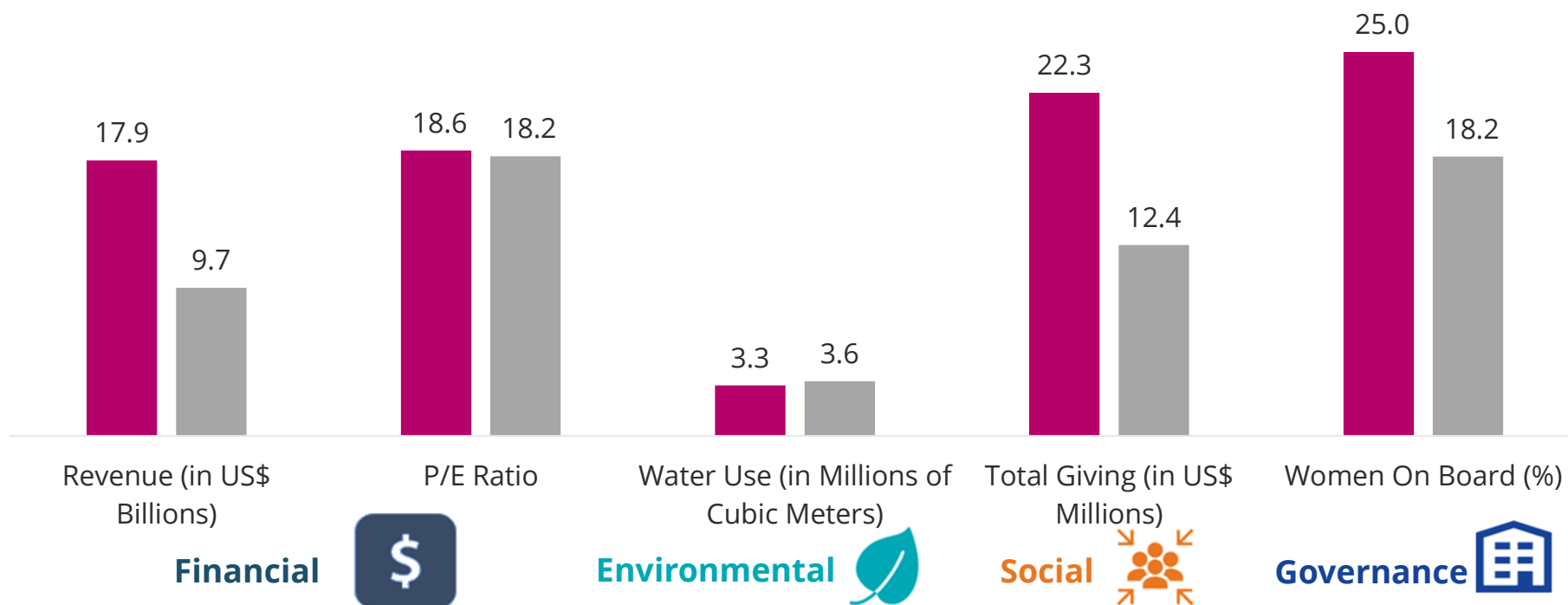
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# COMPANIES COMMITTED TO A STRONGER SENSE OF PURPOSE ALSO PERFORM BETTER IN TERMS OF ESG METRICS

## 2016 Corporate Performance Snapshot Key ESG & Financial Performance, Medians

■ CECF-Affiliated Companies    ■ Other Fortune 500 Companies



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Source: CECF company-reported dataset  
Bloomberg Terminal, n=509  
ESG refers to Environmental, Social, and Governance

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# CECP TRENDS

## EMPLOYEE ENGAGEMENT 2.0



*Trailblazers are also refining and focusing their work to create unique value for employees based on the business' skills and passions, and each employee's distinct needs and values. This translates into a more diverse set of volunteer programs or: volunteer programs that are increasingly flexible to diverse employee passions to make room for employees to live their passions through work.*

Supported by:

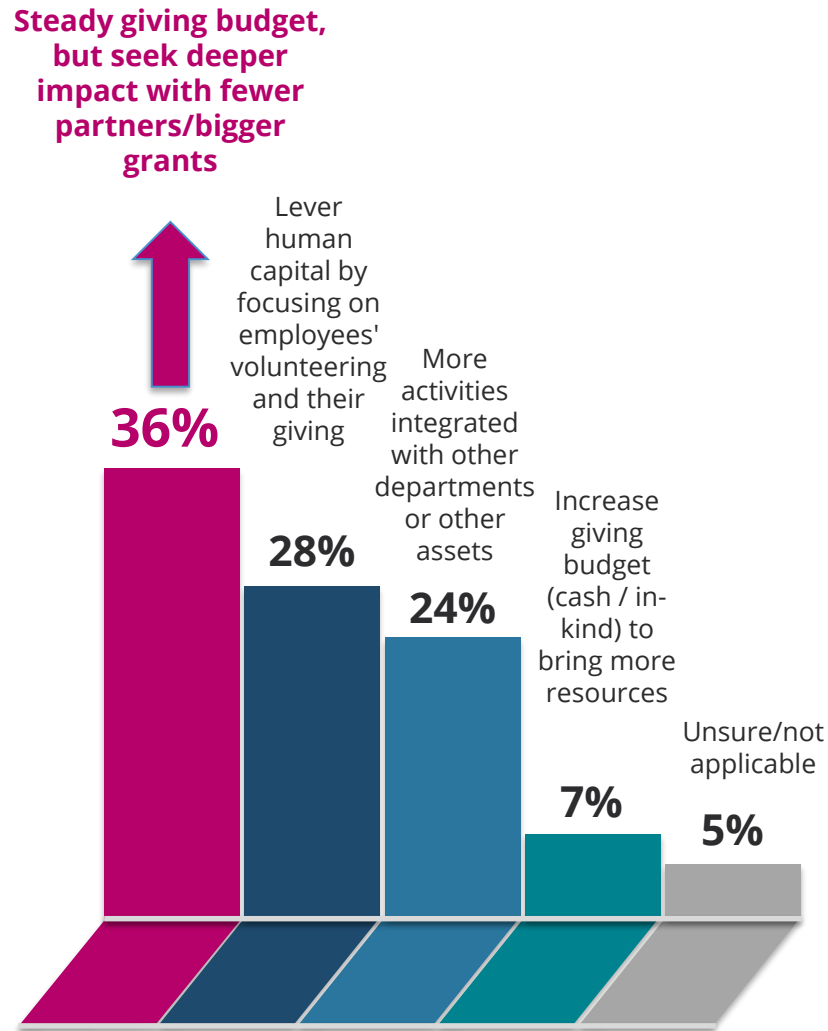
- Giving professionals polling on grants and recipients trends
- Giving trends on focus areas and strategic program areas
- Employee Engagement data on volunteerism and matching gifts

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# GIVING PROFESSIONALS WILL BE MORE BOLD THROUGH HAVING DEEPER IMPACT WITH FEWER PARTNERS AND BIGGER GRANTS

Question: Using a signature program to move the needle on an issue can be a BOLD MOVE. How does your company plan to be more bold with its signature program(s)? Pick the most applicable choice



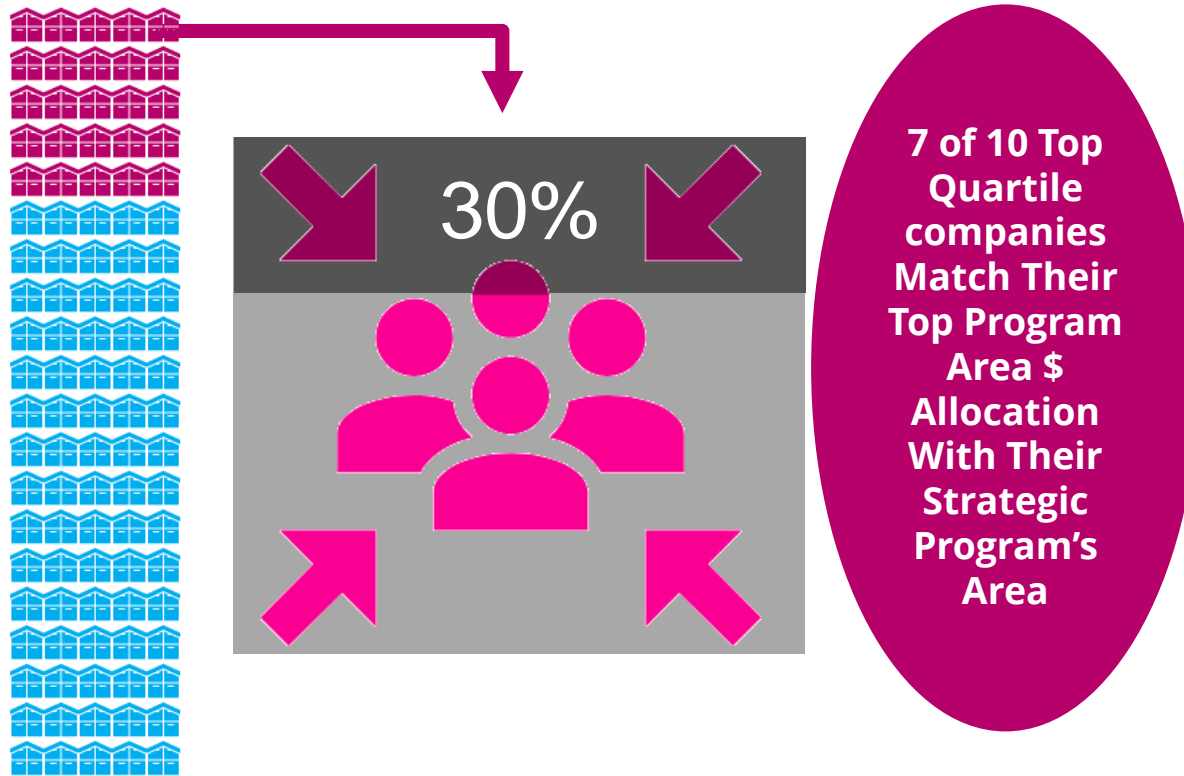
Source: Polling at CECP's 2017 Annual Summit, n =108

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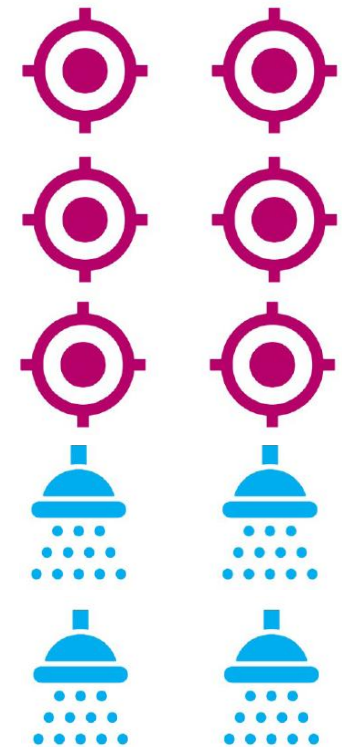


# SOME COMPANIES GO DEEP WITH THEIR SIGNATURE PROGRAMS, WHILE OTHERS STILL STRUGGLE TO PUT THEIR MONEY WHERE THEIR MOUTH IS

**BOLD MOVES IN SIGNATURE PROGRAMS:  
SIG. PROG. 30% OF TOTAL GIVING TO BE IN TOP QUARTILE**



**Out of All Companies, 6 of 10 Match Their Top Program Area \$ Allocation With Their Top Reported Focus Area**



## Notes:

- Strategic Program Area refers to the Program for which a company measures the outcomes/impacts of grants (n=145)
- Focus Area refers to the top giving priority e.g. financial literacy (n=120)

Source: CECF company-reported dataset. 2016 Data, N=253, n values vary within each measure

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# CHANGES IN OFFERINGS SIGNAL EMPLOYEE DEMANDS FOR ABILITY TO MAKE THEIR OWN CHOICES



## Volunteer Programs

Change between 2014 and 2016 in Percentage of Companies Offering

### Flexible Scheduling

**5%** 

Pro Bono Service

1%

Paid-Release Time

1%

Dollars for Doers

1%

Employee Volunteer Awards

0%

Board Leadership

0%

Volunteer Sabbatical

0%

Incentive Bonus

0%

Team Grants

-1%

Family Volunteer

-2%

Retiree Volunteer

-2%

### Company-Wide Day

 **-3%**

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Source: CECF company-reported dataset. 2014-2016 Data, 3 Year Matched-Set, N=157. Growth rate calculated using domestic programs.

# EMPLOYEE GIVING SHOWS STRONG GROWTH WHEN CORPORATE GIVING DOESN'T

		Growth between 2014 and 2016	
		Companies with Most Giving Growth (at least 10%)	All Other Companies
Corporate Contributions	Aggregate Total Giving	+54%	-27%
	Aggregate Non-Cash Giving	+65%	-43%
	Median Revenue	+4%	-9%
Employee Contributions & Volunteering	Matches to Employee Giving	+1%	+30%
	Employee Overall Giving (Philanthropic Leverage, median)	-25%	+11%
	Average Volunteer Participation Rate	+15%	+8%
	Median Volunteered Hours	+21%	+15%

(n=74)

(n=135)

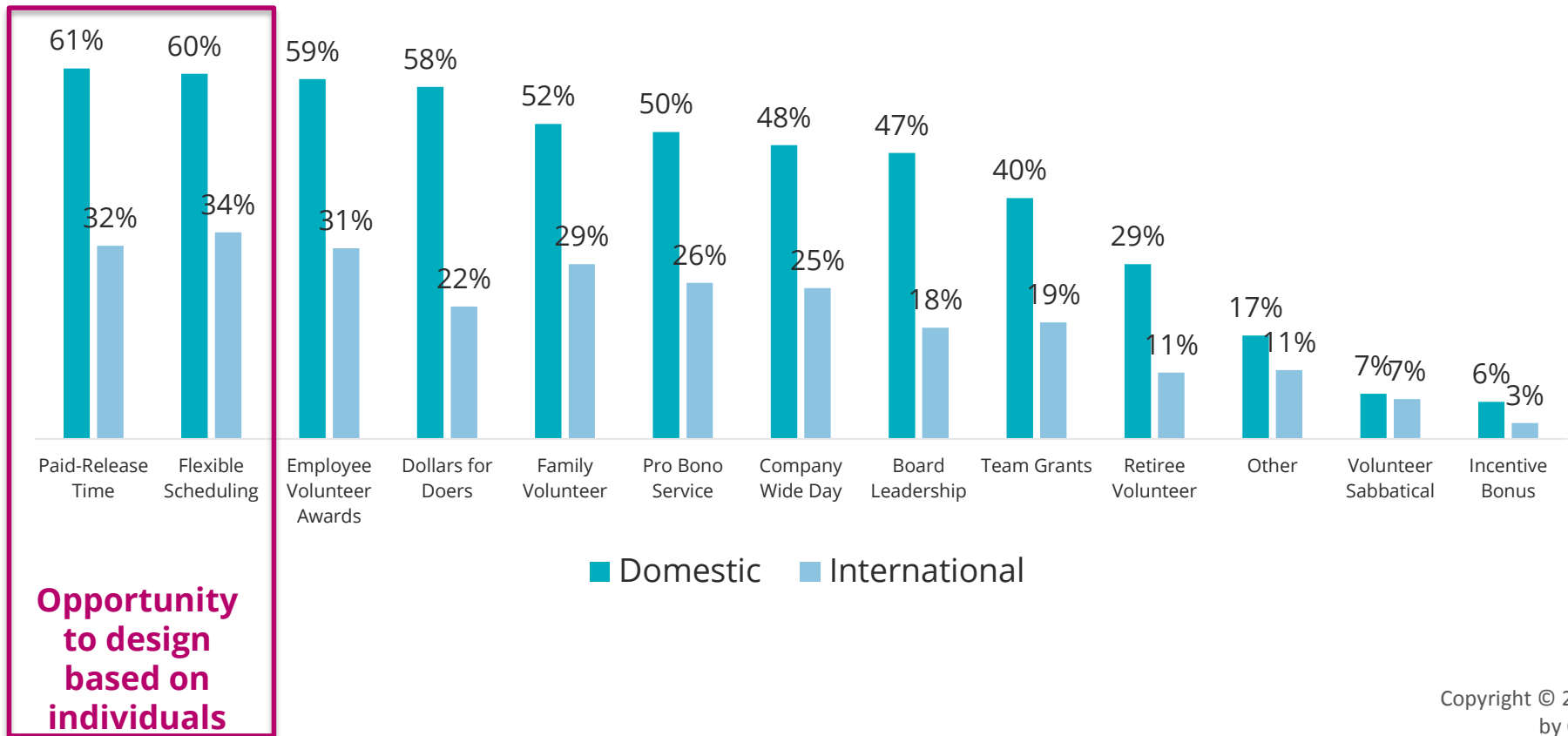
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Source: CECF company-reported dataset. 2014-2016 Data, 3 Year Matched-Set, Inflation-Adjusted, n=209

# PROGRAMS WITH SOME LEVEL OF WORK SCHEDULE FLEXIBILITY WERE THE MOST OFFERED ONES IN 2016

Corporate Volunteer Opportunities, Percentage of Companies Offering Each Program, 2016



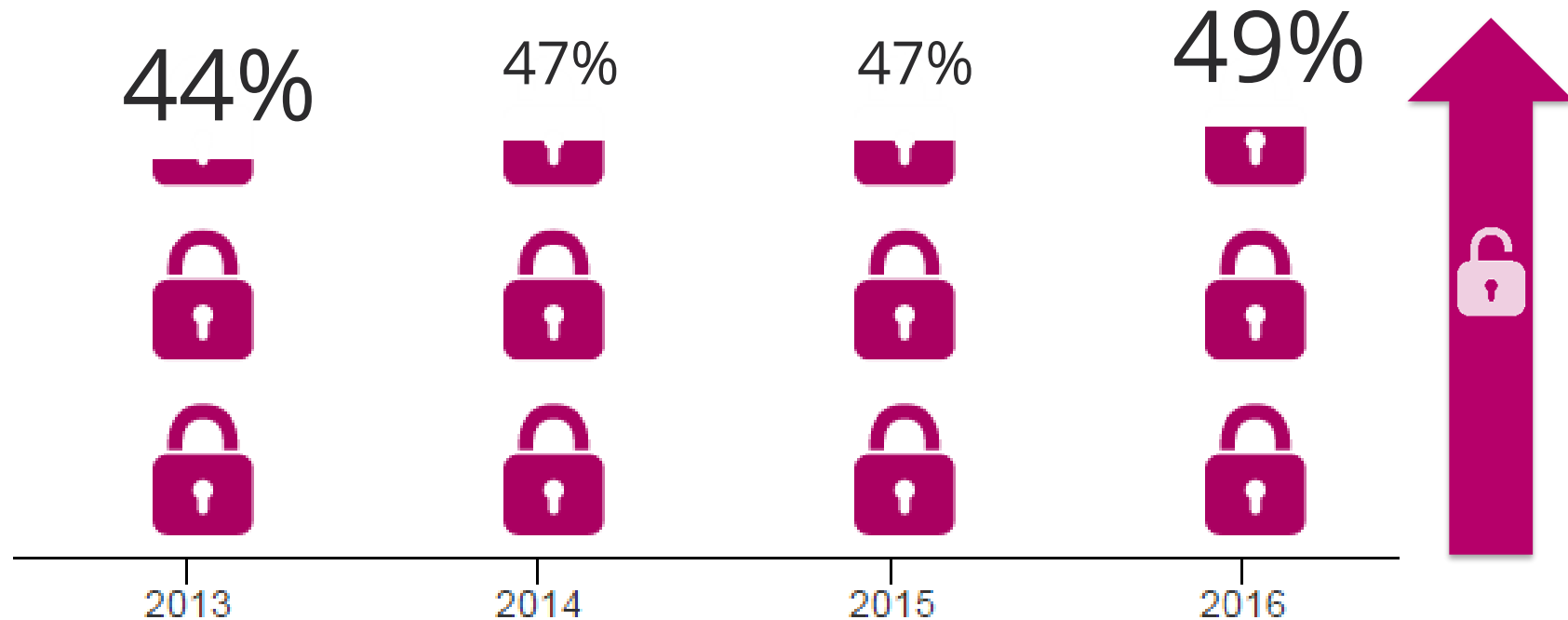
Source: CECF company-reported dataset. 2016 Data, N=230

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## COMPANIES ARE MORE OPEN TO EMPLOYEES' PREFERENCE ABOUT WHICH ORGANIZATIONS THEY WANT TO MATCH

Percentage of Companies that do not limit matches to nonprofit organizations



Source: CECF company-reported dataset. 2013-2016 Data, 4 Year Matched-Set, N=104.

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Long-Term Thinking



Employee Engagement 2.0



Leveraging Assets



Global Challenges, Global Collaboration



Advocacy as Strategy



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# CECP TRENDS

## LEVERAGING ASSETS



*Social strategy is going deeper into the company and crossing all business units, based on a strong business case*

Supported by:

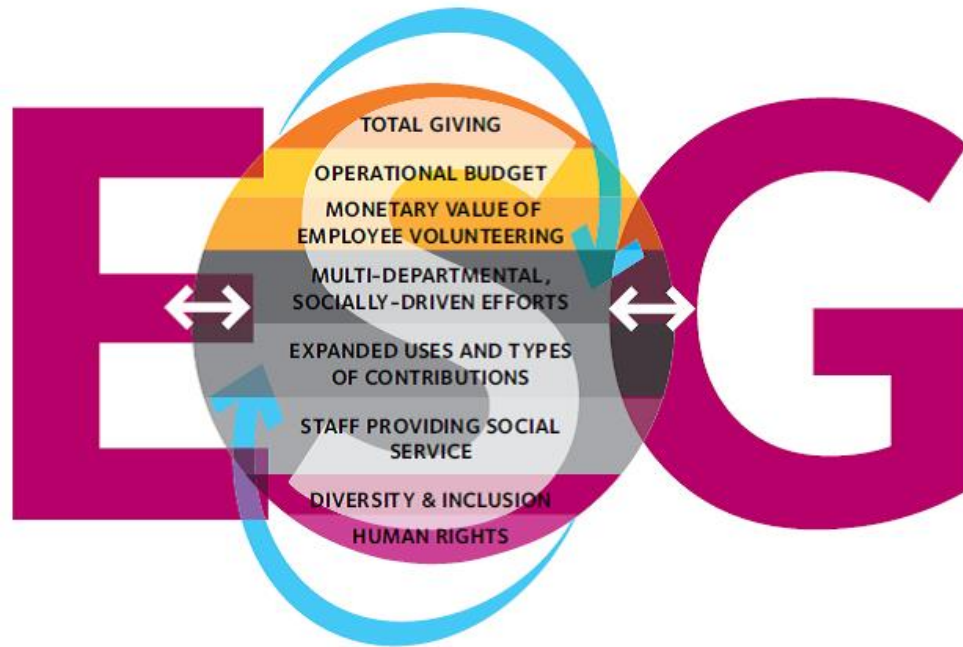
- CECP research on the S in ESG
- CECP research on Investing with Purpose
- Giving data showing shift to Direct Cash Giving

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# FROM TOTAL GIVING TO TOTAL SOCIAL INVESTMENT

## CECP and Pilot Companies Will Create More Robust, Shared Definitions for the Grey-Area Categories for Total Social Investment



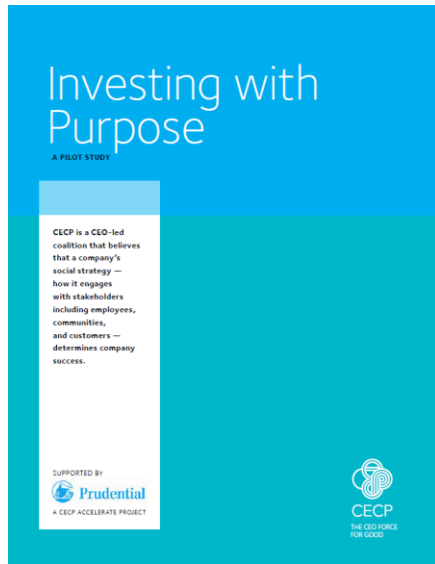
The *What Counts: S in ESG* paper (CECP, supported by USAA) included draft definitions. CECP and pilot companies are testing these draft definitions against the companies' real efforts and measurement practices. The result will be more robust definitions which can set the standard for the field in the future. The **standard will be the backbone for collective understanding of what total social investment truly means.**



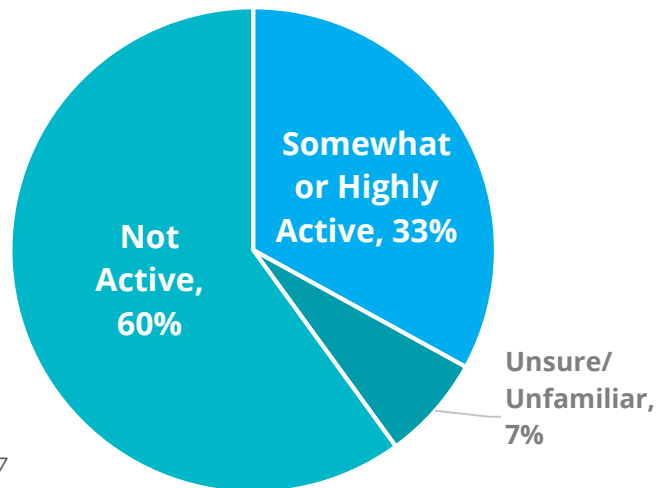
Source: CECP's report "What Counts: The S in ESG"

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# CECP'S STRATEGIC INVESTOR INITIATIVE FOCUSES ON LONG-TERM SOCIETAL INVESTMENTS



Is Your Company doing Impact Investing?



N = 217

Source: CECP's report "Investing with Purpose"

## SIX APPROACHES OF INVESTING WITH PURPOSE

CECP found the following approaches among large companies:

### APPROACH ONE: DIRECT INVESTMENTS

- Corporate acquires (or merges with) a social enterprise

### APPROACH TWO: SELF-MANAGED FUNDS

- Entity created inside the corporation that invests in business and social enterprise

### APPROACH THREE: THIRD-PARTY FUNDS

- Corporate funds transferred to a fund which then deploys money to social enterprises

### APPROACH FOUR: STRATEGIC ALLIANCES

- Partnerships among Companies to create innovative market-based social benefits

### APPROACH FIVE: INCUBATORS AND ACCELERATORS

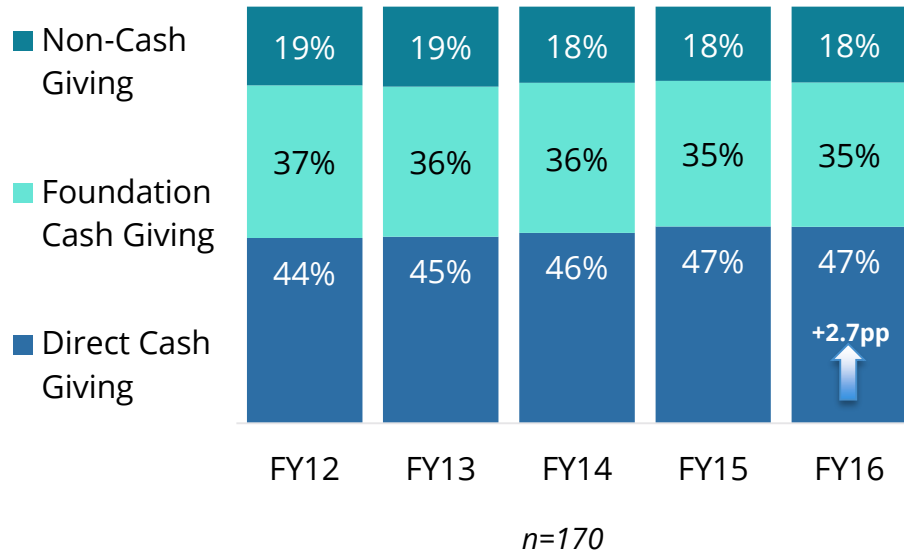
- Companies deploying financial and non-financial assets to spur growth of small social enterprises

### APPROACH SIX: CORPORATE FOUNDATIONS

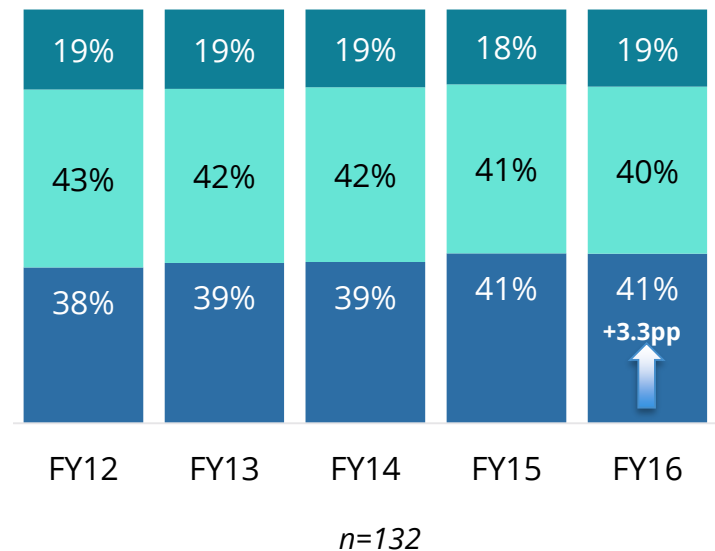
- Foundation budget deployed to social enterprise, expected to be paid back

# COMPANIES FAVOR CORPORATE CASH TO FOUNDATIONS AS INTEGRATION TO THE BUSINESS GROWS

## All Types of Companies



## Companies with both Direct and Foundation Cash Funding



Source: CECF company-reported dataset. 2012-2016 Data, 5 Year Matched-Set

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# CECP TRENDS

## GLOBAL CHALLENGES, GLOBAL COLLABORATION



*No company can operate in isolation; all borders are blurred given supply chains and stakeholders. And all companies and countries need to work together to solve the global challenges at hand*

Supported by:

- CECP's Global Exchange expanded network
- International Giving Trends
- Intervention matrix framework to assess strategic programs

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# REGIONAL KNOWLEDGE CUSTOMIZATION IS NEEDED. AS WELL AS ALLIANCES BASED ON CULTURE AND LOCAL NEEDS

Brazil

China

France

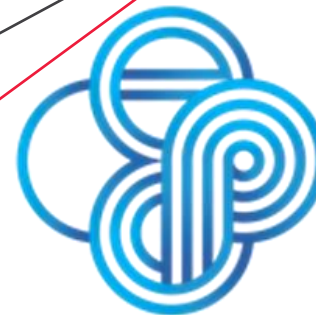
Germany

India

Italy

South Africa

South Korea



CECP

Global Exchange  
Local Authority

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# AMONG COMPANIES THAT GIVE INTERNATIONALLY, 2 OUT OF 10 DOLLARS GO TO INTERNATIONAL END-RECIPIENTS



Source: CECF company-reported dataset. 2016 Data, n=121



# FSG AND CECP INTERVENTION MATRIX PROVIDES A TWO-DIMENSIONAL DEPICTION OF STRATEGIC OPTIONS TO CUSTOMIZE

Potential interventions	Safer Roads & Vehicles		Safer Driving		Safer Systems		
	Roads	Vehicles	Prevent accidents	Mitigate harm	Enforcement	Response	Alternatives
							
Advocate for policies that promote road safety	Safe road design (e.g., sidewalks, guard rails, bike lanes, lighting)	Safe vehicle design (e.g., airbags)	Rules of the road (e.g., drink driving, speeding, texting)	Helmet, seatbelt, and child restraint laws	Enforcement capacity and penalties for road violations	Safety response capacity (systems, funding, etc.)	Access to public transit, rideshares, etc.
Promote technology innovations & solutions	Road safety technology (e.g., traffic cameras, light sensors, traffic monitoring)	Interlocks (e.g., advance passive technology, advocate for interlocks for repeat offenders)		Intelligent Transportation Systems (ITS) technology (e.g., connected vehicle/mobility tech or apps focused on road safety )	Technology for enforcement (e.g., sensors, radar, breathalyzer donations)	Road safety response technologies (e.g., 9-1-1)	Technology to support expanded ridership
		Personal breathalyzers					
Support improved data collection	Collection of data on road conditions, road safety indicators, traffic accidents, etc.						N/A
Change behavior through awareness campaigns	N/A		Awareness and adoption of safe driving practices (e.g., through awareness campaigns, drivers education)		N/A		Awareness of and use of public transit
Change behavior through education and training					Awareness and adoption of best practices in enforcement and response		

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Source: Advancing Strategy, How to lead change in corporate societal engagement. FSG in collaboration with CECp

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# CECP TRENDS

## ADVOCACY AS STRATEGY



*Despite global unrest, businesses are committed to their corporate societal investments. The most impactful companies implement strategic programs that persevere. Data from the 2017 Giving in Numbers Survey show that, despite an uncertain sociopolitical environment, companies remain committed with increasing societal investments*


Supported by:

- Total giving figures showing growth or remaining stable
- CECP Pulse survey questions reporting stability despite significant upheavals in current events

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# COMPANIES MUST MEET OR EXCEED **TOTAL GIVING OF 0.22% OF TOTAL CORPORATE REVENUE** TO BE CONSIDERED TOP QUARTILE



	Total Giving	Cash Giving	Total Giving as a % of Revenue	Total Giving as a % of Pre-Tax Profit
<b>Top 25%</b>	<b>\$52.3M</b>	<b>\$36.1M</b>	<b>0.22%</b>	<b>1.69%</b>
<b>Middle 50% of Companies</b>	<b>\$18.9M</b>	<b>\$13.6M</b>	<b>0.13%</b>	<b>0.91%</b>
<b>Bottom 25% of Companies</b>	<b>\$6.9M</b>	<b>\$5.0M</b>	<b>0.06%</b>	<b>0.54%</b>

Note: Total Giving (Cash + In-kind). The Top 25% is the top quartile: the value of the data point below which three-quarters of the data lie when ranked in ascending order. The Bottom 25% is the bottom quartile: the value of the data point below which one-quarter of the data lie when ranked in ascending order.

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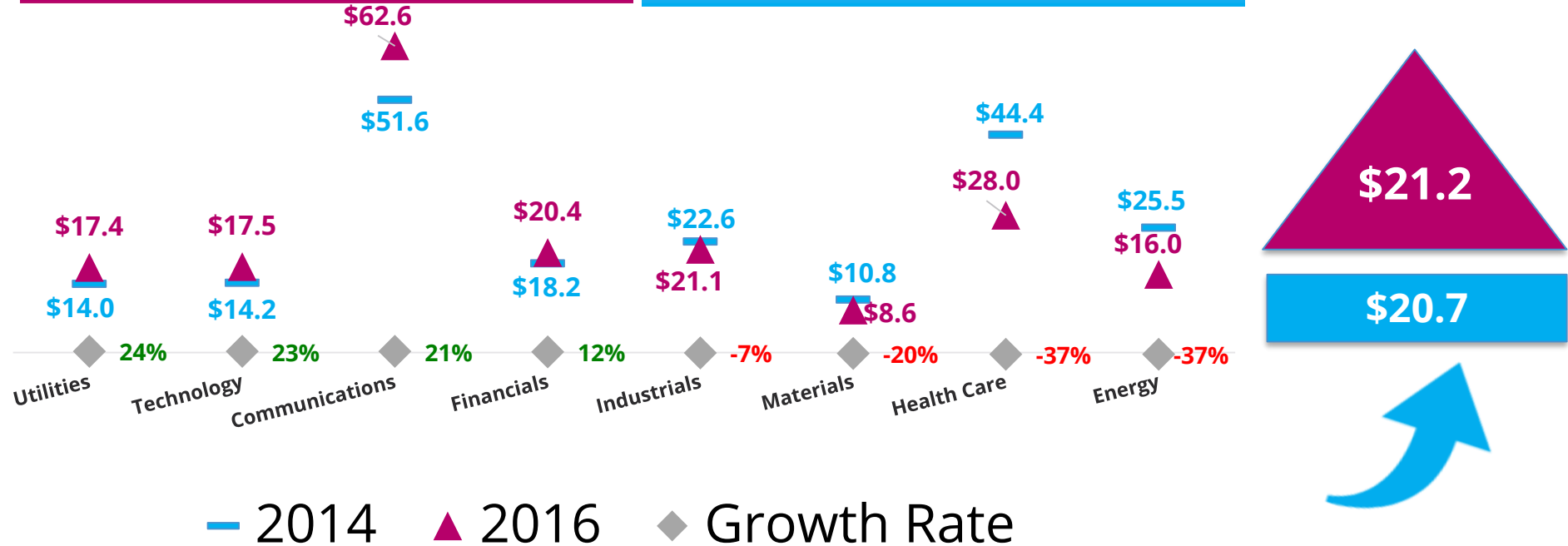
Source: CECF company-reported dataset. 2016 Data, N=253. Exact numbers vary by column due to availability of financial info.

# INDUSTRIES LESS AFFECTED BY NEW REGULATION (2014-2016) AND EXTERNAL SHOCKS SHOWED INCREASES IN SOCIETAL INVESTMENTS

**INCREASERS:**  
**Communications,**  
**Financials,**  
**Technology, Utilities**

**DECREASERS:**  
**Energy, Health**  
**Care, Industrials,**  
**Materials**

**Together,**  
**All**  
**Companies**  
**Increased**



Median Total Giving (in US\$ Millions)

Note: Consumer Discretionary and Consumer Staples remained stable

Source: CECF company-reported dataset. 2014-2016 Data, 3 Year Matched-Set, Inflation-Adjusted, n=209

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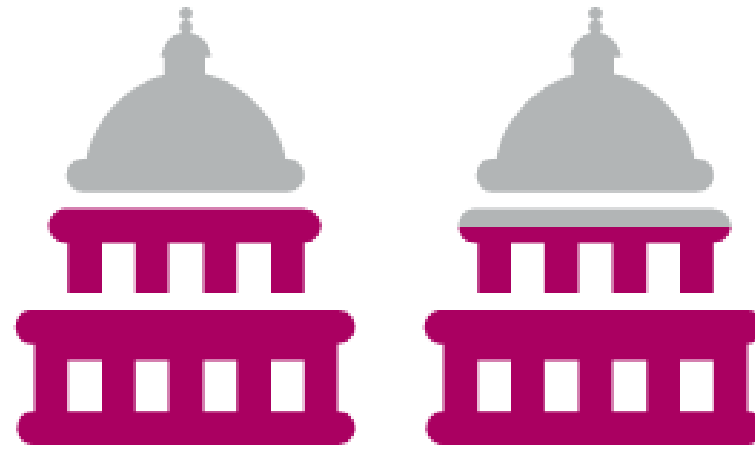


# CEOS AND SOCIETAL ENGAGEMENT PROFESSIONALS **FEEL SIMILARLY EQUIPPED** TO MEET EXPECTATIONS OF CURRENT SOCIOPOLITICAL ENVIRONMENT



Question:

**How equipped**  
do you feel to meet  
expectations of the **current**  
**business and sociopolitical**  
**environment?**



CEOs

Giving Professionals

**60%**

**56%**



**Percentage of CEOs or Societal Engagement Professionals who feel Equipped or Well Equipped**



**Percentage of CEOs or Societal Engagement Professionals who feel Somewhat Equipped, Ill Equipped or Unsure**

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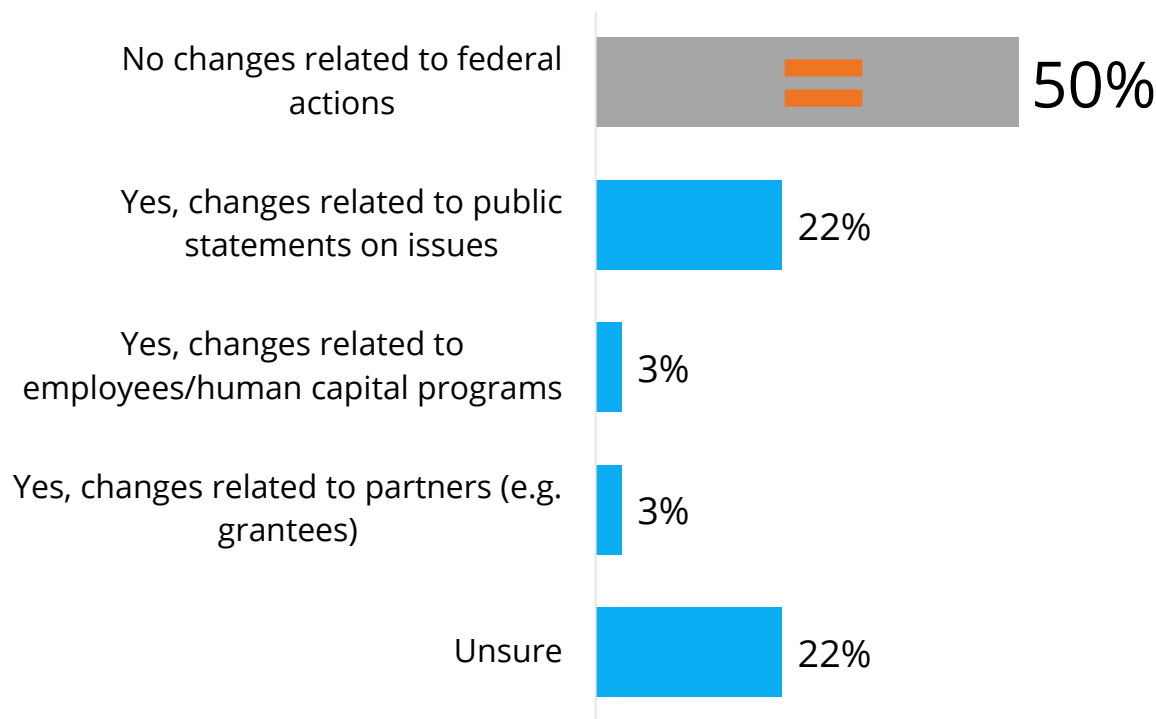
Source: CECF live polls.  
Polling at CECF's 2017 CEO Board of Boards, n=35  
Polling at CECF's 2017 Annual Summit, n=142

# HALF OF COMPANIES WILL NOT WAIVER IN THEIR SOCIETAL INVESTMENTS AND STRATEGIES, WHICH REMAIN UNCHANGED BY FEDERAL ACTIONS



Question: In light of  
**federal actions,**  
is your company  
*planning for* (or  
already implementing)  
**changes to your  
societal investment  
and/or community  
strategies?**

## March CECF Pulse Survey, Percentage of Companies



Source: CECF Pulse Survey, March 9, 2017, n=32

To support our companies' work, CECF will periodically share "Pulse Surveys" to get a quick take on company actions on important issues.

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# MOST COMPANIES' STRATEGIES STAND STRONG, NOT SWAYED BY PUBLIC REACTIONS

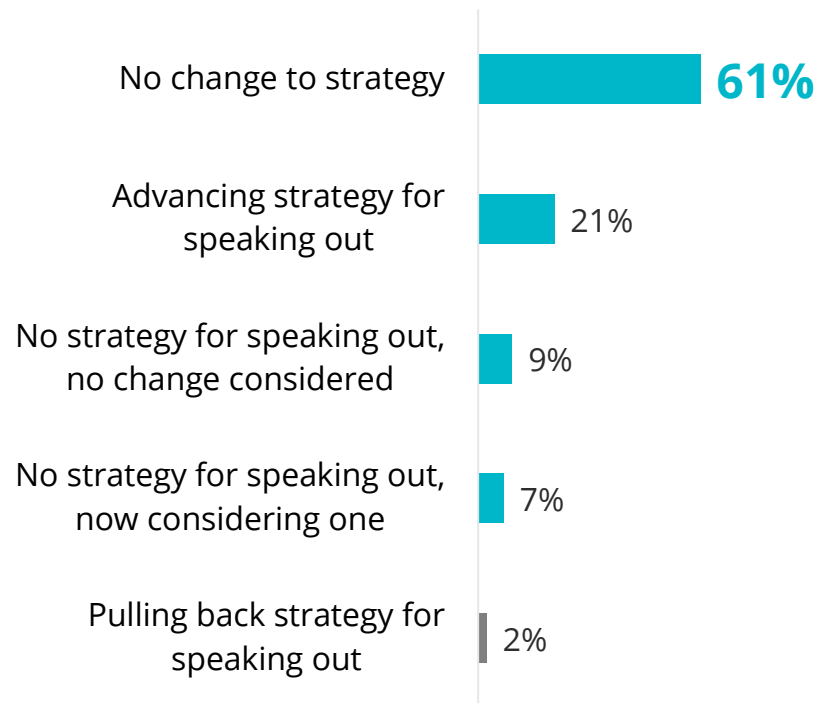
Question: Recent public stands by companies on social issues have seen public reactions on all points of the spectrum. While some companies advocate forcefully, others don't, and any approach is subject to public challenge.

How much does attention seen by other companies affect your company's strategy for

## speaking out

on a social issue?

### April CECF Pulse, Percentage of Companies



6 out of 10 companies are not planning to change their current strategy for speaking out on a social issue

Source: CECF Pulse Survey, April 12, 2017, n=43

To support our companies' work, CECF will periodically share "Pulse Surveys" to get a quick take on company actions on important issues.

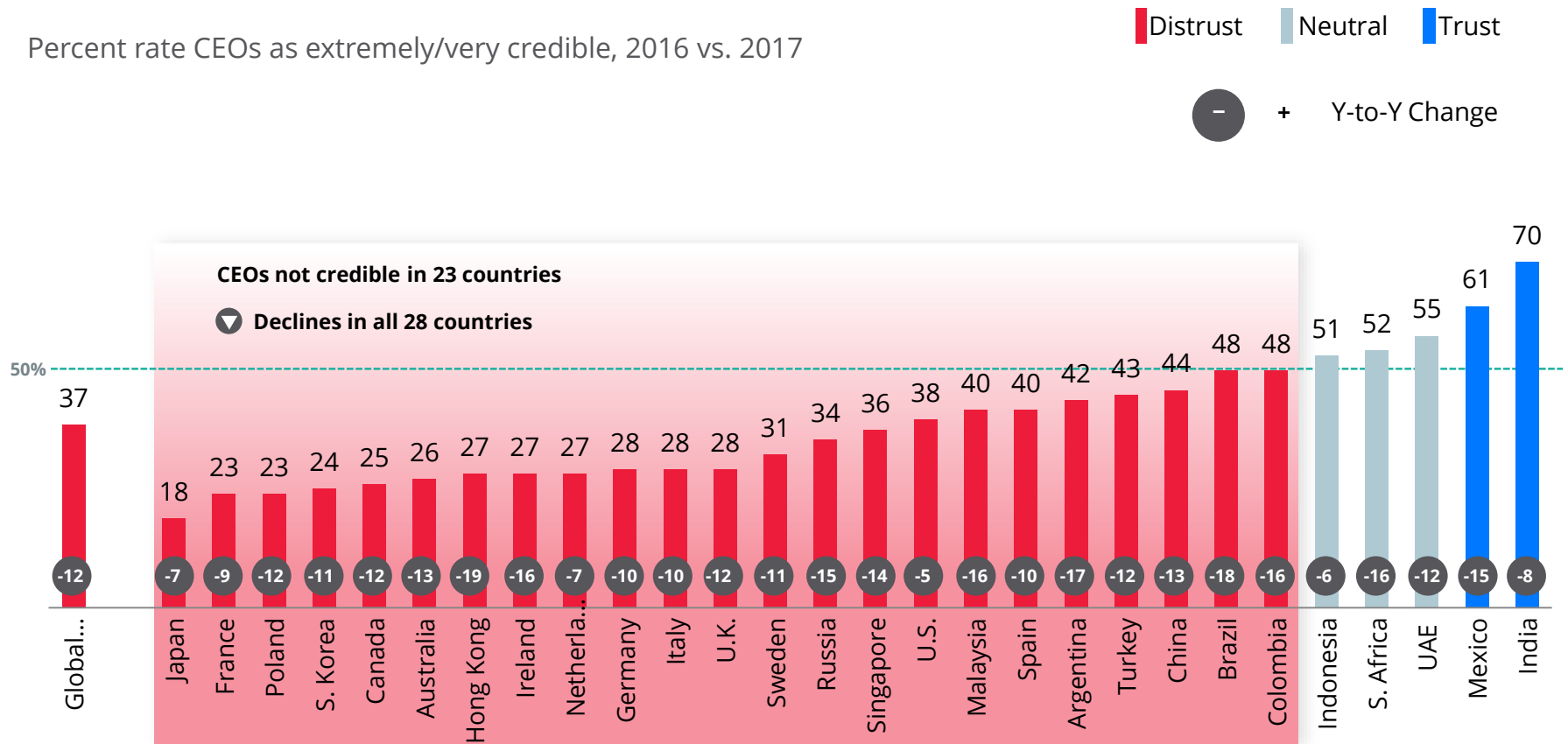
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# WHILE MANY CEOS ACT AS ADVOCATES, THEY ALSO FACE CREDIBILITY CONCERNS

Percent rate CEOs as extremely/very credible, 2016 vs. 2017



Source: 2017 Edelman.Trust Barometer Q130-747 Below is a list of people. In general, when forming an opinion of a company, if you heard information about a company from each person, how credible would the information be—extremely credible, very credible, somewhat credible, or not credible at all? (Top 2 Box, Very/Extremely Credible) General Population, 28-country global total, question asked of half the sample.

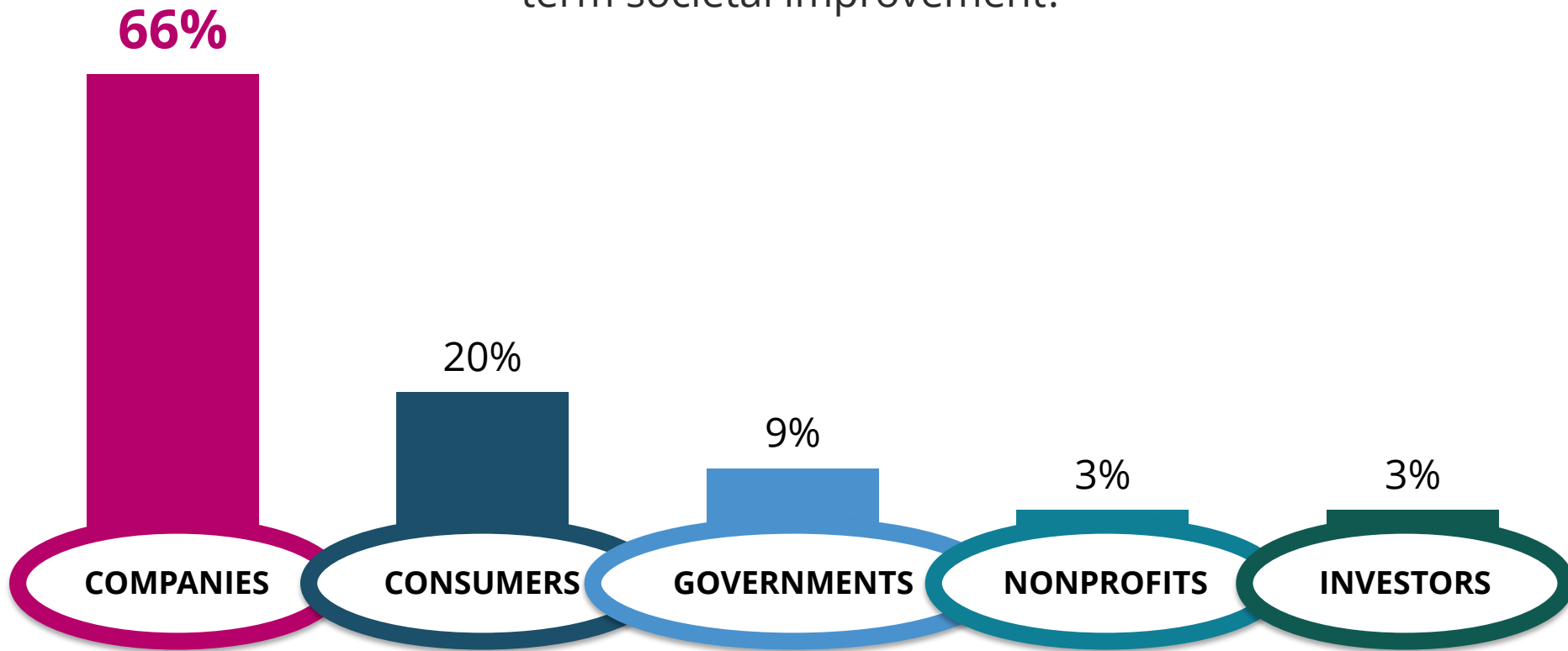
GDP 5 = U.S., China, Japan, Germany, U.K.

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# TWO THIRDS OF CEOS RECOGNIZE THE ROLE OF THEIR COMPANIES FOR LONG-TERM SOCIETAL IMPROVEMENT

As CEO, who do you think **will lead** progress toward long-term societal improvement?



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Source: Polling at CECIP's 2017 CEO Board of Boards, n=35

# CEOS ARE EXPECTED TO BE PERSONALLY VISIBLE ON ISSUES



Percent who agree that CEOs should be personally visible in discussing...



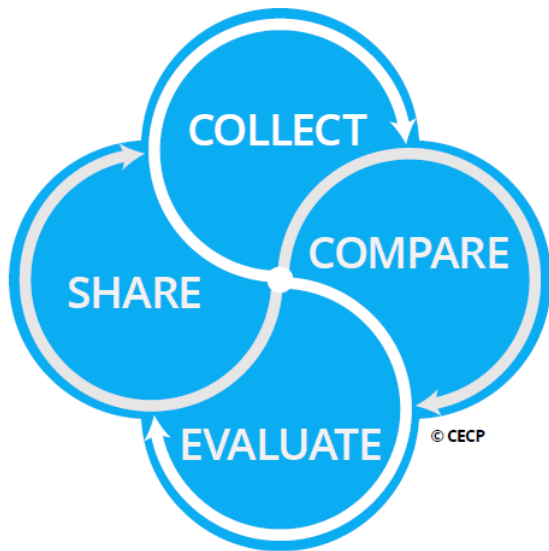
Source: 2016 Edelman Trust Barometer

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# WHAT'S NEXT?

## Upcoming:

- LOGIN at [cecp.co](http://cecp.co) for new benchmarking tools (now!)
- 2016 data available in online benchmarking tool (July)
- *Giving in Numbers: 2017 Edition* Report (Fall)
- *Giving Around the Globe: 2017 Edition* Report (Fall)



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Collect,  
Compare,  
Evaluate, and  
Share their data

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# Sources & Notes

## Sources

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## Notes

CECP is pleased to work in Association with The Conference Board on the *Giving in Numbers* Survey and report which will be published in the Fall of 2017

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