GIVING IN NUMBERS™

2021 EDITION

The unrivaled leader in benchmarking on corporate social investments, in partnership with companies.

Chief Executives for Corporate Purpose®

CECP

ABOUT CECP

Chief Executives for Corporate Purpose® (CECP) is a trusted advisor to CEOs and corporate leaders on their corporate purpose journeys to build long-term, sustainable value and to tell their impact stories. Working with CEOs and leaders in corporate responsibility, sustainability, foundations, investor relations, finance, legal, and communications, CECP shares actionable insights with its CEO-led coalition to address stakeholder needs. Founded in 1999 by actor and philanthropist Paul Newman and other business leaders, CECP is a movement of more than 200 of the world's largest companies, representing US$11.2 trillion in revenues, US$23 billion in total community investment, 14 million employees, 30 million hours of employee engagement, and US$21 trillion in assets under management. CECP helps companies transform their strategy by providing benchmarking and analysis, convenings, and strategy and communications in the areas of societal/community investment, employee engagement, environmental social governance/sustainable business, diversity/equity inclusion, and telling the story.

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Giving in Numbers

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Preface

The 2021 edition of *Giving in Numbers*™ takes a closer look at the latest trends on employee engagement, community investment, and social efforts made by large corporations in 2020, the same year the world was confronted by a global pandemic derived from a new infectious illness, Coronavirus disease 2019 (COVID-19). The world has come a long way in developing efforts to help alleviate the devastating social, economic, and public health effects of the current pandemic; however, no corner of the world has been exempted from fighting the impact of COVID-19.

In addition to the public health crisis, the United States saw an increase in focus on the fight for social justice in the aftermath of George Floyd's death in May 2020. Through demonstrations and intensified racial-equity debate, the public expressed its expectation of meaningful change. The corporations that stood up for these crucial matters and with whom CECP works have helped to build momentum and advance the public discourse, a trend that we anticipate will have a long-lasting positive impact on society.

We saw an unprecedented surge in total community investments from many large corporations. Particularly, there was a significant increase in product donations, including medications, medical equipment, software in the context of remote work, personal protective equipment (PPE), and ventilators for critically ill patients, just to mention some. CECP is proud to see the pivotal role the private sector has played in helping overcome the global health crisis and working with governments to produce public health and socioeconomic solutions. The *Giving in Numbers* Survey questionnaire has evolved to capture with more specificity corporations' responses to COVID-19, as well as their efforts to promote social justice, racial equity, and STEM education.

CECP continues to support large corporations' understanding of these social matters by releasing weekly CECP Pulse Surveys that share sentiment on current and pressing social topics, preparing content for many corporate-leader roundtables where our companies can gather to exchange information and solutions, and by creating relevant content in the form of reports and Issue Briefs.

I want to thank all companies that participated in this year's report despite the current circumstances. CECP and the field greatly appreciate the extra hours that your team put into completing this year's survey on time. Your commitment is an endless source of inspiration and motivation for the entire CECP team and for your peer companies that rely on this annual report. CECP is here to help you promote and expand your societal efforts—please let us know how we can help!

CECP would also like to thank the sponsors of *Giving in Numbers: 2021 Edition*: Citi Foundation; Newman's Own Foundation; PwC US; The Travelers Companies, Inc.; and USAA.

André Solórzano
Senior Manager, Corporate Insights and Engagement

Contents

New This Year

NEW THIS YEAR

CECP is excited to share, in the 2021 edition of *Giving in Numbers*, brand-new insights that cover a wide range of corporate social engagement topics. *Giving in Numbers* has long reported on most of these topics, but this year the report illuminates new details relevant to the global COVID-19 pandemic and social justice efforts. These new insights were selected in accordance with inquiries from corporate leaders in CECP's coalition seeking to empower themselves by bringing new data into their strategic decision making.

New data shared in the report for the first time ever include:

- Total community investments allocated toward COVID-19 response, Social Justice/Racial Equity as a result of racial civil discourse in the spring of 2020, and STEM (Science, Technology, Engineering, and Mathematics) education. See pages 9 and 11.
- Given the reduction of in-person volunteering opportunities as a consequence of social-distancing measures and lockdowns, how Virtual Volunteering changed in 2020. See page 20.
- **For the first time, the *Giving in Numbers* Survey assessed monetary contributions that are not typically captured as part of total community investments by providing valuation guidance to estimate companies' Total Social Value. Total Social Value captures the "missing" contributions related to broader partnerships and shared strategies that may not be accounted for in other external frameworks or ratings.** **See page 12.**

Trends Summary

Highest increase of total community investments on record

Total community investments had unprecedented growth as a consequence of companies' efforts to alleviate the negative effects of the current health crisis. Product donations drove the increase in contributions. The Health Care industry was again this year the main driver of this increase in contributions, especially in-kind donations in the form of product donations. See page 9.

Corporate purpose spreads across the company

Three-fourths of companies reported that most or almost all employees would know their company's corporate purpose. In 90% of companies, it was perceived that their C-Suite executives would frequently or very frequently refer to their company's corporate purpose in documents, emails, meetings, or plans, whereas 71% of companies reported that employees perceive middle management to do the same. See page 10.

Non-cash increased share within contributions

Non-cash contributions had the largest increase in median monetary value compared to other funding types. This propelled their increase in share of total community investments in the last five years, driven mainly by product donations. See page 15.

Matching gifts decreased

Median matched donations remained steady in the last three years, with only two types of programs increasing their median dollar value: Disaster Relief (+258%) and Year-Round Policy (+28%). On the other side, Dollars for Doers and Workplace-Giving Campaign programs decreased (-46% and -19%, respectively). See page 24.

Virtual Volunteering complemented in-person volunteering

In-person volunteering was generally not available to employees as a result of social distancing and lockdowns in 2020. Consequently, the average volunteer participation rate decreased an unprecedented amount, from 33% in 2018 to 20% in 2020. Companies reassessed their volunteer programs offerings and benefited from the alternative options that Virtual Volunteering provided to companies, employees, and nonprofits. See page 20.

Total Social Value's first assessment

Median Total Social Value (the category of Total Social Investment (TSI) that includes the gap not covered by all other TSI categories researched by current frameworks and reporting) was US$10 million in 2020. See page 12.

Measurement

Measurement of social outcomes and impacts remains high. Companies continue to be strategic in terms of measuring social outcomes. See page 31.

Context: State of the Industry

This section provides in-depth analysis of recent corporate giving trends, corporate purpose awareness, and contributions captured in CECP's definition of Total Social Investment (TSI).

KEY FINDINGS IN THIS SECTION:

- Median total community investments increased 41% in the last three years.
- Sixty-eight percent of companies increased total community investments in the last three years by at least 2%.
- The Health Care industry had the largest increase in median total community investments in the last three years, driven by product donations that were crucial during the global COVID-19 health crisis.
- Median proportion of COVID-19 response and Social Justice/Racial Equity contributions as a percentage of total community investment were 17% and 3%, respectively, in 2020.
- Three out of four companies reported that most or all domestic employees would know their company's corporate purpose statement.
- Diversity, Equity, and Inclusion (DEI) was the category of Total Social Investment (i.e., investments that include and transcend community investments) considered to have resources on the rise by almost all surveyed companies (93%).
- Median Total Social Value (the category of Total Social Investment that represents the gap not covered by all other TSI categories researched by current frameworks and reporting) was US$10 million in 2020.

TOTAL COMMUNITY INVESTMENTS TRENDS

COMMUNITY INVESTMENTS INCREASED

In 2020, median total community investments were US$27.5 million (N=230). Close to seven out of ten companies increased community investments by at least 2% between 2018 and 2020 (see Figure 1). There was a substantial increase in median total community investments because of the global pandemic, which led to the largest growth in a three-year matched set on record: 41%. This increase was due mainly to in-kind donations in the form of product donations. Large corporations showed their commitment to their corporate social strategy despite the economic downturn that led to a decrease in median revenue and pre-tax profit between 2018 and 2020 (-12% and -24%, respectively). In fact, it is the first time the ratio of total community investments as a percentage of pre-tax profit exceeds 1% in a three-year matched set.

Three-Year Matched Set, Inflation-Adjusted, Medians, All Companies	2018	2020
Total Community Investments (in US$ Millions), N=177	$25.9	$36.6
Total Community Investments as a % of Revenue, n=138	0.12%	0.18%
Total Community Investments as a % of Pre-Tax Profit, n=107	0.88%	1.25%

ALL INDUSTRY TRENDS

Most companies increased community investments between 2018 and 2020. However, there was a small group of Consumer Staples companies (29%) that decreased community investments and also accounted for the largest share (39%) of the aggregate decrease in community investments across all companies. Such reduction includes wholesale retailers that may have made other types of social investments that cannot be accounted for as part of total community investments (but may likely be part of Total Social Value or other forms of Total Social Investment; see more on page 12). Examples of such societal investments include total safety glasses, bonuses to frontline workers, employee assistance funds, social distancing enforcement among customers, and personal protective equipment (PPE) for employees. On the other side, although the Communications industry had the highest share in the aggregate increase in community investments across all companies (60% of the overall increase), the Health Care industry was the one that attained the highest growth in its median community investments (136%) and the second-largest share in the aggregate increase of community investments across all companies (23%), driven mainly by product donations (e.g., PPE, medications, and medical equipment).

COVID-19 AND SOCIAL JUSTICE

Given the events of 2020, the *Giving in Numbers* Survey asked for the first time for the amount of total community investments allocated toward COVID-19 response and Social Justice/Racial Equity. These types of situational community investments could fall under more than one category of program area depending on the type of end-recipient (see full definition on page 45).

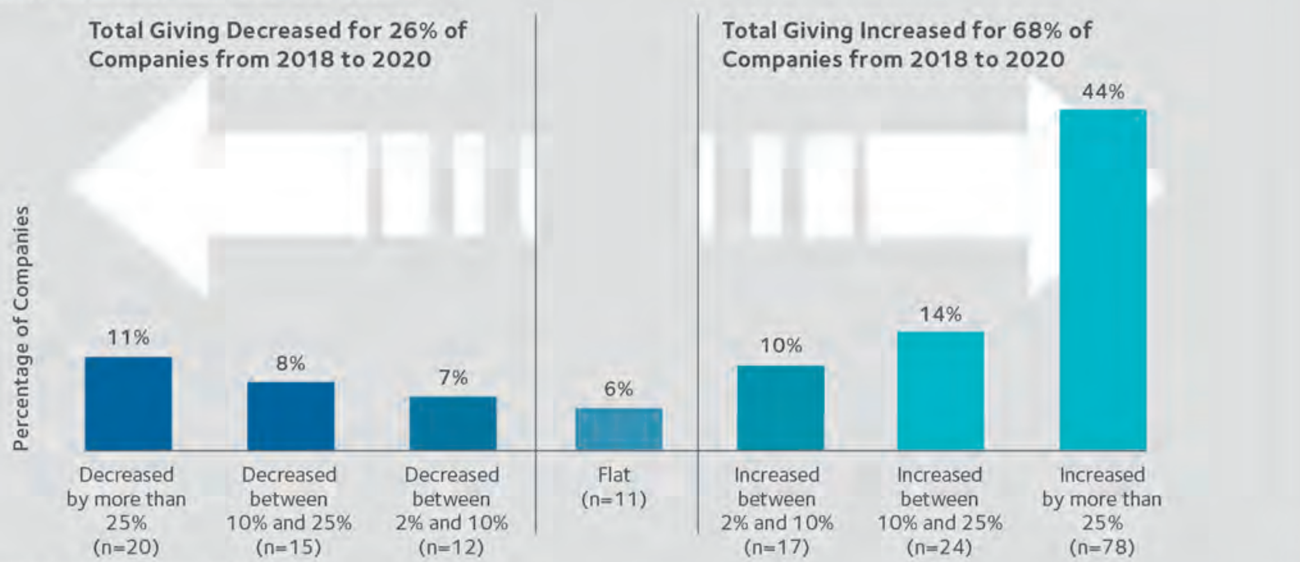
Median total community investment allocated toward COVID-19 response in 2020 was US$3.9 million (n=200). The median ratio of COVID-19 contributions as a percentage of total community investments in 2020 was 16.6%.

Median total community investment allocated toward Social Justice/Racial Equity in 2020 was US$500,000 (n=171). The median ratio of Social Justice/Racial Equity contributions as a percentage of total community investments in 2020 was 2.5%.

Consumer Staples was the industry that allocated the highest ratio of total community investments toward COVID-19 response (31%) and Social Justice/Racial Equity (4.1%).

FIGURE 1

Distribution of Companies by Changes in Total Community Investments Between 2018 and 2020, Inflation-Adjusted, Matched-Set Data



Source: CECP, *Giving in Numbers: 2021 Edition.*

N=177

CORPORATE PURPOSE

CORPORATE PURPOSE ROLE

Companies are increasingly looking to set forth or adjust their corporate purpose in alignment with their long-term values. Hermes EOS and Bob Eccles define a Statement of Purpose as one "that clearly articulates the company's purpose to profitably achieve a solution for society. It specifies within that purpose the few stakeholders most critical to long-term value creation and sustainability." The *Harvard Business Review* differentiates among a corporate vision, mission, and purpose, stating that a corporate purpose should "inspire your staff to do good work for you, find a way to express the organization's impact on the lives of customers, clients, students, patients—whomever you're trying to serve. Make them feel it."

Employees' corporate purpose awareness remained a crucial matter in a year full of social justice and racial equity movements. A CECP Pulse Survey conducted in June of 2020 showed that 83% of respondents considered that their companies' antiracism actions reinforced their own individual purpose.

CORPORATE PURPOSE AWARENESS

In 2020, 75% of companies surveyed in *Giving in Numbers* perceived that most or almost all domestic employees would know the company's corporate purpose (see Figure 2).

Companies that reported having no corporate purpose statement or where most employees do not know their company's corporate purpose also reported lower community investments compared to companies where most employees would know their company's corporate purpose (N=203). Similarly, those companies with no purpose statement or where most employees do not know their company's corporate purpose also had lower rates of volunteerism and participation in matching-gift programs. These findings support the case that corporate purpose may drive higher engagement from employees and may promote an environment where greater community investments are promoted among corporate leaders.

As reflected by prior years' editions of *Giving in Numbers*, the C-Suite's role in promoting a company's corporate purpose is crucial. This trickles down to all employees, helping them embrace and understand it. In 2020, 90% of companies perceived that C-Suite executives would frequently or very frequently refer to their company's corporate purpose in documents, emails, meetings, or plans (n=202), compared to 71% of companies perceiving that middle management would do so (n=203).

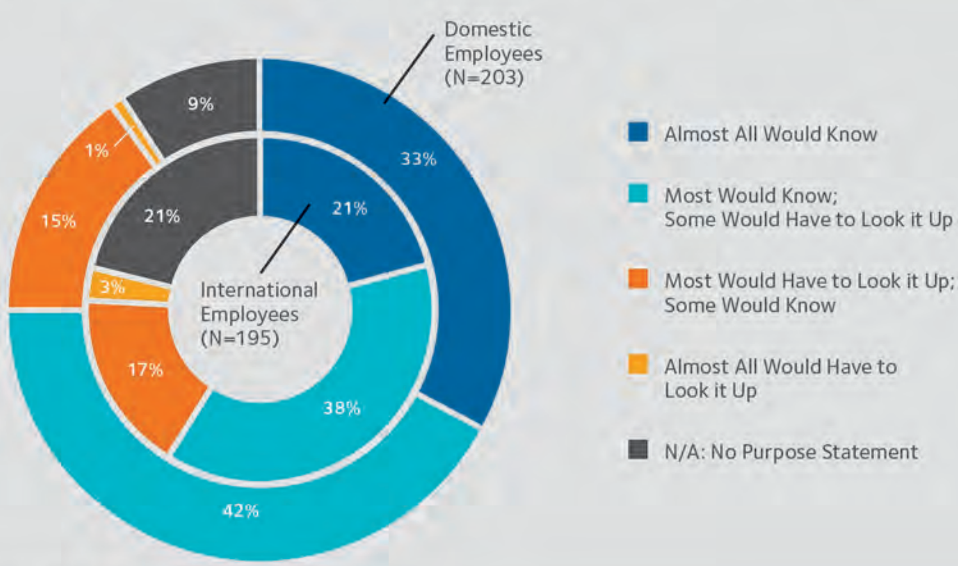
CORPORATE PURPOSE MEASUREMENT

Performance indicators are an important component of measuring corporate purpose. In 2020, 56% of companies used metrics that align their business practices with their corporate purpose; 19% did not use such metrics; and 24% were unsure (N=192). The proportion of companies using metrics to ensure their business practices align with their corporate purpose (56%) was higher than other types of measurement, such as the measurement of business value of community investments in terms of metrics that assess employees, with 47% of companies doing so, and 42% doing it through brand/customer metrics (see more on page 33).

Among those companies that have metrics on corporate purpose, the measures they use vary. Some common metrics through which companies assess their own corporate purpose include employee engagement and retention metrics; customer satisfaction surveys; brand reputation/recognition surveys; environmental footprint metrics; materiality assessments; assessment of the C-Suite; and environmental, social, and governance (ESG) performance.

FIGURE 2

Percentage of Companies by Domestic Employees' Corporate Purpose Knowledge, 2020



Source: CECP, *Giving in Numbers: 2021 Edition.*

TREND IN ACTION:

COVID-19 Response and Social Justice/Racial Equity Support

IBM

IBM is a multinational technology company committed to building a more sustainable and equitable future. With the emergence of COVID-19, IBM has leveraged its core capabilities and unique resources to build solutions that help meet the global challenge. The company helped organize the High-Performance Computing Consortium to equip scientists around the world with free access to supercomputing capacity in support of COVID-19 research. IBM has also created and applied technology solutions, such as IBM's Watson Assistant for Citizens and the IBM Digital Health Pass, to help governments and municipalities of all sizes disseminate information about COVID-19 testing and best practices. Organizations from more than 25 countries turned to Watson Assistant, IBM's AI-powered virtual assistant for business, to field Covid-related questions from customers, employees, and the general public. In addition, during the pandemic, the company launched IBM SkillsBuild, an open, online learning program offering over 1,000 interactive courses, in multiple languages, in cybersecurity, data analysis, cloud computing, and other technical disciplines, as well as courses to build workplace skills such as collaboration and presentation. This platform aims to give aspiring professionals a powerful set of resources at no charge, helping them cultivate meaningful careers.

CVS

CVS Health is a diversified health services company with 300,000 employees united around its mission to take on many of the country's most prevalent and pressing health care needs by understanding and acting on what consumers want and need—personalized, people-centered care that treats them like a human being, not a number. Since March 2020, the company has played a vital role in supporting local communities and the overall health care system in addressing the COVID-19 pandemic. From the beginning, CVS Health committed more than US$50 million to help the communities it serves respond to emerging pandemic needs with a heightened focus on supporting the most vulnerable populations, including seniors, underserved communities, frontline workers, and families. This included increasing access to virtual health care services through telehealth for preventative care and mental health, efforts to address food insecurity, and PPE distribution to those who needed it most. In addition, the company rapidly expanded access to COVID-19 testing across the country, and the company is playing a prominent role in administrating COVID-19 vaccines, including building a strategy to address vaccine equity and hesitancy among at-risk populations and underrepresented populations through education and increased access to vaccines. This includes proactive patient outreach, community-based partnerships and vaccine clinics, and robust, education-focused marketing, all aimed at increasing COVID-19 vaccination rates.

DELOITTE

Deloitte provides industry-leading audit, consulting, tax, and advisory services to many of the world's most admired brands, including nearly 90% of the Fortune 500® and more than 7,000 private companies. For more than 175 years, Deloitte has been making an impact that matters for clients, colleagues, and communities where they live and work. In December 2020, Deloitte launched its US Purpose Office, which is organized around a set of commitments to action—help build bridges between education, skills training, and employment; advance racial equity; take action against climate change; and champion trustworthy and ethical technology practices. As part of WorldClass, Deloitte aims to expand opportunities for 100 million people worldwide by 2030. And, as part of WorldClimate, Deloitte is committed to driving responsible climate choices, including a commitment to achieve net-zero carbon emissions. In the wake of the COVID-19 pandemic and the longstanding economic and social inequities it magnified, a continued spirit of purpose, connection, and collaboration, along with the desire to make a positive impact, is more important than ever. From delivering pro bono service to frontline organizations helping people recover and thrive to innovative thought leadership to support nonprofits, Deloitte is committed to creating trust and confidence in a more equitable society.

TOTAL SOCIAL INVESTMENT

TOTAL SOCIAL INVESTMENT COMPONENTS

Total Social Investment (TSI) sums up all monetary resources (operational expenses, staff time, and more) the company used for "S" in ESG efforts (see definition on page 45). There are seven well-documented categories of social investment that have been covered in more than one reporting standard or framework (read more in *What Counts: The S in ESG New Conclusions*): 1) Communities; 2) Human Rights; 3) Diversity, Equity, and Inclusion (DEI)-internal; 4) Diversity, Equity, and Inclusion (DEI)-external; 5) Training; 6) Health and Safety; and 7) Labor Relations. However, Total Social Value (TSV) is an additional component of TSI that covers current gaps in understanding innovative corporate practices related to broader partnerships and shared strategies. Broader partnerships are expansions of community investment partnerships with nonprofit organizations that are excluded from the community investment definition. Shared strategies are business strategies that materially and significantly incorporate social outcomes in the strategy. Data from recent years shows that some examples of these Social Value activities are quite active – such as socially driven internships, donation of digital assets, shared value, and impact investment (see Figure 3).

TOTAL SOCIAL VALUE TRENDS

For the first time, the 2021 *Giving in Numbers* Survey asked respondents to estimate their TSV in 2020. A pioneering group of 31 companies took a chance at exploring their broader partnerships and shared strategies and followed CECP's Valuation Guide to estimate these types of initiatives. Median TSV in 2020 was US$10 million. Again, this is separate from any total community investment estimates. To put things in perspective, median TSV was higher than community investments addressing COVID-19, Social Justice/Racial Equity, and STEM: US$3.9 million, US$500,000, and US$427,000, respectively.

The *Giving in Numbers* Survey asks for data on specific TSV activities that are quite well established, such as socially driven internships, donation of digital assets, shared value initiatives, and impact investment. The proportion of companies reporting TSV that also conducted each of those TSV activities was split almost half and half in terms of those companies conducting each of them and those that don't, with the exception of impact investing, where only 13% of companies providing a monetary value for TSV also conducted the activity (N=31).

OTHER TSI CATEGORIES

Regarding companies that reported a monetary figure for TSV, it's notable that most companies reporting TSV also reported other categories of TSI to be on the rise (N=31):

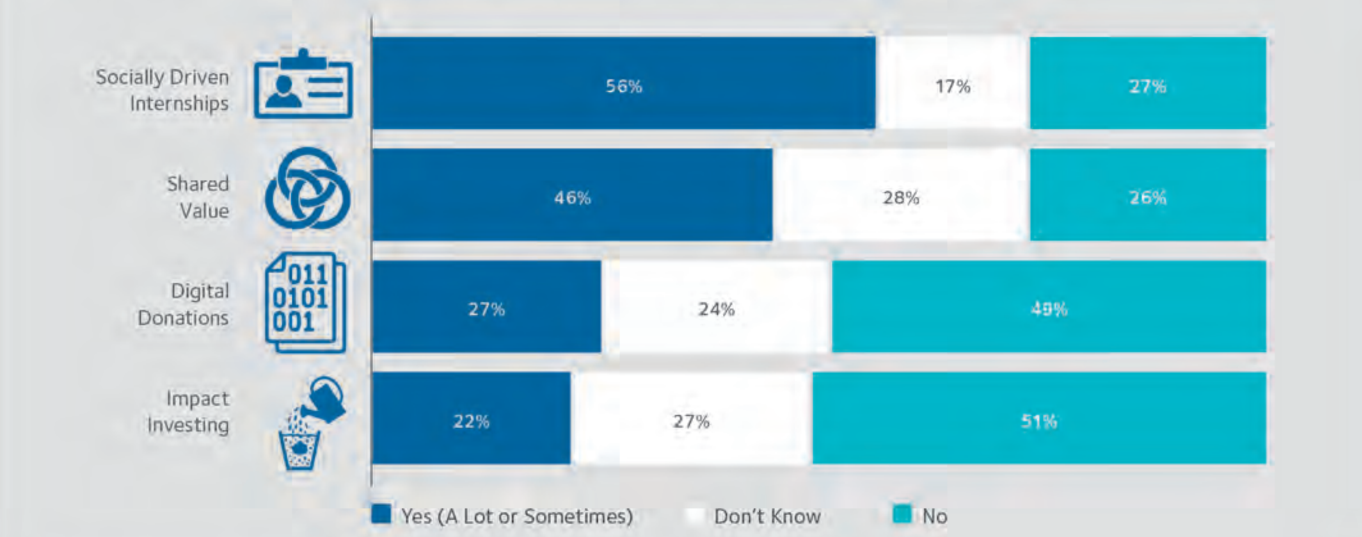
TSI Category	Percentage of Companies Reporting TSV with TSI Category On the Rise, 2020
DEI	97%
Human Rights	61%
Supply Chain	61%

This reflects that if a company has enough available data to monetize its TSV, it is very likely that this is a direct effect of having invested more on other TSI categories in recent years. In this sense, the high proportion of companies reporting each TSI category to be on the rise in 2020 is remarkable, especially regarding Diversity, Equity, and Inclusion:

- DEI (N=213): 93%
- Human Rights (N=206): 54%
- Supply Chain (N=211): 58%

FIGURE 3

Percentage of Companies Conducting Each Type of Total Social Investment Activity, 2020



Source: CECP, *Giving in Numbers: 2021 Edition.*

N=213

TREND IN ACTION:

The Role of Business in Powering Diversity, Equity, and Inclusion

COMCAST

Founded in 1963, Comcast Corporation is a global media and technology company principally focused on broadband, aggregation, and streaming. Comcast's longtime focus has been digital equity, highlighting the connection between the technological divide and economic justice. The company's Community Impact and DEI initiatives are closely aligned, as illustrated by their 2020 announcement of a multi-year plan to allocate US$100 million to fight injustice and inequality against any race, ethnicity, gender identity, sexual orientation, or ability. Putting resources into tangible sustainable solutions, Comcast created Comcast RISE, which provides small businesses owned by people of color with networking services, technology, and marketing support, in addition to airtime in their local geographies and cash grants. Earlier this year, the company launched NBCU Academy, which aims to diversify newsrooms by bringing curated curriculum with world-class NBCU News Group journalists, funding for accredited journalism programs, and scholarships to young people through partnerships with HBCUs, HSIs, and community colleges that serve underrepresented populations. Through intentional design, Comcast has also prioritized providing cash grants to digital equity-focused partners that are both led by and serving communities of color, with a goal of advancing strategies that help create pathways to economic mobility. Comcast's Community Impact and DEI efforts operate under a unified vision: for everyone to have the tools and resources needed to access and participate in the digital economy, and, internally, to build and foster an inclusive culture where everyone feels welcome.

MGM

MGM Resorts International, founded in 1986, is a hospitality, gaming, entertainment, retail, and sports betting company. Headquartered in Las Vegas, MGM spans the globe with its 29 locations and over 50,000 employees. As the company has grown, so has its mission to embrace both humanity and the planet. MGM has established a series of 14 long-term goals to be met by 2025, the three main pillars of which are fostering diversity and inclusion, investing in communities, and protecting the planet, while recognizing the intersection of the three. MGM's community investment work is led with a people-first orientation, aiming to enable all stakeholders to achieve their dreams and full potential, a goal viewed as being inextricably linked with the company's overall success. Most recently, MGM has focused on alleviating food insecurity in Nevada. Working closely with the local government of Las Vegas, MGM has developed a sustainable farming initiative centered in a historically Black community that is facing food insecurity, to increase economic opportunity and availability of sustainably sourced produce. Both the proposal and work plan have been developed in collaboration with the company's diversity, philanthropy, sustainability, food and beverage, construction, design, and development teams.

ESTÉE LAUDER

The Estée Lauder Companies (ELC) recently celebrated 75 years of business. The global leader in prestige beauty has a long history as a champion and advocate for gender equality, dating back to its trailblazing founder, Mrs. Estée Lauder. Today, as COVID-19 continues to have a disproportionate impact on women and girls, the company has expanded initiatives to level the playing field for all genders both inside and outside of ELC, and to strengthen a culture of inclusion and diversity, advocacy, flexibility, and engagement. This includes The Breast Cancer Campaign, which has raised more than US$99 million globally, funding lifesaving research, education, and medical services and ELC's 2021 Opening Doors: Women's Advancement and Gender Equality Strategy, which honors women's history and sets their sights on the future. Additionally, the company has extended parental care and elder care leave, and instituted flexible work and other policies to ensure that women can continue to succeed and excel. ELC has also made commitments to achieve gender parity in pay by 2023 and equality in the representation of Black women at all levels by 2025. This commitment to racial equity is reinforced by the company, its brands, and the Lauder Family's pledge to give, including, through The Estée Lauder Companies Charitable Foundation (ELCCF), a total of US$10 million over the next three years to support external organizations and nonprofits pushing for systemic changes and racial and social justice. ELCCF has been a key driver behind the company's external efforts during the pandemic, accelerating nearly US$9.5 million in flexible funding to help its girls' education nonprofit partners continue their vital work. Additionally, ELCCF recently became the inaugural corporate sponsor of Co-Impact's new Gender Fund, which will support women-led organizations in the Global South to transform systems; advance women's power, agency, and leadership; and shift harmful gender norms.

CISCO

Cisco Systems, a U.S.-based, globally operating technology company, leads in development of networking products that make it easier for the world to connect. Continuing a nearly 40-year history of innovation and problem-solving, Cisco is committed to leveraging resources to improve digital inclusion and equal access to technological resources globally. COVID-19 highlighted the preexisting digital divide and disparate impacts of limited access in communities of color and in rural and low-income communities. As the world's economy continues to move toward an increasingly digital future, Cisco has prioritized providing technological tools that allow people to access opportunity. Established in 1997, Cisco Networking Academy is an IT skills and career-building program offered to learning institutions and individuals worldwide. Networking Academy has impacted the lives of over 12 million students, across 180 countries since its inception. Between 2005 and 2020, 2.7 million students who participated in the program's career certification or IT Essentials courses report that Networking Academy helped them obtain a new job. Cisco values the creation and maintenance of public-private partnerships as an essential tool for maximizing access to knowledge, opportunity, and digital resources. In partnership with the states of Michigan and Arizona, and cities such as Dallas and Toronto, Cisco has worked to provide high-speed WIFI access to vulnerable and low-income communities. This resource and other efforts made by Cisco and its partners are essential to closing the digital divide.

Community Investments Components

This section offers a closer look into the different elements that comprise total community investments. More specifically, this section explains how total community investments are allocated toward program areas, funding type, and international end-recipients.

KEY FINDINGS IN THIS SECTION:

- Non-cash contributions had the largest increase in their median monetary value compared to other funding types. This propelled its increase in share of total community investments in the last five years, driven mainly by product donations.
- Disaster Relief and Health and Social Services had the largest increases in median cash community investments, a direct effect of companies' efforts to alleviate the effects of the COVID-19 health crisis.
- Although less commonly cited, Digital Donations and Diversity, Equity, and Inclusion (DEI) had the largest increase in the percentage of companies identifying them as their top priority focus areas.
- Two out of three companies gave internationally, with those that did typically allocating 23% of total community investments to international end-recipients.
- Median international community investments continued to increase, but at a slower pace than domestic community investments did over the last three years.

GIVING BY FUNDING TYPE

FUNDING TYPE SHARE

Approximately seven out of ten companies made at least one form of in-kind gifts in 2020. There was a remarkable increase of seven percentage points in the proportion of companies reporting non-cash in a five-year matched set (N=153). In the same five-year matched set, the share of non-cash and foundation cash community investments increased at the expense of direct cash, with direct cash investments decreasing from 49% in 2016 to 44% in 2020, non-cash investments increasing from 19% of total community investments in 2016 to 22% in 2020, and foundation cash increasing its share from 31% in 2016 to 34% in 2020.

The type of non-cash contributions that gained the largest share within this type of funding was product donations. In a five-year matched set of companies (n=50), product donations increased 8 percentage points of non-cash share, from 51% in 2016 to 59% in 2020.

In a five-year matched set between 2016 and 2020 (N=153), 7% of companies opened a foundation. On the other hand, only 4% of companies stopped using foundation cash giving—in other words, closed a foundation. This demonstrates that the corporate foundation as a community investment model is still an active tool for community engagement. (See more on foundations on page 28.)

CHANGES IN DOLLAR VALUE

Among companies that reported each type of funding in each of the last five years between 2016 and 2020, 63% of companies reported increasing direct cash (n=147), 68% increased foundation cash (n=111), and 65% increased non-cash (n=92), all adjusted for inflation.

Non-cash (adjusted for inflation) among companies that provided data on this type of contribution in each of the last five years (n=92) experienced the highest increase in median dollar value among all funding types (93%), from US$4.8 million in 2016 to US$9.2 million in 2020. Similarly, all other funding types increased their median dollar value (adjusted for inflation) over the last five years. Median direct cash increased by 32%, from US$13.1 million in 2016 to US$17.3 million in 2020 (n=147). For companies reporting foundation cash in each of the last five years, median foundation cash increased by 51%, from US$8.5 million in 2016 to US$12.8 million in 2020 (n=111).

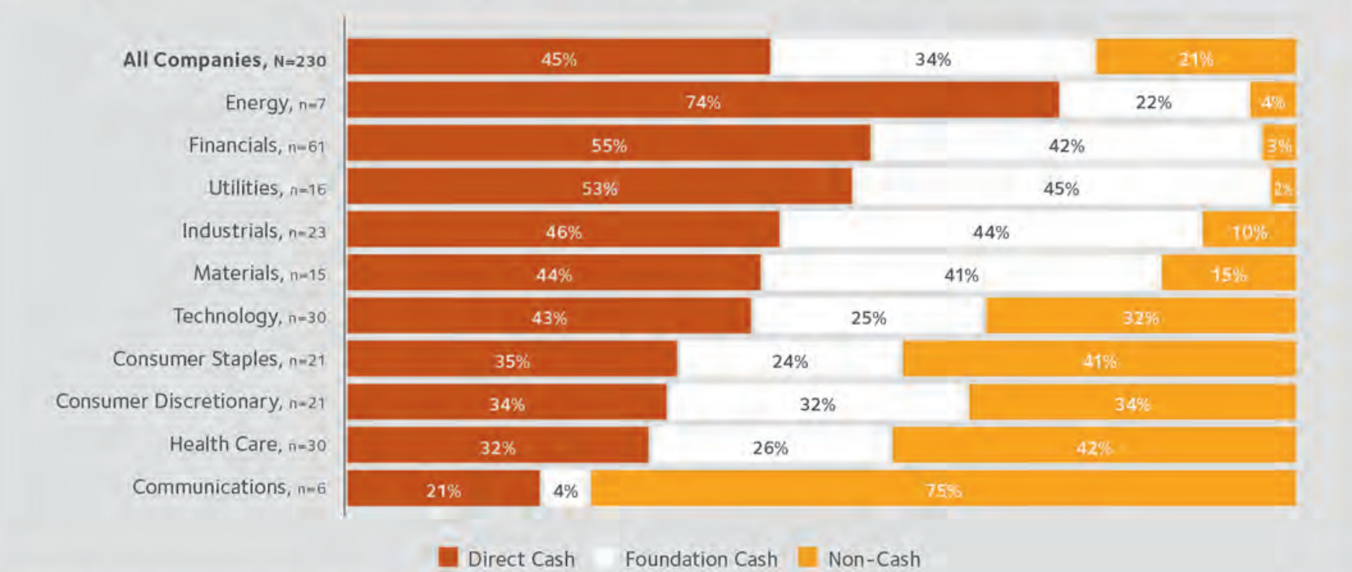
NON-CASH BREAKDOWN

In 2020, 63% of non-cash community investments consisted of product donations, 15% was Pro Bono Service, and other types (such as written-down office equipment, use of company facilities, real estate, patents, etc.) represented 21%.

Although companies highly fund cash giving, there were three industries for which non-cash represented more than 40% of their contributions: Communications (75%), Health Care (41%), and Consumer Staples (41%) (see Figure 4). This was even more the case in 2020, when these three industries stood up to meet needs related to the global health COVID-19 crisis by donating products. Product donations represented 52% of non-cash among Communications companies, 81% for Health Care companies, and 85% for Consumer Staples. Examples of product donations made in 2020 include: software donations when nonprofits had to start working remotely, medical devices, medications, and consumer goods (e.g., food and beverages) to alleviate the economic downturn for many communities.

FIGURE 4

Industry Breakdown of Total Community Investments by Funding Type, Average Percentages, 2020



Source: CECP, *Giving in Numbers: 2021 Edition.*

N=223

PROGRAM AREA

YEAR-TO-YEAR TRENDS

As reviewed on page 9, total community investments saw an unprecedented spike in 2020 in large part due to the global pandemic and social justice efforts. Logically, the two main program areas associated with COVID-19 response were Disaster Relief and Health and Social Services. Most COVID-19 response contributions were given to Health and Social Services end-recipients, and there were also a significant number of COVID-19 corporate initiatives aimed at meliorating the economic hardship that resulted from lockdowns.

Program Area	Growth Rate of Median Cash Community Investments by Program Area Between 2018 and 2020
Disaster Relief (n=68)	352%
Health & Social Services (n=89)	41%
Community & Economic Development (n=75)	9%
Education: Higher (n=72)	6%
Education: K-12 (n=82)	-5%
Environment (n=69)	-9%
Civic & Public Affairs (n=59)	-13%
Culture & Arts (n=82)	-18%

TOP CASH GIVERS

Despite including some companies that accounted for a significant share in the aggregate decrease of total community investments, Consumer Staples is still a powerhouse that, although to a lesser degree, still increased its contributions and was even the top cash giver in half of all program areas. Other program areas' top cash givers are in line with the nature of those industries (e.g., Health and Social Services and Health Care, or Environment and Energy).

Program Area	Industry with Highest Median Total Cash and Amount (in US$ Millions), 2020
Civic & Public Affairs	Consumer Staples ($1.80)
Community & Economic Development	Industrials ($5.37)
Culture & Arts	Consumer Staples ($0.90)
Disaster Relief	Consumer Staples ($10.39)
Education: Higher	Industrials ($6.03)
Education: K-12	Consumer Staples ($5.41)
Environment	Energy ($2.33)
Health & Social Services	Health Care ($22.03)

CASH GIVING BY PROGRAM AREA

In 2020, Health and Social Services and Community and Economic Development were the top program areas in terms of median cash giving. This is also in line with prior years' trends and the fact that many COVID-19 initiatives went into these two program areas. Also, as a result of COVID-19 response, in 2020, Disaster Relief was not the program area with the smallest median cash giving, as in past years. Disaster Relief grew not only in terms of median cash (as reviewed in year-to-year trends), but also in terms of its share of total community investments, as reflected in Figure 5, which shows that Disaster Relief had a higher share than other program areas, such as Education: K-12 and Education: Higher.

Program Area	Cash Community Investments Median Amount, 2020
Health & Social Services (n=147)	$3,885,364
Community & Economic Development (n=130)	$2,518,062
Education: Higher (n=131)	$1,954,682
Education: K-12 (n=137)	$1,680,754
Disaster Relief (n=128)	$1,328,239
Civic & Public Affairs (n=100)	$684,362
Culture & Arts (n=132)	$658,199
Environment (n=118)	$288,030

FIGURE 5

Program Area Allocations by Industry, Average Percentages, 2020

		Civic & Public Affairs	Community & Economic Development	Culture & Arts	Disaster Relief	Education: Higher	Education: K-12	Environment	Health & Social Services	Other
All Companies	**N=161**	**3%**	**13%**	**4%**	**12%**	**9%**	**10%**	**3%**	**29%**	**17%**
Consumer Discretionary	n=16	6%	14%	4%	15%	11%	10%	2%	29%	9%
Consumer Staples	n=10	3%	11%	3%	17%	4%	9%	6%	37%	10%
Energy	n=7	1%	9%	1%	18%	6%	14%	7%	16%	27%
Financials	n=43	4%	19%	5%	9%	8%	10%	2%	18%	25%
Health Care	n=24	1%	4%	1%	11%	3%	1%	4%	62%	13%
Industrials	n=15	3%	13%	4%	7%	19%	12%	5%	27%	10%
Materials	n=11	1%	9%	6%	11%	7%	9%	5%	32%	20%
Technology	n=19	4%	10%	5%	12%	17%	15%	1%	18%	17%
Utilities	n=14	5%	15%	6%	13%	9%	12%	6%	23%	11%

Note: Relative to industry peers, the industry providing the highest percentage of community investments to a particular program area is highlighted. Communications companies were excluded due to small sample size.

Source: CECP, *Giving in Numbers: 2021 Edition.*

PRIORITY FOCUS AREA

TOP PRIORITIES

The *Giving in Numbers* Survey requests that respondents report up to four open-ended priority focus areas in order of importance; it also asks them to assign those focus areas to one of the nine predetermined categories of program areas (e.g., Disaster Relief, Higher Education, etc.) (see page 44 for the definitions of program area types and priority focus areas). Respondents are also asked to identify the strategic program tied to each priority focus area. Strategic programs receive the most time, strategy, money, and management resources from a company (see page 45 for the definition of strategic programs).

From the open-ended responses, it seems that less contingent and less specialized priority focus areas that are typically more aligned with long-term strategic planning, such as STEM, Culture/Arts, Health/Wellbeing, and Workforce/Employment, were most often mentioned as top priority focus areas in 2020 (n=160). However, in a three-year matched set (n=106) comparing 2020 to 2018, other priority focus areas that are less prevalent among companies, such as Digital Donations, grew the most in terms of percentage of companies mentioning it, followed by Diversity, Equity and Inclusion, and Public Safety.

STRATEGIC ALIGNMENT

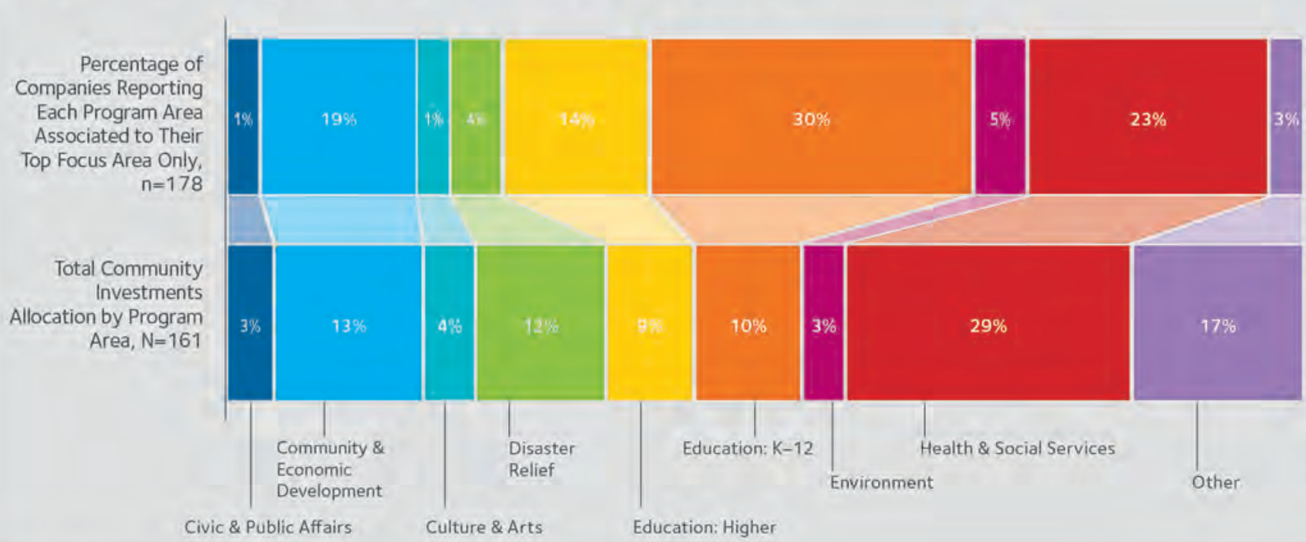
When comparing what companies considered to be the program area associated with their top strategic program area(s) and the share of total community investments actually allocated to each program area, analysis shows some disparities between what companies considered priority/strategic and where they actually made community investments. As shown in Figure 6, Education: K-12 was the program area associated with companies' top strategic program in approximately three out of ten responses. But in terms of the actual dollar investment in program areas in 2020, Education: K-12 received less than Health and Social Services, Community and Economic Development, and even Disaster Relief. It is also worth noting that the percentage of companies identifying Education as a top priority focus area decreased in the last three years, from 53% of companies declaring it as such in 2018 to only 22% in 2020.

PIVOTING PRIORITY FOCUS AREAS DURING TIME OF CRISIS

CECP asked companies what percentage of total community investments (cash and non-cash) they allocated in 2020 to each of their top four strategic programs. The survey found that a median of 9% (US$2.8 million) of total community investments were allocated to the top strategic program, and to be in the top quartile a company had to allocate at least 23% of total community investments to that top strategic program. Matched-set data from 2018 to 2020 showed that community investments allocated toward strategic programs were not as high as in previous years. Median dollar value of community investments allocated to the top strategic program decreased remarkably (-34%) and the median ratio of community investments allocated to that top strategic program also decreased, from 14% in 2018 to 11% in 2020. This may be due in part because, during times of crisis like in 2020, companies may have had to redirect some contributions toward COVID-19 response and Social Justice/Racial Equity instead of toward strategic and flagship programs that, although important, may not have been as urgent to address.

FIGURE 6

Percentage of Companies Reporting Program Area Type per Priority Focus Area and Actual Total Community Investment Allocation by Program Area, 2020



Source: CECP, *Giving in Numbers: 2021 Edition.*

INTERNATIONAL GIVING

INTERNATIONAL CONTRIBUTIONS

In 2020, 93% of surveyed companies were based in the United States (N=230). Companies tag a community investment as international when the impact (regardless of where the nonprofit might be) occurred in a country outside the company's headquarters country. In 2020, two-thirds of companies reported making cash and non-cash community investments to international end-recipients.

On average, US$2.3 million out of every US$10 million had an impact internationally (outside the company's headquarters country) in 2020. To be in the top quartile of the ratio of international giving as a percentage of total community investments, companies had to allocate at least 34% of their total community investments in 2020 to international end-recipients.

INTERNATIONAL CONTRIBUTIONS VALUE

One way companies can expand their international footprint is by having more than one foundation (e.g., in addition to the one in the company's headquarters country). Companies with more than one foundation have a significantly higher median international community investments level than those with just one foundation: US$19.2 million (n=26) versus US$3 million (n=79).

Consistent with past trends, the analysis shows that industries with a historical focus on their local footprint, such as Utilities, continue reporting a lower percentage of companies making international contributions (see Figure 7). In 2020, Consumer Staples again had the highest median of international community investments across industries (US$10.9 million) and also had the highest average ratio of international community investments as a percentage of total community investments (33%). One potential reason is the extensive scope and presence of consumer goods such as food, beverage, and tobacco in markets across the globe.

YEAR-OVER-YEAR CHANGES

International community investments may have experienced more transaction difficulties when it comes to working with organizations abroad due to the global pandemic in 2020 and consequent travel restrictions. Perhaps as a result, the median of international community investments grew at a slower rate than domestic community investments. In a three-year matched set from 2018 to 2020, median international community investments grew by 17%, from US$4.1 million to US$4.8 million, while median domestic community investments grew by 27%, from US$22.5 million to US$28.6 million (adjusted for inflation) (N=76). In the same matched set of companies, the top quartile of international community investments remained steady, slightly increasing from US$19.5 million in 2018 to US$19.6 million in 2020 (adjusted for inflation). Sixty-five percent of companies in the same matched set increased their international community investments. However, the percentage of companies making international contributions decreased slightly from 2018 to 2020: from 68% to 67%. The proportion of international community investments as a percentage of total community investments decreased by 1.7 percentage points: from 18.3% in 2018 to 16.6% in 2020 (n=74).

FIGURE 7

Offering of International Community Investments Programs and International Community Investments as a Percentage of Total Community Investments, 2020

Source: CECP, *Giving in Numbers: 2021 Edition.*

Employee Engagement

This section presents insights and methods regarding how companies engage their employees to participate in corporate volunteer opportunities and to contribute monetarily to the social causes about which employees are most passionate.

KEY FINDINGS IN THIS SECTION:

- Employee volunteer participation suffered a reduction, given that in-person volunteering was suspended due to the global health crisis and lockdowns.
- Virtual Volunteering became the most offered volunteer program in 2020.
- The reduction in in-person volunteering yielded a drop in the median volunteered hours, which decreased by 37% between 2018 and 2020.
- Also due to Covid-related circumstances, Pro Bono Service offerings were reduced, along with their median dollar value and reporting among companies.
- The most common number of annual volunteer hours offered to employees was eight.
- Median matched donations remained steady in the last three years, with only two types of programs increasing their median dollar value: Disaster Relief (+258%) and Year-Round Policy (+28%).

VOLUNTEERING

PARTICIPATION RATE

In 2020, the average percentage of employees volunteering at least one hour was 17% for all companies; year over year this figure has typically been higher: close to 30%. As expected with the social-distancing measures resulting from the COVID-19 pandemic, in-person volunteering opportunities and therefore participation were reduced. This is reflected in a three-year matched-set comparison: the average volunteer participation rate declined from 33% to 20% between 2018 and 2020 (n=91).

While all industries experienced reductions in employee volunteer participation, Consumer Discretionary had the highest volunteer participation rate, at 24%. Consistent with prior years, and despite the effects of the global pandemic, companies with fewer employees (under 10,000) had the highest average volunteer participation rate, at 23%, compared to larger companies (50,000+), which had an average participation rate of 13%.

VIRTUAL VOLUNTEERING RISE

Social distancing resulting from the 2020 COVID-19 global pandemic forced many employees to work from home. This limited the ways employees could volunteer, such that Virtual Volunteering became one of the most viable options. Virtual Volunteering increased its domestic and international offerings to an unprecedented degree and more than any other volunteer program. Within a three-year matched set, domestic Virtual Volunteering increased from only 38% of companies offering it in 2018 to 87% in 2020 (N=139). Similarly, Virtual Volunteering offered to international employees increased from 19% of companies in 2018 to 47% in 2020. Only two other volunteer programs increased their domestic and international offering in this matched set of companies: Flexible Scheduling and Dollars for Doers. All other domestic volunteer program offerings were reduced. The offering of volunteer programs to international employees decreased, but not as much as among domestic employees. The volunteer program that reduced its offering the most between 2018 and 2020, both domestically and internationally, was Team Grants, defined as grants set up specifically to fund teams of employee volunteers, usually as a one-time grant (-9.4% domestically and -5.8% internationally).

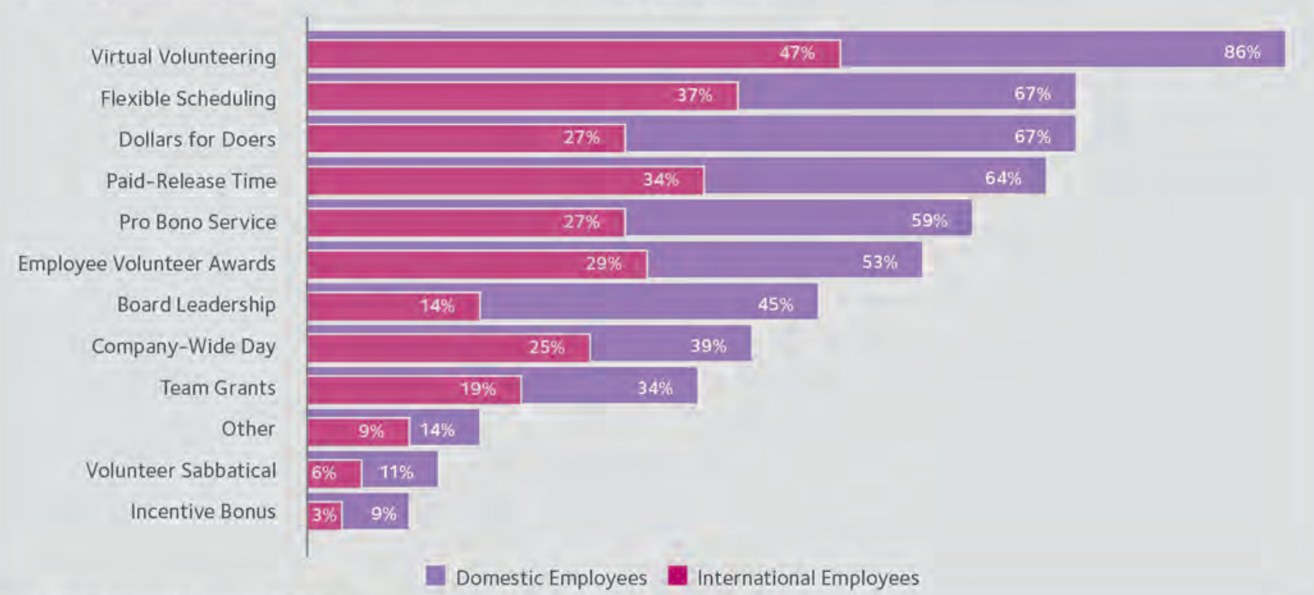
IN-PERSON VERSUS VIRTUAL VOLUNTEERING

As reflected in Figure 8, Virtual Volunteering became the most offered domestic and international program offered in 2020 for the first time ever and was the volunteer program that gained more percentage points in terms of companies offering it in the last three years (see Figure 9). The 2021 *Giving in Numbers* Survey asked respondents how Virtual Volunteering changed as a result of the COVID-19 health crisis in 2020. Large corporations relied more heavily than ever on Virtual Volunteering programs and acted to improve them. The most commonly cited action was finding new partnerships in order to expand virtual service options (66%), closely followed by deepening partnerships with nonprofit partners already offering virtual service options (62%), adapting offering of previous Virtual Volunteering program to current circumstances (53%), and creating a new Virtual Volunteering programs from scratch (49%). Only a small proportion of companies stated they had no change to their Virtual Volunteering programs (9%).

CECP Pulse Surveys carried out in April and July of 2021 showed that, although Virtual Volunteering became a preeminent option for employees to continue volunteering despite social distancing measures, the data are reflecting a slow return to in-person volunteering in 2021.

FIGURE 8

Percentage of Companies Offering Each Volunteer Program, 2020



Source: CECP, *Giving in Numbers: 2021 Edition.*

N=217

VOLUNTEERING *CONTINUED*

TIME FLEXIBILITY AND SKILLS-BASED VOLUNTEERING

It seems that in times of overwhelming crisis, companies prioritize offering time flexibility and adaptability for employees' new circumstances over volunteer programs adapted to employees' core skillsets. In 2020, the percentage of companies (N=217) offering either Flexible Schedule and/or Paid-Release Time was 86%, compared to the percentage of companies offering skills-based volunteer programs, either Pro Bono Service and/or Board Leadership: 71%.

The percentage of companies offering both Flexible Schedule and Paid-Release Time increased from 45% in 2018 to 50% in 2020. The opposite, the percentage of companies offering neither Flexible Schedule nor Paid-Release Time, decreased from 13% in 2018 to 11% in 2020. Similarly, the percentage of companies offering either Flexible Schedule or Paid-Release Time decreased from 42% in 2018 to 40% in 2020, indicating that most companies prefer to offer both options and not just one or the other. The offering of skills-based volunteering decreased from 81% of companies in 2018 to 77% in 2020.

VOLUNTEERED HOURS

The median total number of volunteered hours decreased by 37% in a three-year matched set of companies, from 81,000 to 51,000. This may be directly attributable to the reduction in employees' participation in volunteer opportunities resulting from lockdowns and social-distancing measures implemented in 2020.

In a three-year matched set (n=70), the median volunteered hour per employee decreased by 50%, from 2.77 hours in 2018 to 1.40 in 2020. Although generally most employees do not volunteer, the estimate of the number of volunteered hours per employee provides insight on whether volunteered hours have increased or not, after accounting for the size of a company in terms of employees. The reduction in volunteered hours can be noticed also when accounting for the size of a company.

In 2020, the median number of hours employees volunteered when skills-based programs were offered was higher (47,000) than when these types of volunteer programs were not offered (10,000).

PROGRAM OFFERING

The number of types of volunteer programs offered to domestic employees remained steady in a three-year matched set of companies: six types of volunteer programs in both 2018 and 2020 (n=139). Similarly, the number of types of volunteer programs offered to international employees remained the same in a three-year matched set of companies: four types of volunteer programs in both 2018 and 2020 (n=80).

The median number of annual volunteer hours offered in 2020 to employees on company time was 16. It was common for companies to structure the annual distribution of hours in increments of eight (i.e., a standard workday).

In 2020, the three most commonly offered number of hours were 8 hours (37%), 16 hours (25%), and 40 hours (8%) (n=115). In 2020, the industry with the highest median number of annual hours offered to employees was Consumer Discretionary, with 44 hours. Some companies within this industry even offered the equivalent of 60 annual hours.

In 2020, companies reported that their volunteer programs were available to stakeholder groups beyond active employees. The most commonly included stakeholder groups were board members, partners, and customers: 50%, 22%, and 17% of companies, respectively.

FIGURE 9

Percentage Points Change in Terms of Volunteer Program Offering, Three-Year Matched Set, 2018–2020

	Domestic Employees	International Employees
Virtual Volunteering	48.9%	28.8%
Flexible Scheduling	7.9%	6.5%
Incentive Bonus	3.6%	2.2%
Dollars for Doers	2.2%	0.7%
Volunteer Sabbatical	-0.7%	-2.9%
Paid-Release Time	-1.4%	0.0%
Other	-1.4%	0.7%
Pro Bono Service	-2.2%	-1.4%
Employee Volunteer Awards	-3.6%	-1.4%
Company-Wide Day	-7.2%	-2.9%
Board Leadership	-7.9%	-0.7%
Team Grants	-9.4%	-5.8%

The color and its intensity shows the magnitude of growth and decrease in the percentage of volunteer program offering. A darker green shows a higher increase in volunteer program offering. A yellow shows steady growth. A darker red shows a higher decrease in the percentage of volunteer program offering.

Source: CECP, *Giving in Numbers: 2021 Edition.*

N=139

PRO BONO SERVICE

VALUE OF PRO BONO SERVICE

The median value of Pro Bono Service in 2020 across companies reporting any value of Pro Bono Service (n=56) was US$530,000. In a three-year matched set, the monetary value of pro bono among companies reporting a value of Pro Bono Service in each of those years decreased between 2018 and 2020 by 19% (n=33). Nevertheless, the aggregate value adjusted for inflation of Pro Bono Service for the same set of companies increased by 17%. This indicates that a handful of companies among the 45% that increased the value of Pro Bono Service compensated for those that decreased the value of Pro Bono Service. Reporting of Pro Bono Service was more prevalent among the Financials, Health Care, and Technology industries. The highest medians of Pro Bono Service monetary value per employee were among Technology and Financials, two industries well known for utilizing their employees' very particular set of skills and expertise in favor of nonprofits: US$39 and US$13 per employee, respectively.

PRO BONO SHARE

Pro Bono Service represented 15% of non-cash community investments in 2020.

Figures 10 and 11 show the decrease in the share and US$ value of Pro Bono Service from non-cash community investments in a three-year timeframe. Additionally, to check whether this decrease was steeper on a longer timeline, the analysis was replicated among companies providing a non-cash breakdown in each of the last five years (n=50). This revealed a larger decrease in the share of Pro Bono Service, by 6.53 percentage points. Pro Bono Service represented 27.35% of non-cash giving in 2016, compared to 20.82% in 2020. This decrease in the share of non-cash giving could be attributed not necessarily to a drastic decrease in median dollar value of Pro Bono Service in the same period, but to better product donation reporting. The median value of Pro Bono Service among companies reporting any value of this type of non-cash (n=23) remained steady: it decreased by only 0.7% between 2016 and 2020, from US$722,410 to US$717,500, respectively (adjusting for inflation). On the other hand, there was an increase in the reported value of product donations, which boosted a gain of 8.24 percentage points in the share of non-cash between 2016 and 2020.

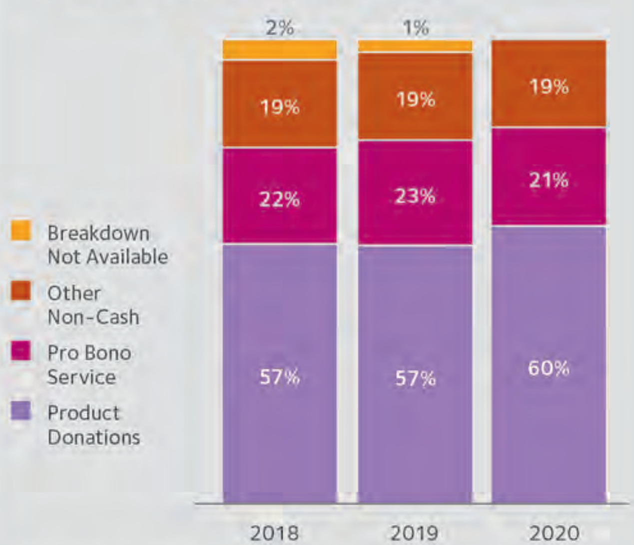
PRO BONO OFFERING AND TRACKING

Pro Bono Service was the fifth-most widely offered domestic volunteer program in 2020, with 59% of companies offering it (see more on page 20). Internationally, it was the sixth-most popular volunteer program (27% of companies offered it to international employees). In a three-year matched set of companies, Pro Bono Service had a slight reduction in the percentage of companies offering it to domestic employees, from 67% in 2018 to 65% in 2020 (N=139). Similarly, the percentage of companies offering Pro Bono Service to international employees decreased from 30% in 2018 to 29% in 2020.

Despite advances in pro bono valuation, tracking remains a challenge for many companies. In 2020, of those that reported offering domestic Pro Bono Service volunteer programs to employees, only 38% also indicated a monetary value for this work. Alternatively, in 2020 the percentage of companies that reported a dollar value of Pro Bono Service among those reporting any value of non-cash was 33%. This percentage has decreased in a three-year matched set (n=118), from 37% in 2018 to 33% in 2020.

FIGURE 10

Non-Cash Community Investments Breakdown, Three-Year Matched Set, 2018-2020



Source: CECP, *Giving in Numbers: 2021 Edition.*

N=177

FIGURE 11

Pro Bono Service and Product Donation Growth, 2020

INDUSTRY	Growth Rate of Median US$ Value (2018 vs 2020)	Aggregrate Growth Rate of US$ Value (2018 vs 2020)
Pro Bono Service (n=33)	-19%	17%
Product Donations (n=52)	97%	39%

Note: Median and Aggregate Growth Rates were calculated only for companies that reported each type of non-cash giving for every year.

Source: CECP, *Giving in Numbers: 2021 Edition.*

MATCHING GIFTS

STATE OF THE INDUSTRY

The offering and monetary value of matched donations continue to decrease. It seems the circumstances of 2020 did not have a drastic effect on matching-gift programs; certainly they didn't reverse prior years' declining trend.

The median dollar value match was US$1.61 million, with a spread from US$6.78 million (Communications) to US$500,000 (Materials) (see Figure 12). The top quartile dollar value match was US$5.90 million.

Matching-gift programs accounted for a median of 9% of total cash contributions in 2020 (n=204). In 2020, the industry that allocated more total cash community investments to matching-gift contributions was Technology (28%).

In 2020, 22% of employees on average participated in their employer's matching-gift program.

MATCHING-GIFT PROGRAMS

Year-Round Policy

- Percentage of companies offering program: 78% (N=176).
- Ratio: the most common ratio was 1:1 (91%), with no other ratio accounting for more than 5% of responses (n=128).
- Caps: caps of less than US$15,000 accounted for the majority of companies (87%), with US$1,000 to US$1,999 (23%) and US$5,000 to US$9,999 (25%) being the most common caps (n=142).
- Share of total matching-gift US$ contributions in 2020: 57% (n=176).

Workplace-Giving Campaigns

- Percentage of companies offering program: 41% (n=176).
- Ratio: the most common ratio was 1:1 (74%). The second-most common ratio (12%) was 2:1 (n=68).
- Caps: caps of less than US$15,000 accounted for 67% of companies. The most common caps were those greater than US$50,000 (29%) and US$5,000 to US$9,999 (26%) (n=42).
- Share of total matching-gift US$ contributions in 2020: 20% (n=176).

Dollars for Doers

- Percentage of companies offering program: 58% (N=176).
- Ratio (US$/hour): the most common rate was US$10 per hour (46%) and the other two most common rates were US$15 and US$20 per hour (10% each) (n=61).
- Caps: a majority of programs were capped at less than US$2,000 (71%) and the most common cap was less than US$1,000 (39%) (n=75).
- Share of total matching-gift US$ contributions in 2020: 8%.

Disaster Relief

- Percentage of companies offering program: 26% (N=176).
- Ratio: the most common ratio was 1:1 (83%) and the second-most common ratio was 2:1 (12%) (n=42).
- Caps: caps of less than US$15,000 represented the majority of responses (58%), with US$5,000 to US$9,999 being the most common cap (24%) (n=33).
- Share of total matching-gift US$ contributions in 2020: 6%.

FIGURE 12

Median Matching Gifts (in US$ Millions) by Industry, 2020

Source: CECP, *Giving in Numbers: 2021 Edition.*

YEAR-OVER-YEAR TRENDS

The percentage of companies that offered at least one matching-gift program slightly decreased from 95% in 2018 (N=169) to 94% in 2020 (n=177).

In terms of the monetary value of matched donations adjusted for inflation, total matching gifts remained steady between 2018 and 2020. When analyzed by program type, the largest growth rates are seen among Year-Round Policy (28%) and Disaster Relief matches (258%). Disaster Relief matched donations typically have a small absolute dollar value. Dollars for Doers and Workplace-Giving Campaigns decreased the monetary value of matched donations (-46% and -19%, respectively).

In a three-year matched set, the median of matching gifts as a percentage of total cash community investments decreased from 12% to 9% between 2018 and 2020. This is consistent with the decreases in matching-gift program offerings and dollar value.

MATCHING-GIFTS OFFERING

The percentage of companies that offered at least one matching-gift program was 93% in 2020 (N=230). In terms of matching-gift programs, the percentage of companies offering each program type changed between 2018 and 2020 by the following rates, in a three-year matched set of 106 companies:

Year-Round Policy: remained steady at 88% from 2018 to 2020

Workplace Giving: decreased from 44% to 38%

Dollars for Doers: increased from 61% to 64%

Disaster Relief: decreased from 35% to 25%

Forty percent of companies offered more than two programs in 2020. The average number of matching-gift programs offered in 2020 was 2.3 (n=176).

Industry	Average Number of Matching-Gift Programs Offered
Communications, n=5	2.0
Consumer Discretionary, n=18	2.1
Consumer Staples, n=13	2.2
Energy, n=7	2.6
Financials, n=48	2.3
Health Care, n=22	2.6
Industrials, n=18	2.1
Materials, n=8	2.0
Technology, n=22	2.3
Utilities, n=15	2.3

EMPLOYEE PARTICIPATION

Average employee participation rate in matching-gift programs was 22% in 2020 (n=162). When employees have more choice, they are more likely to participate. Average employee participation in matching-gift programs was also greater among companies offering matching-gift programs open to employee choice (21%), compared to companies limiting matching-gift programs to a limited number of nonprofits (12%). This reinforces the idea that giving more options to employees helps them identify causes that interest them. Although only four out of ten companies increased employee participation in matching-gift programs between 2018 and 2020, the average participation rate in matching-gift programs increased from 15% to 17% of employees, respectively. This contrasts with the average volunteer participation rate, which decreased dramatically (as reviewed on page 20), due to there being no need for in-person interactions to have donations matched.

In 2020, median total matching gifts among programs open to employee choice was US$1.7 million, whereas among limited-choice programs it was US$1.2 million.

As shown in Figure 13, the larger the employee base, the larger the median of matched donations. This may be because larger companies might have more resources to match more donations made by a larger employee base.

FIGURE 13

Median Matching Gift (in US$ Millions) by Employee Tier, 2020

Source: CECP, *Giving in Numbers: 2021 Edition.*

N=146

Operations

This section presents insights and methods regarding company management of resources, including the importance of contributions staff members, the dynamics of using a foundation model to execute community investments, and the management and program costs associated with these roles and activities.

KEY FINDINGS IN THIS SECTION:

- Contributions staff team size continued to increase despite a steady employee headcount.
- The main type of foundation structure was grantmaking foundations, with two-thirds of companies reporting having this type of foundation.
- Management and program costs have increased over the last three years in terms of dollar value but decreased as a percentage of total cash.

COMMUNITY INVESTMENTS STAFFING TRENDS

TITLES AND DEPARTMENTS

The most commonly reported survey respondent titles in 2020 were:

- Manager—Any type (36%)
- Director—Any type (22%)
- Vice President—Any type (9%)
- Specialist (8%)
- Senior Manager (7%)
- Analyst—Any type (7%)
- Program Manager (5%)

Some of the most common types/levels of managers reported by respondents were:

- Senior Manager
- Program Manager
- Corporate Affairs Manager
- Community Relations Manager
- CSR Manager

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 43 for a more complete definition.)

Notes:

- "Any type" refers to levels in the same position (e.g., Executive, Senior, Associate, etc.)

- Title categories are not mutually exclusive: one respondent could have provided more than one title.

REPORTING DEPARTMENTS

As reflected in Figure 14, the most common departments that respondents reported to in 2020 were:

- Communications/Marketing (28% of respondents)
- External/Government/Public/Corporate Affairs (17% of respondents)
- Human Resources (HR) (14% of respondents)
- Community Affairs/Relations (13% of respondents)
- Admin/Finance/Legal (8% of respondents)
- Corporate Social Responsibility (CSR)/ Citizenship/Sustainability (7% of respondents)
- Executive Office (5% of respondents)
- Strategy (3% of respondents)
- Giving/Foundation/Philanthropy (2% of respondents)

Note: Respondents may be included in more than one department.

Although, only the second largest category in terms of representation, External/Government/Public/Corporate Affairs had the highest median community investments as a percentage of pre-tax profit, at 1.96%. This may be due to the far-reaching scope of these departments and their interactions with many stakeholders, allowing for more robust reporting of social investment efforts.

MANAGEMENT BY REPORTING DEPARTMENT

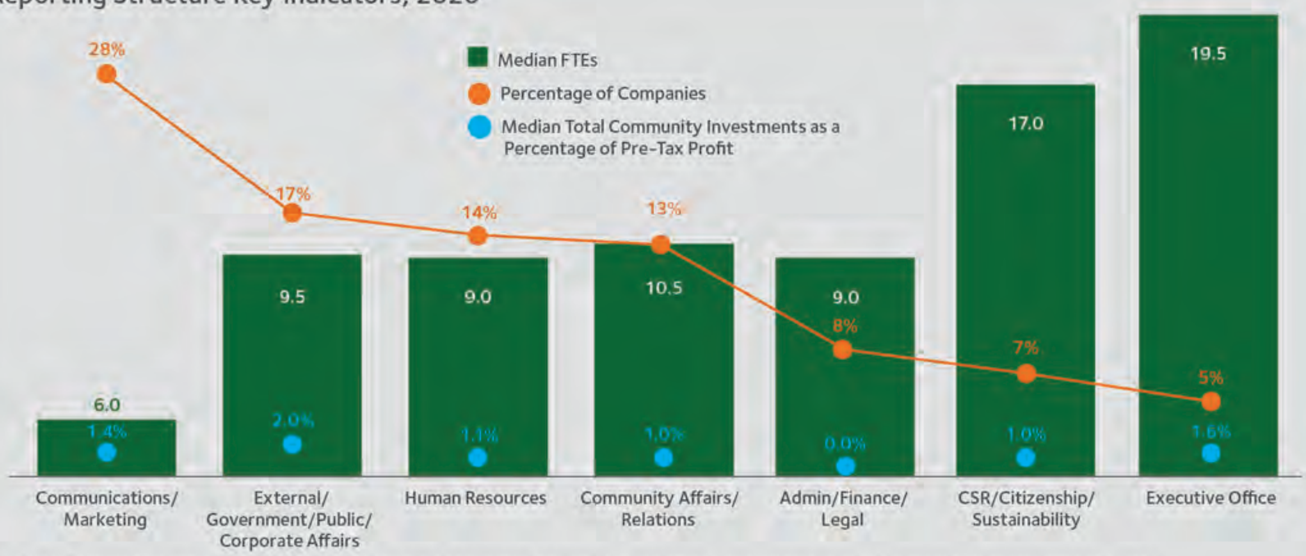
The highest median total cash investment dollar amounts in 2020 corresponded to Strategy (US$46.2 million), followed by Executive Office (US$35.1 million) and External/Government/Public/Corporate Affairs (US$33.2 million). Median total cash community investment was lower across HR (US$6.4 million), Administration/Finance/Legal (US$12.3 million), and Communications/Marketing (US$15.3 million). This may be indicative that increasing total cash investments are a result of multi-disciplinary teams within companies that connect with many entities both internal and external.

Companies where the FTEs sit in HR and Strategy lead the way for volunteer participation rates: 21% and 20%, respectively. Interestingly, while HR led in volunteer participation rates, they also had the lowest cash investment. This may be due to the higher level of influence HR may be able to exert to encourage employee engagement rather than making external cash investments.

Both Communications/Marketing and Community Affairs/Relations have expanded the percentage of respondents reporting to those departments in a three-year matched set between 2018 and 2020—by 6 and 5 percentage points, respectively. In contrast, CSR/Citizenship/Sustainability have decreased reporting precipitously in the last three years (-19 percentage points).

FIGURE 14

Reporting Structure Key Indicators, 2020



Note: Respondents may be included in more than one department, and only the top seven departments to which respondents report were selected.

Source: CECP, *Giving in Numbers: 2021 Edition.*

N=229

RECIPIENTS PER FTE

In 2020, each FTE dealt with a median of approximately 40.7 grant recipients. In a three-year matched set, analysis showed that each FTE has been managing a decreasing number of recipients. The median number of recipients per FTE decreased by 17%, from 62.1 recipients per FTE in 2018 to 51.3 recipients per FTE in 2020 (n-70). At the industry level, analysis shows that industries that tend to have a more local footprint, such as Utilities, may be working with a higher number of local recipient organizations, whereas technology companies tend to invest in fewer organizations, but perhaps do so more deeply.

Industry	Median Recipients per FTE, 2020
Utilities, n=14	92
Materials, n=11	67
Consumer Staples, n=8	64
Consumer Discretionary, n=16	47
Industrials, n=11	37
Health Care, n=21	34
Financials, n=41	30
Technology, n=17	16

TRENDS AND RESILIENCY

In 2020, the median number of FTEs was 9, consistent with the prior year (see Figure 15). In a three-year matched set, the median number of FTEs grew by 22%: from 9.25 in 2018 to 11.25 in 2020. In 2020, companies also reported a median of 4 international and 8 domestic FTEs. Across all companies, the number of FTEs ranged from 1 to 396.

Increases in FTEs occurred even when overall employee headcount stagnated. Aggregating the number of FTEs and total employee headcount in a subset of companies for which those two metrics were available revealed that the total size of the contributions team workforce increased by 29% between 2016 and 2020 despite no change in the overall employee headcount for the same period and companies (N=70).

Furthermore, of the 38% of companies that reported a decrease in their overall employee headcount between 2016 and 2020, 35% saw an increase in their contributions team sizes. This reaffirms the value that the corporate sector gives to contributions staff as part of their commitment to CSR efforts.

MORE FTES NEEDED FOR MORE RESOURCES

In 2020, companies that had larger total community investments also had larger teams. For instance, companies that had total cash contributions of over US$50 million had a higher median of FTEs (30) than, for instance, companies with total cash contributions under US$5 million, which had a median FTE number of 2.5.

Larger corporations, in terms of their annual revenues, tend to require larger contributions teams to manage potentially larger budgets. See the table below.

Revenue Tier	Median FTEs, 2020
Over $100 billion, n=13	21.0
$50+ to $100 billion, n=19	17.5
$25+ to $50 billion, n=29	12.5
$15+ to $25 billion, n=29	9.5
$10+ to $15 billion, n=23	5.5
$5 to $10 billion, n=33	6.0
Under $5 billion, n=15	5.0

FIGURE 15

Median FTEs by Industry, 2020

Note: Communications was excluded due to a small sample size.

Source: CECP, *Giving in Numbers: 2021 Edition.*

FOUNDATIONS

CURRENT FOUNDATION TRENDS

In 2020, 80% of companies had a corporate foundation (N=230). As reviewed on page 15, the percentage of companies that opened a foundation between 2016 and 2020 was 7%.

The industries with the highest percentage of companies reporting having at least one foundation were Materials (93%) and Utilities (88%). By contrast, only 43% of Energy companies had a foundation (see Figure 16).

Some companies have more than one foundation, for any number of reasons, including large international scope or to address specific strategic goals. In 2020, 20% of companies had more than one foundation (N=184). The 2020 median number of foundations across all companies with more than one foundation was two (n=37).

FOUNDATION STAFF

The median number of foundation FTEs among companies with foundations in 2020 was three (N=102). The median number of corporate FTEs among companies that had at least one corporate FTE in 2020 was five (N=97). In 2020, companies with a foundation required overall more total FTEs (median of 10) than those with no foundation (median of 6 FTEs in those companies).

In 2020, foundation staff members handled almost twice as much total cash per foundation FTE (median of US$5 million, n=105) than their corporate counterparts (median of US$2.6 million, n=123). Regardless of the type of FTE, the median ratio of total cash per FTE (foundation and/or corporate) in 2020 was higher among companies with a foundation (US$2.4 million, n=133) than those without (US$2.0 million, n=27).

FOUNDATION FUNDING AND ALLOCATION

The most common form of foundation reported this year was grantmaking foundations, with two-thirds of companies with foundations identifying their foundation type as such (n=184). Grantmaking foundations make grants to nonprofit recipient organizations to carry out work in their communities. Operating foundations, where the foundation functions as a nonprofit itself instead of sending grants to other organizations, were present in 4% of companies with foundations. An additional 5% had hybrid foundations, another 5% had predominately endowed foundations that make use of asset reserves, and 7% identified as predominately pass-through, receiving funds from the company throughout the year. Three percent identified as private non-operating foundations.

FIGURE 16

Key Metrics on Foundations, 2020

INDUSTRY	Percentage of Companies with a Foundation	Median Foundation Cash Among Companies with a Foundation (US$ Millions)	Share of Foundation Cash from Total Cash Among Companies with a Foundation (Average)
All Companies, N=230	80%	$9.55	53%
Materials, n=15	93%	$4.61	56%
Utilities, n=16	88%	$9.55	57%
Health Care, n=30	87%	$17.80	47%
Consumer Discretionary, n=21	86%	$7.47	53%
Consumer Staples, n=21	81%	$14.90	52%
Financials, n=61	79%	$12.84	55%
Industrials, n=23	78%	$5.35	61%
Technology, n=30	73%	$4.61	49%
Communications, n=6	67%	NA	NA
Energy, n=7	43%	NA	NA

Source: CECP, *Giving in Numbers: 2021 Edition.*

MANAGEMENT AND PROGRAM COSTS

YEAR-OVER-YEAR TREND

Median management and program costs for a matched set of companies participating in *Giving in Numbers* (n=48) increased by 8% between 2018 and 2020 (adjusting for inflation), from US$1.86 million to US$2.01 million, respectively, outpaced by the previously reviewed increase in median number of FTEs (22%) in the same time frame. This may be due in part to the larger community investments made in 2020 compared to years prior.

However, median ratios of management and program costs as a percentage of total cash contributions in the same matched set of companies decreased between 2018 and 2020:

- 2018: 11.1%
- 2019: 10.3%
- 2020: 10.9%

While companies invested more in their communities in response to crisis, they may not have had a proportionate increase in their philanthropic teams or expenses. These costs include FTEs compensations, programmatic expenses used for specific grants, and operating/overhead expenses associated with running philanthropic activities. These costs are not included in total community investments and full descriptions can be found in CECP's Valuation Guide.

CURRENT STATUS

In 2020, median management and program costs were US$1.5 million. Such costs also represented a median of 7.8% of a company's total community investments and 10% of a company's total cash contributions (n=95).

In terms of industry, Industrials have the lowest median management and program costs, followed by Technology, at US$330,000 and US$750,000, respectively. While this is a large decrease for Industrials compared to the previous year, it is in line with Industrials also having the fewest median FTEs in 2020 (4.75) and with Technology again having the second fewest (6.5). Smaller community investment teams will likely incur fewer overhead costs.

Industry	Median Management & Program Costs (in US$ Millions), 2020
Financials, n=29	$3.39
Consumer Discretionary, n=9	$3.10
Health Care, N=12	$1.29
Utilities, n=8	$1.20
Materials, n=8	$0.88
Technology, n=13	$0.75
Industrials, n=9	$0.33

OTHER TRENDS

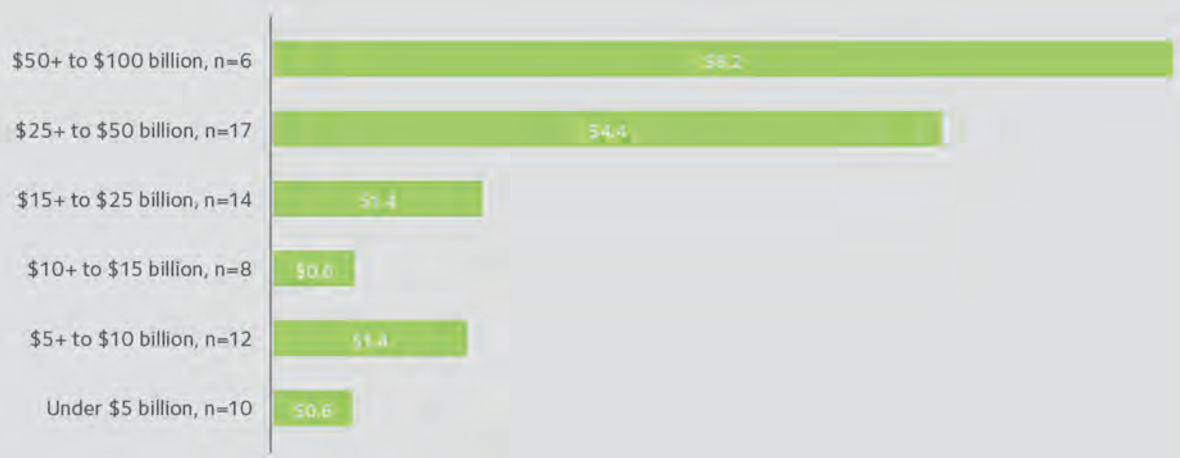
As expected, companies in the highest revenue tier had higher median management and program costs than companies in lower revenue tiers. However, companies with US$5 to US$10 billion revenue had more than double the management and program costs of those with revenue greater than US$10 to US$15 billion (see Figure 17).

Similarly, companies in the highest total cash community investment tier (over US$100 million) had much higher median management and program costs (US$10.4 million) compared to those of lower total cash community investment tiers (e.g., under US$5 million), which had median management and program costs of US$325,000. The less streamlined operations are, the more expensive managing more programs could become; that said, this expense is offset by the economy of scale of larger companies.

The median management and program cost per contribution staff team member was US$193,552 in 2020. Median program and management costs were higher for companies with at least one foundation (US$1.8 million) than those without (US$1.3 million), a difference of 37%.

FIGURE 17

Median Management and Program Costs (in US$ Millions) by Revenue Tier, 2020



Note: The over-$100 billion tier has been excluded due to small sample size.

Source: CECP, *Giving in Numbers: 2021 Edition.*

N=67

Measurement and Evaluation

This section provides an in-depth analysis of the latest trends in measurement of social outcomes of corporate social programs and of the business value of social investments.

KEY FINDINGS IN THIS SECTION:

- Measurement of social outcomes and impacts remains high.
- Companies continue to be strategic in terms of measuring social outcomes.
- Two out of three companies reported using a dashboard/scorecard of metrics to manage achievement of strategies.
- Fifty-four percent of companies reported that, in 2020, ESG-related key performance indicators (KPIs) and/or metrics were requested by a colleague internally in preparation for company quarterly earnings calls.
- Seventy-eight percent of companies considered the investor perspective when reporting on social results in the company's sustainability report.
- More companies measured the business value of community investments through employee metrics (47%) than brand/customer metrics (42%).
- Increasing the employee engagement score was the most important employee benefit of community investments.
- Improving the reputation or trust score was the most important customer or brand benefit of community investments.
- Levering data from other teams or sources—such as an existing employee survey or an external company-wide brand assessment—was the most common method for measuring the business value of community investments.

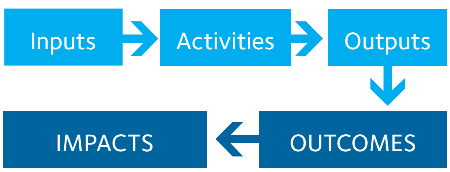
TRENDS IN MEASUREMENT PRIORITIES

CONTINUED GROWTH OF SOCIAL RESULTS MEASUREMENT

Measurement of social impact continues to be a best practice for most companies, an exercise in using data to enhance a company's social strategy. In 2020, 92% (N=215) of surveyed companies measured the social outcomes on at least one grant.

In contrast to past trends of growth for a three-year period, the percentage of companies measuring the social outcomes of their programs has plateaued, remaining at 93% in both 2018 and 2020 (N=161). This flatlining may be indicative of the ubiquity of social outcomes measurement as part of the program-funding cycle.

Logic Model



SCOPE OF MEASUREMENT

Companies have limited resources when determining which grants in their portfolio will be measured by social outcomes. This scope of measurement reveals a company's relationship with its grantees and their assessment for continuity. In 2020, almost four out of ten companies measured the social outcomes of only their strategic programs (see Figure 18). Alternatively, 28% of companies were able to measure the social outcomes and/or impacts on all grants. Twelve percent of companies measure grants that meet a specific threshold, with the most cited amounts being US$25,000 and a median threshold of US$50,000.

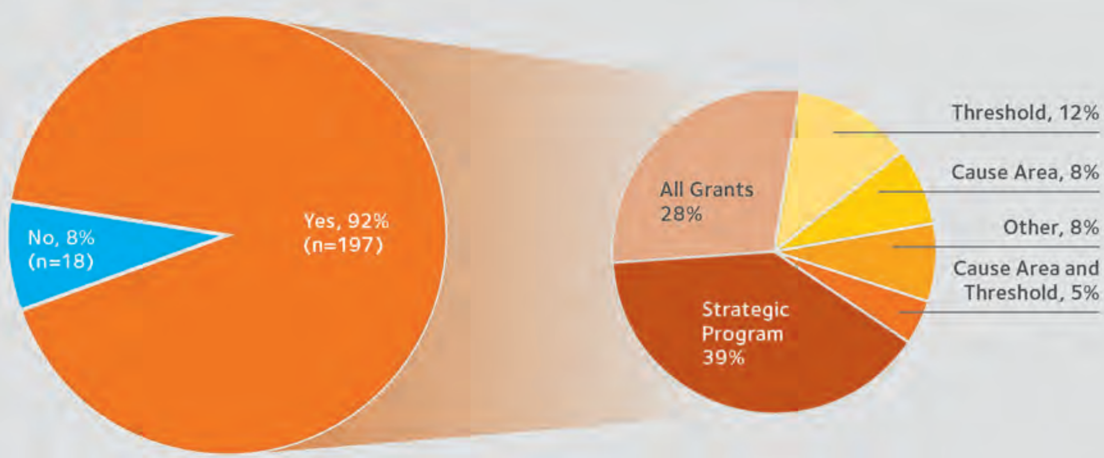
Nevertheless, a three-year matched set between 2018 and 2020 shows that there has been an increasing proportion of companies measuring social outcomes and/or impacts on all grants (from 29% to 30%) and strategic programs (from 35% to 36%), as opposed to those companies doing measurement only on certain grants (from 36% to 34%).

DEEPER PARTNERSHIPS

The ability to expand the scope of measurement may also be connected to companies having deeper relationships with nonprofit grantees and the ability to monitor them. Monitoring a company's entire portfolio of recipients requires more resources, know-how, clear definition of KPIs for every single grant and recipient, and, therefore, more responsibility for each FTE. In 2020, companies that measured social outcomes and/or impacts on all their grants also had fewer nonprofit partners in their portfolio and had FTEs overseeing fewer of those recipients (a median of 315 and 27, respectively), compared to companies that measured outcomes and/or impacts only on select grants that in 2020 had a median of 512 nonprofit partners and a median of 47 recipients per FTE.

FIGURE 18

Percentage of Companies that Measure Social Outcomes and/or Impacts and Scope of Measurement, 2020



Source: CECP, *Giving in Numbers: 2021 Edition.*

N=215

REPORTING ESG METRICS TO INVESTORS

Companies that measured social outcomes of their grants (92% of all companies), also reported higher rates of factoring investors' perspectives into their sustainability reporting (e.g., reporting with the Sustainability Accounting Standards Board (SASB)) than those who did not measure social outcomes of grants. Furthermore, companies considering investors' perspectives when reporting on social KPIs of sustainability reports also had higher median ESG disclosure scores compared to those who did not consider such perspectives (48.3 and 45.3, respectively). The ESG scores, which range from 0.1 to 100, were drawn from the Bloomberg Terminal.

When comparing a non-matched set of companies from *Giving in Numbers: 2016 Edition* (on 2015 contributions) against a Pulse Survey conducted in April 2019, CECP saw an increase in the percentage of corporate citizenship teams providing ESG information to investors: from 57% in 2015 to 80% in 2019. Within that 80%, 10% reported doing so for an investor, while 19% of companies reported that they provided ESG information to their investor relations department, and a remarkable 51% of companies reported doing so for both investor relations departments and an investor.

REPORTING ESG METRICS TO INVESTORS

The corporate citizenship function plays an ever-bigger role in the company's social KPIs and sustainability reports, with investors representing a new audience and emerging stakeholder. For example, in 2020, 78% of companies said that they currently consider the investor perspective when reporting on social results in the company's sustainability report (n=183) (see Figure 19 for percentages across industries).

A two-year matched set that compares the only two available years for which data on investor perspectives are available show an increase in the percentage of companies considering the investor perspective on sustainability topics (from 58% in 2019 to 70% in 2020).

Companies that measured social outcomes of their grants (92% of all companies) also reported higher rates of factoring investors' perspectives into their sustainability reporting (e.g., reporting with SASB) than those who do not measure social outcomes of grants (65% and 61% reporting, respectively).

DASHBOARD TRACKING

It is common practice for community investment teams to utilize a dashboard or scorecard to manage their achievement of strategy and report out on their initiatives and priorities to a myriad of internal audiences (68% of reporting companies, n=212). The latest data also reveal it is common practice for these tracked KPIs or metrics to be reviewed frequently, with nearly 89% of companies reporting as such (N=201). Within that 89%, 48% of companies reported a review frequency of at least quarterly, with another 37% reporting that the KPIs or metrics were reviewed less frequently but still regularly. When the use of scorecards is relatively new, the review of those scorecards typically occurs less frequently than quarterly, compared to companies that have been using scorecards for a long time, which tend to review them quarterly or more frequently.

FIGURE 19

Percentage of Companies Considering the Investor Perspective When Reporting Social KPIs in Sustainability Report, by Industry, 2020

INDUSTRY	Percentage of Companies
Communications, n=6	80%
Consumer Discretionary, n=21	65%
Consumer Staples, n=15	73%
Energy, n=6	100%
Financials, n=56	73%
Health Care, n=29	86%
Industrials, n=20	72%
Materials, n=13	85%
Technology, n=27	80%
Utilities, n=15	83%

Source: CECP, *Giving in Numbers: 2021 Edition*

N=207

MEASUREMENT OF BUSINESS VALUE

EMPLOYEE BUSINESS VALUE

The data continue to show that while companies regard measurement efforts as a high priority, only 47% were able to put that into practice and measure the business value of community investments with employee metrics (n=189). Of those that do practice business value measurement, the two most common methods were to lever an existing employee survey (55%), followed by using another survey exclusively for employees who volunteer (21%) (n=87).

In 2020, companies reported that the most important employee benefit of community investment was an increase in the employee engagement score (55%), followed by attracting/recruiting better potential candidates (18%) (see Figure 20).

For years, CECP has tracked the different ways companies measure the business value of employee-driven metrics. Examples include: employee engagement surveys, employee satisfaction surveys, volunteered hours, employee volunteer participation rates, number of volunteers, and more.

BRAND AND CUSTOMER BUSINESS VALUE

Similar to the breakdown of those that measure employee business value, 42% of companies reported that they measured the business value of community investments in terms of metrics that assess the brand and/or customers and 58% reported that they did not (n=179). For those that did measure, the most common method was to lever an external company-wide brand assessment (36%) (n=73).

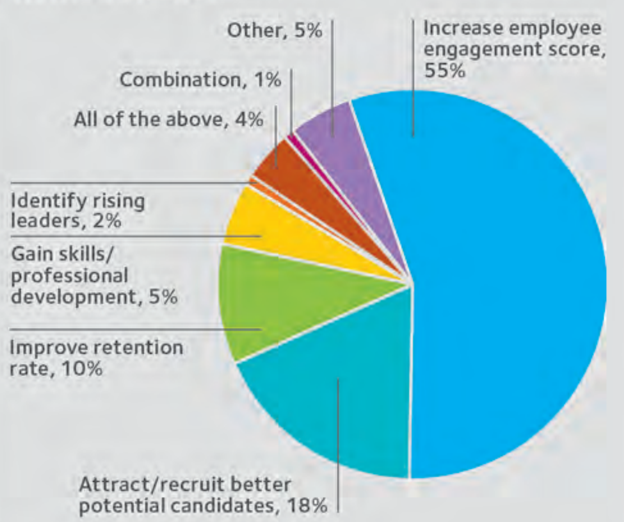
The most commonly identified customer or brand benefits of community investments were the same as in 2019: improving reputation or trust score, improving brand perception, and attracting and retaining the best candidates and employees (n=188) (see Figure 21). Attracting and retaining talent are of increasing importance, moving from 16% in 2019 to 21% in 2020 in a non-matched set.

MEASURING BUSINESS VALUE LEADING TO BUSINESS GROWTH

Companies that have been able to make a strong business case by measuring the social results and the business value of their community investments attained a higher commitment in terms of contributions and a higher volunteer participation rate among their employees. In 2020, companies that measured both social outcomes and the business value of community investments (through employee and/or brand/customer metrics) proliferated their community investments, attaining a higher absolute median value of total community investments (US$33 million), compared to companies that measured only social outcomes (US$25 million). An internal ability to increase contributions was not the only benefit of implementing both types of measurement: in 2020 companies that measured both societal outcomes and the business value of community investments also had a higher average volunteer participation rate among their employees (18%), compared to all other companies that measured only social outcomes (16%).

FIGURE 20

Most Important Employee Benefit of Community Investments, 2020

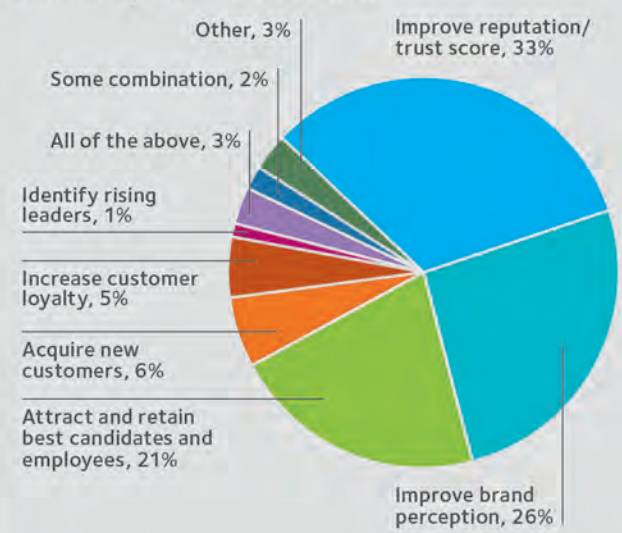


Source: CECP, *Giving in Numbers: 2021 Edition.*

N=204

FIGURE 21

Most Important Customer or Brand Benefit of Community Investments, 2020



Source: CECP, *Giving in Numbers: 2021 Edition.*

N=188

Appendices

TOOLS FOR BENCHMARKING

USING THIS REPORT

Giving in Numbers is the unrivaled leader in benchmarking on corporate social investments, in partnership with companies.

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 Community Investments: *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 Community Investments: *Are community investments 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 Community Investments: *What type of giving at your company changed the most and how does that relate to other companies that increased or decreased community investments?*

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 Community Investments: *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 37 and 38 enable you to compare your company's total community investments performance with others'. The tables are sorted by industry and revenue tiers. In these tables, 2020 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 Community Investments (Lines 4-7)
Is the total dollar value of your company's community investments 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?

Total Community Investments Benchmarking Ratios (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 TOTAL COMMUNITY INVESTMENTS TEMPLATE

Use the following template to create a high-level snapshot of your company's year-over-year total community investments. All $ amounts are in US$.

LINE #	CORPORATE FINANCIAL INFORMATION	2019	2020	Change	
1	Revenue	$	$	%	
2	Pre-Tax Profit	$	$	%	
3	Number of Employees			%	
	TOTAL COMMUNITY INVESTMENTS				2020 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	%	%	%	
	COMMUNITY INVESTMENTS BENCHMARKING RATIOS				
11	Total Community Investments ÷ Revenue	%	%	%	
12	Total Community Investments ÷ Pre-Tax Profit	%	%	%	
13	Total Cash ÷ Revenue	%	%	%	
14	Matching Gifts ÷ Total Cash	%	%	%	
	COMMUNITY INVESTMENTS 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	$	$	%	
	COMMUNITY INVESTMENTS BY GEOGRAPHY				
25	Domestic Community Investments	$	$	%	
26	International Community Investments	$	$	%	
27	TOTAL	$	$	%	
	MEASURING IMPACT				
28	Social Result from an Exemplary Signature Program				
29	Business Result from an Exemplary Signature Program				

2020 INDUSTRY BENCHMARKING TABLES

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

MEDIANS BY INDUSTRY

		Revenue		Pre-Tax Profit		
	Median Total Community Investments (in US$ Millions)	Median Total Community Investments as a % of Revenue	Median Total Cash Community Investments as a % of Revenue	Median Total Community Investments as a % of Pre-Tax Profit	Median Total Cash Community Investments as a % of Pre-Tax Profit	Median Matching Gifts as a % of Total Cash Community Investments
All Companies, N=230	27.45	0.16%	0.11%	1.29%	0.90%	8.98%
Fortune 100 Companies, n=60	98.42	0.17%	0.11%	1.86%	1.03%	9.01%
Communications, n=6	310.79	0.48%	0.11%	3.52%	0.71%	10.94%
Consumer Discretionary, n=21	27.00	0.26%	0.10%	0.99%	0.96%	4.19%
Consumer Staples, n=21	55.92	0.26%	0.13%	1.25%	0.95%	6.09%
Energy, n=7	28.50	0.10%	0.09%	NA	NA	9.12%
Financials, n=61	24.01	0.15%	0.13%	1.14%	1.05%	11.32%
Health Care, n=30	99.37	0.41%	0.12%	2.30%	0.77%	8.37%
Industrials, n=23	10.91	0.09%	0.07%	0.80%	0.64%	12.33%
Materials, n=15	10.37	0.09%	0.08%	1.47%	0.88%	6.97%
Technology, n=30	22.53	0.15%	0.10%	1.22%	0.64%	27.61%
Utilities, n=16	13.07	0.17%	0.17%	1.57%	1.47%	4.56%

TOP QUARTILE BY INDUSTRY

		Revenue		Pre-Tax Profit		
	Top Quartile Total Community Investments (in US$ Millions)	Top Quartile Total Community Investments as a % of Revenue	Top Quartile Total Cash Community Investments as a % of Revenue	Top Quartile Total Community Investments as a % of Pre-Tax Profit	Top Quartile Total Cash Community Investments as a % of Pre-Tax Profit	Top Quartile Matching Gifts as a % of Total Cash Community Investments
All Companies, N=230	79.85	0.31%	0.20%	2.70%	1.51%	20.74%
Fortune 100 Companies, n=60	297.88	0.38%	0.22%	3.84%	2.19%	15.83%
Communications, n=6	962.26	0.90%	0.15%	4.91%	0.83%	36.92%
Consumer Discretionary, n=21	49.79	0.64%	0.21%	5.89%	1.62%	11.67%
Consumer Staples, n=21	197.63	0.36%	0.19%	3.03%	2.26%	12.57%
Energy, n=7	32.00	0.18%	0.17%	NA	NA	22.38%
Financials, n=61	68.80	0.28%	0.27%	2.42%	1.93%	20.18%
Health Care, n=30	522.91	3.36%	0.22%	10.31%	1.67%	16.47%
Industrials, n=23	39.91	0.12%	0.10%	1.02%	0.93%	17.09%
Materials, n=15	33.61	0.18%	0.14%	2.97%	2.86%	21.33%
Technology, n=30	52.78	0.47%	0.16%	2.08%	0.98%	44.24%
Utilities, n=16	41.28	0.27%	0.27%	2.15%	2.14%	21.28%

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.*

2020 REVENUE SIZE BENCHMARKING TABLES

Companies' 2020 financial information is pulled systematically from the Bloomberg database.

MEDIANS BY REVENUE SIZE

		Revenue		Pre-Tax Profit		
	Median Total Community Investments (in US$ Millions)	Median Total Community Investments as a % of Revenue	Median Total Cash Community Investments as a % of Revenue	Median Total Community Investments as a % of Pre-Tax Profit	Median Total Cash Community Investments as a % of Pre-Tax Profit	Median Matching Gifts as a % of Total Cash Community Investments
All Companies, n=230	27.45	0.16%	0.11%	1.29%	0.90%	8.98%
Fortune 100 Companies, n=60	98.42	0.17%	0.11%	1.86%	1.03%	9.01%
Revenue > $100 bn, n=13	213.26	0.09%	0.05%	1.03%	0.71%	5.30%
$50 bn < Revenue < $100 bn, n=24	124.56	0.17%	0.11%	2.09%	1.12%	12.33%
$25 bn < Revenue <= $50 bn, n=34	63.81	0.21%	0.15%	1.61%	1.12%	8.28%
$15 bn < Revenue <= $25 bn, n=31	25.14	0.14%	0.10%	0.80%	0.66%	10.99%
$10 bn < Revenue <= $15 bn, n=21	20.15	0.20%	0.11%	1.25%	0.90%	7.07%
$5 bn < Revenue <= $10 bn, n=31	12.73	0.17%	0.12%	1.25%	0.77%	6.90%
Revenue <= $5 bn, n=16	6.05	0.14%	0.10%	0.67%	0.67%	18.99%

TOP QUARTILE BY REVENUE SIZE

		Revenue		Pre-Tax Profit		
	Top Quartile Total Community Investments (in US$ Millions)	Top Quartile Total Community Investments as a % of Revenue	Top Quartile Total Cash Community Investments as a % of Revenue	Top Quartile Total Community Investments as a % of Pre-Tax Profit	Top Quartile Total Cash Community Investments as a % of Pre-Tax Profit	Top Quartile Matching Gifts as a % of Total Cash Community Investments
All Companies, n=230	79.85	0.31%	0.20%	2.70%	1.51%	20.74%
Fortune 100 Companies, n=60	297.88	0.38%	0.22%	3.84%	2.19%	15.83%
Revenue > $100 bn, n=13	406.24	0.24%	0.12%	4.91%	0.89%	11.38%
$50 bn < Revenue < $100 bn, n=24	309.77	0.37%	0.25%	3.89%	2.28%	20.35%
$25 bn < Revenue <= $50 bn, n=34	161.88	0.42%	0.26%	2.89%	2.30%	12.61%
$15 bn < Revenue <= $25 bn, n=31	46.20	0.24%	0.17%	1.82%	1.22%	19.52%
$10 bn < Revenue <= $15 bn, n=21	48.44	0.38%	0.25%	2.38%	1.42%	17.82%
$5 bn < Revenue <= $10 bn, n=31	26.58	0.34%	0.16%	3.67%	1.47%	20.63%
Revenue <= $5 bn, n=16	16.89	0.38%	0.26%	1.86%	0.90%	26.53%

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 sizes of all revenue tiers do not necessarily add up to 230.*

GIVING IN NUMBERS SURVEY RESPONDENT PROFILE

TOTAL COMMUNITY INVESTMENTS (IN US$)	Number of Companies
Over $100 million	49
$50+ to $100 million	29
$25+ to $50 million	42
$15+ to $25 million	24
$10+ to $15 million	32
$5 to $10 million	23
Under $5 million	31

Giving: Total community investments per company ranged from $126,581 to $4.7 billion. Median total community investments in 2020 was $27.45 million.

INDUSTRY	Number of Companies
Communications	6
Consumer Discretionary	21
Consumer Staples	21
Energy	7
Financials	61
Health Care	30
Industrials	23
Materials	15
Technology	30
Utilities	16

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 (IN US$)	Number of Companies
Over $10 billion	18
$5+ to $10 billion	26
$3+ to $5 billion	27
$2+ to $3 billion	12
$1+ to 2 billion	29
$0 to $1 billion	30
Under $0	28
Not Reported	60

Pre-Tax Profit: 2020 pre-tax profit ranged from losses to profit of $48.1 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 $1.92 billion.

REVENUE (IN US$)	Number of Companies
Over $100 billion	13
$50+ to $100 billion	24
$25+ to $50 billion	34
$15+ to $25 billion	31
$10+ to $15 billion	21
$5 to $10 billion	31
Under $5 billion	16
Not Reported	60

Revenue: 2020 revenues for survey participants ranged from $1.02 billion to $560 billion. Privately held companies were not required to submit revenue data. The median revenue among participants was $19.29 billion.

NUMBER OF EMPLOYEES	Number of Companies
Over 100,000	38
50,001 to 100,000	32
30,001 to 50,000	23
20,001 to 30,000	12
10,000 to 20,000	40
Under 10,000	19
Not Reported	66

Employees: The total number of employees at participating companies ranged from 257 to 2.3 million. The median number in the 2020 sample was 41,300.

RESPONDENT LISTING BY INDUSTRY

Listed below, 230 companies took part in the 2021 *Giving in Numbers* Survey on 2020 contributions, creating an unsurpassed tool for setting budgets and strategy. Matched-set companies from 2018 to 2020 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=6)

AT&T Inc. † (10)
Comcast NBCUniversal † (5)
Google Inc. † (11)
T-Mobile USA Inc. (1)
ViacomCBS Inc. (7)
The Walt Disney Company † (16)

CONSUMER DISCRETIONARY (N=21)

Aptiv (1)
Best Buy Co., Inc. † (15)
Carlson Holdings, Inc. (19)
CarMax (8)
Deloitte US (18)
DICK'S Sporting Goods (3)
eBay Inc. (11)
Gap Inc. (18)
General Motors † (9)
Hasbro, Inc. (18)
Hilton Worldwide (2)
The Home Depot, Inc. † (19)
Honda North America (11)
Kohl's Department Stores, Inc. (5)
KPMG LLP (18)
Levi Strauss & Co. (11)
Macy's, Inc. (15)
PricewaterhouseCoopers (11)
Starbucks Coffee Company (7)
Under Armour, Inc. (5)
Wynn Resorts Ltd (4)

CONSUMER STAPLES (N=21)

Albertsons Companies, Inc. † (1)
Altria Group, Inc. (19)
Campbell Soup Company (10)
Cargill (16)
The Clorox Company (8)
The Coca-Cola Company † (19)
The Estée Lauder Companies Inc. (8)
The Hershey Company (17)
Hormel Foods Corporation (1)
Kellogg Company (9)
Kimberly-Clark Corporation (15)
The Kroger Co. † (8)
Land O'Lakes, Inc. (8)
Mars, Inc. (3)
McCormick & Company, Inc. (10)
Newman's Own (9)
PepsiCo † (16)
Philip Morris International (12)
The Procter & Gamble Company † (12)
Target † (19)
Walmart Inc. † (17)

ENERGY (N=7)

Cheniere Energy, Inc. (2)
Chevron Corporation † (20)
CITGO Petroleum Corporation (12)
ConocoPhillips † (15)
Phillips 66 † (8)
QEP Resources (7)
Suncor Energy Inc. (7)

FINANCIALS (N=61)

Alliance Data (1)
Ally Financial (5)
American Express † (16)
American Family Insurance Group (2)
American International Group, Inc. † (10)
Ameriprise Financial, Inc. (11)
Assurant, Inc. (5)
AvalonBay Communities, Inc. (2)
Bank of America Corporation † (20)
Barclays (10)
BBVA (13)
BNY Mellon (16)
Capital One Financial Corporation † (13)
CareSource (2)
CBRE (7)
Chubb Limited (5)
CIT Group Inc. (4)
Citi † (18)
Citizens Bank (15)
Credit Suisse (7)
Deutsche Bank (16)
Empower Retirement (5)
Equinix, Inc. (6)
FIS (4)
Florida Blue (1)
Genworth Financial, Inc. (14)
The Goldman Sachs Group, Inc. † (17)
Guardian Life Insurance Company of America (12)
The Hartford (14)
HSBC Bank USA (17)
JPMorgan Chase & Co. † (20)
KeyCorp (10)
Lincoln Financial Group (10)
Macquarie Global Services (USA) LLC (10)
Marsh & McLennan Companies, Inc. (10)
Mastercard (16)
MetLife, Inc. † (17)
Morgan Stanley † (19)
Mutual of Omaha Insurance Company (8)
Nationwide Insurance † (10)
New York Life Insurance Company † (13)
Northwestern Mutual (10)
PayPal (5)
Principal Financial Group (15)
Prudential Financial, Inc. † (17)
Regions Financial Corporation (2)
Royal Bank of Canada (11)
Securian Financial Group (6)
State Farm Insurance Companies † (17)
T. Rowe Price Group, Inc. (10)
Thrivent Financial (6)
TIAA † (8)
The Travelers Companies, Inc. (15)
U.S. Bancorp (11)
UBS (14)
USAA † (7)
Vanguard (9)
Visa Inc. (8)
Voya Financial, Inc. (14)
Wells Fargo & Company † (19)
Welltower Inc. (7)

HEALTH CARE (N=30)

Abbott Laboratories (15)
AbbVie † (2)
AmerisourceBergen Corporation † (5)
Anthem, Inc. † (15)
BD (15)
Blue Cross and Blue Shield of Louisiana (1)
Bristol-Myers Squibb Company (20)

Cardinal Health, Inc. † (13)
Catalent (3)
Cigna † (12)
CVS Health † (17)
Danaher (6)
DaVita Healthcare Partners, Inc. (12)
Edwards Lifesciences Corp. (6)
Eli Lilly and Company (20)
Fresenius Medical Care (3)
Genentech (7)
Hospital Corporation of America † (16)
Humana Inc. † (12)
Illumina (1)
Johnson & Johnson † (18)
McKesson Corporation † (16)
Medtronic PLC (12)
Merck & Co., Inc. † (17)
Novo Nordisk Inc. (9)
Pfizer Inc † (18)
Quest Diagnostics Incorporated (11)
Regeneron Pharmaceuticals (6)
SANOFI (10)
UnitedHealth Group † (15)

INDUSTRIALS (N=23)

AMETEK, Inc. (2)
The Boeing Company † (14)
C.H. Robinson Worldwide, Inc. (1)
Caterpillar Inc. † (12)
CSX Transportation, Inc. (12)
Daikin NA (1)
FedEx Corporation † (13)
General Electric Company † (19)
Itron (5)
John Deere † (11)
Northrop Grumman Corporation † (14)
PACCAR Inc (11)
Raytheon Technologies (15)
Rockwell Automation, Inc. (10)
Ryder System, Inc. (7)
Schneider Electric (3)
Siemens Corporation (7)
Southwire Company (7)
Textron Inc. (1)
The Toro Company (2)
Turner Construction Company (1)
Union Pacific Corporation (10)
UPS † (10)

MATERIALS (N=15)

3M (17)
Alcoa Corp. (14)
Amcor (8)
Ball Corporation (2)
Dow † (17)
Eastman Chemical Company (4)
Ecolab Inc. (10)
Gerdau (7)
Linde plc (9)
The Mosaic Company (12)
Owens Corning (10)
The Sherwin-Williams Company (4)
Vale (10)
Votorantim (9)
Vulcan Materials Company (11)

TECHNOLOGY (N=30)

Accenture (14)
Adobe (13)
Applied Materials, Inc. (12)
Change Healthcare (1)
Cisco Systems † (20)
Cognizant Technology Solutions Corporation (4)
Corning Incorporated (10)
Dell Technologies Inc. † (15)
Dun & Bradstreet, Inc. (3)
Hewlett Packard Enterprise (1)
IBM Corporation † (19)
Intel Corporation † (17)
Lenovo (7)
Microsoft Corporation † (14)
Moody's Corporation (16)
Nielsen Holdings plc (7)
NortonLifeLock Inc. (12)
NVIDIA Corporation (8)
onsemi (2)
Pitney Bowes Inc. (14)
Qualcomm Incorporated (15)
S&P Global Inc. (19)
SAP SE (9)
ServiceNow (1)
Synopsys, Inc. (8)
Tata Consultancy Services (6)
Teradyne, Inc. (1)
Texas Instruments Incorporated (13)
Verisk Analytics (2)
Viasat, Inc. (1)

UTILITIES (N=16)

Ameren Corporation (7)
American Electric Power Company, Inc. (11)
CenterPoint Energy, Inc. (8)
Consolidated Edison, Inc. (20)
Dominion Energy (11)
Entergy Corporation (16)
Exelon Corporation † (14)
FirstEnergy (12)
NRG Energy, Inc (8)
Portland General Electric Company (2)
PPL Corporation (7)
Public Service Enterprise Group Incorporated (12)
Sempra Energy (15)
Southern Company (10)
Suez (1)
Vistra (1)

CALCULATIONS AND DEFINITIONS

CALCULATIONS

CALCULATION TERMINOLOGY

Aggregate Values

An aggregate value is the straight sum of all of the values in a calculation. For example, aggregate total community investments is the sum of the total community investments of all companies participating in the survey. In the 2021 *Giving in Numbers* Survey, this amounted to more than US$36 billion.

Average Percentage

Average refers to the result obtained when adding two or more observations and dividing the total by the number of observations. 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 (Based on Growth Rates)

Some figures in this report group companies into categories based on how much their pre-tax profit or total community investments 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. The "flat" range includes companies with growth rates that range between a decrease of 2% and an increase of 2%, excluding both limit values.

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

Throughout the report, the convention "N=" or "n=" indicates the 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 are 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 the latest year in discussion (2020) because companies that have not completed the survey each year from 2018 to 2020 (in the case of a three-year matched set) 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 community investments across all companies in 2020 was US$27.5 million (based on 230 surveys), while the same data point across the three-year matched set was US$36.6 million (based on 177 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.

TOTAL COMMUNITY INVESTMENTS

The *Giving in Numbers* Survey defines total community investments 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 community investment does not include management and program costs or the value of volunteer hours.

Download a free *Giving in Numbers* Valuation Guide at: https://cecp.co/wp-content/uploads/2021/01/CECP-Giving-in-Numbers-General-Valuation-Guide.pdf.

WHAT'S IN, WHAT'S OUT?

The 2021 *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 community investments figures were not and will not be impacted using the new Global Guide Standard. Based on this, historic giving data for all companies within CECP's dataset were left unchanged.

"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 community investments:

- 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 community investment does not include contributions from employees, vendors, or customers. While many companies solicit funds from customers or employees, total community investment includes only funds tied directly to a company's financial assets. For multi-year grants, only the portion of the grant actually paid in the fiscal year examined by the survey is included, not its total, multi-year value.

DEFINITIONS

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 12/31/2020 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.

FORTUNE 500 COMPANIES

Compiled and published by *Fortune* Magazine, the Fortune 500® is an annual ranking of the top 500 companies by total revenues for their respective fiscal years. Included in the Fortune 500® survey are companies that are incorporated in the U.S. and operate in the U.S. and file financial statements with a government agency. This includes private companies and cooperatives that file a 10-K or a comparable financial statement with a government agency and mutual insurance companies that file with state regulators. It also includes companies that file with a government agency but are owned by private companies, domestic or foreign, that do not file such financial statements. Excluded are private companies not filing with a government agency; companies incorporated outside the U.S.; and U.S. companies consolidated by other companies, domestic or foreign, that file with a government agency. Also excluded are companies that failed to report full financial statements for at least three-quarters of the current fiscal year. This report refers to the largest, or top, 100 companies from the Fortune 500® as America's largest companies.

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).

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 their 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 their 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 their time in such a capacity is recorded as the decimal equivalent of that fraction. For example, someone who spends 50% of their working time on corporate giving is 0.5 of a contributions FTE.

INTERNATIONAL COMMUNITY INVESTMENTS

The *Giving in Numbers* Survey inquires as to how total community investment 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 the company's headquarters country. Geography refers to the location of the end-recipient and not the location of the nonprofit.

MATCHING-GIFT PROGRAMS

Workplace-Giving Campaigns: Fundraising drives, such as the United Way, which occur for a defined period in which the company expends time/effort 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 benefiting nonprofit organizations assisting with disaster-related crisis relief, recovery, rebuilding, and/or preparedness for a specific disaster.

PRIORITY FOCUS AREAS

The survey asks respondents in Question II.C to list in order of priority open-ended responses about the top four giving priorities that were most important to their companies (e.g., Diversity, Equity, and Inclusion (DEI); Veterans; STEM; Social Justice; Youth Development; Entrepreneurship; Financial Literacy; Digital Donations; Teen Self-Esteem; Reading; Public Safety; Nutrition; Environment; Domestic Violence; Water Purification; Community Building).

PRO BONO SERVICES

Pro Bono Services must meet three criteria: 1) formal commitment; 2) employee is performing their 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 Services, they should use these monetary values. Alternatively, when companies do not know the hourly rate of employees performing Pro Bono Services, they can use the *Giving in Numbers* Valuation Guide to review average hourly rates by career level.

In most 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 Services 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 Services and guidance on valuing Pro Bono Services 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 AREA TYPES

The survey asks respondents to quantify their total community investments by program area type. The program area 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."

NCCS offers an online search tool for organizations registered in the United States: https://nccs.urban.org/project/getting-started-nccs-data. For further assistance, please contact CECP.

Civic and Public Affairs: Includes contributions to justice and law, state or local government agencies, civic engagement organizations, 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 (e.g., aid to Black-owned 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 educational organizations); and scholarship and fellowship funds for higher education students through intermediary organizations and other educational 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., STEM, literacy, and economic educational organizations); and scholarship and fellowship funds for K-12 students through intermediary organizations and other foundations, organizations, and partnerships. It 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 substance use disorders.

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

STRATEGIC PROGRAM

CECP's Valuation Guide defines a strategic program as the strategic philanthropy program that a company evaluates to understand societal outcomes and/or impacts and that also receives more time, money, and management resources than other programs.

TOTAL COMMUNITY INVESTMENTS ALLOCATED TOWARD ISSUES PARTICULARLY RELEVANT IN 2020

The *Giving in Numbers* Survey requested information on total community investments (cash and non-cash) allocated to issues particularly relevant in 2020, namely COVID-19 response, Social Justice/Racial Equity, and STEM education:

- **COVID-19 Response:** Includes contributions to qualified recipients to support COVID-19 relief for individuals and communities, as well as support for frontline/essential workers. This does not include Covid relief given to your company's own employees.
- **Social Justice/Racial Equity** as a result of racial civil discourse in the spring of 2020: includes contributions to qualified recipients (e.g., bail funds for protesters that supported the advancement of racial equity).
- **STEM:** Includes contributions to qualified recipients that work in areas related to the advancement of science, technology, engineering, and math education.

TOTAL SOCIAL INVESTMENT

Refers to the equivalent monetary value of multiple categories of total social investments that go beyond total community investment. Total Social Investment (TSI) sums up all monetary resources (operational expenses, staff time, and more) the company used for "S" in ESG efforts. There are seven well-documented categories of social investment that have been covered in more than one reporting standard or framework: 1) Communities; 2) Human Rights; 3) Diversity, Equity, and Inclusion (DEI)-internal; 4) Diversity, Equity, and Inclusion (DEI)-external; 5) Training; 6) Health and Safety; and 7) Labor Relations.

TOTAL SOCIAL VALUE

However, there's also an eighth category: Total Social Value (TSV), which is an additional component of TSI that addresses gaps in understanding innovative corporate practices related to broader partnerships and shared strategies. Broader partnerships are expansions of community investment partnerships with nonprofit organizations that are excluded from the community investment definition. Shared strategies are business strategies that materially and significantly incorporate social outcomes in the strategy. Read the full definition of Total Social Investment and Total Social Value here: https://cecp.co/wp-content/uploads/2021/01/CECP-Giving-in-Numbers-General-Valuation-Guide.pdf.

About CECP: Chief Executives for Corporate Purpose®

Chief Executives for Corporate Purpose® (CECP) is a trusted advisor to companies on their corporate purpose journeys to build long-term sustainable value and tell their impact stories. Working with CEOs and leaders in corporate responsibility, sustainability, foundations, investor relations, finance, legal, and communications, CECP shares actionable insights with its CEO-led coalition to address stakeholder needs.

Founded in 1999 by actor and philanthropist Paul Newman and other business leaders, CECP is a movement of more than 200 of the world's largest companies that represent US$7 trillion in revenues, US$33 billion in total community investment, 14 million employees, 20 million hours of employee engagement, and US$22 trillion in assets under management. CECP helps companies transform their strategy by providing benchmarking and analysis, convenings, and strategy and communications in the areas of societal/community investment, employee engagement, environmental social governance/sustainable business, diversity/equity inclusion, and telling the story.

CECP Serves:

CEOs
Corporate Responsibility
Corporate Sustainability
Corporate Foundation
Investor Relations
Finance
Communications
Legal Counsel

CECP COMPREHENSIVE SERVICES			DEEPER ENGAGEMENT OPPORTUNITIES
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Scorecard/KPI development	Peer introductions & networking	Presentation/meeting preparation	
Measurement & reporting tools & frameworks		Storytelling & recognition	
Customized benchmarking		CECP communications channels	
Self-serve dashboards			

Signature Offerings

Giving in Numbers™	CECP Summit	Fast-Track Consulting	Advanced Advisory
Investing in Society	CEO Board of Boards™	Long-Term Value Narrative Support NEW*	Accelerate Communities
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CEO Investor Forum Research	CEO Investor Forum Event	Charlie Awards	Research Projects
Total Social Investment	Strategy & Impact Roundtables	Company Spotlights	Communications Audits
Long-Term Plan Framework*	Sustainable Finance Workshops & Roundtables	ESG Board/Council Presentations NEW*	
ESG Company Snapshot NEW*			
Pulse Surveys			
MyCECP Online Data & Knowledge Centers			
Global Exchange			*Deeper Engagement Opportunities are available for an additional fee.*

*Companies currently engaged at the Essential Services level will need to upgrade to the Comprehensive Services level, which includes the CEO Investor Forum Network, to access these benefits. Contact us to learn more at info@cecp.co.

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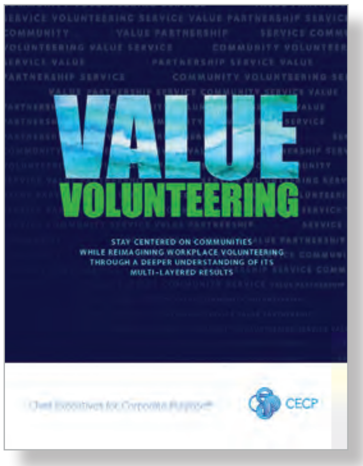
CECP shares actionable insights with its CEO-led coalition to address stakeholder needs.

Analysis, White Papers, and Blog Posts

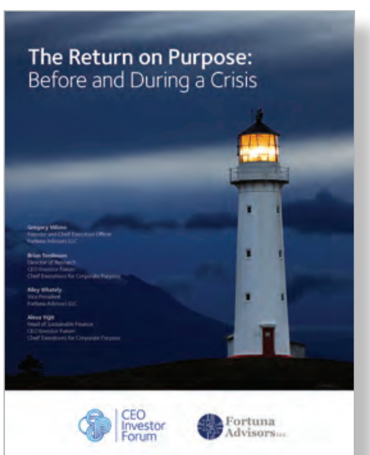


VALUE VOLUNTEERING

CECP's *Value Volunteering* report brings together focus groups of corporate practitioners, interviews with and a survey of nonprofits, a public opinion survey, and a synthesis of research on volunteering.

RACIAL EQUITY: MOVING COMPANIES FROM PROMISE TO ACTION

Racial Equity summarizes the work of the ACCP, CECP, Council on Foundations, and Points of Light to support leaders of corporate purpose in acting with courage and determination to respond to the compounding health and economic crises.



THE RETURN ON PURPOSE: BEFORE AND DURING A CRISIS

CECP and Fortuna Advisors examine the impact of corporate purpose on financial performance by assessing consumer perceptions.

INVESTING IN SOCIETY

Investing in Society (IIS) is the authoritative source for assessing the corporate sector's progress toward being increasingly purpose- and stakeholder-driven. CECP's assessment combines rigorous analysis with research, trends, and cases from the ESG landscape, examined through the lens of CECP's engagements with more than 200 of the world's leading companies.

ACKNOWLEDGMENTS

GIVING IN NUMBERS: 2021 EDITION

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Association of Corporate Citizenship Professionals is collaborating with Chief Executives for Corporate Purpose on *Giving in Numbers* to strengthen and expand the industry-leading community investment dataset, in service of companies' need for the highest quality benchmarking.

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Chief Executives for Corporate Purpose (CECP)
+1 212.825.1000
@CECPTweets
cecp.co