GIVING IN NUMBERS

2018 EDITION

An in-depth analysis of 2017 corporate giving and employee engagement data from more than 300 of the world's largest companies.

IN ASSOCIATION WITH

THE **CONFERENCE BOARD**

CECP

ABOUT CECP

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 $6.2 trillion in revenues, $18.4 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.

ABOUT THE CONFERENCE BOARD

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

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Preface

In its thirteenth year, the *Giving in Numbers* report continues revealing important corporate societal engagement trends and consolidating as the largest survey of its kind with more than 300 of the world's largest companies.

The 13th edition of *Giving in Numbers* delves into the corporate sector's continuous support of society. Companies continued to increase their societal contributions in 2017. It is remarkable to acknowledge the corporate sector across the board having increased median total giving by 15% compared to three years ago.

In a year severely hit by natural disasters, the report shows how the corporate sector stepped up and supported the communities they serve. *Giving in Numbers*: 2018 Edition evidences how Disaster Relief efforts increased in 2017 compared to three years ago by more than 300% in terms of median cash giving. Among all program areas, Disaster Relief also increased the most in terms of total giving allocation: 2.9 percentage points more in 2017 compared to 2015.

The analysis of trends reveals that volunteering opportunities and employee engagement remain strong and growing in terms of participation rate. In this sense, employees appreciate having more options of volunteering and matching-gift programs. Companies know this and recognize how important it is to understand their employees' needs and measure the business value of such practices.

But these company-employee dynamics are not self-sustainable. Companies have to maximize the use of their resources in terms of time, money, and staff when it comes to measuring societal outcomes/impacts and allocating responsibilities to employees.

I want to thank all companies that participated in *Giving in Numbers:* 2018 Edition. You made these insights available to many stakeholders from different sectors of society who will continue to use this corporate benchmarking tool.

A special thanks to the companies that helped CECP advance research in this field and sponsored this study: Citi Foundation, Newman's Own Foundation, PwC US, Prudential, USAA, and The Travelers Companies, Inc.

Please do not hesitate to contact me at asolorzano@cecp.co to continue this conversation and share your ideas.

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Trends Summary

Total giving increased:

Almost six of ten companies in a three-year matched set between 2015 and 2017 increased giving. Median total giving increased by 15%. See more on giving trends on page 7.

Disaster Relief is on the rise:

Last year's natural disasters set the pace in terms of increasing contributions oriented towards Disaster Relief. This program area increased by more than 300% in terms of median cash giving in the last three years, from $212,000 in 2015 to $862,000 in 2017. Disaster Relief also increased in aggregate terms. See page 9.

Deeper impact of grants:

Companies are seeking deeper impact of their grants through having fewer recipients, fewer grants, and fewer grants per FTE, thus resulting in larger grant size. Companies are allocating their largest share of giving resources to the program area they consider their strategic/signature program (four of ten companies). This consistency is higher among companies that allocate even more giving to that strategic program (seven of ten companies). See page 11.

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

More companies, in a three-year matched set, increased their measurement of societal outcomes and/or impacts of at least one grant: from 81% in 2015 to 84% in 2017. Most commonly, companies limited their outcome-measurement efforts on strategic programs. Companies that measured societal outcomes and/or impacts only on select grants managed more recipients and grants compared to those that measured societal outcomes and/or impacts across all grants. See page 32.

Measurement of both business value and social outcomes creates business and social value:

The data also show how measuring both societal outcomes and the business value of employee engagement carries out more growth in terms of societal investments and employee volunteer participation. See more on measurement of societal outcomes on page 33.

Companies with open matching-gift programs keep expanding and increasing the programs' value:

The proportion of companies that had open matching-gift programs increased in the last three years. Also, companies with open matching-gift programs had a higher dollar amount matched in 2017, compared to companies with limited matching-gift programs. See page 20.

Resiliency of contributions teams:

The data show that contributions staff (Full-Time Equivalent FTEs) continue to increase despite overall employee headcount cuts. This may be due in part to the exponential contributions that FTEs provide to their teams when it comes to managing companies' resources, grants, and relationships with end-recipients, also when maximizing internal employee engagement. See page 22.

Context: State of the Industry

This section provides in-depth analysis of recent corporate giving trends and the future corporate outlook.

KEY FINDINGS IN THIS SECTION:

- Total giving increased in the last three years.
- The Health Care subindustries drove the largest increase in aggregate giving in the last three years. This increase derived mainly from the Pharmaceutical subindustry.
- Forty-four percent of companies expect to increase their giving in 2018.

TOTAL GIVING TRENDS

INCREASING GIVING

Almost six out of ten of 207 companies (56%) increased total giving between 2015 and 2017. Median total giving in this matched set of companies increased by 15% between 2015 and 2017. This reflects an overall positive financial performance in the last three years in terms of companies' revenue and even more so in terms of pre-tax profit. However, total giving as a proportion of revenues remained almost the same and pre-tax profit increased, reflecting that contributions didn't grow at the same pace as revenue generation.

Three-Year Matched Set, Inflation-Adjusted, Medians, All Companies	2015	2017
Total Giving (in US$ Millions), N=207	$21.6	$24.7
Total Giving as a % of Revenue, n=181	0.13%	0.13%
Total Giving as a % of Pre-Tax Profit, n=156	0.83%	0.88%

REASONS FOR CHANGE IN GIVING

Changes in corporate contributions can be driven by internal strategies and decisions, as well as external economy, customer demands, or the natural disasters that affected many regions in 2017. *Giving in Numbers* respondents cited numerous factors for changes in corporate giving from 2016 to 2017.

The most commonly cited reasons for decreases were:

- Changes in the business: declining business performance for companies with budgets tied to financial results; and
- Decline in product or property donations.

Most commonly cited reasons for increases were:

- Increase in disaster-relief contributions;
- Strategic review of societal investment areas; and
- Increase in product or property donations.

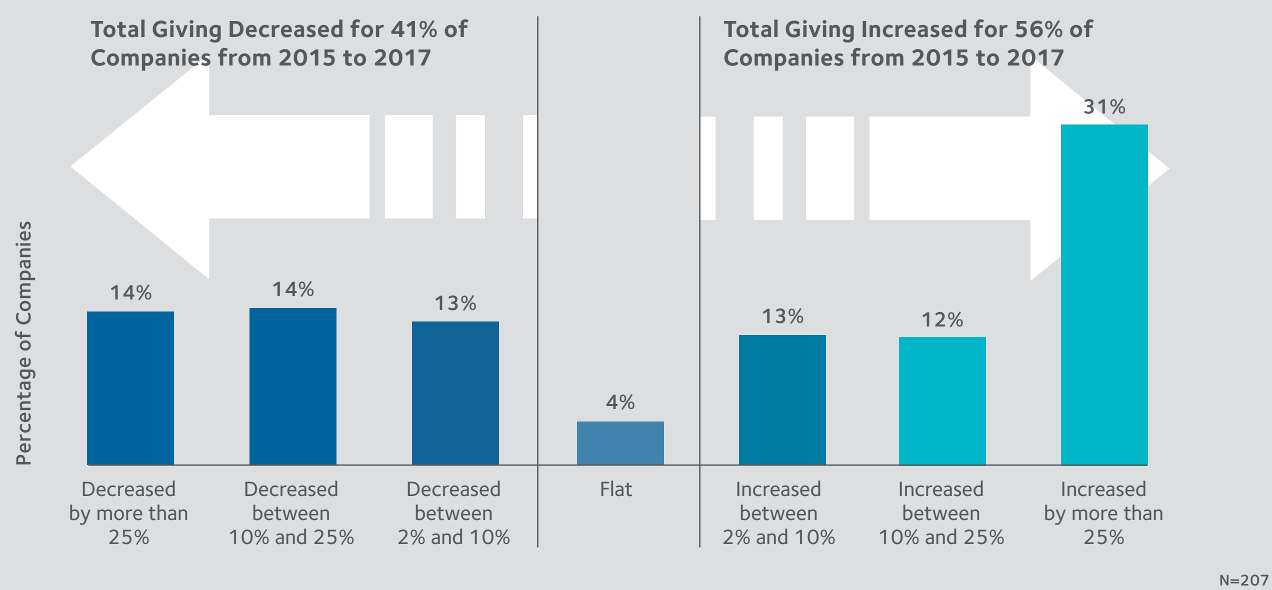
Almost 43% of companies that maintained their giving level in 2017 versus 2016 projected increases in 2018 of at least 2%. Overall, 44% of companies (N=158) expect giving to increase in 2018.

INDUSTRY TRENDS

As reported in previous years, the Health Care industry once again drove the largest share of aggregate increase (62%) between 2015 and 2017. Overall this industry increased its median total giving by 87% between 2015 and 2017. Almost all of the aggregate increase in total giving in Health Care came from pharmaceutical companies (91% of the Health Care aggregate increase in giving). Pharmaceutical companies have maintained their structure of cash and in-kind giving (which includes product donations). The Communications industry also increased median total giving in the last three years (41%) due in part to various mergers and acquisitions within this industry. The aggregate decrease in giving between 2015 and 2017 was more widely distributed across industries than in previous years. The Financials industry accounted for the largest share of the aggregate decrease in total giving (27%), even though Financial companies comprise only 11% of all companies. Most of the decrease was derived from the banking subindustry due to budget cuts.

FIGURE 1

Distribution of Companies by Changes in Total Giving Between 2015 and 2017, Inflation-Adjusted, Matched-Set Data



Core Business Connection

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

KEY FINDINGS IN THIS SECTION:

- Education (K-12 and Higher) continues to be the top program area to which companies allocate their contributions.
- Disaster Relief was the program area that had the largest median cash and aggregate cash giving increases.
- STEM and Workforce/Employment showed the largest gains in the percentage of companies reporting them as their top-priority focus areas.
- Companies have increased their proportion of direct-cash contributions in the last three years.
- Employees' participation rates continue to increase.
- Paid-Release Time and Flexible Scheduling continue to be the most offered domestic volunteer programs.
- Pro Bono Service continued growing in terms of the percentage of companies that offer it. It was one of the fastest-growing domestic programs and the international volunteer program that grew the most between 2015 and 2017.
- There seems to be a sweet spot in terms of the number of types of domestic volunteer programs offered that maximized volunteer participation rates among employees.
- Disaster Relief matches increased the most in terms of median matching-gift dollar amount and the monetary share among all matching-gift programs.
- Contributions-staff team size continues to increase despite a decrease in overall employee headcount.
- There is not a one-size-fits-all decision in terms of whether to have a corporate or foundation model.
- Management and program costs have decreased over the last three years.

CAUSES: PROGRAM AREA

YEAR-TO-YEAR TRENDS

Leading companies stepped up in 2017, a year plagued with many natural disasters. It is not a surprise to see that median cash contributions to Disaster Relief had the highest growth between 2015 and 2017 (306%) and also in aggregate terms (208%). In absolute terms, however, contributions to Disaster Relief are smaller than any other program area. Aggregate cash also increased for Community and Economic Development (27%) and Environment (11%). All other program areas' aggregate cash decreased between 2015 and 2017.

Program Area	Growth Rate of Median Cash Giving by Program Area between 2015 and 2017
Disaster Relief, n=79	306%
Community & Economic Development, n=96	27%
Culture & Arts, n=95	16%
Environment, n=80	16%
Education: K-12, n=99	7%
Health & Social Services, n=113	-1%
Education: Higher, n=100	-8%
Civic & Public Affairs, n=75	-35%

CASH GIVING BY PROGRAM AREA

Median cash-giving figures serve as a helpful benchmark for companies wishing to compare how much they have invested in a program area to what others have given. The values below demonstrate that the three areas in which companies invested the most cash in 2017 were Health and Social Services, Community and Economic Development, and Education.

Program Area	Cash Giving Median Amount
Health & Social Services, n=147	$2,696,938
Community & Economic Development, n=131	$1,880,861
Education: K-12, n=140	$1,681,927
Education: Higher, n=136	$1,395,375
Civic & Public Affairs, n=103	$700,000
Disaster Relief, n=139	$623,994
Culture & Arts, n=130	$553,800
Environment, n=111	$281,500

TOP CASH GIVERS

Even though the energy industry had the largest decrease in median total giving compared to three years ago, this industry led three program areas in terms of having the highest median of cash giving. Among industries, Energy had the highest median of cash giving to K-12 Education and Higher Education, ($4.1 million, and $3.5 million, respectively), through supporting STEM programs in the communities they serve to train professionals they could potentially recruit, and Disaster Relief ($3.4 million), likely due to disaster relief efforts in the Gulf of Mexico area and the Caribbean. Consumer staples (mainly comprised of manufacturing companies that possibly promote initiatives to stimulate innovation) led Environment and Culture and Arts' median cash giving efforts. Health Care had the highest median of cash giving ($6.6 million), which was dedicated to Health and Social Services but it was followed closely by Consumer Staples, which typically invests in this cause probably in an attempt to meet consumer demand for improving health and wellbeing resources.

Note: Communications is not included in the analysis above due to small sample size.

FIGURE 2

Program Area Allocations by Industry, 2017, Average Percentages

		Civic & Public Affairs	Community & Economic Development	Culture & Arts	Disaster Relief	Education: Higher	Education: K-12	Environment	Health & Social Services	Other
All Companies	N=166	4%	15%	6%	6%	12%	15%	3%	25%	14%
Consumer Discretionary	N=20	3%	21%	8%	9%	14%	10%	2%	20%	13%
Consumer Staples	n=11	4%	14%	5%	4%	5%	8%	6%	48%	6%
Energy	n=7	5%	10%	2%	10%	15%	17%	6%	14%	21%
Financials	n=40	3%	28%	6%	5%	6%	18%	1%	14%	19%
Health Care	n=19	2%	4%	2%	6%	9%	3%	0%	64%	10%
Industrials	n=18	4%	6%	4%	4%	20%	21%	2%	22%	17%
Materials	n=10	3%	9%	8%	4%	11%	13%	15%	22%	15%
Technology	n=21	1%	12%	7%	4%	24%	28%	1%	11%	12%
Utilities	n=17	9%	16%	6%	7%	9%	14%	9%	23%	7%

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

TRENDS IN ACTION: PROGRAM AREAS

Disaster Relief

UPS

UPS's wide reach and cutting-edge technology make it an ideal relief network in the wake of disaster. In 2017, UPS and the UPS Foundation put their logistics expertise to work in the aftermath of Hurricanes Harvey, Irma, and Maria. Following demonstrated success of its medical drone-delivery network in Rwanda, UPS took a similar approach after Hurricane Harvey in 2017. Partnering with the American Red Cross, The UPS Foundation and drone manufacturer Cyphy Works piloted the use of a portable tethered drone to help speed damage assessments in areas affected by the storm. Equipped with a high-powered camera, this new technology provided visual confirmation of damages in areas with impassable, flooded roads so that impacted families could receive disaster assistance more quickly. In addition to innovating technology, UPS provided on-the-ground aid, sending nearly 30 flights and delivering nearly 100 ocean containers with essential supplies including food and water, health and hygiene supplies, and medicines and medical supplies.

UPS pledged over $3 million to support response and recovery for the three major hurricanes, and communicated up front how much of the funds should be used for emergency response and how much should be reserved for long-term recovery. By balancing a prompt aid response with a long-term plan for recovery and rebuilding, UPS serves as a model for sustainable disaster relief.

Verizon

Following the devastation Hurricanes Irma and Maria wrought on Puerto Rico and the U.S. Virgin Islands, Verizon sprung to action in multiple concrete ways. In addition to pledging a sizeable $5 million to organizations working on the ground to provide life-saving essentials and long-term support, Verizon also seized upon its own resources to facilitate carrier connectivity on the islands. Though Verizon does not operate a wireless network on these islands, its engineers worked on the ground assisting roaming partners, offering support to carriers, and coordinating with federal agencies when requested.

Verizon also engaged its stateside employees and customers to get involved, in less direct but still profoundly powerful ways. Verizon set up a text-to-donate program through the Mobile Giving Foundation, leading to Verizon customers donating $1.8 million. Meanwhile, employees donated to hurricane-focused organizations that were matched by the Verizon Foundation for a combined total of nearly $1 million.

Shortly after devoting great effort and resources to deliver relief to Puerto Rico and the Virgin Islands, Verizon responded to the devastating earthquake in Central Mexico by allowing free calls and texts to Mexico for several days. Through short- and long-term donations, on-the-ground support, and facilitated service and Internet access, Verizon serves its ultimate mission of connecting people with their loved ones.

Bank of America

Wildfires, hurricanes, and other disasters have a devastating impact on our communities. Whether it is wildfires in California or Peru, hurricanes in Texas or Puerto Rico, or an earthquake in Mexico, Bank of America is determined to help clients and communities through the relief and recovery process.

With financial centers and ATMs closed due to natural disasters, Bank of America deploys mobile financial centers and ATMs throughout the U.S. to ensure clients have access to cash, can discuss credit matters, and can make and receive payments. Recognizing that credit card bills would be the last thing on an impacted client's mind, Bank of America can waive late payment fees on credit cards and some consumer and small business loans, can offer fee refunds for credit card cash advance fees, and much more. By offering this type of financial support, Bank of America helps its clients prioritize their immediate wellbeing.

Additionally, the Bank of America Charitable Foundation matches employee donations through an internal matching-gift program. When a natural disaster arises, the minimum amount eligible to be matched is reduced from $25 to $1. Employees often respond enthusiastically, and, in 2017 alone, Bank of America and its employees committed over $5 million to support impacted communities.

Bank of America also supports resilience planning in communities to lessen the impact of future natural events. For example, its $1 million grant to The Nature Conservancy (TNC) has supported its work to expand nature-based solutions to protect coastlines from rising sea levels and extreme weather.

CAUSES: PRIORITY FOCUS AREAS

FOCUS AREAS AND STRATEGIC PROGRAMS

In 2017, companies had an average of 1.4 focused funding program areas (N=166). The *Giving in Numbers* Survey defines a focused funding program area as a program area to which 20% or more of a company's total giving is allocated.

- **Program Area:** The *Giving in Numbers* Survey asks respondents to break down their company's total giving into nine program areas (e.g., Disaster Relief, Higher Education, etc.).
- **Focus Areas:** The *Giving in Numbers* Survey requests that respondents rank up to four priority focus areas in order of importance; it also asks them to assign those focus areas to one of the nine categories of program areas reviewed on page 9.
- **Strategic Program:** The *Giving in Numbers* Survey also requests that respondents identify the strategic program for which they measure outcomes/impacts of their grants that also takes up the most time, money, and management resources and requests them to assign it to any of the nine categories of program areas.

PUTTING YOUR MONEY WHERE YOUR MOUTH IS

Forty percent of companies reported that the program area with the highest percentage of total giving also corresponded with the program area that they listed as their top strategic program and top-priority focus area. In 2017, a company would have had to allocate at least 27% of its total giving into its strategic program to be in the top quartile of this ratio. For companies within this top quartile of the ratio of strategic program as a percentage of total giving, seven of ten matched the program area with highest total giving allocation with the program area they identified as their strategic program and top-priority focus area. That proportion was three of ten for all other companies.

DEEPER PARTNERSHIPS

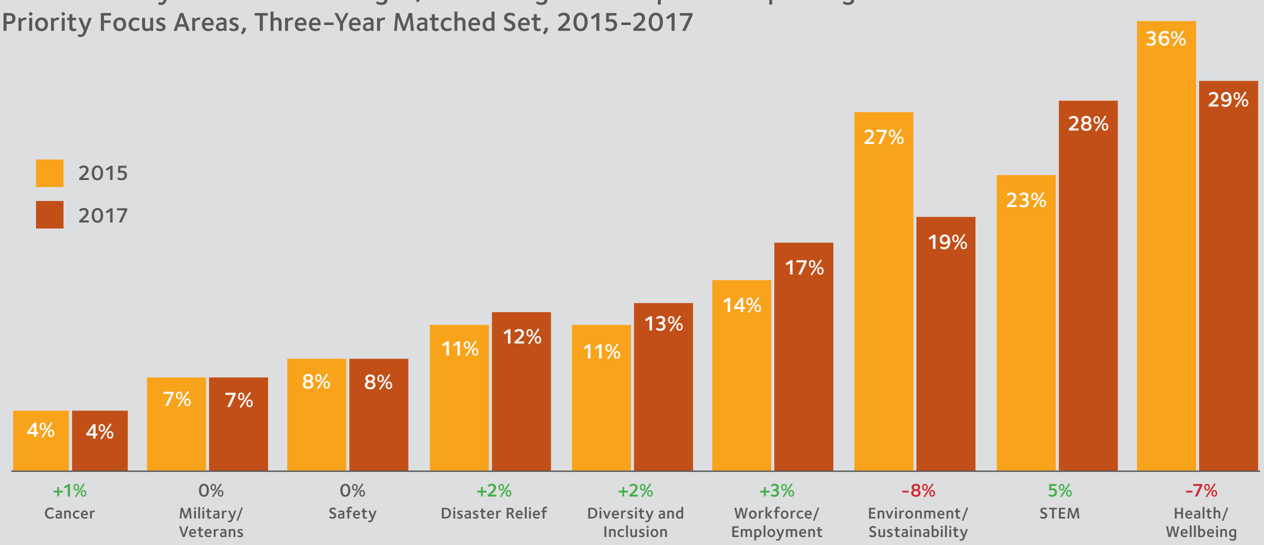
The data show that grantmakers are writing fewer checks, but those checks are for larger amounts. Individual grants are increasing (median grant monetary size increased by 19% between 2015 and 2017), but the number of grants disbursed in the same period decreased by 22%.

Corporate grantmakers are also working with fewer nonprofits (the median number of recipients per FTE fell from 52 in 2015 to 38 in 2017) (see page 23).

The way grantee decisions are made varies across companies. When companies decide through committee of employees, these consist of a median of seven employees from regional committees or committees approving grants above a specific threshold. Decisions made by the foundation board are more commonly made by a median of seven board members. When grantee decisions are made by both internal and external stakeholders, these groups have a median of seven individuals. When decisions are made by an FTE whose job is to review grant proposals, there is typically a median of three specialized and more senior FTEs involved from Corporate Affairs/Citizenship teams.

FIGURE 3

Select Priority Focus Area Changes, Percentage of Companies Reporting Priority Focus Areas, Three-Year Matched Set, 2015-2017



Note: Figure 3 reflects only some of the most repeated priority focus areas.

N=160

TRENDS IN ACTION: PRIORITY FOCUS AREAS

Diversity and Inclusion

Deloitte

With over 25 million refugees around the world, we face an unprecedented humanitarian crisis for which there are no simple solutions. This crisis calls for innovative, collaborative solutions, and Deloitte Touche Tohmatsu Limited has risen to this call to action. Deloitte's core belief in action is that refugees are not just victims of unfortunate circumstance but are active members of society with potential and talent. Deloitte aims to unlock refugee potential and is working to understand the challenges refugees face as they seek employment in their new country. Through a study in collaboration with the Refugee Studies Centre at the University of Oxford (RSC), *Talent displaced: The economic lives of Syrian refugees in Europe*, Deloitte found that a significant number of surveyed Syrian refugees are highly educated and skilled, indeed 38% have university education—and yet the majority (82%) are unemployed. Deloitte's findings suggest practical implications to better support the economic ambitions of refugees, from closing the language-training gap to providing mentorship opportunities.

Deloitte has translated these findings to practice, supporting refugee-integration efforts throughout the company's network. Deloitte in Germany has adjusted its hiring policies to provide the refugee community with employment and mentorship opportunities. Meanwhile, Deloitte in Canada has collaborated with public organizations to create a web portal that connects Syrian refugees with goods and services, particularly housing and employment.

Symantec

Symantec VP of Corporate Social Responsibility, Cecily Joseph, states that "as sustainability and impact professionals, we must recognize that equity is our joint responsibility and we have an opportunity to help lead our companies in making racial and gender equity the business norm." Symantec demonstrates its investment in diversity and inclusion through its Symantec Cyber Career Connection (Symantec C3) program. Partnering with nonprofit training organizations that target underrepresented and under-resourced young adults and military veterans, Symantec C3 trains participants in cyber security fields for 26 weeks, with the end goal of job placement in the industry. As cyber security is one of today's most in-demand fields, growing three times faster than other IT jobs, this is an incredible opportunity to fill a growing need—a need expected to reach a staggering 1.5 million open jobs by 2021. It's also an opportunity to help change the trajectory of the tech workforce—specifically for women, minorities, and veterans.

The Symantec C3 curriculum focuses on both technical and soft skills, from training in cyber security software and computer programming to interview preparation. Program graduates have opportunities to interview with a network of companies and, in 2017, 82% of graduates were employed in cyber security positions or pursuing additional degrees. The resulting talent pipeline is a win-win for both a fast-growing field and underrepresented young adults.

Symantec C3 partnerships with education-focused nonprofits including Year Up and NPower raise awareness of these plentiful career opportunities, and helped Symantec reach its goal of educating one million students in STEM education in 2017.

Mastercard

Launched in 2014 in alignment with Mastercard's commitment to gender diversity and equity, Girls4Tech is Mastercard's signature STEM education program that inspires girls around the world to explore careers in science, technology, engineering, and math (STEM). Girls4Tech leverages Mastercard's own resources—showcasing its electronic payments technology and engaging its employees as role models and mentors—to engage girls ages 9 to 13 in a series of STEM challenges. Through stations showcasing algorithms, all things digital, fraud detection, local network intelligence, cryptology, and big data, girls gain exposure to fields they were unfamiliar with, and build skills needed to become problem-solvers. Mastercard is approaching gender diversity on a global scale and has reached 70,000 girls to date in 21 countries. The company is committed to reaching 200,000 girls worldwide by 2020.

In addition to its external work, Mastercard leads by example through internal practice. As of the fourth quarter of 2017, it reported that nearly 40% of its global workforce and 30% of its senior management was female. It also reported that for every $1 earned by men, women employees earned $0.991. Mastercard is committed to the principle of equal pay for equal work and remains dedicated to practices to ensure pay equity.

TRENDS IN ACTION: PRIORITY FOCUS AREAS

Military and Veterans

USAA

USAA serves millions of military service members and their families with insurance, banking, and investment services—but their commitment to the military goes beyond their business. Nationally, USAA's signature cause for corporate citizenship is military family resiliency. The company dedicates 60% of its philanthropic investment to military causes that include aiding military caregivers and families of the fallen, facilitating financial readiness for service members, and fostering fulfilling careers for veterans and military spouses. Furthermore, where USAA has a physical location and significant employee presence, USAA invests in causes that include education, natural disaster response, and support for families in need or facing homelessness.

USAA pledged $2.1 million in 2016 to support the Mayors Challenge to End Veteran Homelessness, part of a White House Joining Forces initiative. The initiative provided a path to permanent housing for 1,335 veterans, leading toward an effective end to veteran homelessness in San Antonio, Texas. This accomplishment was a major milestone; however, some veterans become newly homeless or remain at-risk. Recognizing that the issue is ongoing, USAA contributed nearly $1.3 million more in 2017 to six local nonprofit organizations fighting homelessness in San Antonio. Two-thirds of these funds helped sustain the effective end of veteran homelessness, while the remaining one-third was earmarked to support the general homeless population. To further support homeless veterans, USAA employees and retirees raised more than $500,000 in 2017-18 at their annual Bowlathon. Proceeds benefited the San Antonio Regional Alliance for the Homeless.

Comcast

Since World War II and U.S. Navy veteran Ralph J. Roberts founded Comcast in 1963, the company has been committed to supporting the veteran and military community. Comcast has not only hired more than 15,000 veterans, National Guard and Reserve members, and military spouses since 2010, it has also built a culture of support to retain, develop, and empower the military community. This culture goes to great lengths to help smooth the transition from military service to civilian life, offering mentoring programs and networking opportunities to help members grow professionally and personally.

In addition to being a robust employer of veterans, Comcast also partners with nonprofit partners, such as nonprofit accelerator Bunker Labs Minneapolis, to support veteran entrepreneurs in the community. As the first corporate sponsor of Bunker Labs Minneapolis, Comcast has helped to support the nonprofit's growth to 17 locations nationwide since 2014. Comcast's support of Bunker Labs has allowed the organization to support entrepreneurs in a more comprehensive way—allowing military veteran John Doan, for instance, to start Mobility4All, his own door-to-door assisted rideshare service for seniors and people with disabilities.

Boeing

Representing 15% of its workforce—about 20,000 employees—veterans are valued at Boeing for their hard-earned skills. Boeing's focus is on easing the military-to-civilian transition process, which it accomplishes through offering training for the workforce transition, supporting recovery and rehabilitation programs that focus on post-traumatic stress and suicide prevention, and levering employee volunteerism in veteran-specific communities. Its commitment to transition facilitation is embedded in company practice—such as the Military Skills Translator, an online tool to help match veterans' military skills to current job opportunities at Boeing—but also extends outward to the community. In October 2017, Boeing announced a $5 million, multi-year donation to help expand United Service Organizations (USO) Pathfinder, a national employment-readiness program for transitioning military service members. These funds will target the planned nationwide expansion to 25 support centers by 2020, at which USO "Scouts" work one-on-one with transitioning service members and their families. The Scouts help transitioning members identify personal and professional goals while connecting them to resources across areas of need: employment, education, financial readiness, veterans benefits, housing, and health and wellness.

GIVING BY FUNDING TYPE

FUNDING-TYPE MIX CHANGE

There has been an increase in the leverage of direct corporate contributions over the last five years. The share of corporate direct cash (N=174) increased by 2.9 percentage points between 2013 and 2017, from 45% to 48%. This increase in share for direct cash was mostly shifted from foundation cash. These analyses are based on a five-year matched set of companies to reveal wider long-term trends. This change in the funding-type mix may be a result of companies' decision to move from a foundation model to a corporate and non-cash models in which they can leverage their brand and be more aligned with business strategies in terms of the causes they support. The share of non-cash remained steady between 2013 and 2017, despite median non-cash increases that in absolute scale are smaller and get diluted in larger total cash contributions that account for larger shares of total giving.

MEDIAN CASH AND NON-CASH GIVING

Consistent with the findings of changes in the mix of funding type is the fact that median direct cash giving (adjusted by inflation) saw the largest increase in a five-year matched set: it increased by 28% from $10.3 million in 2013 to $13.1 million in 2017. The increase in direct cash was relatively higher than the increase in foundation cash and non-cash.

Non-cash giving increased by 12% from $5.4 million in 2013 to $6 million in 2017. The percentage of companies reporting non-cash giving increased between 2013 and 2017 from 63% to 68% (n=174). The relative share of in-kind donations, however, did not see significant changes in the last five years.

Median foundation cash giving also increased in the same period by only 6% from $10.4 million in 2013 to $11 million in 2017.

NON-CASH GIVING

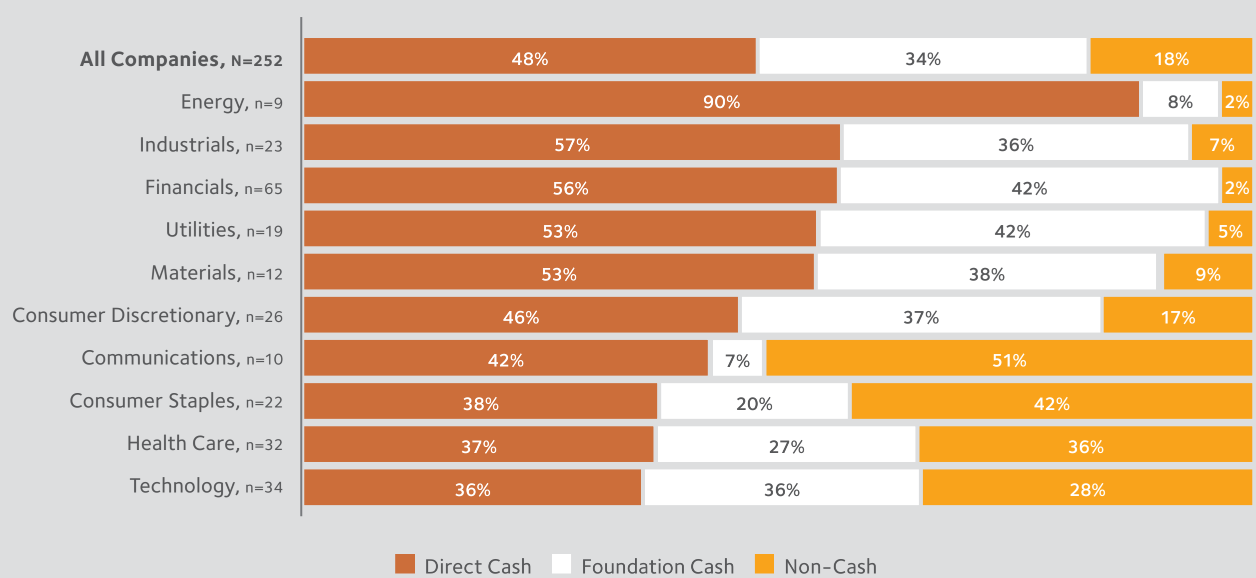
In 2017, two out of three companies reported making at least one form of in-kind gift.

There are three industries for which in-kind contributions represent more than one-third of their contributions: Communications, Consumer Staples, and Health Care. Better measurement and higher product donations such as public service announcements, ads, airtime, Pro Bono Services, and medical equipment donations may account for this higher share of non-cash giving in these industries. The Health Care industry doubled the median value of its product donations between 2015 and 2017, probably in part because of changes in its market and public policies.

The median value of product donations (adjusted by inflation) among all companies that had any product donation in a three-year matched set (N=44) increased by 43% from $4.4 million in 2015 to $6.3 million in 2017.

FIGURE 4

Industry Breakdown of Total Giving by Funding Type, Average Percentages, 2017



N=252

EMPLOYEE FACTOR: VOLUNTEERING

TYPES OF VOLUNTEER PROGRAMS

In 2017, 93% of all surveyed companies reported having an employee-volunteer program. Fifty-six percent of all companies also offered a volunteer program for international employees.

Figure 5 presents the percentage of companies offering each type of service program, with Paid-Release Time offered most for both domestic and international employees. This finding indicates that programs that allow employees to make their own choices regarding when and how they volunteer continued to be more popular among large corporations in 2017.

The *Giving in Numbers* Valuation Guide defines a formal employee-volunteer program as a planned, managed effort that seeks to motivate and enable employees to volunteer under the employer's sponsorship.

OFFERING TRENDS

In 2017 companies offered an average of six domestic programs. The most common number of domestic program was five programs (20% of companies). The following programs had the largest gains in the percentage of companies offering them in their domestic market between 2015 and 2017 (N=172):

- Flexible Scheduling: increased from 55% in 2015 to 63% in 2017
- Paid-Release Time: increased from 58% in 2015 to 66% in 2017
- Pro Bono Service: increased from 54% in 2015 to 61% in 2017

The two domestic volunteer programs that allow employees to apply their own set of skills in a flexible way are not only the most offered ones but also the ones with the highest gains in terms of being offered over the last three years.

MOST SUCCESSFUL VOLUNTEER PROGRAMS

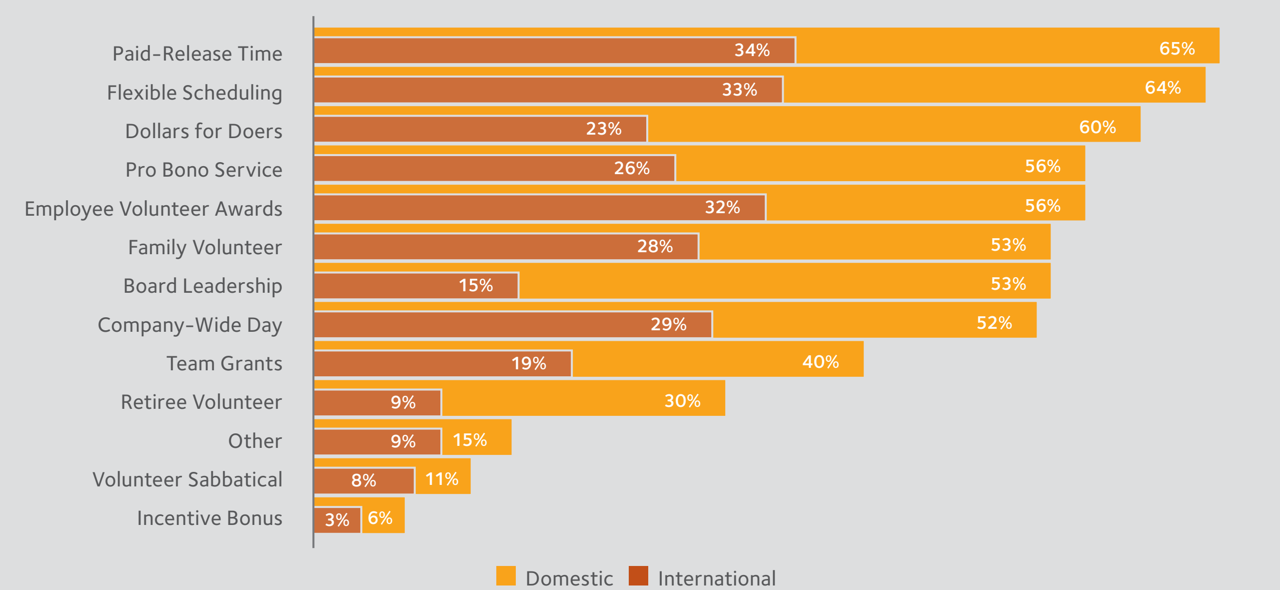
The three most successful domestic programs in 2017, in terms of the percentage of offering companies ranking them as successful, were Company-Wide Day of Service (85%), Dollars for Doers (59%), and Paid-Release Time (58%). In a three-year matched set of companies that offered at least one domestic volunteer program and identified at least one successful volunteer program between 2015 and 2017, the top three most successful domestic volunteer programs were again:

- Company-Wide Day of Service (84% to 77%)
- Paid-Release Time (71% to 72%)
- Dollars for Doers (73% to 67%)

A successful volunteer program is defined by the *Giving in Numbers* Valuation Guide as a program that is supported and understood organization-wide, planned beyond the short-term, and measurable, among other criteria.

FIGURE 5

Corporate Volunteer Opportunities, Percentage of Companies Offering Each Program, 2017



N=234

INTERNATIONAL VOLUNTEERING

In 2017, six out of ten companies that reported having at least one domestic program also reported having at least one international program. The two industries that offered the most international volunteer programs were Technology and Communications (97% and 89% of companies that offered any domestic program, respectively). Those offering international programs reported an average of 4.4 international programs (N=141). The most common number of international programs was three or four programs (16% of companies for both). The average number of international volunteer programs offered in a three-year matched set of companies that offered at least one international program (N=90) remained steady between 2015 and 2017 (4.7 international programs).

In terms of the percentage of companies considering which of their international programs were most successful in 2017, the top-three international programs were Company-Wide Day of Service, Paid-Release Time, and Employee Volunteer Awards (80%, 59%, and 58% of companies respectively).

VOLUNTEER PARTICIPATION

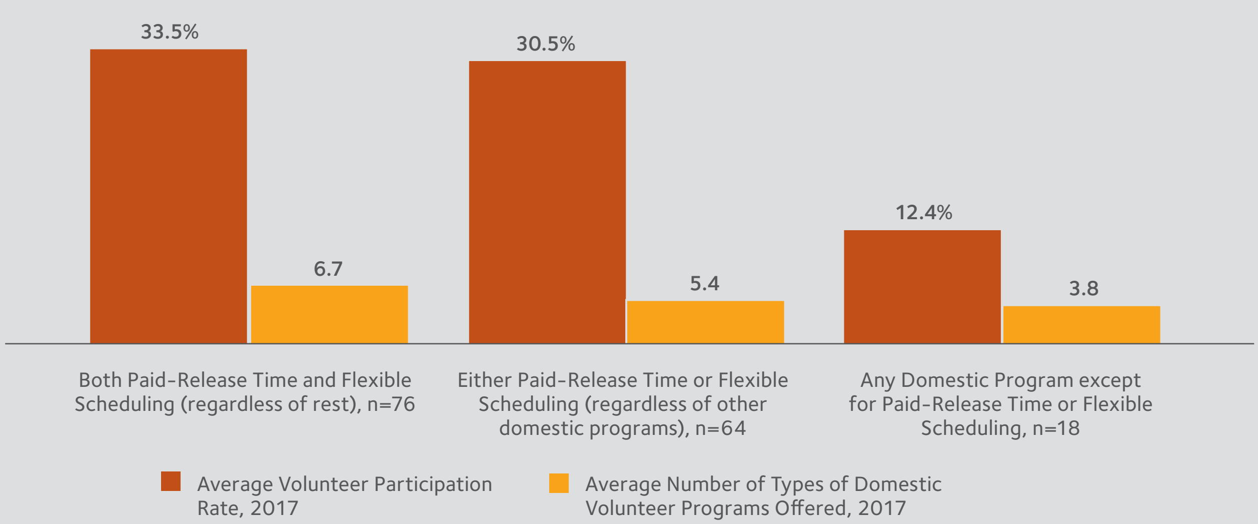
In 2017, the average employee volunteer participation rate was 30% (participating for at least one hour of company time). The minimum participation rate to be in the top quartile of companies was 42% of the employee base. Between 2015 and 2017, a matched set of 87 companies reported an increase in their participation rate from 32% to 34%. The Financials industry is the one with the highest average volunteer participation rate (36%), especially among the Institutional Financial Services (66%), Specialty Finance (41%), Insurance (39%), and Asset Management (38%) subindustries. Consumer Discretionary had the second-highest volunteer participation rate among employees (35%), especially the Commercial Services and the Gaming, Lodging, and Restaurants subindustries (both reached a 41% employee volunteer participation rate).

IDEAL NUMBER OF VOLUNTEER PROGRAMS

Giving in Numbers data show that there seems to be an inflection point after offering seven or more domestic volunteer programs. Volunteer participation rates decrease after this point. This shows that employee engagement goes hand in hand with employees' availability of options. Consistent with this finding is the maximum average number of types of domestic programs obtained when combining different types of volunteer programs: domestic volunteer programs with some level of flexibility in employees' schedules were the ones that attained the highest volunteer participation rate (33.5%) when offered together (Flexible Scheduling and Paid-Release Time) and required a higher average number of types of domestic volunteer programs (6.7) than any other combination of types of volunteering.

FIGURE 6

Volunteer Participation Rate and Number of Domestic Volunteer Programs by Domestic Volunteer Program Offering, Averages, 2017



N=158

EMPLOYEE FACTOR: VOLUNTEERING *continued*

VOLUNTEERED HOURS

The median number of total volunteered hours (on-company and outside-company time) increased between 2015 and 2017 from 69,000 to 90,000, which represents a growth rate of 30%. The growth rate in median number of total volunteered hours was also high when considering only companies that had an on-company-time policy or program (26%).

It seems that more companies across all industries have on-company-time volunteering policies in place. However, they're able to capture and execute fewer volunteered hours on company time. Paradoxically, this type of policy attains higher volunteer participation rates. In 2017, the median number of volunteered hours on company time (24,000) was lower than the median number of volunteered hours outside company time (31,000 hours). This may be due in part to the implicitly higher costs that companies with an on-company-time policy incur indirectly when allowing their employees to leave work to attend a nonprofit while still being paid by the company. When employees compensated for the time they were away from work, companies incurred fewer costs or no extra costs at all.

VOLUNTEERED HOURS AND DECLARED POLICIES

The success of on-company-time and outside-company-time volunteerism will depend greatly on companies' ability to record the total number of volunteered hours. Equally important is their ability to value employee volunteer time in terms of the full cost to the company of lost productivity during paid-time off/outside-company-time. Clearer procedures on this type of tracking will help determine better strategies to maximize the effectiveness of these types of volunteer programs. It seems that when companies are able to put in place on-company-time volunteer programs (e.g., Paid-Release Time), they are able to attain more commitment and participation among employees. Companies that declared they have an on-company-time volunteer program or policy reached an average volunteer participation rate of 31% compared to companies that stated they have an outside-company-time volunteer program (29%).

VOLUNTEERED HOURS AND ACTUALLY REPORTED POLICIES

Regardless of what type of volunteer program policy companies stated they had, when we assessed what they actually reported we determined again that companies with the ability to report only outside-company-time volunteered hours seemed to attain and capture a smaller average volunteer participation rate in 2017 (12%), compared to companies with the ability to capture only on-company-time volunteered hours and which attained an average volunteer participation rate of 32%. This again shows that employees may prefer the option of having flexibility at work and being able to incorporate their volunteering into their company time. In other words, providing volunteer spaces during work time seems to pay off in terms of reaching a higher commitment among employees. It's intuitive that employees will be more likely to volunteer and participate if they don't have to sacrifice their personal time and if they can incorporate a sense of purpose at work through volunteering.

FIGURE 7

Total Volunteered Hours Metrics (On Company Time and Outside Company Time), Medians and Percentages, 2017

INDUSTRY	Median Number of Total Volunteered Hours (On Company Time and Outside Company Time)	Percentage of Companies that Have an On-Company-Time Volunteer Program Policy	Percentage of Companies that Have an Outside-Company-Time Volunteer Program Policy
Communications, n=5	264,000	71%	83%
Industrials, n=9	135,958	18%	47%
Consumer Discretionary, n=14	112,209	61%	43%
Consumer Staples, n=5	61,000	73%	33%
Technology, n=19	59,218	66%	57%
Utilities, n=9	56,471	59%	47%
Financials, n=37	50,000	84%	50%
Health Care, n=14	37,594	79%	40%

Note: Energy and Materials were excluded due to small sample size.
The percentages of companies tracking on-company-time and outside-company-time volunteer program policies are independent of each other.

EMPLOYEE FACTOR: PRO BONO SERVICE

PRO BONO SERVICE DEFINITION

In 2015, CECP partnered with the Taproot Foundation to develop a standard and guide to track the monetary value of employee's Pro Bono Service hours, depending on seniority level and skill functions. Pro Bono Service is an element of non-cash giving in which donated skills are valued at Fair Market Value (FMV). Pro Bono Services must meet three main criteria:

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

PRO BONO OFFERING AND TRACKING

Pro Bono Services offerings continue to increase. In fact, it was the international volunteer program that increased the most in terms of the percentage of companies offering it to international employees. It increased 4 percentage points, from 24% of companies offering it to international employees in 2015 to 28% in 2017. Pro bono was the third-fastest-growing domestic volunteer program in terms of its offering over the past three years (exceeded only by Flexible Scheduling and Paid-Release Time). The percentage of companies offering Pro Bono Services domestically increased by 7 percentage points between 2015 and 2017, as seen on page 15. In 2017 alone, 56% of companies offered Pro Bono Service programs, which leads us to recognize the popularity of such programs, which large corporations seem also to have acknowledged.

There is also a growing trend in the number of companies that report the value of their pro bono work. In 2015, only 23% of companies reported pro bono monetary values, while in 2017 27% of the same matched set of companies reported pro bono values.

MONETARY VALUE AND SUCCESS

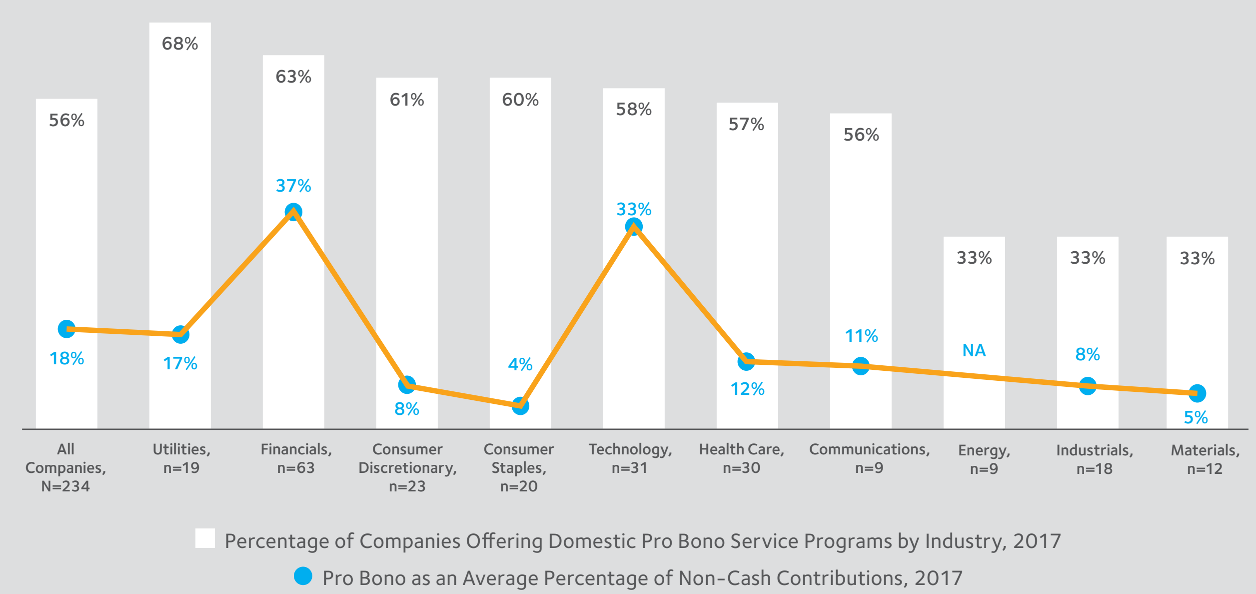
The median dollar amount contributed in the form of Pro Bono Services in 2017 was $252,000. In a three-year matched set, Pro Bono Services showed an increase of 50% when comparing the median dollar values between 2015 and 2017, which went from $383,000 to $575,000.

Pro Bono Services has increased its dollar value share in the last three years from all non-cash contributions. In a matched set of companies, Pro Bono Services increased its share of non-cash contributions from 23% in 2015 to 25% in 2017.

Pro Bono Services trails behind other volunteer programs in terms of perceived success (see page 48 for definition of a successful volunteer program). In 2015, 29% of a matched set of companies offering it identified Pro Bono Services as a successful volunteer program, whereas in 2017 this percentage went down to 27%, which represents a decrease of 1.7 percentage points. By contrast, the success rate of international Pro Bono Service volunteer programs increased by 6 percentage points between 2015 and 2017.

FIGURE 8

Percentage of Companies Offering Pro Bono Programs and Share of Pro Bono from Non-Cash Giving, 2017

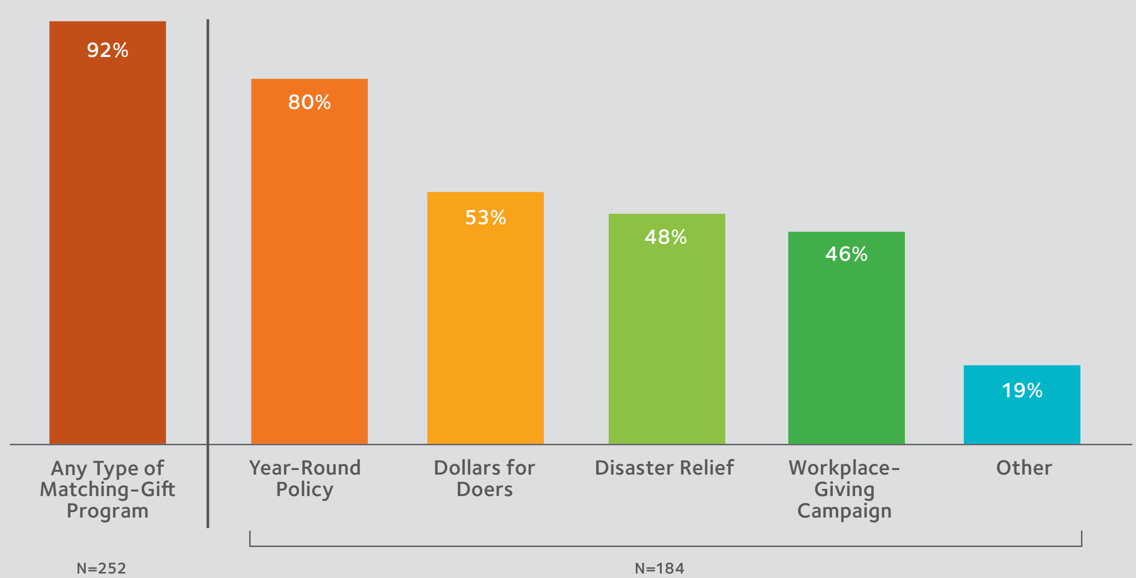


EMPLOYEE FACTOR: MATCHING GIFTS

MATCHING GIFTS METRICS, 2017	Year-Round Policy	Workplace-Giving Campaign	Dollars for Doers	Disaster Relief
Percentage of Companies Offering Program to	(n=144)	(n=93)	(n=106)	(n=99)
Full-Time Employees	97%	100%	99%	99%
Part-Time Employees	58%	66%	60%	42%
International Employees	34%	33%	36%	44%
Retirees	32%	26%	27%	25%
Corporate Board Members	69%	25%	31%	40%
Median Percentage of Employees Who Participated	10% (n=91)	31% (n=55)	3% (n=56)	2% (n=33)
Ratio	A majority of companies (92%) offered a 1:1 match. The second-most common offering was to multiply employee investments with a 2:1 match to specific strategic partners or cause areas (4%) (n=136).	Three out of four companies made a 1:1 match. Another common approach (9%) is to match 5:1 of every dollar contributed by employees (n=67).	The median match in 2017 was $10 per hour volunteered (n=72).	90% of companies offered a 1:1 match.
Caps	The median cap was $5,000 per employee, sometimes with a higher cap depending on whether employees served on a nonprofit board or on the employee level (n=137).	The median cap was $5,000 per employee (n=45).	The most common Dollars for Doers cap was $1,000 per employee.	Annual caps were most commonly cited as $5,000 per employee.
Employee Choice	Among companies giving predominantly through a Year-Round Policy, 38% targeted matches to predetermined strategic partners or cause areas (n=100).	Among companies giving predominantly through a Workplace-Giving Campaign, 66% targeted matches to predetermined strategic partners or cause areas (n=50).	Among companies matching predominantly through Dollars for Doers programs, 50% targeted matches to predetermined strategic partners or cause areas (n=8).	Among companies giving predominantly though a Disaster Relief program, 56% targeted predetermined partners.

FIGURE 9

Percentage of Companies Offering Matching Gifts, 2017



EMPLOYEE FACTOR: MATCHING GIFTS *continued*

MATCHING GIFTS BY INDUSTRY

In 2017, 92% of companies offered at least one matching-gift program, and seven out of ten companies offered at least two matching-gift programs (N=184). The average number of matching gift programs was 2.4.

Technology companies used the highest proportion of total cash for matching-gift contributions (25.9%). All surveyed Energy and Utilities companies offered matching-gift programs to their employees in 2017. Utilities companies also had a higher average number of offered matching-gift programs than any other industry (3.3). By contrast, Utilities companies historically had the lowest proportion of cash disbursed as matching gifts. The Communications industry contributed twice as much median monetary value for matching gifts as any other industry ($4.34 million) in 2017.

YEAR-OVER-YEAR CHANGES

The median dollar contribution adjusted for inflation for each program type changed between 2015 and 2017 by the following rates (including only companies providing each program type in each year):

- Year-Round Policy: -2% (n=93)
- Workplace-Giving Campaigns: -9% (n=54)
- Dollars for Doers: +20% (n=67)
- Disaster Relief: +162% (n=22)

The monetary share of Disaster Relief among all matching-gift programs also increased by 5 percentage points, mostly at the expense of Workplace-Giving Campaigns, which decreased their share by 4 percentage points between 2015 and 2017. In terms of the matched dollar amount, the median amount (adjusted by inflation) of matching gifts increased by 11%, from $1.73 million in 2015 to $1.91 million in 2017. The growth rate of median matching gifts as a percentage of total cash giving decreased by 1.8 percentage points, from 12.4% in 2015 to 10.6% in 2017 in a matched set of 139 companies. The top quartile of this ratio increased slightly in the same period from 18.9% in 2015 to 21.2% in 2017.

OPEN OR LIMITED

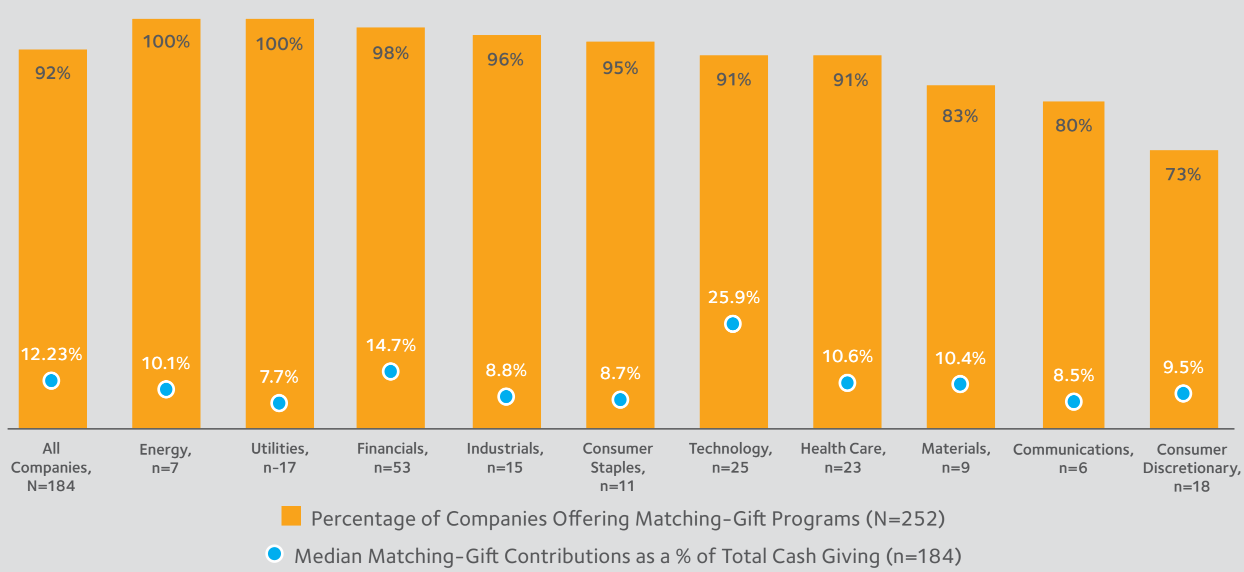
An open matching-gift program is one in which a company matches employee donations to any nonprofit recipient (55% of companies in 2017).

Companies can also limit their matching-gift programs based on type/number of nonprofits or number of programs. Among the companies that limit their matching-gift programs (45% of companies in 2017), 15% limited them to educational institutions, 42% limited them to organizations within selected cause areas, and 43% limited them to a specific list of nonprofit organizations.

Companies with open programs allocated more monetary resources in terms of median matching gifts than companies with limited programs: $2.36 million and $1.39 in 2017 respectively. The proportion of companies offering open programs increased between 2015 and 2017 from 51% to 55% of companies.

FIGURE 10

Percentage of Companies Offering Matching Gifts and Median Matching-Gift Contributions as a Percentage of Total Cash Giving, Industry Breakdown, 2017



EMPLOYEE FACTOR: PHILANTHROPIC LEVERAGE

NON-COMPANY CONTRIBUTIONS

The *Giving in Numbers* Survey collects data on the monetary funds that employees and non-employees (e.g., customers, suppliers, and/or vendors) raised from formal campaigns meeting the following criteria:

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

PHILANTHROPIC LEVERAGE BY INDUSTRY

In 2017, the median Philanthropic Leverage dollar amount that employees and non-employees contributed in a sample of 135 companies ($2 million) was almost the same median of non-cash giving in a sample of 162 companies ($2.6 million). Interestingly, in 2017, the Consumer Discretionary industry had the highest median Philanthropic Leverage. This industry relied less on the proportion of Philanthropic Leverage that came from employees compared to all companies (67% and 84% of all Philanthropic Leverage respectively), maybe due to having one of the highest employee volunteer participation rates across industries and cause marketing targeted towards consumers.

Industry	Median Philanthropic Leverage, 2017 (in US$ Millions)
All Companies, N=135	$2.0
Consumer Discretionary, n=14	$11.9
Consumer Staples, n=10	$3.4
Industrials, n=13	$2.0
Financials, n=40	$1.6
Health Care, n=15	$1.3
Technology, n=16	$1.2
Materials, n=5	$1.1
Utilities, n=15	$1.1

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

YEAR-OVER-YEAR TRENDS

Average Philanthropic Leverage (adjusted by inflation) of a matched set of 88 companies slightly increased (2%) in the last three years, from $9.6 million in 2015 to $9.8 million in 2017.

Customers/consumers had a leading role in maintaining slightly higher levels of Philanthropic Leverage that sought to contribute to end-recipients that may align better with those non-employee groups. Average Philanthropic Leverage from non-employees in this three-year matched set increased by 11%, from $23.6 million in 2015 to $26.2 in 2017. By contrast, the average monetary contributions from employees' payroll deductions decreased by 15%, from $4.3 million in 2015 to $3.6 million in 2017. Other monetary contributions from employees remained steady between 2015 and 2017 (approximately $3.6 million in both years). This finding is also consistent in terms of the evolution of the share of all of these types of monetary contributions from total Philanthropic Leverage: employees' payroll deductions went from representing 54% of all Philanthropic Leverage in 2015 to 49% in 2017.

FIGURE 11

Philanthropic Leverage: Money Raised from Corporate Fundraising Campaigns, 2017

MONEY RAISED FROM NON-EMPLOYEES		Median	Top Quartile
Total Marketing/Administrative Dollars Spent	n=18	$67,500	$358,250
Total Dollar Amount Generated for Nonprofit Partners	n=41	$876,207	$3,352,745
MONEY RAISED FROM EMPLOYEES			
Total Dollar Amount Raised from Employee Payroll Deductions	n=105	$1,295,059	$3,634,891
Total Dollar Amount Raised from Employee Contributions	n=106	$806,852	$2,046,837
Number of Nonprofit Partners Supported	n=103	1,000	2,883

OPERATIONS: CONTRIBUTIONS STAFFING TRENDS

DEFINING ROLES

The most commonly reported survey respondent titles among Full-Time Equivalent (FTE) contributions staff in 2017 were:

- Manager – Any type (38%)
- Director – Any type (21%)
- Vice President – Any type (15%)
- Specialist (7%)
- Head of Unit (4%)
- Analyst – Any type (3%)
- Coordinator – Any type (2%)
- Consultant (2%)
- Other (8%)

Some of the most common types/levels of managers are:

- Senior Manager
- Grants Manager
- Community/Corporate Giving Manager
- Financial Manager

Giving in Numbers defines FTE contributions staff as employees who oversee, manage, or directly administer corporate/foundation giving, and/or employee volunteering. (See page 46 for a more complete definition.)

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

WHERE DO FTES SIT?

The most common departments respondents reported to in 2017 were:

- Corporate Social Responsibility (CSR)/ Citizenship/Sustainability (17% of respondents)
- Communications/Marketing (16% of respondents)
- External/Public/Corporate Affairs (16% of respondents)
- Giving/Foundation/Philanthropy (12% of respondents)
- Human Resources (12% of respondents)
- Community Affairs/Relations (6% of respondents)
- Admin/Finance/Legal (6% of respondents)

In 2017, respondents reporting to a Giving/ Foundation/Philanthropy department invested the largest giving budgets as a percentage of revenue (0.18%) and were the second-largest departments in terms of median FTEs (12). CSR/Citizenship/ Sustainability departments had the second-highest median of total giving as a percentage of revenues (0.14%) and were the largest in terms of percentage of respondents.

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

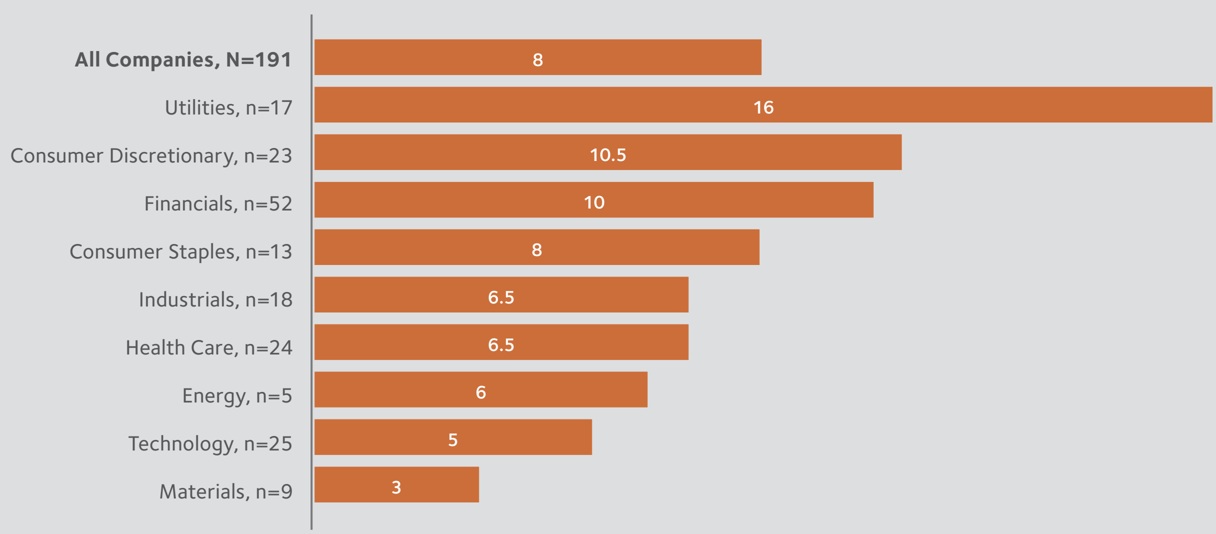
GROWTH AND RESILIENCY OF CONTRIBUTIONS TEAMS

Companies in the *Giving in Numbers* Survey are increasingly recognizing the importance of the role that contributions teams play as part of their community involvement efforts. Aggregating the size of teams reveals that the contributions team workforce increased by 15% between 2013 and 2017. Increases in FTEs for the same period occurred in 57% of companies (N=118). By contrast, aggregating overall employee headcount of the same companies shows a more moderate increase of 4% during the same timeframe.

For companies who saw a decrease in their overall employee headcount between 2013 and 2017 (n=54), nearly half of them (46%) reported increased contributions team sizes. This suggests that, even within companies with overall headcount reductions in the past five years, there is substantial resiliency in the societal engagement function.

FIGURE 12

Median Number of Contributions Full-Time Equivalents (FTEs), Industry Breakdown, 2017



Note: Communications is excluded due to low sample size.

OPERATIONS: CONTRIBUTIONS STAFFING TRENDS *continued*

MORE RESOURCES, MORE FTES

In 2017, companies that had larger total giving had larger teams. For instance, companies that had total giving contributions over $100 million had a median of 19 FTEs, followed closely by companies that had total contributions between $50 and $100 million (median of 18 FTEs).

Larger corporations, in terms of their annual revenues, tend to require larger contributions teams also to manage potentially larger budgets. For instance, companies with annual revenues under $5 billion have median FTEs of 3, whereas companies with annual revenues over $100 billion have median FTEs of 15.

Figure 13 illustrates how companies that gave higher cash contributions typically had larger contributions teams in the last three years.

MORE FTES FOR BEST PRACTICES

Larger resource management also requires larger contributions teams. Companies in the top quartile in terms of grant size also had a larger median of FTEs (9 contributions staff team members) versus all other companies with smaller grants (7 contributions staff team members). Companies that CECP defines as bold movers (companies in the top quartile of allocation of total giving into their strategic program) also required larger contributions staff teams (median of 8.5 FTEs), compared to all other companies (median of 7 FTEs). Higher volunteer participation rates also seemed to be positively interconnected by larger teams: companies in the top quartile of volunteer participation rate also had a larger median of FTEs (10) compared to the median of FTEs of all other companies with lower volunteer participation rates (7).

GRANTMAKING TRENDS

As reviewed on page 11, grantmakers wrote fewer grants with larger amounts to fewer recipients per FTE grantmaker (-27%) between 2015 and 2017.

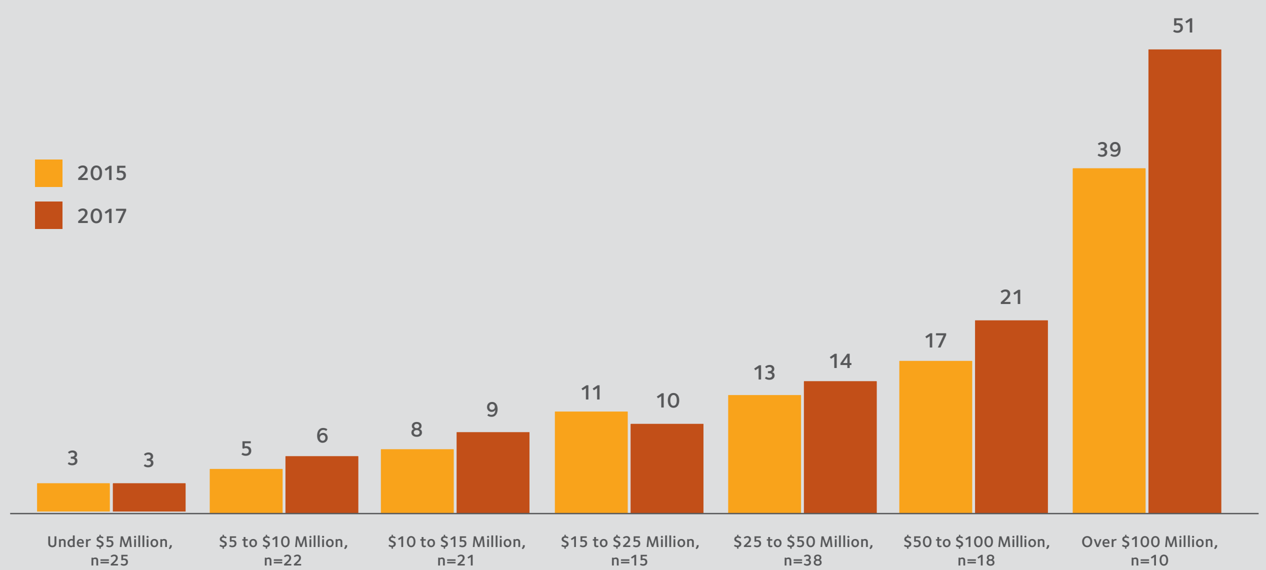
In 2017, each contributions FTE worked with a median of 38 recipient organizations, although results vary by industry.

Industry	Median # of Recipient Organizations per Grantmaker FTE
Industrials, n=13	118
Materials, n=8	77
Utilities, n=13	74
Energy, n=5	56
Consumer Staples, n=7	44
Health Care, n=21	36
Consumer Discretionary, n=19	36
Technology, n=18	24
Financials, n=41	19

Note: Communications companies are excluded due to small sample size.

FIGURE 13

Corporate Contributions FTEs by 2017 Cash Contribution Tier, 2015 to 2017



OPERATIONS: FOUNDATIONS

CURRENT FOUNDATION TRENDS

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

In 2017, 77% of companies had a corporate foundation (N=252). In a three-year matched set of companies, there was an increase in the percentage of companies reporting having a foundation—from 77% in 2015 to 80% in 2017 (although as we saw on page 14 this doesn't necessarily imply that foundation cash increased at the same pace as direct cash).

Among companies that reported making contributions from a foundation in 2017, the median amount of foundation cash giving was $7.2 million. On average, foundation cash represented 34% of total giving across the board in 2017. (See page 14 for more on giving by funding type.) The Utilities industry had the highest proportion of companies reporting having a Foundation/Trust (95%) and was also the industry, along with Financials, that had the highest share of foundation cash from total giving in 2017 (42%).

FOUNDATION STAFF

In terms of foundation FTEs, the median team size of foundation staff in 2017 was three, compared to corporate staff that had a median of five staff members. Foundation staff members handle more total cash per FTE than their corporate counterparts. Median total cash giving per foundation staff in 2017 was $1.8 million and it was even higher among companies with foundation staff representing at least 80% of their total FTEs ($2.5 million). On the other side, corporate staff had a median total cash giving per FTE of $1.6 million in 2017. This difference perhaps comes from the fact that foundation FTEs may have more action range and independence than employees on the corporate side, although foundation FTEs have less of a margin with which to leverage the company's brand.

TYPES OF FOUNDATIONS

In 2017, respondents classified their foundation structures as follows:

FOUNDATION CLASSIFICATION	Percentage of Companies by Type of Foundation (N=186)	Median Transfer Amount (in US$ Millions)
Predominately Pass-Through	44%	$12.4
Predominately Endowed	20%	$15.0
Hybrid	19%	$10.0
Other	10%	$2.0
Operating	6%	$5.5

This shows that most companies report having a predominately pass-through foundation, followed by predominately endowed foundations, which operate better through a self-sustaining asset base maintained by investment revenues.

FIGURE 14

Key Metrics on Foundations, 2017

INDUSTRY	Percentage of Companies that have a Foundation/Trust	Share of Foundation Cash from Total Cash among Companies with a Foundation/Trust (Average)	Median Foundation Cash among Companies with a Foundation/Trust (US$ Millions)
All Companies, n=252	77%	50%	$7.2
Communications, n=10	70%	23%	$9.1
Consumer Discretionary, n=26	77%	56%	$5.3
Consumer Staples, n=22	68%	49%	$9.4
Energy, n=9	33%	25%	NA
Financials, n=65	78%	53%	$9.3
Health Care, n=32	88%	43%	$11.5
Industrials, n=23	74%	54%	$9.6
Materials, n=12	83%	51%	$4.6
Technology, n=34	74%	55%	$3.3
Utilities, n=19	95%	46%	$6.4

OPERATIONS: MANAGEMENT AND PROGRAM COSTS

GRANTMAKING COSTS

In 2017, the median management and program costs were the equivalent of 5.8% of a company's total giving and 7.8% of a company's total cash contributions (n=39).

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

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

These costs are not included in total giving and full descriptions can be found in CECP's Valuation Guide.

YEAR-OVER-YEAR TRENDS

Median ratios of management and program costs as a percentage of total cash contributions in a matched set of 18 companies decreased between 2015 and 2017:

- 2015: 10.7%
- 2016: 8.1%
- 2017: 8.1%

Median management and program costs for the matched set of companies participating in this study (n=18) decreased by 31% between 2015 and 2017 (adjusting by inflation) from $2.1 million to $1.4 million, respectively. The general decline in management and program costs may be due to the need among corporate grantmaking teams to reduce operating costs rather than contributions budgets.

OVERALL TRENDS

The ratio of management and program costs as a percentage of total cash contributions tended to be higher among the highest total cash giving tier (over $100 million), and also among companies in the highest revenue tier (over $100 billion), maybe due to the fact that companies with higher revenues also have higher contributions that may also yield more complexity when managing grants and programs.

Median management and program costs for Service companies were higher in 2017 than for Manufacturing companies ($900,000 and $625,000, respectively). When analyzing industries with enough sample size, the Financials industry showed the highest median of management and program costs in 2017:

Industry	Median, Management and Program Costs (in US$ Millions), 2017
Financials, n=10	$1.5
Consumer Discretionary, n=5	$1.2
Health Care, n=6	$0.6
Technology, n=5	$0.6

Note: Communications, Consumer Staples, Industrials, Materials, and Utilities were not included due to small sample size.

FIGURE 15

Management and Program Costs Metrics, Comparison of Companies that Reported Having a Foundation/Trust and Those Without a Foundation/Trust

	Foundation	Without a Foundation
Management and Program Costs (Median, US$ Millions)	$4.9	$0.5
Management and Program Costs as a % of Total Cash Giving (Median, US$ Millions)	18.1%	4.5%
Management and Program Costs per Full-Time Equivalent (Median)	$310,635	$82,820

N=39

Global Giving

This section presents the latest trends in terms of corporate giving and employee engagement internationally for North American companies (U.S. and Canada) and also how contributions from North American companies are allocated internationally.

KEY FINDINGS IN THIS SECTION:

- Two out of three companies gave internationally, with those that did typically allocating 21% of total giving to international giving.
- Disaster Relief, Community and Economic Development, and Environment in particular had a higher share of international giving, compared to overall total giving levels.
- Paid-Release Time was the domestic volunteer program most offered among Asian and European companies, while Company-Wide Day of Service was the most offered one among African and Latin American companies. Asia is the region with the highest employee volunteer participation rate.

GLOBAL GIVING: INTERNATIONAL GIVING

INTERNATIONAL GIVING MEDIANS

On average, $2 million out of every $10 million was given internationally in 2017 among companies that offered giving to international end-recipients. In order to be in the top quartile, companies had to allocate 30% of their total giving to international end-recipients.

In 2017, 89% of responding companies were based in the United States (N=252). Although the share of total giving across the board was smaller for the Middle East and Africa, the median total giving spent in that region was the highest:

- Middle East and Africa: $1.29 million
- Asia and the Pacific: $1.21 million
- Europe: $980,000
- Latin America and the Caribbean: $645,000

Regional share of total giving in 2017 was:

- Asia and the Pacific: 10%
- Europe: 9%
- Latin America and the Caribbean: 4%
- Middle East and Africa: 4%

INDUSTRY TRENDS

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

- All Companies (N=115): 21%
- Materials (n=8): 30%
- Technology (n=21): 30%
- Energy (n=4): 25%
- Financials (n=28): 23%
- Health Care (n=12): 22%
- Consumer Discretionary (n=9): 16%
- Consumer Staples (n=12): 14%
- Industrials (n=14): 12%
- Communications (n=4): 4%

Note: Utilities were excluded due to small sample size.

Although the sample size makes it difficult to draw conclusions about the Utilities industry this year, we know from past trends that typically the Utilities industry has the lowest allocation of international giving from total giving given their local footprint to serve the communities where they operate.

REGIONAL HIGHLIGHTS

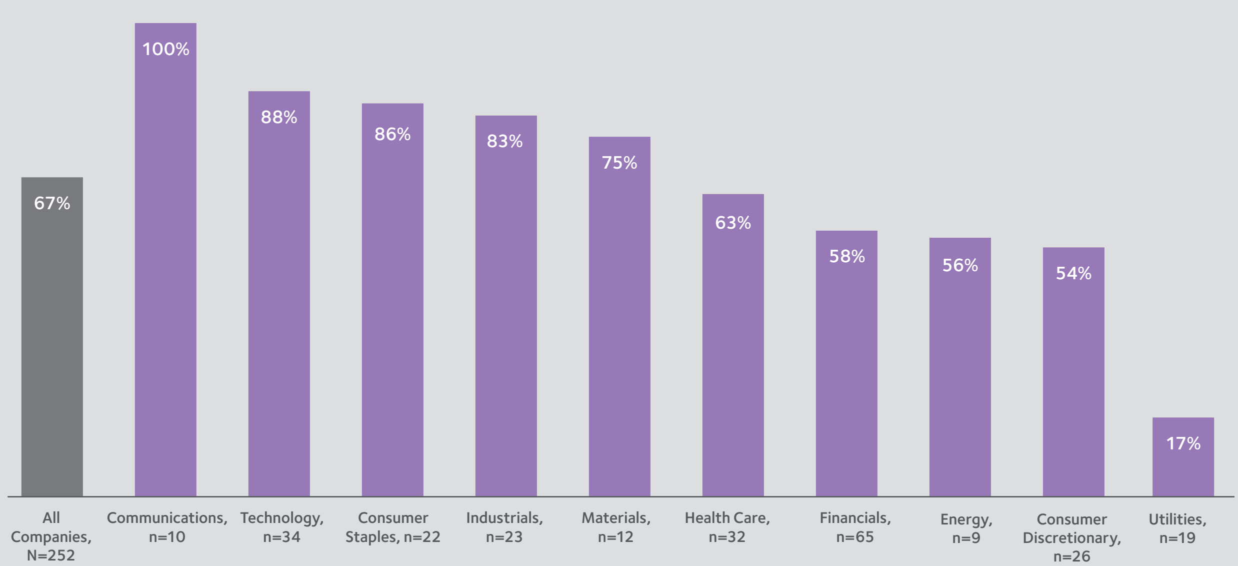
In 2017, Consumer Staples had the highest median international giving across industries despite that their average proportion of international giving from total giving is not as high as that in other industries. This may be due to their having higher total giving budgets. Manufacturing companies had a higher median of international giving ($3 million) compared to Service companies ($1.8 million), maybe due in part to a larger global presence.

Industry	Median International Giving (in US $ Millions)
Consumer Staples, n=12	5,635,228
Energy, n=4	4,881,622
Health Care, n=12	4,171,609
Communications, n=4	3,324,039
Materials, n=8	2,463,613
Financials, n=28	1,992,007
Technology, n=21	1,800,000
Consumer Discretionary, n=9	1,505,608
Industrials, n=13	969,555

Note: Utilities were excluded due to small sample size.

FIGURE 16

Percentage of Companies that Contributed to International End-Recipients, 2017



YEAR-OVER-YEAR CHANGES

Two out of three companies gave internationally in 2017. This percentage hasn't changed in a three-year matched set of companies that reported whether they contributed internationally or not (67% in 2015-2017). However, among companies that gave internationally in 2017, median international contributions (adjusted for inflation) decreased between 2015 and 2017: the median went from $3.6 million in 2015 to $2.4 million in 2017 (N=78). Health Care was the only industry that increased its median total giving (+57% between 2015 and 2017); by contrast, Financials decreased -53%. Interestingly, although a smaller percentage of Manufacturing companies (51%) compared to Service companies (62%) reduced their international giving (adjusted by inflation), the percentage decrease of Manufacturing's median international giving was higher than that of Service companies. Median international giving decreased by 26% among Manufacturing companies compared to only 2% among Service companies between 2015 and 2017. Fifty-six percent of companies decreased international giving between 2015 and 2017 in this three-year matched set. This decrease was higher among Service companies: 62% decreased their international giving.

CENTRALIZATION AT HEADQUARTERS

When companies use intermediaries for international giving, they use them a lot: on average, for almost half of their global giving. In 2017, companies were asked to estimate the percentage of their giving to international end-recipients that went through philanthropic intermediaries. Among companies that reported using intermediaries to deliver their international giving (N=49), the average percentage of international giving disbursed through intermediaries was 46%.

In 2017, business decisions such as defining contribution budgets, setting funding-priority causes, and determining data tracking and reporting were topics still reserved mainly for headquarters. When it comes to selecting and approving grantees/recipients, regional offices seem to be more suited to implementing their local knowledge to support headquarters' decisions. The use of philanthropic intermediaries was higher among centralized companies when it came to deciding priority cause areas compared to any other decision and level of centralization (see page 46 for definition of centralization).

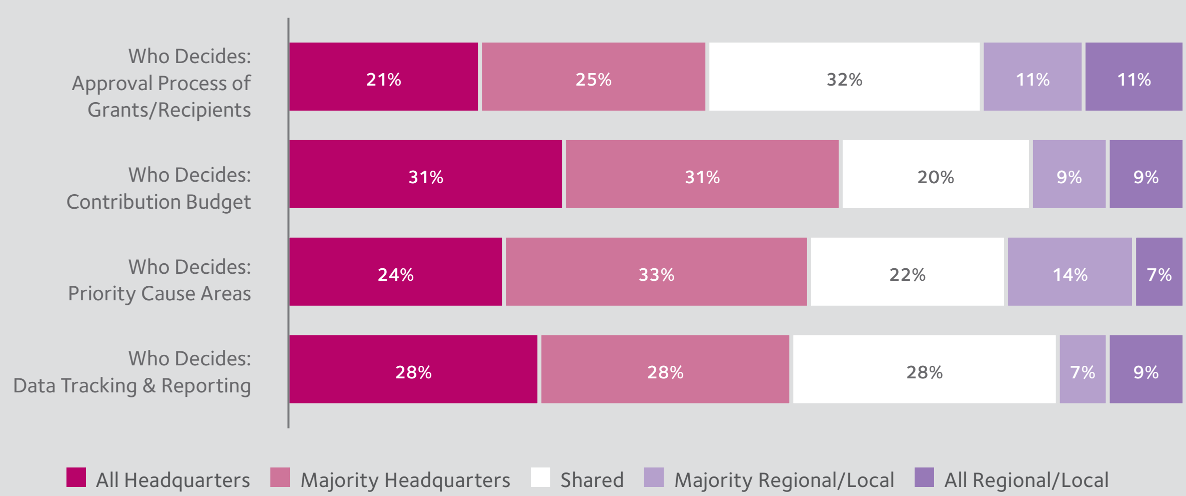
INTERNATIONAL PROGRAM TYPE

Internationally, four program areas stood out. Given the frequent occurrence of natural disasters around the globe, International Disaster Relief had a higher share of international giving, compared to overall total giving levels. Across the board Disaster Relief represented 6% of total giving, which is higher than typical allotment percentages, but internationally it represented 10% of giving to international end-recipients. Other program areas with a higher international allocation compared with total giving are Health and Social Services, Community and Economic Development, and Environment. The table below shows the average breakdown by program area of international-giving portfolios.

International Giving, Program Area Breakdown, Average Percentages, 2017, N=91	
Health & Social Services	32%
Community & Economic Development	17%
Education: K-12	17%
Disaster Relief	10%
Education: Higher	8%
Other	6%
Environment	5%
Civic & Public Affairs	2%
Culture & Arts	2%

FIGURE 17

Breakdown of Companies by Where International Giving Decisions are Made, 2017



N=137

GLOBAL GIVING: GIVING AROUND THE GLOBE

Companies Outside of North America

TOTAL GIVING

Companies headquartered outside of North America had lower levels of median total giving in 2017 ($4.3 million). The region with the highest median total giving in 2017 was Europe ($12.4 million). Europe and Latin America are the regions with the highest share of non-cash contributions. Latin America is the region that relies most heavily on a foundation model: foundation cash share of total giving was the highest among all regions (37%) and all reporting companies in this region stated they have a foundation/trust.

Total Giving Breakdown, Average Percentages, 2017	Direct Cash	Foundation Cash	Non-Cash
Africa, n=18	61%	37%	2%
Asia, n=18	79%	13%	8%
Europe, n=31	66%	22%	12%
Latin America, n=6	52%	37%	11%

EMPLOYEE ENGAGEMENT

Matching-gift program offerings also differ from those among North American companies, nine out of ten of which offer them. In Asia and Latin America, two out of three companies offer matching-gift programs to their employees, half of European companies offer them, and only 28% of African companies offer them. Asian employees seem to participate more in volunteering opportunities than their counterparts: the average volunteer participation rate in Asia in 2017 was 56%, while it was in the low twenties for all other regions. Paid-Release Time was the domestic volunteer program most offered in Asia and Europe, while Company-Wide Day of Service was the most offered one in Africa and Latin America. Also worth mentioning is that the region with the most offerings of Pro Bono Service programs to their domestic employees was Asia, with half of Asian companies offering this type of volunteer program.

INTERNATIONAL GIVING

There are also regional variations in terms of giving to international end-recipients. Asia and Europe had a similar percentage of companies making contributions to international end-recipients (61% and 58%, respectively). This contrasts with Latin America and Africa, which have a more local focus: only 33% and 17%, respectively, in these regions stated that they make international contributions.

Paid-Release Time was the volunteer program most offered among international employees in all regions, with the exception of certain African companies that reported not offering any international volunteer program in 2017.

Region	Percentage of Companies Offering Paid-Release Time to International Employees, 2017
Africa, n=15	0%
Asia, n=16	44%
Europe, n=16	50%
Latin America, n=6	33%

FIGURE 18

Corporate Societal Engagement Metrics by Geographic Region, 2017

REGION	Average Volunteer Participation Rate (%)	Median Total Giving per Employee (in US$)	Median Team Size (Full-Time Equivalents)	Percentage of Companies that offer Matching-Gift Programs	Median Total Giving as a % of Revenue	Percentage of Companies Making Contributions to International End-Recipients
Africa	23%	$66	6	28%	0.03%	17%
Asia	56%	$656	8	67%	0.07%	61%
Europe	21%	$350	6.5	52%	0.11%	58%
Latin America and the Caribbean	19%	NA	11	67%	0.21%	33%

GLOBAL GIVING: GIVING AROUND THE GLOBE *continued*

North American Companies

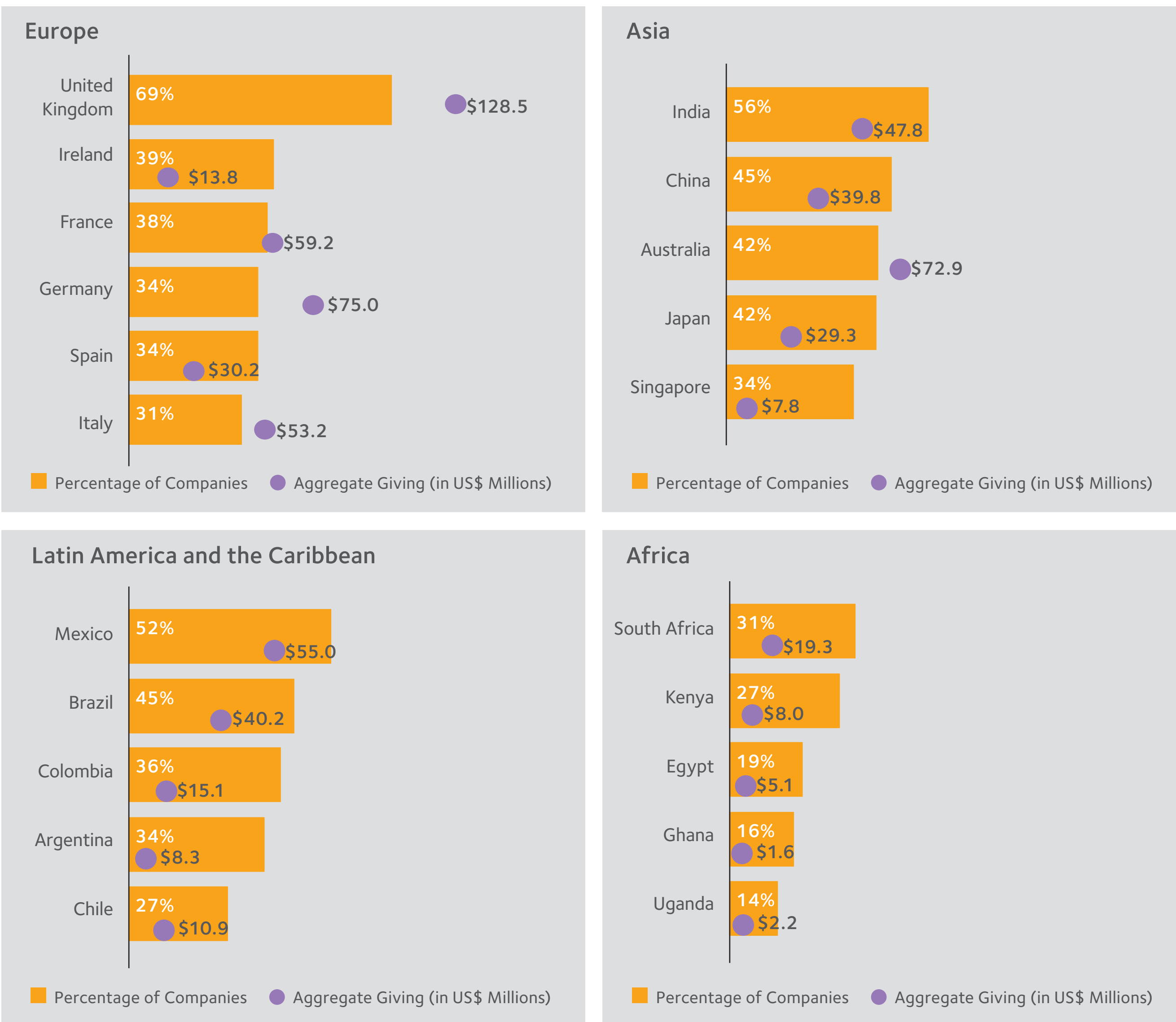
NORTH AMERICAN GLOBAL INVESTMENT

North American companies had a median of ten countries in their geographic giving portfolios. The scope of international contributions was extensive: the subset of 64 North American companies that participated in *Giving in Numbers* covered a total of 189 recipient countries (just four fewer than the total number of United Nations members).

The figures below 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 19 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 Spain) along with Ireland. Ireland has become an important investment and IT hub for companies from all over the world, given investment incentives and the recent decision of the United Kingdom to exit from the European Union. India and China continue to be the main destination of international contributions from North American companies, a trend that is aligned with the size of their Gross Domestic Product (GDP). The most developed economies (in terms of GDP and capacity-building to self-sustain societal investment) continued to be the main destination of North American international contributions in all other regions.

FIGURE 19

North American International Engagement, Top Recipients by Region



Measuring Societal Investments

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

KEY FINDINGS IN THIS SECTION:

- Measurement of societal outcomes and/or impacts is on the rise.
- Companies continue to be strategic in terms of their societal outcomes measurement.
- Measurement of the business results of employee engagement continues to increase, propelling contributions expansion as well as employee volunteer participation rates.

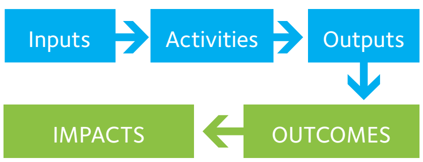
LEVELS OF MEASUREMENT

GROWING MEASUREMENT AND EVALUATION

In 2017, 89% (N=252) of surveyed companies measured the outcomes and/or impacts on at least one grant.

Compared to three years ago, more companies are measuring societal outcomes and/or impacts today: Within a three-year matched set, 81% measured outcomes and/or impacts in 2015 compared to 84% in 2017 (n=163).

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



STRATEGIC MEASUREMENT

Companies continue showing bold moves in terms of measurement. They continue to focus their resources in key areas of interest, which can be reflected in the increase in terms of the proportion of companies that measure societal outcomes and/or impacts on their strategic programs: 36% of companies in 2015 compared to 42% of the same set of companies in 2017 (n=117). Typically, companies that measured societal outcomes and/or impacts on all their grants also had fewer nonprofit partners and approved fewer grants in their portfolio (median of 95 and 85, respectively), compared to companies that measured outcomes and/or impacts on only select grants that in 2017 had a nonprofit partners median of 541 and approved a median of 397 grants.

MEASUREMENT BENCHMARKING

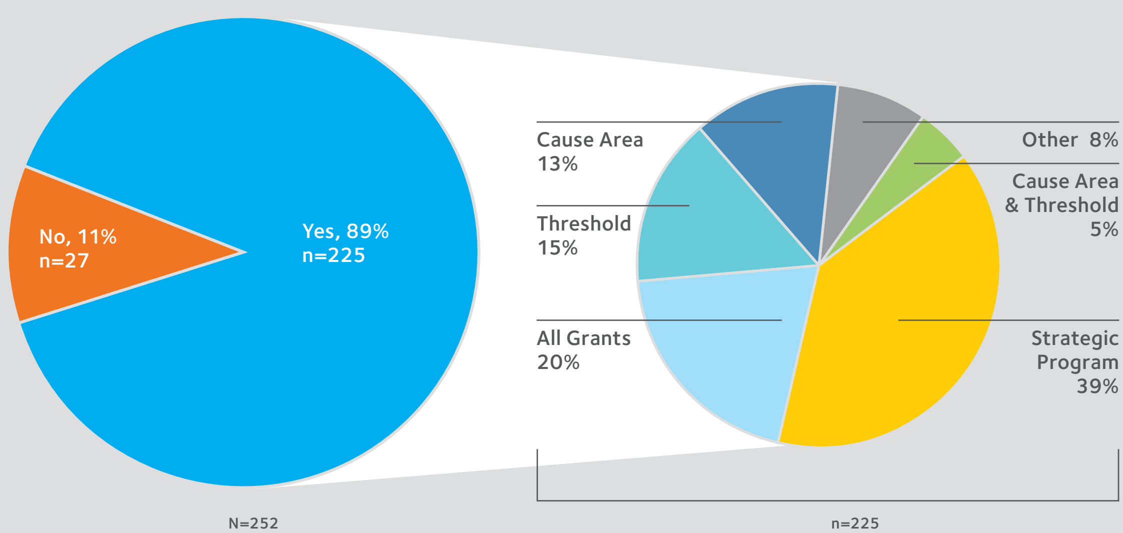
Most companies use external tools to measure their signature programs. Only 20% of companies have developed an internal, entirely in-house resource to evaluate strategic grants, 24% have developed an internal tool that has been informed by an external resource to evaluate strategic grants. On the other side, over half of companies (56%) have worked with external partners to measure their societal outcomes and/or impacts, either through grantees, consulting firms, research institutions, universities, and/or publicly available data*.

When respondents were asked which entities they view as leading examples of measurement and evaluation, companies reinforced the idea of using nonprofits in the CSR field to benchmark their strategic giving programs, other peer companies' annual reports (especially the ones with long-standing tradition and history in the philanthropic field), global frameworks like the UN's SDGs to track impact, third-party resources like foundations councils/associations, and others.

**Note: Options of resources used to measure the societal outcomes and/or impacts of a company's strategic program are not mutually exclusive.*

FIGURE 20

Percentage of Companies that Measure Societal Outcomes and/or Impacts and Scope of Measurement, 2017



MEASUREMENT OF BUSINESS VALUE

MEASURING BUSINESS VALUE

Although most companies measured their social outcomes and/or impacts, there is still a gap in measuring the business value of employee engagement programs. In 2017, 30% of respondent companies measured the business value of corporate volunteer programs. Examples from respondents include the impact among the communities that companies serve, brand recognition, volunteer and job satisfaction, skill development, and increase in networking opportunities among employees who volunteer. These programs help attract candidates, retain committed employees, and improve the recruitment process. Commonly cited tools that companies use to measure these aspects include Return on Investment (ROI) trackers, employee-satisfaction surveys, tracking employee engagement changes in metrics (e.g., employees' sense of purpose, loyalty, pride in the company), rating of volunteer activities, correlation between business and employee engagement metrics, and performance between employees who volunteer and those who don't.

BUSINESS VALUE CREATION

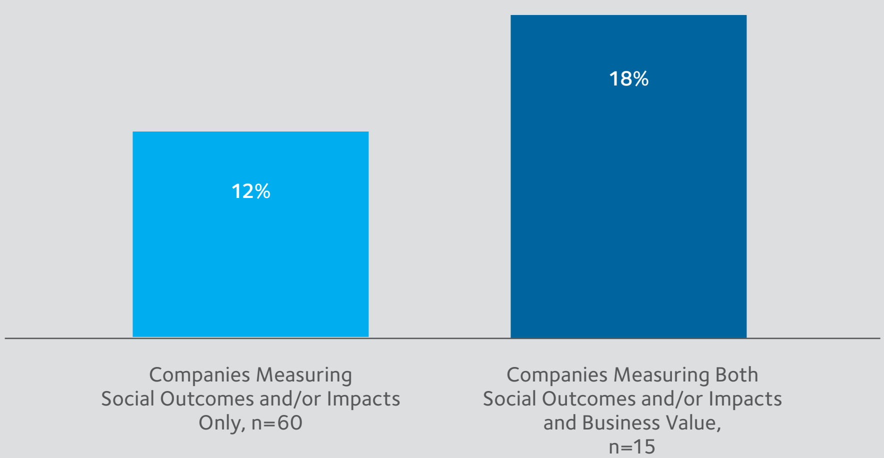
More and more, companies recognize how important it is to assess how their employee engagement programs affect several dimensions in the business. The percentage of companies measuring the business value of their employee engagement practices has increased by 5 percentage points between 2015 and 2017 in a matched set of companies, from 28% to 33% respectively. Companies that were able to measure the result of their employee engagement activities may have a better understanding of how to maximize and channel their societal contributions. As shown in Figure 21 below, companies that measured both their societal outcomes and/or impacts as well as their business value increased total giving between 2015 and 2017 more than their counterparts that measured only societal outcomes and/or impacts but not the business value of their employee engagement practices.

MEASURING BUSINESS VALUE LEADING TO BUSINESS GROWTH

Companies that have been able to make a strong business case by measuring the social results and also the business value of their volunteering efforts attained a higher commitment in terms of contributions and a higher volunteer participation rate among their employees. In 2017, companies that measured both social outcomes and the business value of employee engagement not only proliferated their giving as explained in the previous column but also attained a higher absolute median value of total giving in 2017 ($25 million) compared to companies that measured only social outcomes ($23 million). But being able to internally increase contributions was not the only benefit of implementing both types of measurement: companies that measured both societal outcomes and the business value of employee engagement also had a higher average volunteer participation rate among their employees (35%), compared to all other companies that measure only social outcomes (26%). This difference was statistically significant at a significance level of 0.05.

FIGURE 21

Percentage Change in Total Giving Between 2015 and 2017 (adjusted by inflation)



MEASUREMENT RESOURCES

RESOURCING MEASUREMENT

Measurement and evaluation responsibilities are pretty much distributed among team members. When it comes to staff members' responsibilities, three out of four companies stated that their teams typically approach resourcing measurement and evaluation by distributing this responsibility partially among all or select team members. When the measurement and evaluation responsibilities are more distributed, the median contributions team size was nine, higher than at companies where at least one FTE was fully responsible for measurement and evaluation. Only 14% of companies stated they have at least one team member fully responsible for measurement and evaluation, and the median contributions team size among these companies was lower than that among companies with more spread-out measurement and evaluation responsibilities: the median FTE team size was five. A lower median number of FTEs when at least one staff member is fully responsible seems to be aligned with the fact that companies would need to distribute responsibilities among fewer people who would be more focused on measurement efforts.

COLLABORATION WITH GRANTEES

Being able to estimate or better assess the impact and outcomes of corporate societal investments requires working in collaboration with grantees. It seems necessary to work in alignment with recipient organizations to maximize the information they collect or already have firsthand. The data show that it is a common best practice to collaborate with grantee partners when selecting specific measurement output or outcome metrics: 77% of respondents confirmed that it was common or very common to have this collaborative measurement practice with grantees. It seems that when measurement collaborations occur more frequently, companies also require larger contribution staff teams to help with the more frequent interactions with recipients/grantees. The median contribution staff team size for companies with common or very common collaborative measurement practices with grantee partners was ten, compared to all other companies for whom the median contributions staff team size was seven.

DEVELOPING METRICS

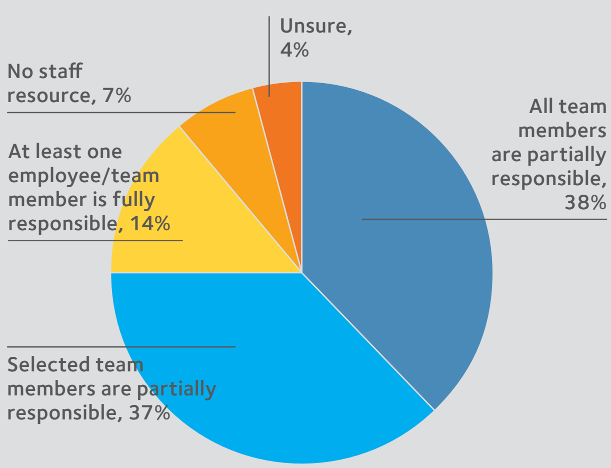
On page 11 we discussed how contributions allocation is managed in terms of strategic programs. As seen in the previous column, measurement of these programs requires the development of metrics, very often in collaboration with grantees.

Metrics to measure the outcomes and/or impact of these strategic programs aim to assess how different end-recipients' lives are touched. Some commonly mentioned target beneficiaries among these impact metrics range from individuals (e.g., youth, students, consumers/customers, mentors, parents, educators, households, farmers, species, children, teachers, underserved) to more collective organized entities such as nonprofits, organizations, businesses, schools, government, and communities.

The most commonly mentioned outcome terms among various causes include: financial literacy increase, scores and grades comparisons, professional skills development, attained degrees, jobs creation, health outcomes, educational tests achievements, nutrition improvement, environmental outcomes, distributed books, access to meals, reading proficiency, school enrollment, school attendance, and others.

FIGURE 22

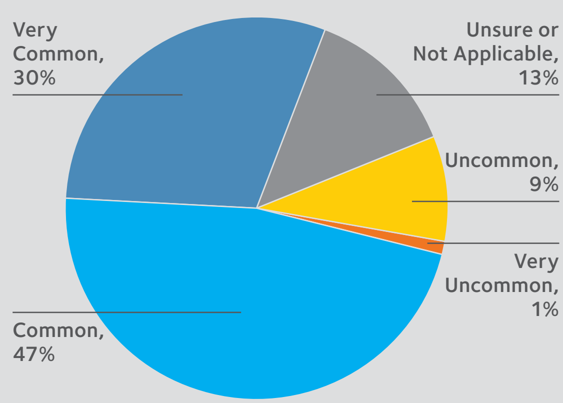
How are Measurement and Evaluation Responsibilities Distributed Across Your Team? Percentage of Companies, 2017



N=228

FIGURE 23

Collaboration with Grantee's Measurement and Evaluation, Percentages, 2017



N=225

Appendices

TOOLS FOR BENCHMARKING

USING THIS REPORT

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

This section of the report includes:

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

THE BENEFITS OF BENCHMARKING

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

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

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

STEP 2. Identify Internal Trends

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

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

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

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

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

STEP 3. Compare Against External Trends in the Report Findings

Use this template to compare against findings throughout this report.

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

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

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

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

STEP 4. Build External Comparisons from the Benchmarking Tables

The four benchmarking tables on pages 38 and 39 enable you to compare your company's total giving performance to others'. The tables are sorted by industry and revenue tiers. In these tables, 2017 revenue and pre-tax profit figures are used in all calculations. Medians and top quartiles are calculated on a column-by-column basis for each row; therefore, the data in each row are not necessarily from the same company.

KEY QUESTIONS TO ANSWER:

Total Giving (Line 7)

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

Giving Metrics (Lines 11-14)

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

YEAR-OVER-YEAR GIVING TEMPLATE

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

LINE #	CORPORATE FINANCIAL INFORMATION	2016	2017	Change	
1	Revenue	$	$	%	
2	Pre-Tax Profit	$	$	%	
3	Number of Employees			%	
	TOTAL GIVING				2017 BENCHMARK
4	Direct Cash	$	$	%	
5	Foundation Cash	$	$	%	
6	Non-Cash	$	$	%	
7	TOTAL	$	$	%	
	EMPLOYEE ENGAGEMENT				
8	Matching-Gift Contributions	$	$	%	
9	Number of Volunteer Programs Offered			%	
10	Volunteer Participation Rate	%	%	%	
	GIVING METRICS				
11	Total Giving ÷ Revenue	%	%	%	
12	Total Giving ÷ Pre-Tax Profit	%	%	%	
13	Total Cash ÷ Revenue	%	%	%	
14	Matching Gifts ÷ Total Cash Giving	%	%	%	
	GIVING BY PROGRAM AREA				
15	Civic & Public Affairs	$	$	%	
16	Community & Economic Development	$	$	%	
17	Culture & Arts	$	$	%	
18	Disaster Relief	$	$	%	
19	Education: Higher	$	$	%	
20	Education: K-12	$	$	%	
21	Environment	$	$	%	
22	Health & Social Services	$	$	%	
23	Other	$	$	%	
24	TOTAL	$	$	%	
	GIVING BY GEOGRAPHY				
25	Domestic Giving	$	$	%	
26	International Giving	$	$	%	
27	TOTAL	$	$	%	
	MEASURING IMPACT				
28	Social Result from an Exemplary Employee Engagement Program				
29	Business Result from an Exemplary Signature Program				

2017 INDUSTRY BENCHMARKING TABLES

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

MEDIANS BY INDUSTRY

		Revenue		Pre-Tax Profit		
	Median Total Giving (in US$ Millions)	Median Total Giving as a % of Revenue	Median Total Cash Giving as a % of Revenue	Median Total Giving as a % of Pre-Tax Profit	Median Total Cash Giving as a % of Pre-Tax Profit	Median Matching Gifts as a % of Total Cash Giving
All Companies, n=252	19.21	0.12%	0.10%	0.87%	0.69%	12.23%
Fortune 100 Companies, n=67	63.12	0.12%	0.08%	0.88%	0.70%	15.47%
Communications, n=10	95.57	0.28%	0.11%	1.72%	0.67%	8.51%
Consumer Discretionary, n=26	17.48	0.10%	0.06%	0.81%	0.69%	9.51%
Consumer Staples, n=22	52.54	0.24%	0.09%	1.83%	0.58%	8.72%
Energy, n=9	19.05	0.10%	0.10%	0.88%	0.87%	10.07%
Financials, n=65	14.00	0.11%	0.10%	0.82%	1.20%	14.75%
Health Care, n=32	28.37	0.20%	0.08%	1.10%	0.65%	10.61%
Industrials, n=23	20.87	0.07%	0.07%	0.73%	0.58%	8.85%
Materials, n=12	5.99	0.08%	0.07%	1.16%	1.06%	10.45%
Technology, n=34	9.39	0.14%	0.11%	0.67%	0.45%	25.87%
Utilities, n=19	16.89	0.16%	0.15%	1.27%	1.00%	7.67%

TOP QUARTILE BY INDUSTRY

		Revenue		Pre-Tax Profit		
	Top Quartile Total Giving (in US$ Millions)	Top Quartile Total Giving as a % of Revenue	Top Quartile Total Cash Giving as a % of Revenue	Top Quartile Total Giving as a % of Pre-Tax Profit	Top Quartile Total Cash Giving as a % of Pre-Tax Profit	Top Quartile Matching Gifts as a % of Total Cash Giving
All Companies, n=252	55.32	0.22%	0.16%	1.82%	1.10%	21.31%
Fortune 100 Companies, n=67	169.42	0.24%	0.14%	1.89%	1.24%	20.60%
Communications, n=10	378.64	0.61%	0.18%	2.93%	0.89%	25.44%
Consumer Discretionary, n=26	38.38	0.18%	0.14%	1.24%	0.81%	19.06%
Consumer Staples, n=22	109.56	0.33%	0.15%	3.72%	1.82%	13.90%
Energy, n=9	33.93	0.13%	0.13%	3.64%	3.63%	20.59%
Financials, n=65	48.80	0.19%	0.19%	1.21%	0.80%	23.01%
Health Care, n=32	326.12	1.41%	0.23%	7.76%	1.44%	17.75%
Industrials, n=23	33.40	0.12%	0.09%	1.02%	0.81%	25.20%
Materials, n=12	45.95	0.17%	0.13%	2.06%	1.89%	20.43%
Technology, n=34	41.31	0.44%	0.17%	2.48%	0.78%	32.02%
Utilities, n=19	28.16	0.20%	0.18%	1.95%	1.86%	12.99%

Note: Companies with incomplete data for pre-tax profits 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.*

2017 REVENUE SIZE BENCHMARKING TABLES

Companies' 2017 financial information is pulled systematically from the Bloomberg database.

MEDIANS BY REVENUE SIZE	Median Total Giving (in US$ Millions)	Revenue		Pre-Tax Profit		Matching Gifts as a % of Total Cash Giving
		Median Total Giving as a % of Revenue	Median Total Cash Giving as a % of Revenue	Median Total Giving as a % of Pre-Tax Profit	Median Total Cash Giving as a % of Pre-Tax Profit	
All Companies, n=252	19.21	0.12%	0.10%	0.87%	0.69%	12.23%
Fortune 100 Companies, n=67	63.12	0.12%	0.08%	0.88%	0.70%	15.47%
Revenue > $100 bn, n=19	93.60	0.07%	0.05%	0.67%	0.56%	10.49%
$50 bn < Revenue < $100 bn, n=27	89.70	0.12%	0.08%	0.98%	0.61%	17.58%
$25 bn < Revenue <= $50 bn, n=43	39.01	0.12%	0.11%	0.95%	0.81%	14.75%
$15 bn < Revenue <= $25 bn, n=37	28.00	0.16%	0.11%	1.01%	0.75%	6.53%
$10 bn < Revenue <= $15 bn, n=33	13.20	0.10%	0.09%	0.84%	0.60%	10.46%
$5 bn < Revenue <= $10 bn, n=37	10.37	0.13%	0.10%	0.88%	0.65%	8.17%
Revenue <= $5 bn, n=33	4.12	0.13%	0.11%	0.77%	0.67%	13.90%

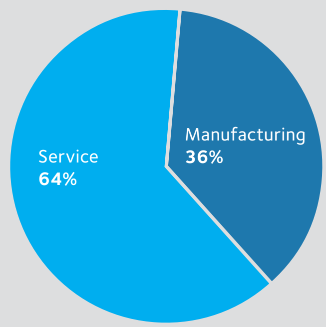
TOP QUARTILE BY REVENUE SIZE	Top Quartile Total Giving (in US$ Millions)	Revenue		Pre-Tax Profit		Top Quartile Matching Gifts as a % of Total Cash Giving
		Top Quartile Total Giving as a % of Revenue	Top Quartile Total Cash Giving as a % of Revenue	Top Quartile Total Giving as a % of Pre-Tax Profit	Top Quartile Total Cash Giving as a % of Pre-Tax Profit	
All Companies, n=252	55.32	0.22%	0.16%	1.82%	1.10%	21.31%
Fortune 100 Companies, n=67	169.42	0.24%	0.14%	1.89%	1.24%	20.60%
Revenue > $100 bn, n=19	199.81	0.20%	0.12%	1.60%	0.86%	20.30%
$50 bn < Revenue < $100 bn, n=27	217.67	0.30%	0.15%	1.88%	1.06%	23.25%
$25 bn < Revenue <= $50 bn, n=43	72.55	0.23%	0.16%	2.19%	1.40%	19.09%
$15 bn < Revenue <= $25 bn, n=37	55.79	0.26%	0.19%	1.95%	1.18%	21.06%
$10 bn < Revenue <= $15 bn, n=33	28.28	0.22%	0.17%	2.19%	1.76%	21.53%
$5 bn < Revenue <= $10 bn, n=37	15.87	0.24%	0.16%	1.79%	1.01%	21.00%
Revenue <= $5 bn, n=33	7.63	0.21%	0.16%	1.37%	1.32%	26.71%

Note: Companies with incomplete data for pre-tax profits 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 252.*

FISCAL YEAR 2017 SURVEY RESPONDENT PROFILE

TOTAL GIVING	Number of Companies
Over $100 Million	36
$50+ to $100 Million	34
$25+ to $50 Million	40
$15+ to $25 Million	28
$10+ to $15 Million	35
$5 to $10 Million	34
Under $5 Million	45

Giving: Total giving per company ranged from $600,000 to $2.72 billion. Median total giving in 2017 was $19.21 million.



Classification: Of the 252 survey respondents, there were more Service companies (162) than Manufacturing companies (90), reflecting the large number of participating Financials companies.

INDUSTRY	Number of Companies
Communications	10
Consumer Discretionary	26
Consumer Staples	22
Energy	9
Financials	65
Health Care	32
Industrials	23
Materials	12
Technology	34
Utilities	19

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

PRE-TAX PROFIT	Number of Companies
Over $10 Billion	27
$5+ to $10 Billion	31
$3+ to $5 Billion	35
$2+ to $3 Billion	26
$1+ to 2 Billion	42
$0 to $1 Billion	49
Under $0	10
Not Reported	32

Pre-Tax Profit: 2017 pre-tax profit ranged from losses to profit of $35.90 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 $2.24 billion.

REVENUE	Number of Companies
Over $100 Billion	20
$50+ to $100 Billion	27
$25+ to $50 Billion	42
$15+ to $25 Billion	37
$10+ to $15 Billion	33
$5 to $10 Billion	37
Under $5 Billion	33
Not Reported	23

Revenue: 2017 revenues for survey participants ranged from $1.23 billion to $500 billion. Privately held companies were not required to submit revenue data. The median revenue among participants was $17.1 billion.

NUMBER OF EMPLOYEES	Number of Companies
Over 100,000	43
50,001 to 100,000	43
30,001 to 50,000	34
20,001 to 30,000	17
10,000 to 20,000	49
Under 10,000	48
Not Reported	18

Employees: The total number of employees at participating companies ranged from 84 to 2.3 million. The median number of employees in the 2017 sample was 32,000.

RESPONDENT LISTING BY INDUSTRY

252 companies, listed below, took part in the 2018 survey, creating an unsurpassed tool for setting budgets and strategy. 2015 to 2017 matched-set companies 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=10)

AT&T Inc.† (7)
Comcast NBCUniversal† (2)
Google Inc.† (8)
Oath (7)
Ogilvy & Mather (12)
Pearson plc (13)
Time Warner Inc.† (17)
Verizon Communications Inc.† (15)
Viacom Inc. (4)
The Walt Disney Company† (13)

CONSUMER DISCRETIONARY (n=26)

Best Buy Co., Inc.† (12)
Carlson Holdings, Inc. (16)
CarMax Business Services, LLC (5)
Darden Restaurants, Inc. (8)
Deloitte Touche Tohmatsu Limited (15)
eBay Inc. (8)
Ecolab Inc. (7)
Ford Motor Company† (4)
Gap Inc. (15)
General Motors† (6)
HARMAN International Industries (5)
Hasbro, Inc. (15)
Herman Miller, Inc. (2)
Hilton Worldwide (1)
The Home Depot, Inc.† (16)
Honda North America (8)
JM Family Enterprises, Inc. (8)
Kohl's Corporation (2)
KPMG LLP (15)
Macy's, Inc. (12)
Marriott International, Inc. (7)
PricewaterhouseCoopers LLP (8)
Southwest Airlines Co. (7)
Tapestry (4)
Under Armour, Inc. (3)
Wynn Resorts Ltd (1)

CONSUMER STAPLES (n=22)

Altria Group, Inc. (16)
Campbell Soup Company (7)
Cargill (13)
The Clorox Company (6)
The Coca-Cola Company† (16)
Colgate-Palmolive Company (12)
Constellation Brands, Inc. (3)
The Estée Lauder Companies Inc. (5)
The Hershey Company (14)
Kellogg Company (6)
Kimberly-Clark Corporation (12)
The Kroger Co.† (5)
Land O'Lakes, Inc. (5)
McCormick & Company, Incorporated (7)
Mondelez International (2)
Newman's Own (6)
PepsiCo† (13)
Philip Morris International (9)
Pinnacle Foods, Inc. (1)
The Procter & Gamble Company† (9)
Target† (16)
Walmart Inc.† (14)

ENERGY (n=9)

Chevron Corporation† (17)
CITGO Petroleum Corporation (9)
ConocoPhillips (12)
Hess Corporation (11)
Marathon Oil Corporation (5)
Marathon Petroleum Corporation† (4)
Phillips 66† (5)
QEP Resources (4)
Suncor Energy (4)

FINANCIALS (n=65)

Allstate Corporation† (13)
Ally Financial (2)
American Express† (13)
American International Group, Inc.† (7)
Ameriprise Financial, Inc. (8)
Assurant, Inc. (2)
Bank of America Corporation† (17)
Barclays (8)
BBVA (10)
BlackRock Financial Management Inc. (1)
BNY Mellon (13)
Capital One Financial Corporation† (10)
CBRE (4)
Chubb Limited (2)
CIT Group Inc. (1)
Citi† (15)
Citizens Bank (12)
Comerica Incorporated (3)
Credit Suisse (6)
CSAA Insurance Group, a AAA Insurer (5)
Deutsche Bank (13)
Equinix, Inc. (3)
Genworth Financial, Inc. (11)
The Goldman Sachs Group, Inc.† (15)
Great West Financial (2)
The Guardian Life Insurance Company of America (9)
The Hartford (11)
HSBC Bank USA (14)
JPMorgan Chase & Co.† (17)
KeyCorp (7)
Legg Mason, Inc. (10)
Lincoln Financial Group (7)
Macquarie Group (7)
Marsh & McLennan Companies, Inc. (7)
Massachusetts Mutual Life Insurance Company† (10)
MasterCard (13)
MetLife, Inc.† (14)
Morgan Stanley† (16)
Mutual of Omaha Insurance Company (5)
Nationwide Insurance† (7)
Neuberger Berman (7)
New York Life Insurance Company† (10)
Northwestern Mutual† (8)
The PNC Financial Services Group, Inc. (13)
Popular, Inc. (9)
Principal Financial Group, Inc. (12)
Prudential Financial, Inc.† (14)
Royal Bank of Canada (8)
Securian Financial Group (3)
State Farm Mutual Automobile Insurance Company† (14)
Synchrony Financial (3)
T. Rowe Price Group, Inc. (7)
TD Ameritrade Holding Corporation (2)
Thrivent Financial (3)
The Travelers Companies, Inc.† (12)
UBS (11)
Unum Group (4)
U.S. Bancorp (8)
USAA (4)
Vanguard (6)
Visa Inc. (5)
Voya Financial, Inc. (11)
Wells Fargo & Company† (16)
Welltower Inc. (4)
The Western Union Company (12)

HEALTH CARE (n=32)

Abbott (12)
Aetna Inc† (16)
Agilent Technologies, Inc. (14)
AmerisourceBergen Corporation† (2)
Amgen Inc. (8)
Anthem, Inc.† (12)
AstraZeneca (3)
BD (12)
Boston Scientific Corporation (7)
Bristol-Myers Squibb Company (17)
Cardinal Health, Inc.† (10)
CIGNA† (9)
CVS Health† (14)
DaVita Healthcare Partners, Inc. (9)
Edwards Lifesciences Corp. (3)
Eli Lilly and Company (17)
Express Scripts, Inc.† (9)
GSK (16)
HCA† (13)
Humana Inc.† (9)
Johnson & Johnson† (15)
Kaiser Permanente (7)
McKesson Corporation† (14)
Medtronic Plc (9)
Merck & Co., Inc.† (14)
Novo Nordisk Inc. (6)
Pfizer Inc† (15)
Quest Diagnostics Incorporated (9)
Regeneron Pharmaceuticals (3)
SANOFI (7)
UnitedHealth Group† (12)
WellCare (2)

INDUSTRIALS (n=23)

The Boeing Company† (11)
Caterpillar Inc.† (10)
CSX Corporation (9)
Cummins Inc. (6)
Eaton Corporation (8)
Emerson Electric Co. (13)
FedEx Corporation† (10)
General Electric Company† (16)
Honeywell International Inc.† (7)
Itron (3)
John Deere (8)
Lockheed Martin Corporation† (12)
Northrop Grumman Corporation (11)
PACCAR Inc (8)
Raytheon Company (8)
Rockwell Automation, Inc. (7)
Rockwell Collins, Inc. (8)
Schneider Electric (4)
Siemens Corporation (4)
Southwire Company (4)
Union Pacific Corporation (7)
United Technologies Corporation† (15)
UPS† (7)

MATERIALS (n=12)

3M† (14)
Alcoa Inc. (11)
Bemis Company, Inc. (6)
DowDuPont† (14)
FMC Corporation (9)
Mitsubishi Corporation (Americas) (13)
The Mosaic Company (9)
Owens Corning (7)
Praxair, Inc. (9)
Vale (7)
Votorantim (6)
Vulcan Materials Company (8)

TECHNOLOGY (n=34)

Adobe (10)
Applied Materials, Inc. (9)
Autodesk, Inc. (6)
BMC Software (13)
Booz Allen Hamilton Inc. (5)
Broadridge Financial Solutions, Inc. (4)
CA Technologies (11)
Cisco Systems† (17)
Cognizant Technology Solutions Corporation (1)
Corning Incorporated (7)
Dell Inc.† (12)
Equifax, Inc. (1)
IBM Corporation† (16)
IHS Inc. (5)
Intel Corporation† (14)
Lenovo (4)
Microsoft Corporation† (11)
Moody's Corporation (13)
Motorola Solutions, Inc. (6)
NetApp (5)
Nielsen Holdings plc (4)
NVIDIA Corporation (6)
Pitney Bowes Inc. (11)
Qualcomm Incorporated (12)
S&P Global Inc. (16)
Salesforce (13)
Samsung Electronics America, Inc. (7)
SAP AG (7)
Symantec Corporation (9)
Synopsys, Inc. (6)
Tata Consultancy Services (3)
Texas Instruments Incorporated (10)
VMware (2)
Workday (1)

UTILITIES (n=19)

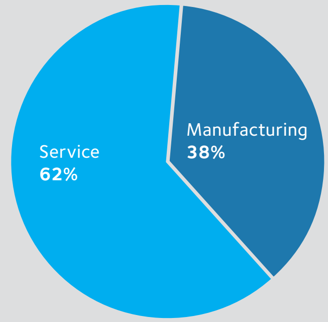
American Electric Power Company, Inc. (8)
CenterPoint Energy, Inc. (5)
CMS Energy Corporation (3)
Consolidated Edison, Inc. (17)
Dominion Energy (8)
DTE Energy Company (6)
Duke Energy Corporation (12)
Entergy Corporation (13)
Exelon Corporation† (11)
FirstEnergy Corp. (9)
NextEra Energy, Inc. (2)
NRG Energy, Inc. (5)
PG&E Corporation (13)
PPL Corporation (5)
Public Service Enterprise Group Incorporated (10)
Sempra Energy (12)
Southern California Edison (13)
Southern Company (7)
Vectren Corporation (4)

RESPONDENT PROFILE AND LISTING FOR GIVING AROUND THE GLOBE SECTION

COMPANIES HEADQUARTERED OUTSIDE OF NORTH AMERICA (PAGE 29)

Regional Profile, Respondent Companies

Seventy-three companies headquartered in Australia, Brazil, France, Germany, Hong Kong, Ireland, Italy, Japan, Mexico, Puerto Rico, Russia, South Africa, South Korea, Spain, Switzerland, Taiwan, and the United Kingdom provided data and information on their 2017 programs, using the *Global Guide* Standard to determine qualified recipients.



TOTAL GIVING	Number of Companies
Over US$ 50 Million	12
US$ 15 to US$ 50 Million	10
Less than US$ 15 Million	51
Total	**73**

TOTAL PRE-TAX PROFIT	Number of Companies
Over US$ 5 Billion	9
US$ 1 to US$ 5 Billion	16
Less than US$ 1 Billion	40
Not Reported	8
Total	**73**

INDUSTRY	Number of Companies
Communications	5
Consumer Discretionary	5
Consumer Staples	5
Energy	2
Financials	22
Health Care	7
Industrials	6
Materials	8
Technology	8
Utilities	5
Total	**73**

TOTAL REVENUE	Number of Companies
Over US$ 30 Billion	10
US$ 10 to 30 Billion	16
Less than US$ 10 Billion	42
Not Reported	5
Total	**73**

TOTAL EMPLOYEES	Number of Companies
Over 100,000	14
25,000 to 100,000	23
Fewer than 25,000	33
Not Reported	3
Total	**73**

COMPANIES HEADQUARTERED OUTSIDE OF NORTH AMERICA (PAGE 29) *continued*

Participants

AFRICA (N=18)

Absa Group Ltd, Altron Group, Anglo American Platinum Ltd, Aspen Pharmacare Holdings Ltd, Blue Label Telecoms Ltd, Capitec Bank Holdings Ltd, Clicks Group Ltd, Distell Group Ltd, Engen, Exxaro, FirstRand Ltd, Hosken Consolidated Investments Ltd, Netcare Ltd, Pioneer Foods Group Ltd, Sibanye Gold Ltd, Sun International Ltd, Telkom, and Vodacom Group Ltd.

ASIA (N=18)

AU Optronics Corp., BNK Financial Group Inc., CJ CheilJedang Corp, Compal Electronics Inc., DB Insurance Co. Ltd, Delta Electronics, Inc., Gigabyte Technology Co. Ltd, Hyundai Steel Co., Lenovo Group Ltd, LOTTE Engineering & Construction Co. Ltd, Macquarie Group Ltd, Mirae Asset Daewoo Co. Ltd, Samsung Life Insurance Co. Ltd, Shinhan Financial Group Co. Ltd, SK Holdings Co. Ltd., Toyota Motor Corporation, Yuanta Financial Holding Co. Ltd, and Yuen Foong Yu

EUROPE (N=31)

A2A S.p.A., Astrazeneca, Banca Mediolanum SpA, Barclays Plc, BBVA, Buzzi Unicem SpA, Credit Suisse, Deutsche Bank, Enel S.p.A., Fondation RTE (Reseau de Transport d'Electricite), Gruppo BPER, GSK, IHS Inc., Intesa Sanpaolo S.p.A., IREN SpA, Katren, Leonardo SpA, Luxottica Group SpA, Maire Tecnimont S.p.A., Medtronic Plc, Pearson Plc, Philip Morris International Inc., Reale Group, Salini Impregilo SpA, Sanofi, SAP SE, Schneider Electric SA, Sistema PJSFC, Snam S.p.a, UBS, and Unione di Banche Italiane SpA.

LATIN AMERICA (N=6)

Cinépolis, Gerdau, Grupo Financiero Banorte, Popular, Inc., Vale, and Votorantim Group.

COMPANIES HEADQUARTERED IN NORTH AMERICA – U.S. & CANADA (PAGE 30)

NORTH AMERICA (N=64)

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

3M, Abbott, Alcoa Inc., Allstate Corporation, Altria Group, Inc., American International Group, Inc., Ameriprise Financial, Inc., Applied Materials, Inc., Assurant, Inc., AT&T Inc., Bank of America Corporation, Bristol-Myers Squibb Company, Capital One Financial Corporation, CIGNA, Cisco Systems, Citi, Cognizant Technology Solutions Corporation, ConocoPhillips, CSX Corporation, DowDuPont, Ecolab Inc., FMC Corporation, Genworth Financial, Inc., Hasbro, Inc., Hess Corporation, Honeywell International Inc., JPMorgan Chase & Co., Lockheed Martin Corporation, McKesson Corporation, MetLife, Inc., Microsoft Corporation, Moody's Corporation, Motorola Solutions, Inc., New York Life Insurance Company, Newman's Own, Northrop Grumman Corporation, NRG Energy, Inc., Owens Corning, PepsiCo, Pitney Bowes Inc., PPL Corporation, Praxair, Inc., PricewaterhouseCoopers LLP, Prudential Financial, Inc., Qualcomm Incorporated, Regeneron Pharmaceuticals, Rockwell Automation, Inc., S&P Global Inc., Sempra Energy, Southwire Company, Suncor Energy, Synopsys, Inc., Tapestry, The Coca-Cola Company, The Guardian Life Insurance Company of America, The Mosaic Company, The Walt Disney Company, Unum Group, Visa Inc., Voya Financial, Inc., Wells Fargo & Company, The Western Union Company, Workday, and Wynn Resorts Ltd.

CALCULATIONS

CALCULATION TERMINOLOGY

Aggregate Values

An aggregate value is the straight sum of all of the values in a calculation. For example, aggregate total giving is the sum of the total giving of all companies participating in the survey. In 2017 this amounted to more than $23.8 billion.

Average Percentage

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

Distributions (Based on Growth Rates)

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

Median

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

Quartiles

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

SAMPLE SIZE MATTERS

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 is the data from companies that participate in the *Giving in Numbers* Survey over consecutive years. The sample sizes for figures based on matched sets are always lower than the total number of companies responding in 2017 because companies that have not completed the survey each year from 2015 to 2017 will not be used to identify year-over-year trends.

In some cases, identifying specific trends requires the exclusion of certain data, resulting in different outcomes for the same data point. For example, median total giving across all companies in 2017 was $19.2 million (based on 252 surveys), while the same data point across the three-year matched set was $21.2 million (based on 209 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 GIVING

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

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

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

Download a free *Giving in Numbers* Valuation Guide at: https://cecp.me/2018Guide.

WHAT'S IN, WHAT'S OUT?

The 2018 *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. The latest definition of "qualified recipient" came at the end of the three-year period over which CECP developed the guide. Ninety percent of respondents in 2015 reported their past and current total giving figures were not and would not be impacted using the most recent *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 giving:

- Giving made with expectation of full or partial repayment or direct benefit to the company.
- Giving to political action committees, individuals, or any other non-charitable organizations.
- In the *Giving in Numbers* Survey, total giving does not include contributions

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

DEFINITIONS

CENTRALIZATION VS. DECENTRALIZATION

The level of centralization refers to capturing information on how much control is held at headquarters versus how much is held at offices, regions, business units, and groups outside the company's headquarters.

FORTUNE 100 COMPANIES

Compiled and published by Fortune Magazine, the FORTUNE 500 is an annual ranking of the top 500 American public corporations as measured by gross revenue. This report refers to the 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).

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 12/31/2017 or the end of the income tax reporting year if not following calendar year convention. If the corporate or foundation giving year ends before the end of the calendar year, the earlier date is used. If the last day of the corporate giving year is different from the last day of the foundation giving year, the latter date of the two is to be used.

FULL-TIME EQUIVALENT (FTE) STAFF

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

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

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

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

Additional Eligibility:

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

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

INTERNATIONAL GIVING

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

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

Regional Breakdowns (see page 27): The *Giving in Numbers* Survey asks respondents to break their total giving down into regions that are determined in advance. Regional contributions follow the regional breakdown of the United Nations Statistics Division Codes.

- Asia and the Pacific: Asia – includes all countries in Eastern Asia, Central Asia, South-Eastern Asia, Southern Asia (with the exception of Iran), and also includes the following five countries from Western Asia: Armenia, Azerbaijan, Cyprus, Georgia, and Turkey. Oceania – includes Australia, New Zealand, Melanesia, Micronesia, and Polynesia.
- Europe: Includes all countries in Eastern Europe, Northern Europe, Southern Europe, and Western Europe.
- Latin America and the Caribbean: Includes all countries in the Caribbean, Central America and Mexico, and South America.

- Middle East and Africa: Africa – includes all countries in Eastern Africa, Middle Africa, Northern Africa, Southern Africa, and Western Africa. Western Asia – includes all countries in Western Asia with the exception of Armenia, Azerbaijan, Cyprus, Georgia, and Turkey. Southern Asia – includes just Iran.
- North America: Includes the United States, Bermuda, Canada, Greenland, Saint Pierre, and Miquelon.

Page 30 analyzes country-specific data provided in the *Giving in Numbers* Survey from companies headquartered in North America (U.S. and Canada) among four regions: Asia, Africa, Europe, and Latin America and the Caribbean. This region categorization is not predetermined or shown as such in the questionnaire. Country-specific contributions are categorized into any of those four regions by CECP.

GIVING AROUND THE GLOBE SURVEY

Companies Headquartered Outside of North America

Companies outside of North America report data on their giving programs annually to CECP through the Giving Around the Globe Survey. 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 also available online for respondents outside of North America: https://cecp.me/2018Guide.

Financial data (on, e.g., revenues and pre-tax profit) are systematically pulled from the Bloomberg database for companies outside of North America as well. Companies are asked to report figures in United States Dollars (USD). Wherever this was not possible, CECP converted figures using oanda.com's "Historical Exchange Rates" for 2017.

MATCHING-GIFT PROGRAMS

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

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

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

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

PHILANTHROPIC LEVERAGE

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

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

- **Corporate Commitment:** Campaigns must be company-sponsored, organized by a professional giving officer, and run nationally (at least). Campaigns that occur only in particular offices, regions, or stores are not included.
- **Nonprofit Beneficiaries:** Recipient organizations of the funds raised must be to a "qualifying recipient."
- **What to Exclude:** Any contribution provided by the company should not be included here. All corporate contributions to a "qualifying recipient" must meet the guidelines described on page 45.

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. If companies know the actual hourly rates for employees performing Pro Bono Services, they should use these monetary values. Alternatively, companies can use the suggested rate on the following page.

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.

PRIORITY FOCUS AREAS

The survey asks respondents in Question II.D to list in order of priority open-ended responses about the top four giving priorities that were most important to their companies (e.g., Youth Development, Entrepreneurship, Financial Literacy, Diversity, Teen Self-Esteem, Reading, Public Safety, Nutrition, Environment, Domestic Violence, Africa, Water Purification, Community Building, etc.).

PROGRAM TYPES

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

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

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

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

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

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

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

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

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

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

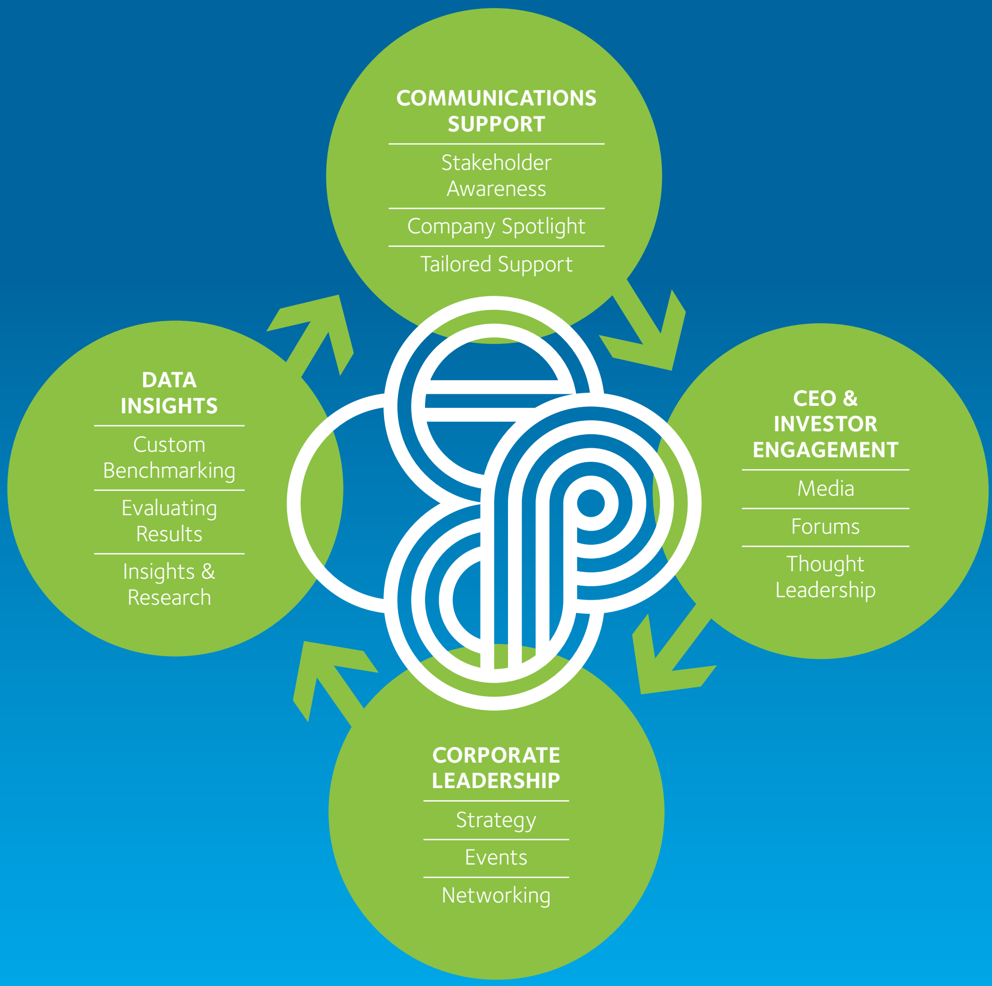
STRATEGIC PROGRAM

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.

SUCCESSFUL VOLUNTEER PROGRAM

The HandsOn Network defines successful volunteer programs as those that:

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



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, $21.2 billion in societal investment, 14 million employees, and $28 trillion in assets under management.

CECP accelerates the work of participating companies through:

EVENTS: CONNECT, LEAD, & LEARN

- Annual CEO Board of Boards convening: 50+ corporate CEOs
- CEO Investor Forum: Long-term plan presentations to 200+ institutional investors
- Annual CECP Summit of corporate peers: 250+ senior executives
- ~25 multi-city roundtables, customized meetings, and peer connections: 5-50 executives per event

KNOWLEDGE: WORLD-CLASS KNOWLEDGE, DATA, & RESEARCH

- Customized and online benchmarking through CECP's proprietary database of 10+ years of multi-billion dollar corporate data
- Collect, Compare, Evaluate, Share: every step in the measurement journey
- 60+ primers and resources on key topics in the field
- CEO and executive newsletters, spotlights, case studies, and trends briefs

SUPPORT: UTILIZE TRUSTED COUNSEL & LEADERSHIP BUILDING

- Build, operationalize, communicate, and measure long-term vision, business alignment, and social strategies
- Trusted trends and customized data to influence best practices, business cases, and budgeting
- Synergize your brand, internal/external audiences, and public discourse

TO PARTNER WITH CECP:
Interested companies are invited to find out more by contacting info@cecp.co or +1 212.825.1000

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GIVING IN NUMBERS: 2018 EDITION

CECP, in association with The Conference Board, thanks the people at the companies that participated in the 2018 *Giving in Numbers* Survey for their ongoing commitment to increased transparency in the corporate societal engagement field. The *Giving in Numbers* framework, used as the basis for the survey, was adapted from the London Benchmarking Group model. CECP and The Conference Board are grateful for its collaboration. CECP and The Conference Board would also like to acknowledge the Points of Light Institute for its input on the volunteerism section of the survey and Valuation Guide, as well as the Taproot Foundation's Pro Bono Action Tank for its leadership and expertise in the area of Pro Bono Service.

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GIVING AROUND THE GLOBE: 2018 SURVEY

For the first time, the *Giving Around the Globe* Survey supplements *Giving in Numbers* with comprehensive international trends in corporate giving and employee engagement. CECP is extremely grateful to all staff members at respondent companies for their enthusiastic engagement with the Global Guide over the past several years. It is their hard work and dedication that make research like *Giving Around the Globe* possible. The time and energy they dedicate to participating helps to advance the field through the use of the Global Guide standard and its public and transparent results. We also thank Deloitte for their assistance in producing the Global Guide to What Counts in 2012, giving this report its foundation.

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