

# Valuation Guide

## 2019 Giving in Numbers Survey

*Providing in-depth, question-by-question definitions for the 2019 Giving in Numbers Survey on 2018 corporate social investments.*

*CECP is the **unrivaled leader in benchmarking on corporate societal investments, in partnership with companies.***

*More information available on <http://cecp.co/gin>.*

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### *What to Include and Exclude*

**Eligibility.** The survey defines a qualified contributions recipient using the [Global Guide Standard](#), which holds for all types of giving recorded in the CECP survey. ‘Qualified recipients’ are those organizations which meet all 3 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](#), on page 10 of this document.*

- Do not include giving made with expectation of full or partial repayment or direct benefit to the company.
- Do not include giving to political action committees, individuals, or any other non-charitable organizations.

**Survey Scope.** CECP asks companies to report their full corporate and foundation giving. We encourage companies to “roll up” giving from subsidiaries, regional groups, and/or international divisions; this means reporting giving from the highest possible structural level, preferably the parent company.

**Currency.** Report all amounts in U.S. dollars. For revenue and pre-tax profit figures, use the conversion rate listed in the official filing (10-K or other annually filed report) or as of the last day of the Fiscal Year. For grants, use the conversion rate current at the time of the grant.

**Report Corporate Giving Only.** In all questions where you are reporting a monetary figure for corporate or foundation giving, do not include contributions from employees, vendors, or customers; the primary giving questions of the survey are intended to capture only giving tied directly to your company’s financial assets. If your company runs a foundation that receives contributions from other companies (e.g., clients and vendors), record only the contributions given by your company.

- All management and program costs (including foundation costs) that your company incurs should be included in Question V.E. (Management & Program Costs) and not in Question II.A.
- If your company contributes to other grantmaking institutions, include only the portion of your contribution that was disbursed to charitable causes during the survey year.
- CECP acknowledges that some companies raise money from others for nonprofit organizations and while these funds may not be included in the primary giving questions, the amount generated, along with related costs, is captured in Question IV.B. (Philanthropic Leverage).

**Multi-Year Grants and Pledges.** For multi-year grants, include only the portion of the grant actually paid during the Fiscal Year examined by the survey, not its total multi-year value. Include only contributions that have been disbursed, not contributions that remain set aside for future disbursement.

**Events and Sponsorships.** If your company sponsored an event (e.g., a dinner table, a golf tournament, or a museum exhibition), record only the portion of the contribution that went toward serving the nonprofit’s mission. **Any funds that directly benefited the company**, company employees, and/or their guests (e.g., the food they ate at a dinner, an employee reception at a golf tournament, or a special night at the museum for employees and their families) **should be subtracted**. Essentially, for U.S. companies, this calculation yields the tax-deductible portion of the grant (i.e., the contribution minus the Fair Market Value of the benefit the company, company employees, or their guests received).

Many nonprofits will be able to advise you on what portion of your grant went toward serving their mission. In the U.S., if the payment is more than \$75, the charity has an obligation to provide the donor with the Fair Market Value of the benefits provided. In the event that they cannot provide this, CECP advises companies to estimate the charitable portion. For the purposes of the CECP survey, an estimate frequently used in the absence of a more certain one is to record 80% of the total donation as charitable.

*Defining and Valuing Pro Bono Service*

**Summary:**

- Pro Bono Service must meet three criteria: 1) Formal Commitment; 2) Employee is performing their professional function; and 3) The Commitment is made to an end-recipient that is formally organized, has a charitable purpose, and never distributes profits.
- If companies know the actual hourly rates for employees performing Pro Bono Service, they should use these monetary values. Alternatively, companies can use the suggested rate on the following page.

Employee Engagement			
Traditional Volunteering	Skills-Based Volunteering		
	Volunteerism		Non-Cash Equivalent
<b>Traditional Hands-On Volunteer Activity</b> , such as: <ul style="list-style-type: none"> <li>▪ Park Clean Up</li> <li>▪ Soup Kitchen</li> <li>▪ Food Pantry</li> </ul>	<b>General and Non-Core Skills Activity</b> , such as: <ul style="list-style-type: none"> <li>▪ Tutoring/Mentoring</li> <li>▪ Literacy Programs</li> <li>▪ Science Fair Judge</li> </ul>	<b>Board Service</b> , such as: <ul style="list-style-type: none"> <li>▪ Board Placement</li> <li>▪ Board Member Training</li> </ul>	<b>Pro Bono Service</b> , such as: <ul style="list-style-type: none"> <li>▪ Collateral Designing</li> <li>▪ HR Consulting</li> <li>▪ IT Assistance</li> </ul>

As the above diagram illustrates, there are inherent differences between Pro Bono Service and other forms of employee engagement. Therefore, Pro Bono Service is reported in the *Giving in Numbers* Survey as non-cash. The 3 criteria below, all of which must be met, distinguish Pro Bono Service from other paid-release employee time:

**1. COMMITMENT.** Your company must make a formal commitment to the recipient nonprofit organization for the final work product. Your company is responsible for granting the service, staffing the project, and ensuring its timely completion and overall quality. In other words, the company must apply the highest professional standards to the pro bono engagement. Projects that occur informally as the result of an employee’s personal interests and individual availability should not be included in your reporting.

**2. PROFESSIONAL SERVICES.** Pro bono donations are professional services for which the recipient nonprofit would otherwise have to pay. It is critical that employees staffed on the project use the same skills that constitute the core of their official job descriptions. Projects that draw upon only some of an employee’s basic job knowledge are not considered pro bono.

**3. INDIRECT SERVICES.** Pro Bono Services must be indirect, meaning that the corporation must provide the service an end-recipient that is a) formally organized; b) has a charitable purpose; and c) never distributes profits. (This criterion, which is based on the [Global Guide standard](#), holds for all types of giving recorded in the CECP survey; we note it here merely as a reminder.) In the majority of cases, Pro Bono Service directly benefits the nonprofit organization—e.g., by boosting internal operations and capacity-building—rather than the nonprofit’s end-recipients or “clients.” This is consistent with the requirement that Pro Bono Service must be a direct application of an employee’s core job description. In some cases (e.g., the last example below), Pro Bono Service benefits individuals served by the nonprofit, but this is rare.

**Examples of Pro Bono Service:**

- A corporate HR team audits a nonprofit’s HR systems.
- A corporate finance team develops managerial accounting systems for a nonprofit.
- A corporate property development team helps a nonprofit secure and design office space.

- A corporate creative team develops a nonprofit’s annual report.
- Participating in his or her company’s pro bono commitment to a community nonprofit, a professional tax accountant provides tax consulting to needy individuals served by the nonprofit.

**Examples of Other Skills-Based Service (Not to be reported as pro bono by corporations):**

- A corporate executive serves on a nonprofit board and gives informal advice.
- A corporate manager coaches a local high school student on a business plan competition.
- A corporate accountant independently provides free tax services to an individual who can’t afford tax advice.
- A corporate engineer designs a technology curriculum for a local after-school program.
- Participating in his or her company’s pro bono commitment to a community nonprofit, a software designer sets up staff computers, which is not in the core job description of a software designer.

**Value Pro Bono Hours at Fair Market Value**

Pro bono work should be valued at Fair Market Value (FMV) and recorded as non-cash giving. FMV is the hourly or project cost that a paying client would incur for the same service. Companies are encouraged to consult the three scenarios below in determining the FMV of services rendered, which is a national average accounting for geographic differences. CECP is currently unable to provide dollar-value assistance for non-U.S. Pro Bono Service.

**SCENARIO 1... For companies with minimal pro bono tracking...**

In the absence of employee skill-area data and internal billing rates, you use an estimate of **\$150 per hour** for Pro Bono Service projects. This number, highlighted in **blue** in the chart below, is based on an average billing rate across the eight most commonly offered skills areas for Pro Bono Service.

**SCENARIO 2... For companies with moderate pro bono tracking...**

Companies that track the seniority level or skills deployed in pro bono projects should use the following chart to value pro bono hours if internal rates are not available:

<b>PRO BONO MONETARY VALUATION</b>			
<b>Professional Service:</b>	<b>Average hourly rate by career level:</b>		
	Early Level	Mid-Level	Executive
Accounting	\$ 90	\$ 130	\$ 245
Advertising and Marketing	\$ 85	\$ 115	\$ 195
Design	\$ 80	\$ 115	\$ 175
Financial Services	\$ 90	\$ 135	\$ 255
Human Resources	\$ 70	\$ 90	\$ 185
IT Services	\$ 115	\$ 155	\$ 235
Legal	\$ 100	\$ 125	\$ 210
Public Relations	\$ 75	\$ 120	\$ 205
<b>AVERAGE for the above services</b>	<b>\$ 90</b>	<b>\$ 125</b>	<b>\$ 215</b>
<b>WEIGHTED AVERAGE*</b>	<b>\$ 150</b>		

Note: Released October 2015. \*WEIGHTED AVERAGE: Weights were applied to account for the composition of early, mid, and executive career level professionals who typically do pro bono.

**SCENARIO 3... For companies with robust pro bono tracking...**

Companies should use their best internal billing information to determine the FMV of services rendered. These valuations should be adjusted to reflect billing differences by: geography, seniority level, rate discounting, employee skill area, etc. To do this, companies must track project metrics that affect billing

rates so that an accurate, defensible valuation for pro bono contributions can be recorded. *CECP strongly encourages companies to track pro bono to this level of specificity whenever possible.*

### The Need for Conservatism

Companies must ensure that their pro bono projects meet the criteria established in this guide and that any hourly rate is defensible. When in doubt, err on the side of conservatism in determining a valuation rate, which must withstand public and peer-company scrutiny.

### Source Data and Acknowledgements

CECP gratefully acknowledges the Taproot Foundation for its leadership and collaboration for developing the 2015 standard for the average per hour value of Pro Bono Service. The data used for the current valuation model were supplied by the 2015 Salary Guides on average starting salaries (excluding benefits, bonuses, or other incentives) for accounting and finance, administrative, technology, legal, and creative professionals produced annually by Robert Half. The dollar values reflect average, national hourly rates of pay, adjusted for consulting, for multiple professions across three levels of experience.

### Data Sharing

**What Does “Sharing” Data Mean?** The online system is a password-protected environment accessible only by corporate CECP survey participants and not by the media, academia, nonprofit organizations, or any other public non-participant. The system allows respondents either to share all of their responses or to indicate that they will share their responses with respect to certain questions only. Sharing means that, within the CECP community, you authorize your company-specific information to be included in the secure online system or customized benchmarking reports created by CECP staff. Revenues, pre-tax profits, and employee numbers will automatically be shared for publicly traded companies, as this is public information by law.

**Preserving Trust.** Participating companies must abide by the data-sharing limitations agreed by the system’s user community. More details on the sharing preferences above and the rights and guidelines of participation are outlined in the [Data Sharing Policy](#).

**The Importance of Sharing Data.** Users log in to the system regularly to access reports that will help them prepare for strategic planning and internal presentations—and many of those users believe that the system’s greatest value is in its head-to-head benchmarking potential. Benchmarking is a critical means by which companies can persuade internal stakeholders to increase budgets and staffing levels, or to try new initiatives such as pro bono service, or to increase their international giving. Accordingly, CECP strongly encourages companies to share their survey responses—even that which is available in the public domain

**Process for Sharing Data.** CECP encourages companies to share all or as many survey responses as possible. However, as mentioned above: To accommodate the possibility of some answers requiring confidentiality, CECP offers the option to share all responses or question-by-question control over which responses are sharable. If a company elects to share all of its survey responses, then it eliminates the need to answer “Yes” with respect to each question thereafter. You will make this selection right away before you begin completing the survey in the “Share within the CECP community” initial question.

- **Selecting “Yes, willing to share all data within the CECP community” means that you will allow other survey respondents within the CECP community to view your answers to all your questions.** A checkmark also indicates that you are willing for all of your company’s responses to this question over previous years to be shared.
- **Selecting “Decide question by question on whether to share” indicates that you will not allow other survey respondents within the CECP community to view your company’s response to all your questions.** Thereafter, you will have to decide whether to share or not the information of each of the subsequent survey sections. Each section contains several questions.

## QUESTION-SPECIFIC INSTRUCTIONS FOR SURVEY COMPLETION

Whichever sharing decision you make in each section will apply to the questions of that section for all previous years for which your company has supplied data. Nevertheless, all of your company's giving information will be included in all totals in the reporting module (e.g., aggregate, industry, peer group).

### *International Scope*

CECP's goal is to make the survey and resultant benchmarking tools relevant to all companies, regardless of where they are headquartered. Throughout the survey, "Domestic" refers to the company's corporate headquarters country (as reported in Question I.A.) and "International" refers to any country outside of the headquarters country. CECP discourages subsidiary and regional reporting; however, if you are reporting only for U.S. operations, please indicate "U.S." as your corporate headquarters country and refer to all non-U.S.-based operations of your company as "International." As the study grows to include global standards, CECP will continue to make necessary revisions to incorporate a more international perspective. For example, please see the Global Guide updates to Question II.A. on page 10.

You may see the word...	What it means:	It can be found on this section of the 2019 survey:
"Domestic"	The company's corporate headquarters country (it should match your response to Question I.A. under 'Company Information')	III. International
"International"	Refers to any country outside of the headquarters country	
"International Giving"	Contributions made to end-recipients in all countries outside of the company's "domestic" or headquarters country	
"End-Recipient"	The grantee/organization who ultimately benefitted from your company's contribution	III.A. Domestic & International End-Recipients
"Domestic End-Recipients"	Contributions made to benefit a recipient within the country of the company's corporate headquarters. The source of giving can be either international or domestic	
"International End-Recipients"	Contributions made to benefit a recipient outside the country of the company's corporate headquarters. The source of giving can be either international or domestic	
"Philanthropic Intermediaries"	Philanthropic Intermediaries serve as a re-granting organization while being a 501(c)(3) organization or international equivalent themselves	III.A. Philanthropic Intermediaries

## I. COMPANY INFORMATION

### *Question A.: Data Sharing*

This required question allows respondents to indicate their preference for sharing their survey responses. Sharing occurs only among other survey respondents that are part of the CECP community, as set forth on page 6 and 7. Question A. requires companies to indicate their acceptance of [CECP's Data Sharing Policy](#) (which can be found on <http://cecp.co/cgs/Resources/datashare.pdf>) and then select one of two options:

## QUESTION-SPECIFIC INSTRUCTIONS FOR SURVEY COMPLETION

- Selecting “**Yes, willing to share all data within the CECF community**” will allow all of your survey answers to be shared within the CECF community that completed the survey.
- Selecting “Decide question-by-question” will require you to indicate on each survey question how responses will be shared or not shared by using the “Willing to share?” checkbox.

### **Question I.A.: Respondent Information**

Answering this question comprehensively and to the best of the respondent’s ability is required.

**Company Name:** In the “Company Name” field, enter your company’s name as you would like it to appear to other survey respondents. CECF discourages subsidiary and regional reporting, but if that is the only option, **make sure the company’s name as you enter it in the “Company Name” field clearly indicates the scope of your survey response.** The company field should be the entity on which you are reporting in the survey responses.

**Parent Company Name (if different):** This should be the entity that owns the company on which the data are reported. For example: If it is impossible to report giving beyond one region, the Company Name may be “Acme Corporation North America” while the Parent Company name may be “Acme Corporation.”

**Merger, Acquisition, or Divestiture:** Indicate whether, during the 12-month period covered by the survey, your company has undergone a merger, acquisition, or divestiture considered significant by your industry’s standards. The goal of this question is to understand better whether and how such corporate activities alter a company’s composition and giving priorities.

**Company Headquarters Location (City, State/Province/Region, and Country):** Enter the city, state/province/region, and country based on the location of your company’s corporate headquarters.

**Contact Person Name and Email, Contact Title, Contact Department, Department to Which You Report:** Please list the primary person whom CECF should contact with questions regarding your survey. The email address provided will receive confirmation of survey completion.

**Company Classification:** There are two choices for this field: **Manufacturing** or **Service**. Every company participating in the survey should identify itself as falling into only one of these classifications. Does your company manufacture a product, as do Hasbro, Inc. and General Mills? Or does it provide a service, as do Aetna Inc. and JPMorgan Chase & Co.? If it seems to you that your company does both, select the category that accounts for the majority of your company’s revenue.

**Business Type:**

**Business to Business (“B2B”):** Transactions and the provision of goods and services primarily occur between the company and other companies.

**Business to Consumer (“B2C”):** Transactions and the provision of goods and services primarily occur between the company and consumers.

**Hybrid:** There is not a clear majority of transactions or provision of goods and services provided to either companies or consumers.

**End-Date for 12 Months of Data:**

For most companies, this is 12/31/2017. If the corporate or foundation giving year ends before the end of the calendar year, enter the earlier date. If the last day of the corporate giving year is different from the last day of the foundation giving year, enter the latter date of the two.

**Company’s Stock Ticker:**

Use your company’s ticker symbol that your company uses to show current prices or trade volume of your company’s security. The company’s ticker refers to an arrangement of characters (typically letters) representing your company’s security listed on an exchange or otherwise traded publicly.



## II. COMMUNITY INVESTMENTS

### Question II.A.: Total Community Investments

This is the most important question in the CECP survey, as it asks for the total dollar value of charitable contributions from your company for the survey year in question. Answering this question is required.

#### Survey Instructions:

- Before completing this section, review:
  - the [“What to Include and Exclude”](#) section of this guide,
  - the [“Total Giving by Global Guide Criteria”](#) section of this guide,
  - the [“Valuing Non-Cash Contributions”](#) section of this guide, and
  - the [“Defining and Valuing Pro Bono Service”](#) section of this guide.
- **Include** the value of corporate and foundation matching contributions identified in Question IV.A. Doing so will not cause them to be double-counted by the system; entering corporate match data here is the only way to be “credited” for it.
- **Do not include** the corporate or foundation compensation, overhead, or additional program costs associated with managing your philanthropic or volunteer programs. These totals should be entered only in Question V.D. (Management & Program Costs).
- **Do not include** the value of employee-volunteer hours. These totals should be entered only in Question IV.F. (Employee Engagement Hours).
- **Do not include** giving from the company to your own foundation. This is recorded in Question V.A. (Foundations & Trusts), but not counted in Question II.A. (Total Contributions).
- **Do not include** any giving from employees, including to your own foundation (such giving should be reflected in question IV.B Philanthropic Leverage or question V.A Foundations & Trusts)

#### COMMUNITY INVESTMENT TYPES

**Direct Cash:** Cash giving from corporate headquarters or regional offices. Funds must be disbursed in the 12 months of the survey year.

**Foundation Cash:** Cash contributions from the corporate foundation. For many companies, this includes the corporate side of employee matching-gift programs. Funds must be disbursed in the 12 months of the survey year.

**Non-Cash:** Product donations, Pro Bono Service, and other non-cash contributions (e.g., computers, office supplies, etc.) assessed at Fair Market Value and given during the 12 months of the survey year.

#### What to include in the field for “additional contributions” that you cannot break down:

If you are unable to categorize any of the direct cash, foundation cash, and non-cash contributions, put that amount in the “additional contributions” field:

- Reduce your direct cash, foundation cash, and non-cash giving figures by the amount that you will not be able to categorize. For example, if you gave \$10 million but will be able to categorize only \$8 million of it consistently throughout the survey, then reduce your direct cash, foundation cash, and non-cash giving figures so that they sum to \$8 million.
- Then, include the un-categorizable amount (in this example, \$2 million) in the “additional contributions” field. Note that any giving entered in this field will not be “credited” to your company’s “total giving” (which is defined as the sum of direct cash, foundation cash, and non-cash) in the system; however, it will appear in your “total cost of corporate giving” in the CECP reporting system (which is “total giving” plus all management and program costs, the value of volunteer hours, and un-categorizable giving).
- The online system will perform a check on linked questions and will not save answers that do not match the corresponding totals in Question II.A.

## QUESTION-SPECIFIC INSTRUCTIONS FOR SURVEY COMPLETION

- While we do not advocate entering data in which you have low confidence, we do encourage you to provide reasonable approximations of figures whenever possible, as this will help to ensure that your company's giving is recorded in its entirety.

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### *Total Giving by Global Guide Criteria*

The Giving in Numbers Survey uses the [Global Guide Standard](#) to define qualified recipients. The standard holds for all types of giving recorded in the CECP survey.

**Background:** Before the Global Guide criteria, there was no international consensus based in tax law to globally define a charitable institution. Without such a definition, companies used different standards to determine what grantees to include in total giving. Therefore, companies were unable to consistently track and benchmark total global giving to these institutions around the world. In 2012, CECP, in association with Deloitte LLP, published *The Global Guide to What Counts* to define criteria for determining which recipients to include when reporting corporate charitable giving. The Global Guide criteria are not biased toward any one country and thus opens new opportunities for information-sharing across borders.

**Global Guide Valuation:** Based on the aforementioned company support, CECP uses the Global Guide criteria for determining which recipients to include when reporting corporate charitable giving in the survey. Using the Global Guide requires survey respondents to assess whether to include grant recipients in a new way. This transition began in 2013. During the transition, 90% of companies reported that moving from our previous definition to the Global Guide criteria did not affect their total giving number. For full details on the valuation guidance, please download *The Global Guide to What Counts* at <http://cecp.co/global>.

Below is the full text of the three criteria for determining recipient (institution, organization, or entity) eligibility with the Global Guide (Please note all 3 criteria must be met):

**1. The recipient must be formally organized.**

- The primary method by which to satisfy this criterion is through recognition as a legal entity by the standard of the country in which it is headquartered.
- In the absence of legal recognition, a recipient must produce evidence that it has liabilities that are distinct from those of its members, such as proof of formal leadership (e.g., the presence of a governing board) as well as structured rules of operation (e.g., a charter or bylaws).
- Government or state-run recipients must be excluded, except for public schools.

**2. The recipient must exist for a charitable purpose.**

- Include recipients whose institutional purpose falls within one or more of the major purpose and activity categories listed (defined by the [International Code of Non-Profit Organizations \(ICNPO\)](#), a global standard endorsed and promoted by the United Nations):
  - **Included:** Culture and Recreation, Education and Research, Health, Social Services, Environment, Development and Housing, Law and Advocacy, Philanthropic Intermediaries and Voluntarism Promotion, and International Activities.
  - **Not included:** Political Parties and Organizations, Business and Professional Associations, Unions, and Religious Congregations and Associations (*exception:* contributions coordinated or implemented by a religious institution but which fund one or more included charitable activities or purposes; these are included).

**3. The recipient must never distribute profits.**

- The purpose of this criterion is to distinguish commercial motives from non-commercial motives as the purpose for which a recipient is formally organized.

## QUESTION-SPECIFIC INSTRUCTIONS FOR SURVEY COMPLETION

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- To satisfy this criterion, a recipient's finances must be managed exclusively to produce a charitable benefit:
    - Sources of revenue must always be reinvested in achievement of the organization's mission.
    - Surplus revenue must not be distributed to entities or individuals. An example of this is when those with a financial share in the organization, such as owners, members, founders, investors, shareholders, or a governing board receive dividends based on the institution's performance.
    - Excessive salaries or perquisites are grounds for excluding a recipient.
-

# APPLYING THE GLOBAL GUIDE

Which of your grant recipients would be included?

## DECISION TREE

### CRITERION #1

Is the recipient formally organized as a legal entity (type of entity is immaterial)?

YES

NO

Is it government- or state-run?

YES

NO

Is it an educational institution (school)?

YES

NO

Exclude

Can it produce evidence that it has liabilities distinct from its members, such as proof of formal leadership as well as structured rules of operation?

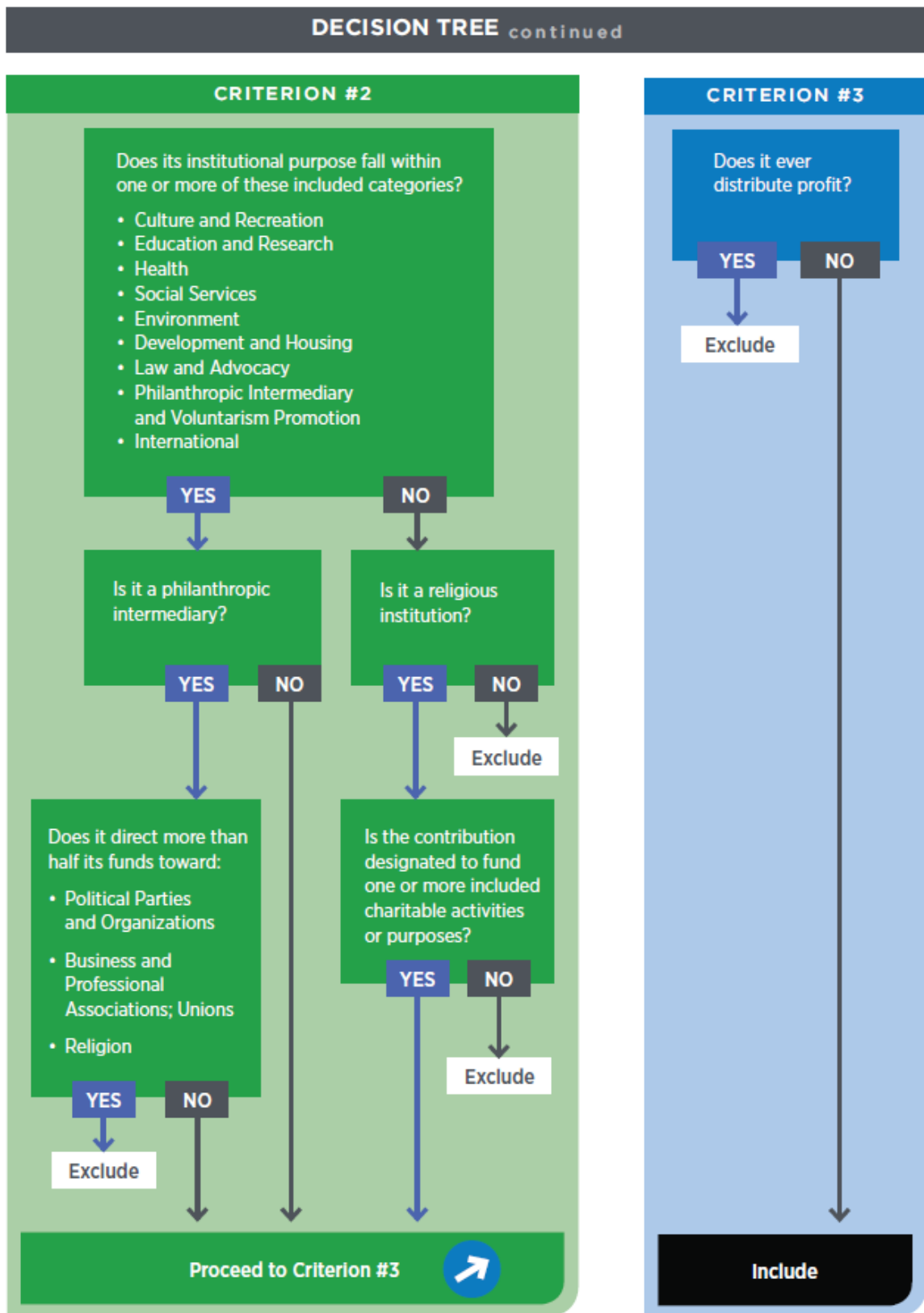
YES

NO

Exclude

Proceed to Criterion #2





Proceed to Criterion #3

➔

Include

### *Breakdown of Non-Cash Giving*

With this question, CECP seeks to understand better the different types of a company's non-cash giving. Using the dollar value of non-cash giving reported in Question II.A. (already reported at FMV), please break down your non-cash total into the three giving categories below. You may bypass this question.

- **Product Donations.** Intended primarily for use by manufacturing companies, this designation seeks to capture any donations of product(s) or inventory sold by your company.
- **Pro Bono Service.** Please see the definition of Pro Bono Service outlined in the "Defining and Valuing Pro Bono Service" section of this guide.
- **Other.** Intended for non-cash gifts other than products or Pro Bono Service. This includes written-down office equipment, use of company facilities, real estate, patents, etc.

### *Valuing Non-Cash Contributions*

**Value Products at Fair Market Value (FMV).** The survey values non-cash gifts (also known as in-kind or 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. FMV is the price that a willing, knowledgeable buyer would pay a willing, knowledgeable seller when neither is required to buy or sell. 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 Fair Market Value).

#### **Guidelines for Valuing Products at FMV:**

- If your customers are end-consumers, use the retail price of the product.
- If your customers are wholesalers, use the price for which the item was sold to the wholesaler.
- If your company is a manufacturing company that uses an in-kind distributor (e.g., Good360 or TechSoup) to donate to 'qualified recipients' ([see details of 'eligibility' on page 3](#)), use the retail price of the product.
- If a company can no longer sell its goods on the open market (e.g., the product is time-dated, slightly damaged, or end-of-range), use your best estimate of the goods' value if sold second-hand or in a "used" marketplace. In such cases, the FMV would be slightly above the product's original cost.
- If a company donates written-down equipment and goods, including any goods, stocks, or assets held by the company but written-down in its books for any reason, use company procedures for calculating depreciation. Examples of such written-down products include office equipment and computers that are surplus to what's required (or approaching obsolescence), perishable food and beverages approaching their sell-by date, and equipment removed from refurbished premises (e.g., old offices or hotel rooms).
- If a value is not available, make a reasonable estimate or apply a "rule of thumb" rate of 20% of the products' sale price. However, if you are making such estimates with respect to major or regular contributions, then you should instead seek a professional valuation to substantiate your figures.

#### **Company Facilities: Cost to Company:**

- When the use of company facilities or technology is made available at zero or reduced cost, record only genuine additional costs to the company (e.g., refreshments, photocopy paper, etc.). Value them at your standard internal rates, such as those used by your catering or graphic design departments.
- When a company incurs genuine losses or costs by choosing to support a community organization or project, the full income lost should be counted. For example, if you donate the use of training facilities that could otherwise be let, or an entire office block that could otherwise be sold or re-rented, value the donation at the current commercial rates of the prospective let or sale.

**Intellectual Property, Real Estate, Other Corporate Resources/Assets.** Use "book value." If a book value is not available, then a professional valuation should be sought.

**Patient Assistance Programs (PAPs) for Health Care Companies.** Health care companies may record giving free products or services to PAPs regardless of whether those programs are run through a designated 501(c)(3) organization or international equivalent established by the company. As with all other non-cash contributions, pharmaceutical drugs and health care services should not be included as corporate contributions if the company is financially compensated (at a reduced cost or otherwise) from any source.

**Public Service Announcements (PSAs) for Media Companies.** For each announcement, use the dollar rate at which the particular time slot (or placement, for print media) of its airing would have been billed based on the time/date it aired and the exposure level associated with that time slot. Note that if the time slot is “leftover” or “unsaleable,” it should be recorded at a discounted rate that reflects its low market value. Also note that the time must be given to a ‘qualifying’ nonprofit organization (see details of ‘eligibility’ on pages 3 and 10). General messages (e.g., regarding general nutrition or fitness) unaffiliated with a nonprofit should not be included.

### **Question II.B.: Changes in Total Community Investments**

#### **Changes in Community Investments from 2017 to 2018**

The purpose of this question is to learn the specifics as to why your company’s community investments increased, decreased, or stayed the same from 2017 to 2018. (As always: the more specific you can be in your answer, the better.)

To help you determine your answers, we provide here some explanations cited by companies in the past. However, please try to capture your own company’s true explanations and do not feel limited by this list.

- **Common reasons for increases:** Strong profits, greater participation in matching-gift programs, better tracking of contributions (particularly from regions or international offices), natural growth through corporate mergers and acquisitions, the creation of new signature programs, greater international budgets, and beyond-budget disaster-relief giving.
- **Common reasons for decreases:** Weak profits, lower participation in matching-gift programs, natural decreases due to corporate spin-offs or department closures, completion of multi-year grants, tighter giving controls (particularly with non-cash or in specific regions), absence of disaster-relief spending, and policy changes within industries that affect giving levels or valuations.

### **Question II.C.: Totals by Program Type**

This question asks that you break down the cash and non-cash amounts listed in Question II.A. by nine program types (Civic & Public Affairs, Community & Economic Development, Culture & Arts, Education: Higher, Education: K-12, Environment, Health & Social Services, Other, or Disaster Relief).

#### Survey Instructions:

- To begin, ask: “Which category best describes the ultimate end-recipient of the contribution?” The intent of the gift is important, as the category should reflect the “purpose” of the grant, not the “type” of nonprofit.

## QUESTION-SPECIFIC INSTRUCTIONS FOR SURVEY COMPLETION

### Examples:

- If the intent of a gift to the YWCA was to support an HIV-prevention program, the contribution should be categorized in “Health & Social Services.”
- If the intent of the YWCA gift was to encourage neighborhood engagement, those funds should be categorized as “Community & Economic Development.”
- If the intent of a gift to Lincoln Center was to plant trees to enhance the aesthetic characteristics of their space, those funds should be categorized as “Environment” (because it is urban beautification) instead of “Culture & Arts.”

- If your contribution is a general operating gift to an organization, select the program type that best describes the overall mission of that organization.
- If you categorize any contributions as “Other,” please briefly describe these contributions or programs in the “Notes” field.
- The totals in the cash and non-cash columns on this question must match the corresponding values in Question II.A. exactly.

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://nccsweb.urban.org/PubApps/search.php>. For further assistance, [please contact CECP](#).

- **Civic & 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 (such as The American Enterprise Institute and The Brookings Institution).
- **Community & Economic Development:** Includes contributions to community development (e.g., aid to minority businesses and economic development councils), housing and urban renewal, and grants to neighborhood or community-based groups.
- **Culture & 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.
- **Education, Higher:** Includes contributions to higher educational institutions (including departmental, special project, 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, special projects, and research grants); education-related organizations (e.g., literacy organizations and economic education organizations); and scholarship and fellowship funds for K-12 students through intermediary organizations and other education centers, foundations, organizations, and partnerships. Also includes contributions to programs that support pre-K education.
- **Environment:** Includes contributions to environmental and ecological groups or causes including parks and conservancies, zoos, and aquariums.
- **Health & 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.



## QUESTION-SPECIFIC INSTRUCTIONS FOR SURVEY COMPLETION

- **Other:** Includes contributions that do not fall into any of the above main beneficiary categories or for which the recipient is unknown.
- **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.

### **Question II.D.: Priority Focus Areas**

Enter four brief descriptors for the giving priorities that were most important to your company during the giving year of the survey. List them in order of priority (i.e., highest priority first).

- Please share focus area descriptions using one or two words (e.g., Youth Development, Entrepreneurship, Financial Literacy, Diversity, Teen Self-Esteem, Reading, Public Safety, Nutrition, Environment, Domestic Violence, Africa, Water Purification, Community Building, etc.).
- To facilitate reporting across companies, CECP suggests that you choose your focus areas from the following categories: Civic & Public Affairs, Community & Economic Development, Culture & Arts, Disaster Relief, Education: Higher, Education: K-12, Environment, and Health & Social Services. For explanations of what is included in each category, please review the valuation guidance for question II.C Program Type.

Please include one key performance indicator (KPI) for each focus area. This KPI can include a programmatic goal, societal outcomes (e.g., changes in graduation rates in local schools), business outcomes (e.g., improvements in employee-retention rates), or any other aspiration as identified by your philanthropic programs.

The following multiple-choice question delves into some of the most cited focus areas in recent years. Please select one or multiple priority focus areas that your company considers highly important.

- “Disaster Response” refers to initiatives oriented towards disaster relief from natural disasters.
- “Healthy lifestyles or related” refers to initiatives related to wellness, health, nutrition and other related topics.
- “STEM” refers to Science, Technology, Engineering, Math education. If your company includes Arts for “STEAM,” please check the box as well.
- “Workforce” refers to companies on social programs that support the development of the workforce for the future whether adult education, job training, or other programs.

### **Question II.E: Strategic Program**

The purpose of this question is to provide information about strategic programs at your company. Strategic programs receive the most time, strategy, money, and management resources from your company. This type of programs is often named and used in external communications. If you have multiple strategic programs, select the one you believe has the most impact. This may be social impact, business impact, or a combination of the two.

### **Question II.F: Community Investment Strategies**

The purpose of this question is to reflect the importance of Sustainable Development Goals and private-sector partnerships. As a proxy to indicate importance, we ask you to consider how likely you would be to include items in presentations/materials to CEO/Senior Executives. We use this approach because typically the time spent with senior executives is limited and therefore department heads are most judicious in showing only top priority information.

### III. INTERNATIONAL

#### Question III.A.: Centralization and Domestic/International Breakdown

There are four parts to this question:

##### *Part 1: Funding International End-Recipients*

This required question was added in 2014 to capture the percentage of companies contributing to international end-recipients.

##### Survey Instructions:

- Please indicate whether or not your company contributed at least one grant to international end-recipients in the survey year.
- “Domestic” refers to your company’s headquarters country and “international” refers to anywhere outside of your company’s headquarters country.
- If the breakdown between domestic and international grants is unavailable, we advise you to rely on your judgment and general knowledge of your company’s priorities.
- If you provided a significant unallocated grant to an organization that supports both domestic and international end-recipients, and if the grantee expects the funds to benefit international end-recipients, select “Yes.”

##### *Part 2: Break Down Total Giving Based on Two Dimensions*

- This question requests a breakdown of cash and non-cash giving, as reported in Question II.A., by the geography of the end-recipient.
- **Where is the person who ultimately benefitted from the money?** With this question, CECP seeks to understand better how total giving is distributed among domestic and international recipients.
- Geography refers to the location of the end-recipient, not the location of the nonprofit.

##### GEOGRAPHY OF END-RECIPIENTS

“Domestic” refers to your company’s headquarters country and “international” refers to anywhere outside of your company’s headquarters country. “Geography” refers to the location of the end-recipient and not the location of the nonprofit.

##### **Giving to Domestic End-Recipients:**

- Domestic and/or international contributions made to benefit domestic end-recipients.

##### **Giving to International End-Recipients:**

- Domestic and/or international contributions made to benefit international end-recipients.

Example: If the company provides a grant to the “Friends of Africa Afterschool Education” organization, which is headquartered in the U.S. but will be providing the funding to Africa, this would be considered a gift benefitting Africa, i.e., an international end-recipient.

##### *Part 3: Philanthropic Intermediaries*

This question was added in 2015 to capture information on what percentage of your company’s international giving to international-end recipients goes through Philanthropic Intermediaries.

## QUESTION-SPECIFIC INSTRUCTIONS FOR SURVEY COMPLETION

Philanthropic Intermediaries refers to a 'qualifying recipient' (see details of 'eligibility' on page 3) that distribute your contributions through their own channels and methods, which may include vetting end-recipients. Intermediaries are often used instead of donating or contributing to an end-recipient directly. Philanthropic Intermediaries serve as a re-granting organization while being a 'qualifying' organization or recipient themselves (see details of 'eligibility' on page 3).

In this question, we are interested in the Philanthropic Intermediaries who are giving to international end-recipients, irrespective of where the intermediary is located. The focus here is the ultimate end-recipient. Therefore, giving to a philanthropic intermediary that eventually gives funding to organizations outside of the U.S. are considered international. An example of a Philanthropic Intermediary is CAF America. Please respond with an estimated percentage of your company's giving to international-end recipients through a similar organization.

### **Part 4: Grants Approval Centralization**

This question seeks to describe the level of centralization when it comes to approving NGO grants outside of a company's headquarters country office

### **Question III.B.: Country Breakdown**

Break down your company's total community investments by country. The country reported should be the location of the end-recipient of the contribution and not the location of the recipient organization. Here is an example of determining geography: If your company gave to an NGO headquartered in Germany but benefiting a Bangladeshi education program, this contribution should be categorized as going to Bangladesh.

The country table includes the field "Breakdown not available" This field should be used for all contributions for which the end-recipient is not known.

There are many cases in which a contribution benefits more than one country and the specific end-recipient cannot be defined. Companies are advised to use their best judgment in assigning these contributions. If the country list is known and the contribution is approximately equally applied, divide the contribution total among the countries where end-recipients are located. *If there is not enough information about end-recipients to estimate, CECP will allocate the remaining contribution as "Unknown (breakdown not available)"*

### **Question III.C.: Program Type Breakdown (of International Giving)**

Enter the total amount given to international end-recipients broken down by program type. The figure you enter should include all cash and non-cash contributions your company gave.

#### Survey Instructions:

- Please refer to the valuation guidance for Question II.C.: Totals by Program Type to understand what should be included under each program type.

## IV. EMPLOYEE ENGAGEMENT

### Question IV.A.: Matching Gifts

This question has three parts:

#### *Part 1: Matching-Gift Program Offering*

This question captures whether your company offered any program to match the personal giving of employees (program types include Workplace Giving Campaign, Year-Round Policy, Dollars for Doers, Disaster Relief, or Other). Answering this question is required.

#### *Part 2: Matching-Gift Program Values*

This question captures the corporate side of matching-gift programs, along with program policies and employee-participation rates.

##### Survey Instructions:

- As in all areas of the survey, it is important not to double-count funds. Each match may go into only one of the categories. If you feel a matching gift belongs in more than one category, you must determine which category is most appropriate.
- In the **Direct Cash** and **Foundation Cash** columns, record only the corporate or foundation dollars of the match; do not include funds given by employees.
- In the **Match Ratio & Program Caps** column, please detail the company-to-employee matching ratio that applies (e.g., 1:1, 2:1, etc.) and the contribution limits that apply to the program if your company puts a cap on the amount matched per employee per year.
- In the **program details** column, please include the types of nonprofit organizations that are eligible or any other unique aspects of the program.

#### *Part 3: Matching-Gift Program Participation Rates*

This question captures program-specific employee-participation rates regarding matching-gift programs.

- In the column addressing the **Employee Participation Rate**, record the estimated percentage of eligible employees donating money through each of these programs within the 12-month period of this survey. The percentage should account only for those employees contributing funds; non-monetary participation in these programs should not be counted. For the Dollars for Doers program, report the percentage of employees participating during the 12 months of this survey. The field will accept only a number between 0 and 100.

## QUESTION-SPECIFIC INSTRUCTIONS FOR SURVEY COMPLETION

<p><u>TYPES OF MATCHING-GIFT PROGRAMS</u></p> <p><b>Workplace Giving Campaigns:</b> 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. If the campaign includes opportunities for employees to pledge payroll deductions throughout the year, include the total match to these payroll deductions here. Also known as ‘federated funds’.</p> <p><b>Year-Round Policy:</b> 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).</p> <p><b>Dollars for Doers:</b> 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.</p> <p><b>Disaster Relief:</b> Matching programs benefitting nonprofit organizations assisting with disaster-related crisis relief, recovery, rebuilding, and/or preparedness <i>for a specific disaster</i>.</p> <p><b>Other:</b> This category is intended for any type of corporate or foundation matching of employee giving not included in the categories above.</p>
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Workplace Giving Campaigns and Year-Round Policies can both include matches for employee payroll deductions throughout the year. Below are two scenarios to illustrate how to distinguish between these two types of programs:

	Matching-Gift Categorization
<p><b>Scenario 1:</b> A company runs an October United Way campaign and matches both 1-time gifts (\$1M) and year-round payroll deductions (\$3M) as a part of that campaign.</p>	<ul style="list-style-type: none"> <li>Workplace Giving Campaign: \$4M</li> <li>Year-Round Policy: NA</li> </ul>
<p><b>Scenario 2:</b> A company runs an October United Way campaign and matches 1-time gifts only (\$1M). As a separate matching program, this company also matches year-round payroll deductions (\$3M) to select organizations.</p>	<ul style="list-style-type: none"> <li>Workplace Giving Campaign: \$1M</li> <li>Year-Round Policy: \$3M</li> </ul>

### *Part 3: Employee Choice*

This question captures the level of choice employees have in corporate matching-gift programs. Please select the response that best describes your company’s approach to employee choice in matching-gift programs in your domestic market. If each individual program is different, please select the response that describes the matching-gift program yielding the largest contribution in the survey year.

This section later asks whether your company has in-house or outside management to assist funds related to employee engagement programs during periods of unexpected financial hardship.

In the “Additional Information” section, please share specific information about how your team limits the criteria for employee matching and why your team chose this approach. For example, if your company operates globally but only matches gifts to nonprofit organizations in the state of Washington, you would select option 2 and share details about how and why your company made the limitation to Washington. If your company limits match to specific nonprofit organizations, please share how many in the details field, in addition to any other information about your approach.

## Question IV.B.: 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 be included in this question, funds must be raised from formal campaigns meeting the following criteria:

- **Corporate Commitment:** These 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' ([see details of 'eligibility' on page 3](#))
- **What to Exclude:** Any contribution provided by the company should not be included here. All corporate contributions to a 'qualifying recipient' ([see details of 'eligibility' on page 3](#)) are covered by Questions II.A.-IV.A.

### Examples:

- During the month of May, Smith's Hardware, a national retail chain, allows shoppers to donate money at the register to benefit their local public school. Smith's Hardware then forwards all donations to the schools.
- FillUp, an energy company, allows customers to make a personal donation of \$1 at the gas station during their fuel-purchasing transaction; this donation campaign runs for three weeks in December and FillUp sends all money raised to the selected organization (must be a 'qualifying recipient', [see details of 'eligibility' on page 3](#)).
- Chargelt, a credit card company, is raising money to save a national landmark by supporting a nonprofit organization that works for its preservation. As such, Chargelt allows its customers also to contribute to the cause by making a personal donation that Chargelt adds to the customer's bill and then forwards all funds received to the organization (must be a 'qualifying recipient', [see details of 'eligibility' on page 3](#)).
- A tsunami recently wreaked havoc on an island community and many companies are raising funds to support the inhabitants. InTouch, a telecom company, invites customers to text the name of the cause to a specific number, thereby notifying InTouch that they would like a \$10 donation to appear on their next phone bill. InTouch forwards all customer contributions to a 'qualifying' organization ([see details of 'eligibility' on page 3](#)), providing health care in the region affected by the tsunami.
- In response to the economic downturn, LightsOn, a utility company, created a unique program that allows customers to elect to add a personal donation to their monthly bills in order to help other customers who cannot afford to pay their own electric bills. LightsOn forwards these contributions directly to PayItOn, a 'qualifying' organization ([see details of 'eligibility' on page 3](#)), that manages this program and applies the donations to customers in need.

### Money Raised from Employees:

#### Examples:

- MoneyWise, a financial company, offers a year-round matching-gift program by which all employees can choose to donate personal funds to any educational institution and MoneyWise will match the contribution 1:1. Only the contributions made by the employee should be included here (the corporate side of the match should be recorded in Question IV.A.).
- The philanthropy team at BankTen decides to organize company-wide participation in a national cancer walk and invites all branches to create teams. The teams primarily consist of employees and their families. All funds raised by employees and their families go directly to

## QUESTION-SPECIFIC INSTRUCTIONS FOR SURVEY COMPLETION

CancerResearch, a 'qualifying' organization ([see details of 'eligibility' on page 3](#)). The company's grant is not included here—only the amount raised by employees and their families.

- A car manufacturer runs a United Way campaign by which employees are encouraged to make donations. While the company does not match employee donations, the company makes a contribution to the campaign, which should not be included here. However, the employee donations to United Way should be included here.

### Giving that Should Not Be Included in this Question:

- Any corporate giving (direct cash, foundation cash, or non-cash contributions). Corporate giving to a 'qualifying' organization ([see details of 'eligibility' on page 3](#)), should be included in Questions II.A.-IV.A.

**Example:** A laptop manufacturer sells one of its models with the agreement that for every unit sold, the laptop manufacturer will donate a percentage of the retail price to a nonprofit organization working on TB prevention throughout the developing world. This is corporate giving and should be included in Questions II.A.-III.C.

- Fundraising for a run/walk that involves only one office/region/store and which is not company-sponsored. Such a fundraiser would have to be organized by a professional giving officer at the company and open to participation by all company branches nationally in order to be included in this question.

**Example:** An employee in the Ohio office has a family member diagnosed with MS. The Ohio office participates in a walk to benefit MS and raises funds from employees, families, and other local supporters. This is a local fundraising effort, not supported by a member of the philanthropy department and not run on a national level so it should not be included anywhere in the survey.

### Survey Instructions:

- The first part of the question specifically relates to money raised by your company from non-employees such as customers, vendors, and suppliers.
- For fundraising efforts primarily targeting employees, record the total dollar amount raised from employee payroll deductions and the total dollar amount raised from non-payroll employee contributions.

## Question IV.C.: Employee Volunteer Programs

In this question, record whether different types of employee-volunteerism programs and initiatives are in effect at your organization. For this section we ask whether your company offers each of the following employee-volunteer programs to domestic or international employees (employees working at your company's offices in countries outside of your company's headquarter country).

### Survey Instructions:

- Your company must incur costs (which might be in the form of expended staff time only) as a result of these programs.

### EMPLOYEE-VOLUNTEER PROGRAM DESCRIPTIONS

**Paid-Release Time:** Paid-Release-Time volunteerism is also referred to as "On-Company-Time" or "Volunteer-Time-Off" volunteerism. This includes time spent by employees during a normal paid work schedule to donate time to a 'qualifying' organization ([see details of 'eligibility' on page 3](#)), within corporate policies. With such a policy, the employee does not make up hours missed and, consequently, the company incurs salary costs for the missed hours. For example: a company-wide

## QUESTION-SPECIFIC INSTRUCTIONS FOR SURVEY COMPLETION

day of service is a subset of paid time off; paid time off, however, may also include other time off granted to employees during a normal paid work schedule. It is one of the most commonly offered employee volunteer programs by companies.

**Flexible Scheduling:** For example, an employee may leave a few hours early to attend a nonprofit meeting, yet will often make up the time by coming in early the next day. Flexible Scheduling is not included as On-Company-Time volunteerism because no costs are incurred by the company. For example: An employee may leave a few hours early to attend a nonprofit meeting, yet will make up the time by coming in early the next day. This can also be recorded as “Outside-Company-Time” in Question IV.F Employee Engagement Hours.

**Dollars for Doers:** This is corporate or foundation giving to nonprofits in recognition of employee-volunteer service. The ratio varies by company, but a common policy is approximately \$10 per every eligible hour of volunteer service, usually at a fixed amount (e.g., \$500 for 50 hours).

**Employee-Volunteer Awards:** These awards may include cash grants to a nonprofit of the winner’s choice, company-wide recognition, invitations to recognition events, etc. Employee-Volunteer Award winners are chosen through different criteria and nomination processes specific to each company (examples might include eligibility based on the number of volunteer hours, peer nominations, etc.).

**Team Grants:** These grants are set up specifically to fund teams of employee volunteers usually as a one-time grant. Team grants are different from Dollars for Doers, which rewards individual, ongoing volunteer hours.

**Incentive Bonuses:** Some companies have Incentive Bonuses that recognize volunteerism as part of their compensation structure and use these to reward employee volunteerism (the funds go to the employee, not the nonprofit, so are not considered charitable gifts).

**Company-Wide Day of Volunteer Service:** Many companies designate a day or multiple days dedicated to volunteer service to encourage participation across the company.

**Volunteer Sabbatical:** Volunteer Sabbaticals offer extended periods of paid or unpaid time off for pursuing a volunteer experience. These programs may include international travel or local support for a minimum of one week in a row.

**Board Leadership:** Board Leadership programs assist nonprofit organizations by placing corporate leaders on their board of directors. To offer a program, the company must provide resources for employees to identify board opportunities.

**Pro Bono Service:** Pro Bono Service must meet three criteria: 1) Formal Commitment; 2) Employee is performing their professional function; and 3) The Commitment is made to an end-recipient that is formally organized, has a charitable purpose, and never distributes profits. Please see more information about Pro Bono Service on page 4.

**Virtual Volunteering:** Virtual volunteering allows employees to commit their services and time to volunteer at a qualified recipient organization away from its physical site. This type of volunteering is executed through working over internet via personal computers, laptops, tablets, phones, or any other electronic device that allows employees to provide their skilled services.

- This section also seeks to understand the number of hours offered by your company to your employees to volunteer at a qualified recipient organization. If your company’s policy is based on days, multiply the number of days by eight. (e.g. 3 days, enter 24) The time period is one year. If your company’s policy is based on quarters, multiply by four. (e.g. 4 hours/quarter, enter 16). Please respond to this question even if the policy does not apply to all employees. If there



## QUESTION-SPECIFIC INSTRUCTIONS FOR SURVEY COMPLETION

are different numbers of hours for different groups of employees, share whichever number is highest.

- The last question of this section aims to understand whether other groups of non-full-time employees have access to your company's volunteer programs. Companies often ask CECP how their peer companies have extended or adjusted volunteering programs to reach these groups. The barriers sometimes relate to work function (e.g. working on an assembly line) or compliance issues with the workers' contract with the company. Examples of other groups of workers beyond full-time employees include unionized workers, contractors, part-time employees, retired employees, employees' families, etc.

### Question IV.D.: Employee-Volunteer Program Success

See following definition of a successful employee volunteer program:

**A Successful Employee-Volunteer Program:** The Hands On 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.

Source:

[www.handsonnetwork.org/files/resources/Build\\_a\\_Successful\\_Volunteer\\_Program\\_to\\_Drive\\_Growth\\_and\\_Recovery.pdf](http://www.handsonnetwork.org/files/resources/Build_a_Successful_Volunteer_Program_to_Drive_Growth_and_Recovery.pdf)

- Based on past survey responses from the last two years, CECP identified the most commonly reported activities, tactics, or initiatives that were successful in improving volunteer participation. This section provides you with a list of those shared methods so that you can indicate whether or not your company did any of them during fiscal year 2018.
- In an effort to better understand successful practices related to skills-based volunteering, we ask you to share what you consider is your most successful skills-based volunteer program that is currently available to employees.
- The last part of this section asks whether your company measures the business value of employee participation in corporate volunteer programs. CECP's publication, [Measuring the Value of Corporate Philanthropy](#), cites research that indicates a highly engaged workforce is more likely to exert extra effort and have lower turnover rates. It is CECP's hope that companies will share what they measure to assess the positive business effects of volunteer participation. Examples of metrics provided in the publication include reduced absenteeism, improved retention, and efficiency measures (among others). The description should include how you collect the information for the metric. For example, you may include a question about volunteer programs in an existing HR employee survey.

### Question IV.E.: Volunteer Percentage Participation

While we do not advocate entering data in which you have low confidence, we do encourage you to try to provide a reasonable estimate of the percentage of employees who volunteer at least one hour of their on-company-time.

#### Survey Instructions:

Enter the percentage as a whole number between 0 and 100. The system will add a percentage sign once you save your response. This field will not accept decimals.

Please also share whether this volunteer participation rate includes on-company and/or off-company time, if available.

## Question IV.F.: Employee Engagement & Volunteer Hours

### Estimate the Number of On-Company-Time Pro Bono Hours

In this section, please record the total number of hours of Pro Bono Service completed during the survey year. This number should correspond to the dollar value of pro bono hours entered in non-cash breakdown of Question II.A. Use the “Defining and Valuing Pro Bono Service” section of this guide to determine whether employee service meets the criteria for Pro Bono Service.

(Reminder: You can include the value of pro bono as ‘non-cash’ in question II.A. Refer to our Pro Bono Valuation Guide on page 4 of this document for details on how to convert the hours into a dollar value).

### On-Company-Time vs. Outside-Company-Time Volunteerism

If you are unable to distinguish between “On-Company-Time” volunteer hours and “Outside-Company-Time” volunteer hours, share the consolidated hours at the bottom of this question.

**On-Company-Time Volunteerism:** This is time spent by employees during a normal paid work schedule to volunteer with a ‘qualifying’ organization (see details of ‘eligibility’ on page 3), within corporate policies. The company incurs costs associated with these volunteer activities. On-Company-Time volunteer hours are also referred to as “Paid-Release-Time” hours and should be interpreted as such. Typically, if your company has a paid-time-off program, your company will have a formal policy on file. Flexible Scheduling is not included as On-Company-Time volunteerism, because no company costs are incurred as a result. For example, an employee may leave a few hours early to attend a nonprofit meeting, yet will make up the time by coming in early the next day. This should be recorded as “Outside-Company-Time.”

**Cost to the Company of On-Company-Time Volunteerism:** Value the employee-volunteer time at the full cost to the company of lost productive time (including benefits). Erring on the side of caution, count only clearly identifiable and substantive paid time off allowed under formal programs. If your company uses the Independent Sector’s rate for calculating cost, you can simply enter “NA” in the row titled “Cost to the company of On-Company-Time hours using company figures.” The survey system will automatically calculate the cost based on the Independent Sector’s current rate for On-Company-Time volunteer hours (the rate is currently \$24.69/hour; <https://independentsector.org/value-of-volunteer-time-2018/>).

**Loaned Executives (Short- or Long-Term):** Includes the time an employee is formally released to undertake a specific task or program of work (or even a full-time job) for a charity or other community organization. The minimum time commitment is one week; there is no maximum.

- Value the time of loaned executives as the full cost to the company of lost productive time. For executives loaned long-term, you may include the cost of any significant fringe-benefits package, such as a company car or any other genuine expenses related to maintaining the employee on the company payroll.
- If the assignment is part of a professional-development plan, exclude an amount approximately equal to what the company would have had to pay to a training course had the employee not learned new skills by volunteering.

**Outside-Company-Time Volunteerism:** Time spent by employees, retirees, and family members (but not additional unassociated persons) outside a normal paid work schedule to pursue a company-sponsored/related community activity (such as a Habitat for Humanity weekend work project). Do not include hours of employee volunteering at a charity not sponsored or organized by your company.

## V. ADMINISTRATION

### Question V.A.: Administration

With this question, CECP aims to understand where does your unit seat within your organization's structure. Consider what executive in the C-Suite is accountable for your department's work. Please select the option that is closest to where you report, even if the terminology is slightly different. If you feel none of the options work for you, please select other.

### Question V.B.: Foundations & Trusts

With this question, CECP aims to capture the prevalence of different foundation models and the movement of money between your company and its foundation.

#### Survey Instructions:

- The first part of this question is required and simply asks whether your company operates a corporate foundation (of any type).
- If your company has multiple corporate foundations or trusts, please answer this question from the perspective of the foundation type that gives the most money annually.
- You can provide a brief description of how your company manages its foundation reserves/investments/assets. For example, where does your foundation invest its assets? How does the Foundation Board govern the investments?
- When reporting the total dollar amount of corporate funds transferred to the foundation or trust, record only funds that come from the company's budget. Never include gifts made by individuals, such as employees or even senior management; record only the amount of the gift from the company to the foundation.
- In this question, record the amount of money transferred from the company to the foundation; the amount of money disbursed by the foundation in a given year to a 'qualifying' organization (see details of 'eligibility' on page 3), will be recorded in Questions II.A.-IV.A. The distinction between the amount transferred from the company to the foundation and the amount disbursed by the foundation is critical; for example, a company can transfer more money to its foundation than the foundation actually disburses that year (and vice versa).
- If you have more than 1 foundation or trust, please specify how many.

#### FOUNDATION STRUCTURES

**Predominately Endowed:** Endowed foundations have asset reserves (cash, stocks, bonds, etc.) that they invest to make a return. The money needed to make grants to nonprofits comes from the returns on these assets each year—typically endowed foundations disburse 5% of the total value of assets held, as a legal minimum. In this way, endowed foundations are not dependent on the annual transfer of funds from the corporation, as the endowment generates funds for grantmaking. Please use this designation if all or the vast majority (75%+) of your corporate foundation's funding comes from the returns on an endowment.

**Predominately Pass-Through:** A pass-through foundation receives funds from the company and distributes those funds over the course of the year (either calendar or Fiscal Year). The annual funds from the company often take the form of cash or appreciated stock and may be transferred from the company to the foundation once or incrementally throughout the year. Occasionally, pass-through foundations have reserve funds to "cushion" against lean times, but they are nonetheless distinct from endowed foundations because a pass-through foundation does not face restrictions in spending down the principal of the asset reserve it has created. Please use this designation if all or the vast majority (75%+) of your corporate foundation's funding comes from the company on a yearly basis (even if a modest "cushion" of funds has built up over time).

## QUESTION-SPECIFIC INSTRUCTIONS FOR SURVEY COMPLETION

**Hybrid:** Some companies blend the endowed and pass-through models, with neither model truly dominating. The reserve fund “cushion” is robust, but nonetheless the foundation receives reliable annual funds for disbursement that must be contributed within the giving year.

**Operating:** This foundation structure is **very rare** for corporations. An operating foundation does not make grants to nonprofit grantees but instead functions as a nonprofit organization in its own right by using at least 85% of its assets to offer charitable services or programs directly to end-recipients. Pharmaceutical companies sometimes create operating foundations for their Patient Assistance Programs, which service individuals directly.

**Other:** Your corporate foundation may be structured in a way other than the types listed above. If this is the case, please choose the “Other” designation and use the “Notes” field to provide CECP with a more specific description so that we may refine future surveys accordingly.

### Question V.C.: Team Size: FTEs

The goal of this question is to capture the personnel resources dedicated to managing corporate philanthropy, corporate foundation, and employee-volunteer programs.

#### Survey Instructions:

- You must enter a number, not text. One person should be entered as “1,” two people as “2,” and so on.
- 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 half of his or her working time (20 hours per week) on corporate or foundation giving is “0.5” of a Contributions FTE. Someone who spends one-quarter of his or her time is “0.25” of a Contributions FTE, and so on. The field will accept up to two decimal places. Therefore, possible final answers include: “5.75,” “2.2,” “8,” etc.
- Record the number of staff in Corporate Community Affairs, the Corporate Foundation, and/or All Other Groups (see descriptions below). If a breakdown is not available, please use the “Breakdown Not Available” field to enter your response. If a single person has a primary role in both the Corporate Foundation and Corporate Community Affairs, *do not double-count* that individual; instead, use the “Breakdown Not Available” field.

**Full-Time Equivalent (FTE) Contributions Staff.** CECP defines FTE Contributions Staff as those who oversee, manage, or directly administer 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 for the “Corporate Foundation(s).”
- Working directly in “Corporate Community Affairs” or a similarly named department such as “Community Relations,” “External Affairs,” “Corporate Contributions,” “Corporate Affairs,” etc.
- 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.

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### 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.

### **Question V.D.: Total Grants & Recipients**

This question asks that you report the number (not the dollar value) of grants made during the survey year, along with the number of recipient organizations that benefitted from those grants. This question excludes matching gifts.

#### Survey Instructions:

- Number of Grants: You may also think of this as “number of contribution transactions” with recipient nonprofit organizations. For many companies, this can be understood as the number of checks written or number of product-donation transactions. The number of product donations given is not the number of products donated, but rather the number of times donations are distributed to nonprofit organizations.
  - The purpose of this question is to calculate “average grant size,” which is computed by dividing total giving by the number of grants reported here.
  - CECF does not include the value of matching gifts. Therefore, do not include the number of grants made as a result of the corporate match of employee giving. Also exclude Dollars for Doers grants.
  - Please specify the breakdown of the number of grants disbursed by your company in the survey year, by either domestic or international source.
- Number of Recipient Organizations: This is the number of ‘qualifying’ organizations ([see details of ‘eligibility’ on page 3](#)), receiving grants from your company. Do not double-count organizations.
  - Please specify the breakdown of the number of recipient organizations by either domestic or international source.

#### Approval Level

For the senior-most person in your corporate giving department and/or foundation what is the largest grant dollar value that individual may award independently. Please make the distinction on the largest grant dollar amount on the corporate and/or foundation side. If you do not have a defined approval level for either side, mark N/A.

### **Question V.D.: Management & Program Costs**

The goal of the first part of this question is to capture how much it costs to operate the giving and employee engagement programs. These costs are not included in “total giving,” yet they are an important statistic to compare across companies.

#### TYPES OF COSTS TO INCLUDE

**Compensation:** Staff salaries and benefits for all Contributions FTEs listed in Question V.B.

**Programmatic expense:** Funds used to support specific grants, not including the grant contribution itself. These costs include office supplies, postage, travel, promotional items (e.g., banners, T-shirts, catering, facilities, and equipment rental) and any other money spent to conduct a specific program

## QUESTION-SPECIFIC INSTRUCTIONS FOR SURVEY COMPLETION

or initiative. Include the cost of freelancers, consultants, or other outsourced employees hired to assist with specific grants by contributing services such as writing, researching grant effectiveness, project management, etc. Include marketing costs associated with specific grants. These costs can include cash and non-cash contributions.

**Operating expense/overhead:** Costs of day-to-day operations, such as electricity, telephone, computer software, printing, attendance at industry events, internal communications, and facilities charges. These are your general “costs of doing business” and are not associated with specific grants. Include subscription or membership fees to ‘qualifying’ organizations ([see details of ‘eligibility’ on page 3](#)), where the primary membership benefit goes to the company (i.e., membership fees for CECP and The Conference Board). You may also include the cost of freelancers, consultants, or other outsourced employees whose services aid the general operation of your philanthropic programs. This might include the costs of implementing or customizing software, processing grant applications or checks, strategic consulting, etc. Any fees paid to vendors for grants-management software and grants-processing (e.g., MicroEdge, CyberGrants, Benevity, etc.) should also be included here.

### BUDGET-SOURCE DESIGNATIONS

**Foundation:** Note spending from your foundation (if applicable).

**Corporate Community Affairs:** Note your Corporate Community Affairs (or similarly named) department.

**All Other Groups:** Use this column for costs incurred by offices, regions, business units, or groups outside the corporate headquarters giving office and the foundation (in other words, from budgets not included in the category above).

- For retail businesses, this can be giving by stores.
- For other businesses, giving can be at the discretion of regional offices, manufacturing plants, etc.

**Volunteerism:** These are the costs specifically related to the management of volunteer initiatives and can be incurred by either of the groups above (“Foundation” or “Corporate Community Affairs” or “All Other Groups”). In order to avoid double-counting, do not include volunteerism costs in the “Foundation”, “Corporate Community Affairs”, or in the “All Other Groups” column.

## Question V.E.: Use of Software

There has been ongoing interest in the types of software used for grants management and employee engagement. As such, this survey question has been included in 2016 to capture the types and names of software systems used by respondents. For the first time we ask respondents to include information on the type of support and efficiencies created by their employee engagement software.

## VI. EVALUATION

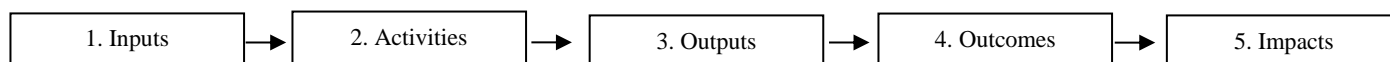
Please use the following descriptions as a guide for responding to the questions in this section:

Logic Model Elements	Metric Description	Example: Malaria Prevention
Inputs	The human, financial, organizational, and community resources a program has available to direct toward doing the work	Gave \$10 million to malaria-prevention project
Activities	The processes, tools, events, technology, and actions that are an intentional part of the program’s	Educating the community and distributing bednets

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	implementation to bring about the intended changes or results	
Outputs	The direct products of program activities; these may include types, levels, and targets of services to be delivered by the program	Percentage of program participants with knowledge of malaria prevention and # of bednets delivered
Outcomes	The specific changes in program participants' behavior, knowledge, skills, status, and level of functioning	Percentage of children and pregnant women sleeping under a bednet
Impacts	The change occurring in organizations, communities, or systems as a result of program activities over the long term	Decrease in malaria-related mortality levels

CECP believes that measuring outcomes and/or impact relies on the measurement of the earlier stages of a logic model, including inputs, activities, and outputs (in that order). Thus, the logic model is a continuum of levels for measurement. Please use the following Logic Model Continuum as a guide for answering all questions in Section V.I.:



### Question VI.A.: Outcomes Measurement

The first multiple choice question has options that show ranges of measurement depth. Select the response that best describes your company's approach.

The second multiple choice question gauges how extensively companies are requiring consistent data across multiple partnerships.

The last question allows respondents to type in a descriptive response regarding reach metrics. In secondary research, CECP has found that reach metrics are very common in public CSR/Sustainability reporting. The response should include a numeric value if the company does track reach (e.g. "Lives touched" and related terms) in its work. The question asks for details because in many cases the numbers do not extend to all partnerships but perhaps only a specific strategic program.

### Question VI.B.: Measuring to Manage

The first multiple choice question is assessing the breadth of use across companies. The specific term used by your company must not be only dashboard or scorecard. These terms are intended to incorporate all tools which include multiple measures, compiled with a particular cadence, and used by the team or department. Long time should be interpreted to mean multiple years. New should be interpreted to mean less than one or two years of use.

The second multiple choice question is assessing the prevalence of how the team uses its metrics as management tool. Key Performance Indicators (KPIs) is the most commonly used term; please assume alternate terms that mean essentially the same thing would be relevant here as well if your company does not use the term KPI. However, there must be a quantitative element of some type. A list of goals or objectives which do not have a numeric or measurable component would not apply.

### Question VI.C.: Measuring Business ROI

This section seeks to understand whether your company measures the business value of your community investments in regard to employees and brand/customers metrics. The section includes a

## QUESTION-SPECIFIC INSTRUCTIONS FOR SURVEY COMPLETION

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series of 3 questions for each. The second two questions only apply if a company responds “yes” to the first.

For the yes/no question, please answer on behalf of the company not just your department. For example, the social investment team may not have a KPI around increasing customer loyalty, but, the marketing department may assess whether the community investments have an effect which would mean you would respond “yes.” This is not to be interpreted as measuring the business value of employee engagement programs from section IV.D. For the activities and metric selection question, if your company’s actions and priorities vary, please respond with your best answer to represent what happened in 2018.

### **VII. THE S IN ESG: TOTAL SOCIAL INVESTMENT**

In an effort to understand multiple categories of total social investments that go beyond giving, CECP uses this section to understand your company’s integration of social value into business strategies and efforts oriented towards external stakeholders. [The goal for companies to report Total Social Investment using a shared definition by 2020](#). This section is a ground-breaking first effort to represent how these initiatives are taking shape across large companies. To do this, this section asks multiple choice questions about these external Total Social Investment categories: Diversity and Inclusion, Human Rights, Impact Investing, “shared value” initiatives, digital assets donations, and workforce development. The selection of multiple choice questions is intended to encourage as many companies as are able to respond as we continue to develop the definitions which would underlie future monetary reporting on these areas.

The first three questions cover categories are already common: Diversity, Equity, Inclusion, Human Rights, and supply chain. Thus, the questions focus on accountability for corporate resources. If the responsibility is shared, select the answer to represent your best estimate for which one is in the lead position.

The next four questions cover categories which are less common: impact investing, socially-driven business strategy, digital donation, socially-driven internships. Thus, the questions ask very simply whether or not your company did any of them in the last year.

Socially-driven business strategy (sometimes called “shared value” initiatives) are described in detail in CECP’s report [Business at its Best](#).

Lastly, there is a field to provide your comments, questions, or feedback. Total Social Investment has been driven by company input to date and that will continue as we move into the next phase with this metric.