

Giving Around the Globe

2017 EDITION



Guidance for corporate
community engagement
professionals to steer
their international
strategies and navigate
differences across
regions.



ABOUT CECP:

THE CEO FORCE FOR GOOD

CECP is a CEO-led coalition that believes that a company's social strategy—how it engages with key stakeholders including employees, communities, investors, and customers—determines company success.

Founded in 1999 by actor and philanthropist Paul Newman and other business leaders to create a better world through business, CECP has grown to a movement of more than 200 of the world's largest companies that represent \$7 trillion in revenues, \$18.6 billion in societal investment, 13 million employees, and \$15 trillion in assets under management. CECP helps companies transform their social strategy by providing customized connections and networking, counsel and support, benchmarking and trends, and awareness building and recognition. For more information, visit cecp.co.

Download additional copies of this report at cecp.co/global.

When referencing findings from this report, please list the source as: **CECP**, *Giving Around the Globe: 2017 Edition*.

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This fifth annual edition of *Giving Around the Globe* expands CECP's research to include large companies headquartered around the world and to provide rich regional analysis of foreign markets. This expansion parallels the expansion of our companies' global growth and yields new understanding of trends unfolding worldwide.

Giving Around the Globe is available at cecp.co.

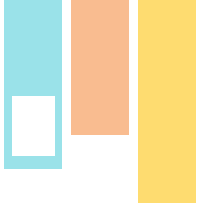
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CECP



Preface

Since its inception in 1999, CECP has become an important coalition of over 200 CEOs of the world's largest corporations dedicated to creating a better world through business actions. Today, its work is of ever-growing importance as humanity struggles to navigate between hope and fear against a background of accelerating technological advancement, geopolitical changes, political and social upheaval, and growing awareness of humans' impact on the natural environment.

Giving Around the Globe: 2017 Edition is a treasure chest of insights and best practices on how business can be a force for good. I have no doubt that it will inspire many more companies to learn from each other and to retool their role in society to maximize positive impact. The four topics highlighted here are especially noteworthy, as they shape the future of business engagement in societies:

- 1) How technology can be used to improve employee engagement.
- 2) How businesses can use their advocacy power to uphold human rights and good ethics.
- 3) How the Sustainable Development Goals (SDGs) can be used as a road map for defining long-term business goals and recalibrating the positive contributions of business to society.
- 4) How businesses can deal with the rapid growth of voluntary disclosure and become a proactive force on critical issues.

The coalition of CECP CEOs is already an important force in helping to ensure that we harness the full potential of private sector actions to advance societal needs. Public and private interests overlap more and more in our fragmented world. Recognizing this overlap and devising strategies and actions that advance both private and public interests is increasingly a winning concept. As good environmental stewardship, social engagement, and good governance (ESG) are evermore associated with long-term financial success, there is reason to be optimistic that major improvements are possible.

More recently we are witnessing how investors are increasingly integrating ESG issues into their analysis and decision making, providing a powerful incentive for businesses to focus even more on their impact in society. Technology and the data revolution are now enabling an alignment between finance and business that also takes into account extra financial issues that influence brand value, corporate culture, and more generally adaptive flexibility in terms of risk mitigation and social innovation that have an impact on future success.

The moral imperative for businesses to be a positive force in society is now being complemented by a material imperative: The work of CECP is bound to be of even greater importance as political and social systems are in flux. For CEOs to commit to being a force for good and to focusing on positive societal impact is a winning strategy.

Georg Kell
Founding Director, UN Global Compact
Chairman, Arabesque Asset Management

Key Things to Know Before You Start Reading

DEFINITIONS	<p>Giving Around the Globe: 2017 Edition is the leading source for guidance on the global expansion of corporate community engagement. The <i>Giving Around the Globe</i> report is based on data from 120 of the world's largest companies.</p>	<p>Full-Time Equivalent (FTE) Staff: Employees who oversee, manage, or directly administer corporate/foundation giving and/or employee volunteering.</p>
	<p>Total Giving: This consists of a company's total contributions comprising:</p> <ul style="list-style-type: none"> • Direct Cash: Corporate giving from either headquarters or regional offices. • Foundation Cash: Corporate foundation giving. • Non-Cash: Product donations or Pro Bono Services assessed at Fair Market Value. <p>Total giving does not include management and program costs or the value of volunteer hours.</p>	<p>The Global Exchange: In 2016 CECP launched a global initiative to unite country-based, mission-driven corporate societal engagement organizations to advance the corporate sector as a force for good around the world. Current Global Exchange partners include: Admical, Beyond Philanthropy, Comunitas, CSRone, Dynamo Academy, Korea Productivity Center, Samhita, SynTao, and Trialogue.</p>
	<p>Paid-Release Time: Includes time donated by employees during a normal paid work schedule to nonprofit organizations or the international equivalent, within corporate policies. With such a policy, the employee does not make up hours missed and, consequently, the company incurs salary costs for the missed hours.</p> <p>Pro Bono Services: Pro Bono Services must meet three criteria: 1) Formal commitment; 2) Employee is performing his or her professional function; and 3) The commitment is made to an end-recipient that is formally organized, has a charitable purpose, and never distributes profits.</p> <p>Dollars for Doers: This is corporate or foundation giving to nonprofits in recognition of employee-volunteer service. The ratio varies by company, but a common policy is approximately \$10 per every eligible hour of volunteer service, usually at a fixed amount (e.g., \$500 for 50 hours).</p>	<p>Company-Wide Day of Service: Many companies designate a day or multiple days dedicated to volunteer service to encourage participation across the company.</p> <p>Flexible Scheduling: For example, an employee may leave a few hours early to attend a nonprofit meeting, yet will often make up the time by coming in early the next day. Flexible Scheduling is not included as On-Company-Time volunteerism because no costs are incurred by the company.</p> <p>Employee-Volunteer Awards: These awards may include cash grants to a nonprofit of the winner's choice, company-wide recognition, invitations to recognition events, etc.</p> <p>Retiree Volunteering: Programs designed to engage corporate retirees in volunteer efforts.</p>
KEY FINDINGS OF GIVING AROUND THE GLOBE: 2017	<p>Africa: South African companies have a higher offering of Company-Wide Day of Service than companies in any other region.</p>	<p>Europe: Almost all surveyed European companies (95%) contributed to international end-recipients, more than any other region.</p>
	<p>Asia: The Asian region had the highest offering of Pro Bono Services (61%) among regions.</p>	<p>Latin America: All Latin American surveyed companies reported having a foundation. Corporate matches to employee giving do not happen as commonly in Latin America as in other regions.</p>
ADDITIONAL GLOBAL RESEARCH THROUGHOUT THE REPORT	<p>2016 Consumer Confidence Series: The findings of this report are based on the Nielsen Global Survey of Consumer Confidence and Spending Intentions in 63 countries, throughout Asia-Pacific, Europe, Latin America, the Middle East/Africa, and North America. Nielsen Holdings plc is a global performance management company that provides a comprehensive understanding of what consumers watch and buy.</p>	<p>2016 Edelman Trust Barometer: Edelman helps clients communicate, engage, and build relationships with stakeholders by honing their communications strategies. The Edelman Trust Barometer study assesses and compares the general population's trust in four key institutions: business, government, NGOs, and media. The study is carried out through an online survey in 28 countries.</p>
GLOBAL TRENDS	<p>SDGs Are Shaping Business: In times of political uncertainty and unaccountable globalization, building partnerships, even with competitors, has become the secret recipe that many consider essential for an effective, safe, and ethical development towards the goals.</p>	<p>Reporting and Regulations: In 2016, a surge in the number of mandatory or voluntary sustainability-reporting instruments was identified.</p>
	<p>Advocacy as Business Imperative: While recent disruptive global events caused heightened anxiety in the corporate world, 2016 marked the year in which corporate champions stood firmly on the side of fairness and equality.</p>	<p>Technology Disrupting Purpose and Employee Engagement: Better tools, stronger infrastructure, and innovation in human resources software platforms are allowing employers to leverage the right technology to engage employees.</p>



Regional Profile: Africa

REGIONAL HIGHLIGHTS

The *Giving Around the Globe* Survey captures corporate societal engagement information including giving and volunteering programs. This year, it showed that two traditional employee volunteer programs were the most offered in 2016 by South African companies: all surveyed companies offered Company-Wide Day of Service (a higher offering than in any other region) and nine out of ten companies offered domestic Paid-Release Time. One out of four companies offered Pro Bono Services and Dollars for Doers domestic programs. Companies from the African region have a larger share of foundation cash giving as a percentage of total giving than any other region. Median total giving as a percentage of revenue among South African companies still has potential for growth when compared to *Giving in Numbers* benchmarking in 2016 (0.13%).

TRUST AND CONFIDENCE

Trust and confidence were on the decline in the region. Nielsen's Consumer Confidence research in 2016 found that overall consumer confidence fell in the Africa/Middle East region to 83, the lowest level in more than three years. Consumer confidence declined five points from the first quarter to the fourth quarter in 2016, with double-digit drops in Egypt and Saudi Arabia. Furthermore, Africa and the Middle East were the only regions in which confidence scores finished weaker at the end of the year compared to the first quarter. Nielsen reports the biggest decline in consumer confidence in the South African region; this fell 10 points to 77, offsetting gains made earlier in the year.¹

Edelman's Trust Barometer showed that South Africa had a decrease in overall trust, which went from 44% in 2016 to 41% in 2017 among its mass population. Trust in business also decreased by four points to 56% in 2017. South Africans' view of CEO credibility decreased by 16 points to 52% in 2017.

GLOBAL EXCHANGE

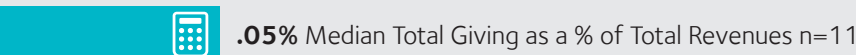
The Global Exchange's South African local authority will celebrate the 20th annual edition of *The Triologue CSI Handbook*. Despite uncertainty and tougher trading conditions in the South African economy, Triologue found, in its 19th edition of *The Triologue CSI Handbook*, that the country's corporate sector continues to demonstrate its commitment to Corporate Societal Investment (CSI), which increased from R2.9 billion in 2006 to R8.6 billion in 2016.² In 2016, 29 of the surveyed companies reported product and service donations, which comprised 19% of their total giving. Employee volunteering programs have been gaining more and more traction over the years; in 2007, fewer than half (46%) of surveyed companies had volunteering policies, while in 2016 70% had formal employee volunteering programs.³

This report also showed that almost half of nonprofit organizations and companies said their internal strategy already reflected the SDGs and did not need adaptation.

TOTAL GIVING BREAKDOWN: African Companies, 2016, n=12



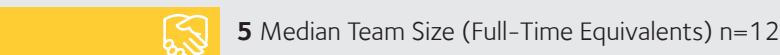
37% Direct Cash | 58% Foundation Cash | 5% Non-Cash



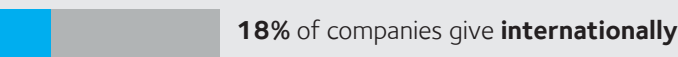
.05% Median Total Giving as a % of Total Revenues n=11



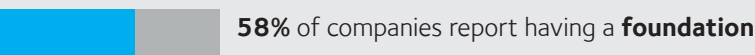
USD 110 Median Total Giving Per Employee n=8



5 Median Team Size (Full-Time Equivalents) n=12



18% of companies give internationally



58% of companies report having a foundation

On average, 100% of total cash giving is from the foundation (among companies with a foundation)

EMPLOYEE ENGAGEMENT

25% of companies offer a corporate match to employees' personal donations

88% of companies offer company time to volunteer (Paid-Release Time) domestically. No international-volunteering program data was available

25% of companies offer a pro bono program domestically. No international-volunteering program data was available



Regional Profile: **Asia**

REGIONAL HIGHLIGHTS

Flexible Scheduling was the most commonly offered domestic and international volunteer program among Asian companies (94% and 44% respectively), followed by Paid-Release Time and Pro Bono Services. The Asian region has the highest offering of Pro Bono Services (61%) compared to other regions. The Asian region also has a higher offering of Flexible Scheduling volunteer programs than any other region. Interestingly, the Asian region was the one with the largest average share of non-cash giving, supported by a larger offering of Pro Bono Services programs, as mentioned above. Asian companies also had a larger median of total giving per employee: \$1,050 in 2016, significantly higher than in any other region. This may be due to higher employee engagement in Pro Bono Services volunteering. This is also reflected in a higher average employee volunteer participation rate than in any other region in 2016 (55%).

TRUST AND CONFIDENCE

Asia saw a mixture of increases, stability, and decreases across different categories of trust and confidence. In the Asia-Pacific region, 10 of the 14 markets included in Nielsen’s Consumer Confidence report finished 2016 with higher consumer confidence scores than at the start of the year. South Korea had the lowest at 43 and India had the highest at 136—the highest score in Nielsen’s survey history. At the end of 2016, consumer confidence overall in the region was relatively stable at 111, however the biggest concerns expressed by respondents (ranked from highest to lowest) are economy, health, work/life balance, and job security.

Edelman’s 2017 Trust Barometer found that five Asian countries had the highest global trust rates in institutions: India (72%), Indonesia (69%), China (67%), Singapore (60%), and United Arab Emirates (60%). In terms of trust in government, the same Asian countries had the highest levels of global trust, with China at the top (76%).

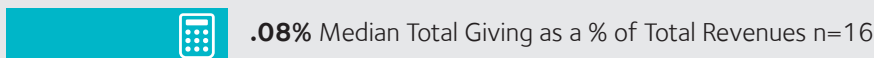
GLOBAL EXCHANGE

Samhita, the Global Exchange’s local authority in India, launched the *Transforming India, The CSR Opportunity* report to discover the current state of play of Corporate Social Responsibility (CSR) in India, including its challenges and opportunities. Samhita highlighted that companies and social organizations have an optimistic view of the 2% CSR law passed in 2013 (the Indian Companies Act). Section 135 of the Companies Act allowed India to take a bold move toward mandating compliance with the provisions in spending and reporting on CSR activities. This positioned the nation’s private sector as a critical stakeholder in India’s development agenda. Samhita’s research perceives some ambiguity in this law and considers that further strategic orientation is needed to secure greater buy-in and to truly align business leadership and CSR. To unlock the law’s funding potential, which is estimated to be USD 2.5–3 billion from around 16,000 eligible companies,⁴ Samhita outlines clear and specific calls-to-action for companies, the government, and other stakeholders.

TOTAL GIVING BREAKDOWN: Asian Companies, 2016, n=20



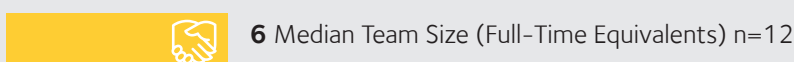
62% Direct Cash | 21% Foundation Cash | 17% Non-Cash



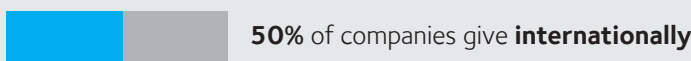
.08% Median Total Giving as a % of Total Revenues n=16



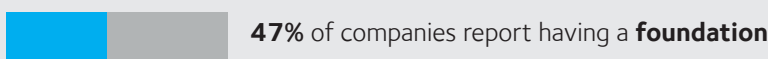
USD 1,050 Median Total Giving Per Employee n=18



6 Median Team Size (Full-Time Equivalents) n=12



50% of companies give **internationally**



47% of companies report having a **foundation**



On average, **50%** of total cash giving is from the foundation (among companies with a foundation)

EMPLOYEE ENGAGEMENT

50% of companies offer a corporate match to employees’ personal donations

78% of companies offer company time to volunteer (Paid-Release Time) domestically; **39%** also offer it internationally

61% of companies offer a pro bono program domestically; **39%** also offer it internationally



Regional Profile: Europe

REGIONAL HIGHLIGHTS

The *Giving Around the Globe* Survey shows that European companies were ahead of other regions in terms of matching employees' personal donations.

Europe funded total giving with corporate cash giving (compared to foundation cash) more than in any other region (78%), this being a way to leverage companies' brands when making societal investments.

Paid-Release Time was the domestic and international volunteer program most offered among European companies, followed by Employee Volunteer Awards and Flexible Scheduling.

Almost all surveyed European companies contributed to international end-recipients (95%), more than in any other region. This suggests that European companies have made the strategic decision and have the internal resources to engage communities globally. This could also be a result of deeper cross-border ties due to the European Union. European companies surveyed in *Giving Around the Globe* had a larger median of Full-Time Equivalents than other regions.

TRUST AND CONFIDENCE

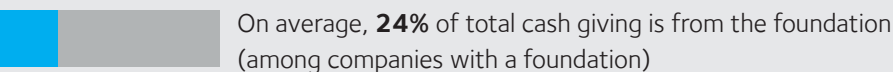
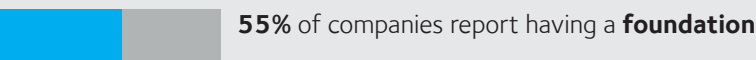
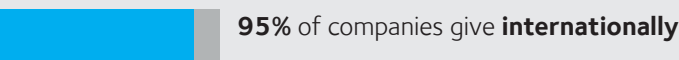
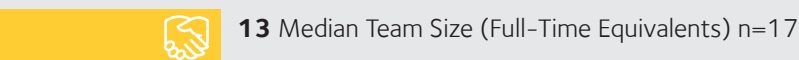
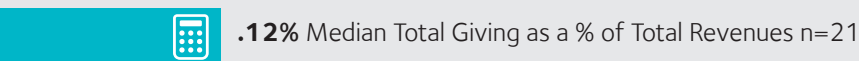
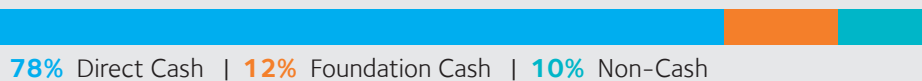
Measures of trust and confidence were mixed for the region. Nielsen showed that in Europe consumer confidence improved in 25 of 34 measured markets from the first quarter of 2016 to the fourth quarter, with the biggest increase over the year in the Netherlands (15 points). Germany rose one point to 101, exceeding the optimism threshold of 100 for the first time ever. Italy also saw a small jump of one point to 58. However, the UK and France both saw declines, although the UK remains one of the most confident markets in the region at 102. France on the other hand decreased to 66.

Overall trust in Europe per the Edelman Trust Barometer averaged at 40% in 2017 among its mass population. All four institutions of government, business, media, and NGOs were distrusted in 2016 and 2017. CEO credibility saw an all-time low in all European countries. More than 60% of the surveyed European general population believe that the system is failing, based on a sense of injustice, lack of hope, lack of confidence, and desire for change.

GLOBAL EXCHANGE

Global Exchange's Italian local authority Dynamo Academy studied societal engagement in the Italian market for the first time. Companies reported an aggregate of €153.4 million in total giving, (80% from direct cash, 16% foundation cash, and 3% non-cash giving). CECP's Global Exchange local authority in Germany, Beyond Philanthropy, analyzed the corporate citizenship activities of DAX 30 stock index companies. While over €500 million is donated on an annual basis towards societal causes, none of the companies has fully integrated its corporate citizenship activities into its core business, and only 13% spent the money with clear results in mind.⁵ Global Exchange's local authority in France, Admical, published in 2016 its bi-annual philanthropy barometer study, which showed, for the first time in six years, an increase in the percentage of companies engaged in corporate societal engagement (12% in 2014 to 14% in 2016). The aggregate giving budget in France also increased by 25% in the same period, from €2.8 billion to €3.5 billion.

TOTAL GIVING BREAKDOWN: European Companies, 2016, n=22



EMPLOYEE ENGAGEMENT

73% of companies offer a corporate match to employees' personal donations

94% of companies offer company time to volunteer (Paid-Release Time) domestically; **76%** also offer it internationally

47% of companies offer a pro bono program domestically; **41%** also offer it internationally



Regional Profile: Latin America

REGIONAL HIGHLIGHTS

The *Giving Around the Globe* Survey shows that Family Volunteering, Employee Volunteer Awards, Flexible Scheduling, and Company-Wide Day of Service were the domestic programs most offered in Latin America (86%, 57%, 43%, and 43% of companies offered them respectively). The domestic Pro Bono Service programs offering in Latin America (29%) is only slightly higher than in Africa (the region with the lowest percentage of companies offering it domestically: 25%).

All Latin American surveyed companies reported having a foundation. This preference of foundation as a corporate model was more prevalent in Latin America than in any other region.

Corporate matches to employee giving do not happen as commonly in Latin America as in other regions. This may be due to a cultural preference to not report personal giving to employers.

TRUST AND CONFIDENCE

Nielsen's 2016 global Consumer Confidence report showed that Brazil was the biggest mover of the region, increasing by 11 points between the beginning and the end of 2016. Overall, consumer confidence in the region was 83 at the end of 2016, holding steady from the previous quarter.

Despite the political changes of administration in Brazil, Edelman found that business is still the most trusted institution in the country. Also, 86% of the surveyed Brazilian public believes that business may generate profit and socioeconomic development simultaneously. This trend is 11% higher than the world average and is a strong indication of opportunity for business to lead a transformative agenda. As in Europe, trust in Latin American governments overall was low: in each country below 35%. Trust in business, however, was much higher, especially for Brazil, Colombia, and Mexico, that had levels of trust in business above 60% in 2017.

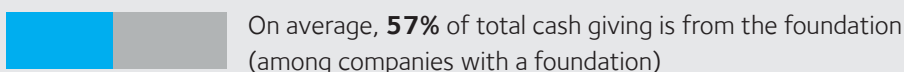
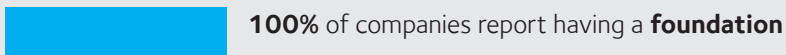
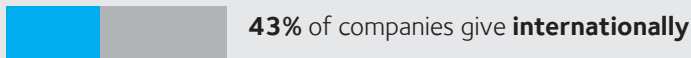
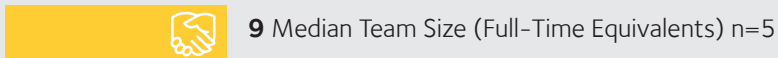
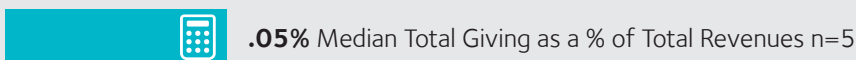
GLOBAL EXCHANGE

Global Exchange's local authority in Brazil, Comunitas, released in 2016 its ninth edition of the annual report BISC (*Benchmarking of Corporate Societal Investment*; BISC are its initials in Portuguese). This edition shows that despite political turmoil societal investment remained stable in an aggregate figure of 2.6 billion reais. Nevertheless, only a minority of surveyed companies (36%) increased total giving. This compensated for the reduction in total giving for the rest. Median total giving as a percentage of pre-tax profit represented 0.89%, which embodies a recovery from the previous year, a year in which this ratio represented 0.70% and was slightly higher than CECP's benchmarking of 0.84% in 2015. Culture and Arts was the program area to receive the highest percentage of giving (19%). However, total aggregate societal investment in Culture and Arts decreased compared to the previous year (-27%). Still, in CECP's research, Culture and Arts was the program area for which cash giving increased the most in the last three years.

TOTAL GIVING BREAKDOWN: Latin American Companies, 2016, n=7



40% Direct Cash | 49% Foundation Cash | 11% Non-Cash



EMPLOYEE ENGAGEMENT

14% of companies offer a corporate match to employees' personal donations

43% of companies offer company time to volunteer (Paid-Release Time) domestically; 29% also offer it internationally

29% of companies offer a pro bono program domestically; 14% also offer it internationally



GLOBAL TRENDS: SDGs ARE SHAPING BUSINESS

Research on SDGs

Ethical Corporation's State of Responsible Business report⁶, which surveyed 2,045 sustainability professionals globally, found that fewer than half of global companies plan to engage with the Sustainable Development Goals (SDGs). The report highlights different levels of regional engagement, with Africa, Latin America, and the Middle East having the highest levels of engagement and North America having the lowest, at 37%. Developed regions seem to be primarily focused on climate action (SDG 13), while other regions including Africa seem to be prioritizing education (SDG 4).

The UN Global Compact Accenture Strategy CEO Study⁷ found that business leaders are indeed committed to the goals. An overwhelming 87% of surveyed CEOs see the SDGs as a way to provide value creation and 78% see them as a means to contribute through core business. This is reflected in groundwork conducted by companies that are contributing in vital ways to the progress towards achieving the SDGs. DNV GL, a global quality assurance and risk management company, launched a report entitled *Future of Spaceship Earth*, ahead of the UN Global Compact's Private Sector Forum, which highlights 17 companies including Danone, Marks & Spencer, Siemens, and Unilever, which are taking action on specific SDGs. The report concludes that businesses are ready to take extraordinary action to help achieve the goals.

In times of political uncertainty, building partnerships, even between competitors, has become the secret recipe that many consider essential for effective, safe, and ethical development

towards the goals. One example is the Consumer Goods Forum, which has brought together big competitors like Tesco, Nestlé, Coca Cola, Pepsi, Walmart, and Unilever to collaborate in finding solutions for areas like eradicating forced labor from supply chains, stopping deforestation, and halving food waste by 2025.⁸ The Corporate Alliance on Malaria Africa (CAMA), a coalition of companies including Bayer, Chevron, Exxon Mobile, and RIT International, is a coalition of leaders supporting innovative malaria prevention, control, and treatment; the coalition collectively deploys millions of dollars to programs that serve the needs of malaria-affected people and communities in Africa.⁹

Role of Technology

Technology is also key in easing the path towards finding solutions by going beyond traditional methods. Disruptive technologies like Big Data, the Internet of Things (IoT), circular economies, and Artificial Intelligence (AI) could also unlock new emerging business opportunities and become powerful SDGs accelerators.

The World Economic Forum identified Artificial Intelligence as one of the top six trends shaping our society and the top tech trend that can result in an inflection point for the SDGs. Capitalizing on the "unprecedented quantities of data now being generated on sentiment behavior, human health, commerce, communications, migration, and more"¹⁰ will enhance Artificial Intelligence innovation as a solution tool.

Machine learning is also perceived as a tool to extend medical care to remote areas through automated diagnosis and transportation resources to help

advance SDG 3: Good Health and Well-Being. AI methods developed may help to "unearth causal influences within large-scale development programs,"¹¹ which will be key to discovering better and more effective ways to design education systems and help advance SDG 4: Quality Education. For SDG 6, Clean Water and Sanitation, IoT and sensors feeding into AI are predicting sanitation and consumption patterns for the provision of safe water and better sanitation.

Collaboration efforts between KT, South Korea's largest telephone company, the Government of Bangladesh, and the International Organization of Migration, as well as other NGOs, aim to achieve a "Digital Bangladesh." The Bangladesh GiGA Island Project is expanding connectivity and maximizing the use of information and communication technologies (ICTs) in Moheshkhali Island, where four major priorities were identified: education, health, information, and agricultural resilience. To advance education-related efforts, KT is providing video-conferencing solutions to connect students on the island to teachers in the capital while using the government's e-learning curriculum. On the health side, KT is providing medical mobile solutions like mobile urine testers to enhance local diagnostic capacity.¹² This "digital island" is seen as an example of how ICTs can contribute to the SDGs and exemplifies the power of public-private partnerships in seeking solutions that can then provide a replicable model aligned with the country's national development strategy.



Volume of Instruments

The number of mandatory or voluntary sustainability-reporting instruments surged in 2016.¹³ There were almost 400 sustainability-reporting instruments in 64 countries, increasing from 180 instruments in 44 countries reported in the 2013 edition of the Carrots and Sticks report.¹⁴ While mandatory instruments still represent a large portion, a growth in voluntary instruments is also strong. The overall growth in reporting instruments was significant in Europe, Asia, and Latin America.

Specific social information instruments have doubled since 2013 and were identified as growing faster than those that focus on environmental issues. As CSR and corporate philanthropy programs continue to evolve, the Dow Jones Sustainability Index (DJSI) found that one of the key changes in the 2016 assessment as compared to the previous year is that measuring the impact of this program has become evermore common. In 2016, RobecoSAM developed the Impact Measurement & Valuation criterion to assess how companies address societal needs and impacts.¹⁵

United Arab Emirates

Overall, over 80 percent of reporting instruments studied across 64 countries all over the world are required by government regulation. In December 2016, UAE's President declared 2017 as The Year of Giving. Its three pillars—CSR, volunteering, and serving the nation—are accompanied by 11 strategic initiatives set to develop a supportive and stimulating environment for companies' social investment, all of which will be implemented in 2018.

One worth highlighting is the CSR Mandatory Disclosure, a framework that will be incorporated in regulations and legislations to make it mandatory for private sector companies renewing their trade license to disclose their CSR initiatives and contributions.¹⁶ The responsible procurement strategic initiative states that a percentage of government contracts will be dedicated to private sector companies and contractors that excel in CSR.

While the CSR pillar is to be implemented on a voluntary basis, disclosure will be mandatory for large companies that will be identified in a clear legislative regulation list. The government also stated that there will not be a specific percentage of funds allocated to CSR by private sector companies. A number of federal laws are yet to be drafted to regulate aspects like volunteerism, endowments, social responsibility, and community service.

China's Overseas NGO Law

Last year's *Giving Around the Globe* gave a brief update on China's Overseas NGO Law. It predicted that while implications of the law were as-yet unknown, some feared it could lead to many foreign NGOs withdrawing their offices from China and cancelling their grants and programs. SynTao, the Global Exchange local authority in Mainland China and Hong Kong, released its top 10 CSR 2016 trends, in which it outlined forthcoming new NGO-related laws and also predicted that foreign NGOs will face stricter supervision in China, along with new challenges.¹⁷ Although it may be early to make an assessment, six months after the NGO Management Law went into effect only 90 foreign NGOs had registered with

the Ministry for Public Security (MPS). The law gives foreign NGOs two ways to operate in the country, either by registering with the MPS or by engaging in "temporary activities," which require notification to that Ministry.¹⁸ The low number of registered NGOs falls short of the expected uptake. According to the International Center for Not-for-Profit Law, "the impediment appears to be the unwillingness of many Chinese Professional Supervisory Units (PSUs) to vouch for foreign NGOs (...). It is also evidence of the fact that there remains considerable uncertainty around the implementation of the Overseas NGO Management Law."¹⁹ Further, the law is also seen as an indication of space tightening for civil society stakeholders like NGOs.

The strategic decision making of companies will ultimately be what will determine which sustainability indexes or scores they should report on.



GLOBAL TRENDS: ADVOCACY AS BUSINESS IMPERATIVE

Corporate Leadership

Recent disruptive global events have caused heightened anxiety in the corporate world. Uncertain and volatile conditions have also called for a new corporate leadership style. At the 2016 annual CECP Board of Boards, a live polling exercise revealed that two-thirds of CEOs agree that companies will lead progress on long-term societal improvement. As CECP's CEO, Daryl Brewster, stated in a recent blog post, "advocacy is a business imperative."

LGBTQ Diversity & Inclusion

In the face of tragic and violent waves of anti-Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) attacks like the arresting and killing of gay men by Chechnyan authorities, 2016 and the first half of 2017 marked a period in which corporate champions stood firmly on the side of fairness and equality.²⁰ Diversity and inclusion have also become CEO-level issues globally. The 2017 Corporate Equality Index (CEI) found that corporations that have adopted policies to recognize their own LGBTQ employees have made significant progress in transgender-inclusive initiatives. Fifty-seven percent of companies surveyed for the CEI have global operations and, out of those, a strong majority (98%) has extended sexual orientation and gender identity-based workplace protections throughout their international operations.²¹ In the South Africa-specific Human Capital Trends report, Deloitte finds that 80% of executives identified diversity and inclusion as very important/important and that these issues rank as the country's fifth

top human capital trend. Also, 46% of South Africans rate the CEO as primary sponsor of the diversity and inclusion program within their organization.²²

Danish and family-owned LEGO is an example of a company making efforts to diversify its employee base. In 2016, LEGO trained leaders and managers on best practices to ensure gender-neutral performance and promotion decisions in people-review processes. LEGO Group also elected two members of its Management Board to occupy the role of executive sponsors of the LEGO Group's diversity agenda, which aims to mobilize concrete actions and clearer focus for a company-wide diversity agenda.²³

Refugees

Global summits took place in 2016 to respond to the unprecedented refugee crisis. At a time of growing antipathy towards refugees, the private sector has been called on as being a crucial stakeholder to find solutions and extend its engagement for the cause in key areas like innovation and technology.²⁴ For example, MNT and Airtel, two Ugandan mobile network operators, have partnered with NGOs to deliver digital cash aid to refugees in the world's largest refugee settlement, Bidi Bidi.²⁵ Other contributions made by companies include Bayern Munich Football Club's setup of a training camp for refugees and its €1 million donation for the cause as well as Siemens' traineeship program in Germany for asylum-seekers. Other business-to-business approaches like Airbnb and TripAdvisor's partnership to build tourism and job opportunities in Jordan for both nationals and refugees are examples that demonstrate the powerful collaborations that business

can bring to society in times of crisis.²⁶

Counter Violent Extremism

Globally, increasing attention has been paid to preventing violent extremism, but limited funding has become the number one challenge in developing effective counter violent extremism (CVE) programs. While social media and technology companies like Google, Facebook, and YouTube have made an effort to reduce terrorist propaganda in their networks, the private sector in other industries should recognize that there is a lot of unbroken ground in terms of addressing violent extremism at its roots. Launched in 2014, The Global Community Engagement and Resilience Fund (GCERF), the first global effort to support grassroots initiatives aimed at strengthening resilience against violent extremist agendas, has mobilized \$20 million from 12 government donors but \$0 from the private sector.²⁷

The business case for further funding and support is compelling given the way terrorism drains talent pools, shakes investors' confidence, and poses a clear threat to employees and customers. Terrorism's economic costs reached \$89.6 billion in 2015;²⁸ therefore, proactive participation from the private sector has been crucial to reduce the vulnerability of individuals against terrorist recruiters.

Supporting CVE efforts like the one launched by GCERF in 2015—which sought to draw support from businesses by offering to match their donations for programs focused on the prevention of radicalization of young Nigerian men and women—is one example.



GLOBAL TRENDS: TECHNOLOGY DISRUPTING PURPOSE AND EMPLOYEE ENGAGEMENT

Purpose

A decade ago, it was uncommon for business executives to speak about purpose. Today, while the word is used increasingly by senior executives, the real challenge is to succeed in turning the rhetoric into a reality. EY Beacon Institute's report, "Do uncertain times need certainty of purpose?," surveyed nearly 1,500 global business leaders and found that 67% stated that the focus of their organization's purpose has changed as a result of the volatile and uncertain environment. Of those, 51% moved towards a purpose that creates value for multiple stakeholders.²⁹ While the research finds that purpose can be a means to navigate the world's current uncertain and tumultuous environment, it warns that integrating purpose into business strategy should move away from a myopic view of solely benefiting shareholders. To unlock its value, purpose must be integrated into serving stakeholders with special attention to customers and employees.³⁰

As mentioned at a Davos roundtable, "visionary companies see purpose as a source of resilience and a strategic counterweight to vitality and uncertainty."³¹ Findings also revealed a strong consensus among employees stating that this type of global uncertainty is driving them to rethink the purpose of their organization. More importantly, business leaders have been pushed to respond with long-lasting and coherent strategies that help attract, retain, and motivate employees.

The 2016 Workforce Purpose Index highlights the correlation of purpose-oriented employees and satisfaction at work in several countries. The study found that Sweden is the most purpose-oriented country, with a

53% concentration of purpose-driven employees, versus Saudi Arabia, which has the least purpose-oriented workforce, at 23%. However, it can be said that purpose is a motivator regardless of differences in region, culture, language, and even role. The differences rely on the way professionals with purpose approach work opportunities, which impacts the way employers recruit and endeavor to retain employees.

Employee Engagement

In 2016, a report led by Deloitte and which surveyed over 7,000 business and HR leaders from over 130 countries found that an overwhelming majority (85%) of the executives ranked engagement as a top priority.³² Better tools and a stronger infrastructure are now providing companies with access to sophisticated ways to approach their employee engagement strategies. Technological innovation has transformed and disrupted employees' performance by helping them succeed and find their own purpose at work. In 2015, over \$2 billion was raised in investment capital for human resources (HR) technology. HR tech players, from startups like Impraise, Glint, or larger players like PeopleSoft or Cornerstone On Demand or Zugata, are redefining performance reviews. Innovative approaches include the use of mobile software to provide and receive performance feedback on employees' smartphones.^{33 34}

Africa is also leveraging smart technology to engage employees and focus on purpose. TalentBase, a Nigerian Payroll and Human Resource software, is contributing to the growth

of African SMEs by automating their processes in a simple and affordable way. The innovations in HR software platforms are helping to build stronger commitments with employers and freeing up HR executives' time to focus more on aspects like talent management and other areas that can significantly impact the bottom line.³⁵

Best Companies, a United Kingdom-based firm, uses a custom-built set of software tools to curate how each organization can better use survey data collected from employees to then return to the human element through workshops and interventions and help build an engagement plan.³⁶

The influence of technology will increase as more millennials take over positions within corporations. This disruption has pushed HR departments to expand and be disrupted. For example, Auckland-based Coca-Cola Amatil is embracing technology as part of HR with its new people and technology position led by Graham Robertson.³⁷ The digitization in HR technology has also facilitated connection among employees. With mobile and other technologies continuing to influence traditional HR practices, leaders in this area have the potential to revolutionize employees' experience and their engagement with companies. However, it seems like this trend is only starting to pick up speed and there is still a lot of room for HR departments to embrace the transformation.



North American International Engagement, Region-By-Region

North American companies determine where to give internationally based on various internal and external factors, including employee footprint, engagement and satisfaction, competitive business advantage, available resources, and where growth opportunities are located. Companies look at where social needs are greatest and consider this, too, in determining how they can make a significant social impact with their giving. Other considerations in establishing a giving strategy include the recipient country’s national stability, the government’s role in providing social services, and whether a company’s core capabilities match up with a giving opportunity. Figures 1-4 show the top five (or six, in case of a tie) countries to which the highest number of companies gave any amount. The charts also indicate the amounts of aggregate giving to recipients in each country and are not adjusted for purchasing power parity (PPP).

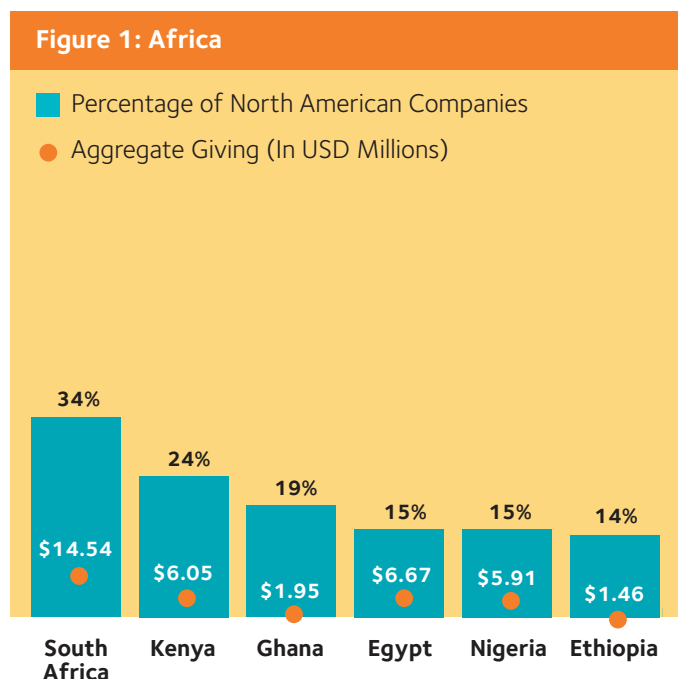


FIGURE 1: NORTH AMERICAN ENGAGEMENT IN AFRICAN COUNTRIES, 2016, N=59

Figure 1 shows the top five African countries to which the highest percentage of North American companies gave in 2016. This list includes the three largest African economies in terms of their 2016 Nominal GDP according to the World Bank: Nigeria (\$405 billion), Egypt (\$337 billion), and South Africa (\$295 billion). Among these countries, South Africa had the highest and therefore healthiest Corruptions Perceptions Index ranking in 2016, according to Transparency International. Kenya has fostered foreign direct investment through an export-processing zone and had the highest GDP growth rate in this list in 2016 (5.8% growth versus 2015). Egypt had the highest Human Development Index in this list according to 2016 UN estimates.

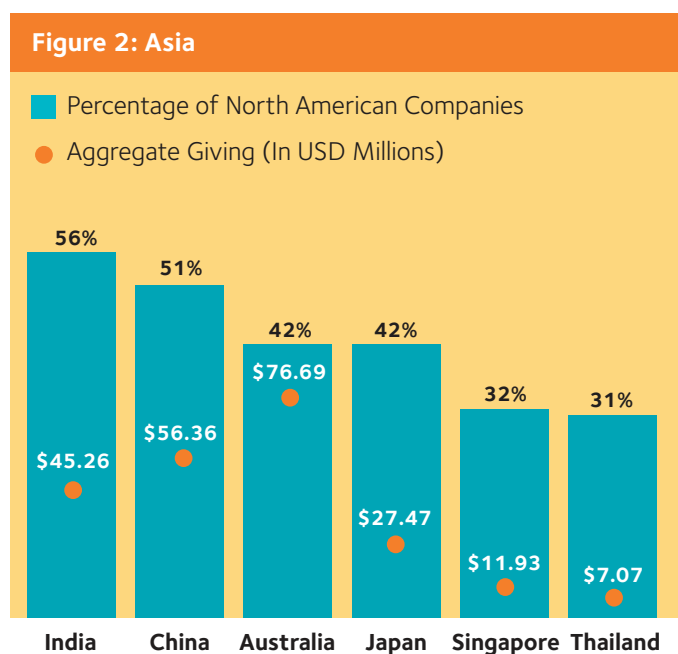


FIGURE 2: NORTH AMERICAN ENGAGEMENT IN ASIAN COUNTRIES, 2016, N=59

Figure 2 shows that China and India—the largest Asian countries in terms of nominal GDP according to the World Bank in 2016—are also the the two most common recipient countries to which North American companies contributed in the same year in terms of percentage of companies making societal investments. Interestingly, in 2016 the percentage of North American companies making societal investments in China was smaller than in India; this was also a new trend in 2015 in *Giving Around the Globe*. This percentage of companies investing in China is likely affected by the implementation in January of 2017 of China’s Overseas NGO Management Law, which dictates not only how foreign NGOs in China should operate (see page 9) but also requires foreign NGOs to partner with local organizations. However, the registration of foreign NGOs appears to fall short of expectations, given the unwillingness of local partners to work with foreign NGOs.

North American International Engagement, Region-By-Region continued

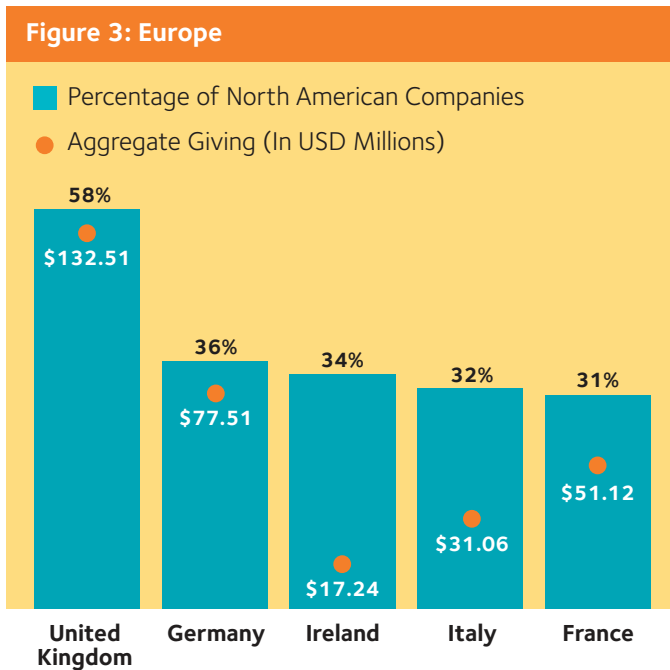


FIGURE 3: NORTH AMERICAN ENGAGEMENT IN EUROPEAN COUNTRIES, 2016, N=59

Figure 3 shows that North American companies continue to make societal investments in four of the five largest economies in Europe (Germany, the United Kingdom, France, and Italy). Interestingly, Ireland was the third most common destination of North American companies' giving in Europe. However, it ranks ninth among European countries in terms of aggregate giving in 2016. This shows that despite lower aggregate giving than other European countries, many North American companies consider Ireland a strategic partner and recipient of their corporate contributions. After the United Kingdom's referendum to withdraw the European Union, many London-based financial companies moved their headquarters to Ireland while many U.S.-based pharmaceutical and technology companies moved operations to Dublin. Ireland had the strongest economic growth in Europe in 2016 (5.2% versus 2015 according to the World Bank) and is expected to remain the strongest economy in 2017 in terms of future growth.

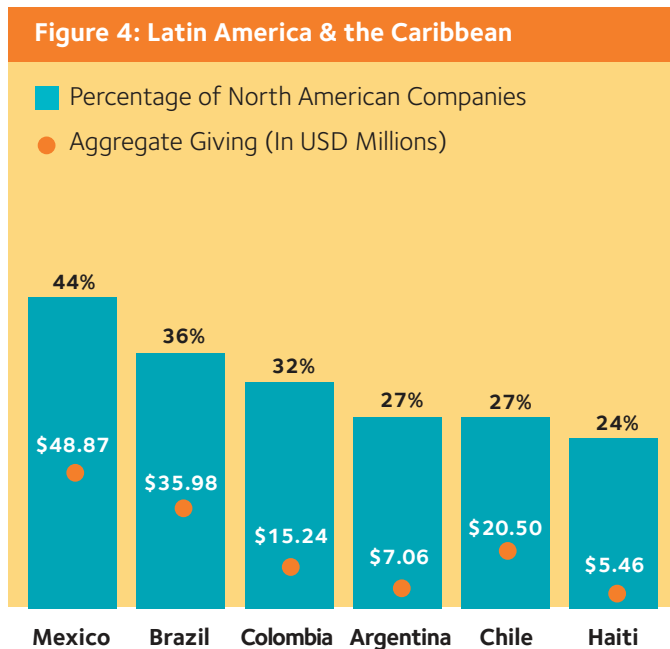


FIGURE 4: NORTH AMERICAN ENGAGEMENT IN LATIN AMERICAN COUNTRIES, 2015, N=65

Figure 4 shows the list of countries with the highest percentage of North American companies investing in Latin America. The list coincides with four of the largest Latin American economies: Mexico, Brazil, Argentina, and Colombia, which accounted for almost three-fourths of the region's total GDP in 2016, according to the World Bank. Mexico's geographical proximity and the North American Free Trade Agreement (NAFTA) undoubtedly influences the presence of North American societal investment in this country. The list also includes Haiti, which despite having the lowest GDP per capita and the lowest Human Development Index in the Americas in 2016 has a strong presence of NGOs (only 7 fewer NGOs than Argentina, according to estimates from the World Association of Non-Governmental Organizations (WANGO)).

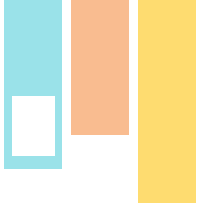
All North American companies that provided country data to the *Giving in Numbers* Survey are included in the country analysis above. N=59.

**MEDIAN
NUMBER
OF COUNTRIES
IN A NORTH
AMERICAN COMPANY'S
GEOGRAPHIC GIVING
PORTFOLIO:**

9

**TOTAL
NUMBER
OF RECIPIENT
COUNTRIES
GIVEN TO BY 59
COMPANIES:**

172



Calculations

What's In, What's Out

Total Giving is the sum of three types of giving:

1) Direct Cash: Corporate giving from either headquarters or regional offices.

2) Foundation Cash: Corporate foundation giving, which often includes the corporate side of employee matching-gift contributions.

3) Non-Cash: Product or Pro Bono Services assessed at Fair Market Value.

Total giving does not include contributions from employees, vendors, or customers. For multi-year grants, only the portion of the grant actually paid in the fiscal year examined in the survey is included—not its total, multi-year value. Total giving does not include any contributions made with expectation of full or partial repayment to the company.

1	THE RECIPIENT MUST BE FORMALLY ORGANIZED; AND
+	
2	THE RECIPIENT MUST EXIST FOR A CHARITABLE PURPOSE; AND
+	
3	THE RECIPIENT MUST NEVER DISTRIBUTE PROFITS.

The *Global Guide* standard defines total giving's included recipients using three criteria. The recipient must 1) be formally organized, 2) have a charitable purpose, and 3) never distribute profits. After extensive research and practitioner input, CECP released the standard in 2012.

Since then, companies' support and use of the standard has encouraged us to transition in full to this standard for all of CECP's research. See the full list of criteria at <http://cecp.co/home/resources/thought-and-leadership/the-global-guide-to-what-counts/>.

Calculations

Aggregate Value is the straight sum of all of the values in a calculation.

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 calculated in percentages. Then, percentages across all companies are averaged.

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

Additional Definitions

Domestic: Taking place in or having to do with the corporate headquarters country.

International: Taking place in or having to do with any country outside of the headquarters country.

USD: United States Dollars.

Data Collection

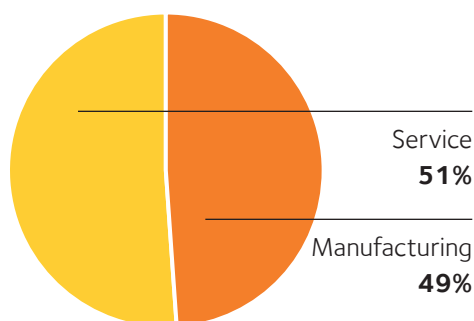
Companies report data on their giving programs annually to CECP. None of the giving figures in CECP's dataset is obtained from secondary sources. CECP provides question-by-question Valuation Guidance so that survey-completers have the definitions and details they need to answer the questions consistently. This guidance is available online: cecp.co/cgs/Resources/surveyguide.pdf.

Financial data (on, e.g., revenues and pre-tax profit) are systematically pulled from the Bloomberg Terminal database. Companies are asked to report figures in United States Dollars (USD). Wherever this was not possible, CECP converted figures using [X-rates.com](http://x-rates.com)'s "Historical Exchange Rates" for 2016.

Respondent Companies

Regional Profile Respondent Companies

Sixty-one companies headquartered in Afghanistan, Australia, Brazil, China, Denmark, France, Germany, India, Ireland, Italy, Mexico, South Africa, South Korea, Spain, Switzerland, Taiwan, and the United Kingdom provided data and information on their 2016 programs, using the *Global Guide* standard to determine qualified recipients.



Industry	Number of Companies
Communications	5
Consumer Discretionary	10
Consumer Staples	4
Energy	1
Financials	16
Health Care	4
Industrials	8
Materials	7
Technology	4
Utilities	2

Total Revenue	Number of Companies
Over USD 30 Billion	9
USD 10 to 30 Billion	16
Less than USD 10 Billion	28
Not reported	8

Total Pre-Tax Profit	Number of Companies
Over USD 5 Billion	4
USD 1 to USD 5 Billion	7
Less than USD 1 Billion	39
Not reported	11

Total Employees	Number of Companies
Over 100,000	7
25,000 to 100,000	18
Less than 25,000	27
Not reported	9

Total Giving	Number of Companies
Over USD 50 Million	9
USD 15 to USD 50 Million	9
Less than USD 15 Million	43

Participants

AFRICA (N=12) (page 4)

Ackerman Pick n Pay Foundation, Barloworld, Datatec Ltd., Eskom Holdings SOC Ltd., Gold Fields, Massmart, Mediclinic International Plc, MMI Holdings Limited, MTN Group, Nedbank, Sappi Limited, and Steinhoff International.

ASIA (N=20) (page 5)

AUO, BNK Financial Group, Davdian, Dongbu Insurance, Godrej Industries Limited, Handian Group, Hyundai Mobis, Hyundai Steel, Lenovo Group Ltd., LG Uplus Corp., Lotte Engineering & Construction, Macquarie Group Foundation, Mirae Asset Daewoo Co. Ltd., POSCO E&C,

Samsung Life Insurance Co., Ltd., SK Holdings Co., Ltd., SK Innovation Co., Ltd., Taiwan Glass Industry Corporation, Taiwan Shin Kong Security Co. Ltd, and Telecom Development Company Afghanistan.

EUROPE (N=22) (page 6)

Barclays Plc, BBVA, Credit Suisse, Deutsche Bank, Euler Hermes Group, GlaxoSmithKline, HSBC Holdings plc, Intesa Sanpolo S.p.A., Johnson Controls, Inc., The LEGO Foundation, Leonardo SpA, Medtronic Foundation, Nuovo Pignone International S.r.l., Pearson, Pirelli & C. SpA, RELX Group, Salini Impregilo S.p.A., Salvatore Ferragamo SpA, SAP, Schneider Electric SE, TREVI - Finanziaria Industriale S.p.A., and UBS.

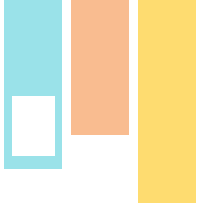
LATIN AMERICA (N=7) (page 7)

Banorte Foundation, Cinépolis, FEMSA, Gerdau, Grupo CCR, Sabin Laboratory, Vale, and Votorantim Group.

NORTH AMERICA (N=59) (pages 12-13)

(North American companies not included in the tables at left on this page.)

Abbott Laboratories, The Allstate Corporation, Altria Group, American International Group, Ameriprise Financial, Inc., Applied Materials, Inc., Bank of America Corporation, Baxter International Inc., Best Buy Co., Inc., Bristol-Myers Squibb, Capital One Financial Corporation, Cisco Systems, Citigroup, Coach, Inc., Coca-Cola Companies, ConocoPhillips, Corning Incorporated, CSX Corporation, Dell Inc., The Dow Chemical Company, Ecolab Inc., FedEx Corporation, Fluor, Ford Motor Company, Genworth Financial, Inc., Guardian Life Insurance Company, HARMAN International Industries, Hess Corporation, IHS Inc., JPMorganChase, Lockheed Martin Corporation, McKesson Corporation, MetLife, Microsoft Corporation, Moody's Corporation, Mosaic Company, Motorola Solutions, Inc., Neuberger Berman, New York Life Insurance Company, Newman's Own, Northrop Grumman Corporation, Owens Corning, PepsiCo, Inc., Pitney Bowes Inc., Praxair, Inc., Principal Financial Group, Prudential Financial, Inc., Qualcomm Incorporated, Regeneron Pharmaceuticals, Rockwell Automation, Inc., S&P Global Inc. (formerly McGraw Hill Financial), Sempra Energy, Spectra Energy, Suncor Energy Inc., Synopsys Inc., UnitedHealth Group, Verizon Communications, Voya Financial, and Wells Fargo & Company.



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In particular, CECP acknowledges the exceptional research collaboration of:



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CECP welcomes your feedback and comments on this report.

Corporate giving professionals who are interested in being in next year's report do not have to join CECP or pay a fee to participate in our research.

Large companies are welcome to inquire about joining CECP and learning about the value we provide.

CECP companies seeking customized benchmarking based on these findings should reach out to our team. An exclusive, tailor-made analysis of the data herein is included in your annual services. Please contact us if you would like free hard copies of this report.

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