Giving in Numbers

2019 EDITION

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

Chief Executives for Corporate Purpose

CECP

20 YEARS

ABOUT CECP

Chief Executives for Corporate Purpose® (CECP) is a CEO-led coalition that believes that a company's social strategy—how it engages with key stakeholders including employees, communities, investors, and customers—determines company success. Founded in 1999 by actor and philanthropist Paul Newman and other business leaders to create a better world through business, CECP has grown to a movement of more than 200 of the world's largest companies that represent $6.6 trillion in revenues, $21.2 billion in social investment, 14 million employees, 23 million hours of employee engagement, and $15 trillion in assets under management. CECP helps companies transform their social strategy by providing customized connections and networking, counsel and support, benchmarking and trends, and awareness building and recognition. For more information, visit cecp.co.

ABOUT THE *GIVING IN NUMBERS* REPORT

CECP's *Giving in Numbers* report is the unrivaled leader in benchmarking on corporate social investments, in partnership with companies. It provides premier industry research, including standard-setting criteria in a go-to guide that has defined the field and advanced the movement. CECP has the largest and most historical data set, which dates back to 2001 and analyzes industry trends; it is shared by more than 550 multi-billion-dollar companies and represents nearly $290 billion in corporate social investments over 18 years. Professionals across all sectors globally embrace the report to understand how corporations invest in society: the report covers topics including cash and in-kind/product, employee volunteerism and giving, and impact measurement. Whether it is answering quick questions or providing customized insights to advance strategy and measure business value, CECP is a trusted advisor to companies. The *Giving in Numbers* report reflects the data collected through the Giving in Numbers Survey and the Global Exchange questionnaire.

ABOUT THE GIVING IN NUMBERS SURVEY

The Giving in Numbers Survey launches every year in January and is open to any company with more than $2 billion in revenue. CECP asks participating companies to report employee engagement and social investment numbers from the previous year. CECP collected data from 250 multi-billion-dollar companies with aggregate revenues of $7.9 trillion via an online survey covering all major industries in the corporate sector. Ninety percent of companies that participated in the 2019 survey are headquartered in the U.S.

ABOUT THE GLOBAL EXCHANGE QUESTIONNAIRE

The 2019 Global Exchange questionnaire is the result of a collaborative effort with CECP's Global Exchange. The Global Exchange (GX) is an international network of leading organizations that seek to advance the corporate sector as a force for good around the world. The GX was launched three years ago to serve companies by building a body of knowledge on locally relevant corporate citizenship best practices through information sharing and collaborative research. The Global Exchange acts as a catalyst to enhance and advance corporate social investment strategies. This questionnaire was co-created by Global Exchange Country Partners, representing 15 different countries in Africa, the Americas, Asia, and Europe. The questionnaire collected data from 64 multi-billion-dollar companies headquartered outside the U.S. and Canada and was carried out in the late spring of 2019. Representing the leading research on trends in corporate societal engagement, the questionnaire was developed to help identify shared characteristics and test the reach of trends in social investment across countries.

Download additional copies of this report at: cecp.co/home/resources/giving-in-numbers/.

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Preface

Chief Executives for Corporate Purposes's (CECP) 2019 *Giving in Numbers* is the report's fourteenth edition and accounts for the largest historical data set of corporate social engagement trends dating back to 2001. In other words, this is 18 years of benchmarking in one place. The 2019 *Giving in Numbers* report boasts a record of 314 participating companies, whose data were collected in the spring of 2019 through the Giving in Numbers Survey and the Global Exchange questionnaire. This year also marks the 20th anniversary of CECP and we are thrilled to announce the redefinition of our acronym to Chief Executives for Corporate Purpose. We steadfastly remain the CECP that corporate teams trust to help transform their social strategy, now with a refreshed purpose as we enter our third decade of providing world-class service to leading global companies.

The corporate sector played a significant role this year on the whole. As revealed in the Edelman Trust Barometer, "my employer" was the most trusted institution when compared to NGOs, business, the government, and the media. Over the last two decades, measuring and benchmarking social investment have become more integrated in corporate strategies and have employed more sophisticated tools and models to evaluate progress. Since its founding in 1999, CECP has been steadfast and unparalleled in helping companies transform their social strategy. We know that you, as senior corporate leaders, have the continuously challenging task of communicating and making the business case for your unit's initiatives with your company's C-suite and decision-makers. It is increasingly important for professionals in your field to demonstrate to your senior executives that investment in different corporate citizenship pillars is critical and needs to be measured over the long term.

The unrivaled leader in benchmarking on corporate social investments, in partnership with companies, CECP's Giving in Numbers Survey has never been more robust. As the premier industry survey and research, *Giving in Numbers* continues to provide standard-setting criteria in a go-to guide that has defined the field and advanced the movement. CECP has the largest and most historical data set on industry trends, comprising more than 550 multi-billion-dollar companies, representing more than $290 billion in corporate social investments over the survey's history.

In response to the needs of the corporate social responsibility field, this year's Giving in Numbers Survey includes a set of refreshed questions, including CECP's cutting-edge Total Social Investment research, which holistically captures a broader depth and breadth of corporate investments in society from across the company. This year's report also expanded the inquiry into measurement and evaluation to include questions about business return on investment (ROI) and measurement as a management tool. Another new topic covered in this year's report is the extent to which companies pursue the C-suite's buy-in on topics like the importance of the SDGs and private sector partnerships. The 2019 Giving in Numbers Survey continues to include a comprehensive global giving chapter, as well as classic sections on cash and in-kind investments, employee engagement, matching gifts and Full-Time Equivalents, and many more relevant topics.

Thank you for being part of CECP's 20th anniversary celebrations and for advancing the legacy that our founder Paul Newman envisioned in 1999. The private sector has come a long way in terms of giving back to society, fostering creation of the common good, and being an agent of change.

Thank you to all the companies that participated in this year's survey and a very special thank you to the companies that stepped up to be sponsors of the *Giving in Numbers* Report: Citi Foundation, Newman's Own Foundation, Prudential Financial, Inc., and The Travelers Companies, Inc.

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New This Year

NEW THIS YEAR

CECP is excited to share brand-new insights in the 2019 edition of *Giving in Numbers* that cover a wide range of corporate social engagement topics. *Giving in Numbers* has long covered most of these topics, but this year the report shows new details within them. These new insights were selected in accordance with inquiries from corporate leaders in CECP's coalition to empower them with data in their strategic decision-making.

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

- **Social issue areas of high importance: STEM, disaster response, future workforce, and healthy lifestyles. See page 14.**
- **Carrying out more than one strategic program. See page 14.**
- **Volunteer time off: the number of hours offered by companies. See page 20.**
- **Offering of volunteer programs to other groups beyond full-time employees (e.g., union, part-time, contractors). See page 21.**
- **Popular tactics to increase volunteer participation. See page 21.**
- **Provision of employee assistance funds during times of financial hardship. See page 21.**
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- **A closer look into multiple corporate foundations in use by one company. See page 29.**
- **Measurement of business value of community investment on employee metrics. See page 34.**
- **Measurement of business value of community investment on brand/customer metrics. See page 35.**
- **Management tools for measurement. See pages 35 and 36.**
- **Areas of support and efficiency for employee engagement software. See page 36.**
- **Areas influencing community investment strategies, including the Sustainable Development Goals (SDGs). See page 41.**

Trends Summary

Community investments continue to increase

Total giving increased by 11% between 2016 and 2018. The Health Care industry was the main driver of this increase in contributions. See page 9.

Matching gifts decreased

The overall median dollar value of matching gifts decreased by 7% between 2016 and 2018. Reasons may include that teams are communicating/encouraging matching-gift programs less than they used to; another factor is budget reductions (21% of respondents). There is also an indication that individual giving has declined in the last couple of years, according to research from Giving USA. Dollars for Doers and Disaster Relief were the only matching-gift programs that increased their median cash contributions in the last three years. See page 24.

International giving is on the rise

International giving grew by 9%, signaling greater impact across the scale of the multi-billion-dollar companies represented in *Giving in Numbers*. See page 15.

Volunteer participation remains strong, driven by time flexibility

The average volunteer participation rate has remained steady at 33-34% in the last three years. Volunteer participation rates are boosted when employees have access to more flexible volunteering opportunities. There is an increasing trend of companies offering both Paid-Release Time and Flexible Scheduling, so that employees can decide whether they volunteer on or outside company time. See page 21.

Volunteer hours increased, driven by access to hours away from work to volunteer

For the first time, the Giving in Numbers Survey asked for data on the number of annual hours that companies are offering employees, which in 2018 was 20 hours on average. This helps to support reporting on the total number of hours volunteered both on and outside company time, hours that increased by 3% in the last three years.

Human capital focused on community investments is growing

The *Giving in Numbers* data show the continuing growth of contributions staff (referenced to in this report as “Full-Time Equivalents” or “FTEs”). The aggregate number of FTEs continued to grow at a faster pace than the overall employee headcount. A significant proportion of companies even saw increases in the number of FTEs despite overall employee headcount decreases, which may be related to managing larger cash budgets and a higher number of volunteer programs offered by companies. See page 27.

Measurement of business impact is a key factor in maximizing resources

Companies that not only measure social outcomes and impacts of community investments/grants but also measure the business value of such community investment attain higher levels of total giving and volunteer participation rates. See page 36.

Context: State of the Industry

This section provides in-depth analysis of recent corporate giving trends and those contributions that are not typically reported as part of total giving but can be captured in CECP's definition of Total Social Investment (TSI).

KEY FINDINGS IN THIS SECTION:

- Median total giving increased in the last three years.
- Six out of ten companies increased total giving in the last three years.
- The Health Care industry drove the largest increase in contributions in the last three years.
- Socially driven internships were the most commonly conducted activity within Total Social Investment.

TOTAL GIVING TRENDS

COMMUNITY INVESTMENTS INCREASED

In 2018, median total giving was $20.7 million (N=250). Six out of ten companies that provided their contributions data in all years between 2016 and 2018 (N=204) increased total giving. Median total giving increased by 11% for these companies. The analysis showed that while companies saw an overall positive financial performance in terms of revenue and pre-tax profit, total giving as a percentage of revenue increased moderately, indicating that contributions didn't grow at the same pace as financial performance.

Three-Year Matched Set, Inflation-Adjusted, Medians, All Companies	2016	2018
Total Giving (in US$ Millions), N=204	$23.2	$25.7
Total Giving as a % of Revenue, n=142	0.12%	0.14%
Total Giving as a % of Pre-Tax Profits, n=138	0.83%	0.94%

REASONS FOR CHANGE IN GIVING VARY

There are many different reasons why companies increase or decrease contributions from year to year. These changes can be driven by internal strategy decisions as well as external forces in the economy or customer demands. Corporate leaders cited numerous factors for changes in corporate giving in 2018, compared with 2017.

Most commonly cited reasons for decreases were:

- Disaster Relief donations decreased because of fewer natural disasters in 2018 compared to 2017;
- Changes in the business: reduced business performance for companies with budgets tied to financial results;
- Operational changes: launch of a new foundation or a change in the grantmaking process.

Most commonly cited reasons for increases were:

- Increased focus on strategic initiatives or programs;
- International giving expansion;
- Changes in the business: improving business performance for companies with budgets tied to financial results;
- Changes in employee-directed giving programs.

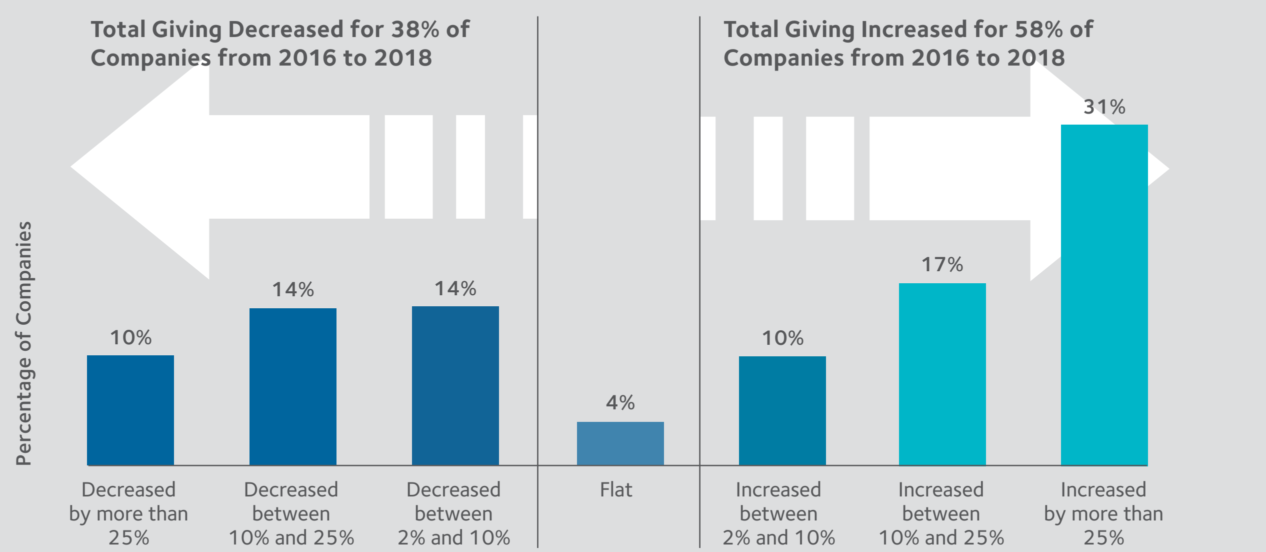
HEALTH CARE STANDS OUT

While 69% of Health Care companies reported an increase in giving (n=29), this industry accounted for two-thirds of the aggregate increase in giving between 2016 and 2018 across all companies in our three-year matched set (N=204). The increase is concentrated mostly in Pharmaceutical and Health Care Facilities and Services. Aggregate giving for all Health Care companies (n=29) increased by 42% from 2016 to 2018. The absolute aggregate US dollar value of giving of all Health Care companies was also the highest compared to any other industry ($3.7 billion). An increase in product donations for patient support programs, global Disaster Relief programs, and response to the opioid crisis, as well as the increased support of assistance funds, were the commonly cited explanations for the Health Care increases.

By contrast, the Technology and Communications industries accounted for the largest share of the aggregate decrease across all companies (28% and 26%, respectively). Particularly, the Media subindustry led the decrease in Communications; this subindustry went through significant company mergers that may have complicated measurement methods and contributions accounting.

FIGURE 1

Distribution of Companies by Changes in Total Giving Between 2016 and 2018, Inflation-Adjusted, Matched-Set Data



N=204

TOTAL SOCIAL INVESTMENT

TOTAL SOCIAL INVESTMENT BACKGROUND

CECP's 2015 Summit was the catalyst for beginning research to determine how to measure "good beyond giving." Hundreds of company examples resulted in a set of draft categorizations and draft definitions published in *What Counts: The "S" in ESG* (February 2017). CECP engaged nine companies in a deep review of their social investments and undertook rigorous secondary research of publicly available cases to test the report's new findings. The follow-up report, *What Counts: The "S" in ESG New Conclusions* (April 2018), refined the initial study's outputs and recommendations.

A preview of the next steps in this research area appears here. Holistically, Total Social Investment (TSI) represents the "S" in ESG. It's encouraging that nearly 200 companies shared their work in these innovative areas. CECP looks forward to seeing more examples of this next phase in measurement.

MANAGEMENT OF EXPANDED SOCIAL INVESTMENT

In 2018, most companies managed Diversity, Equity, and Inclusion (DEI) (86%) and Human Rights (67%) in a department other than the community investment team. A smaller percentage of companies confirmed DEI or Human Rights were staffed and budgeted within their department (10% and 12% of companies, respectively). Our analysis found that for companies where DEI and Human Rights were managed within the same department managing overall contributions, median total giving was higher than at companies that manage them elsewhere ($46.3 million and $18.2 million, respectively). This leads us to consider that teams might have a direct sightline into resources devoted to a broader view of societal investments. As companies start thinking about a whole company approach to social investment, it seems that these holistic approaches come with higher resource allocation.

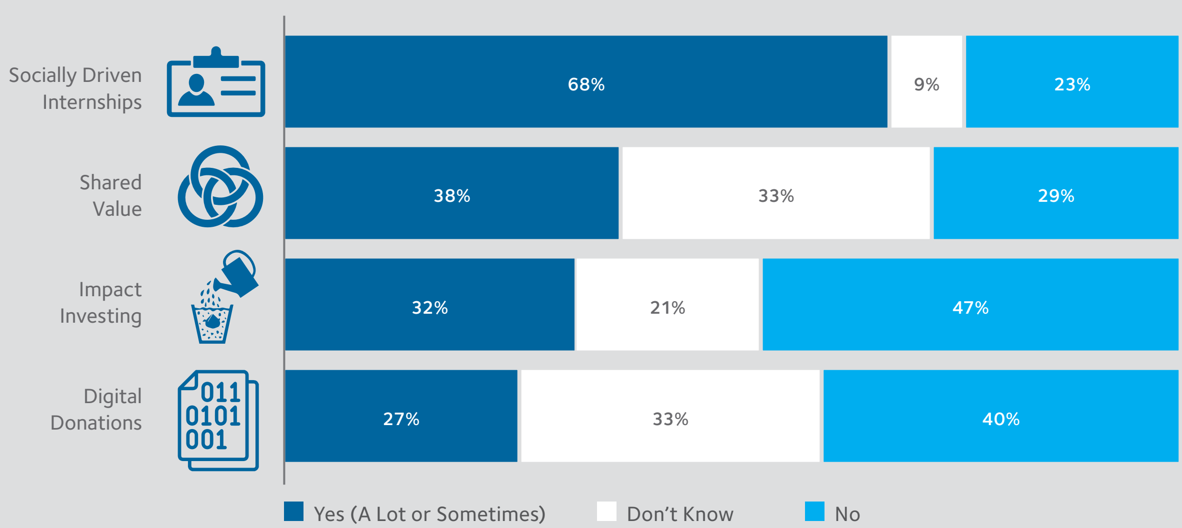
NEW TSI CATEGORIES

CECP also asked for the first time about other TSI categories that receive resources from companies as part of their S in ESG efforts: digital donations, impact investing, shared value, and socially driven internships. These categories reflect the integration of social strategies across the business. Some of these are managed directly by the community investment team, while others are managed elsewhere but informed by the company's social strategy. This reflects the evolution of the corporate sector to incorporate community stakeholders into their business strategies: one way in which they can demonstrate that their corporate purpose goes beyond profit.

Companies that managed their DEI and Human Rights activities within the same community investment department reported higher instances of these TSI categories taking place at their company compared to companies managing them elsewhere: 90% reported having socially driven internships (vs. 73%). CECP anticipates that companies seeking an enterprise-wide strategy for their social investments will increasingly move to align with DEI, Human Rights, and other TSI activities over time.

FIGURE 2

Percentage of Companies Conducting Each Type of Total Social Investment Activity, 2018



N=183

Community Investments

This section offers a closer look at the different elements that comprise total giving, including how community investments are allocated towards program areas, international end-recipients, or funding types.

KEY FINDINGS IN THIS SECTION:

- The share of funding type has remained steady in the last five years.
- Health and Social Services and Education (K-12 and Higher) continue to be the top program areas to which companies allocate their contributions.
- Disaster Relief was the program area that had the largest median cash and aggregate cash giving increases despite representing a small proportion of allocated giving in 2018.
- Consumer Staples was the top industry in terms of having the highest median cash giving in 2018 in half of program area categories.
- STEM and Disaster Relief showed the largest gains in the percentage of companies reporting them as their top-priority focus areas.
- International giving continued growing in the last three years (+9%). Two out of three companies gave internationally, with those that did typically allocating 21% of total giving to international giving.
- Health and Social Services was the top program area in terms of international giving allocation.
- Countries with larger Gross Domestic Product (GDP) may also have better grant management and capacity and thus are more likely to receive most contributions.

GIVING BY FUNDING TYPE

FUNDING TYPE BREAKDOWN

Although the funding breakdown did not change significantly between 2014 and 2018, 3% of companies in a five-year matched set (N=202) stopped reporting using foundation cash giving, or, in other words, closed a foundation. On the other hand, 5% in the same matched set opened a foundation. Within the same matched set, 40% of companies reported increasing foundation cash giving, 33% decreased it, and 27% reported no change.

Among those companies that provided a breakdown of their non-cash contributions (also known as in-kind donations), analysis showed that in the last three years the share of product donations (e.g., computers, office supplies, medications, valued at Fair Market Value and for which the company is not compensated) increased by 3 percentage points within non-cash giving between 2016 and 2018.

CHANGES IN DOLLAR VALUE

Median direct cash giving (adjusted by inflation) in a five-year matched set experienced the highest increase among all funding types (+28%), from $11.8 million in 2014 to $13.4 million in 2018. Median foundation cash giving also increased, but almost at a lower growth rate (+10%), from $9.4 million in 2014 to $10.3 million in 2018.

Among companies reporting non-cash giving, median non-cash giving decreased by 1%, from $5.9 million in 2014 to $5.8 million in 2018. The Health Care industry was by far the industry with the highest increase in median dollar value of product donations between 2016 and 2018 (+68%): from $7.6 million in 2016 to $12.7 million in 2018. The other industry that increased the median dollar value of its product donations between 2016 and 2018 was the Technology industry: from $21.1 million in 2016 to $26.4 million in 2018.

NON-CASH GIVING

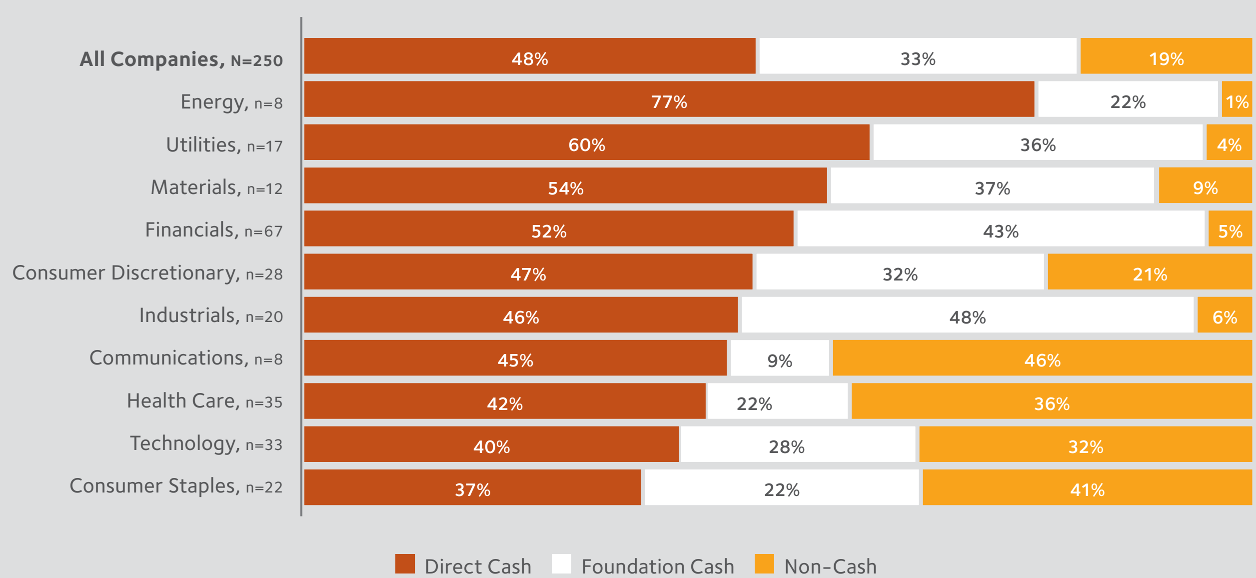
In 2018, two out of three companies reported making at least one form of in-kind gift.

In a three-year matched set, the relative share of non-cash giving did not change significantly, nor did it increase in terms of the percentage of companies reporting it between 2016 and 2018: approximately 7 out of 10 companies reported some amount of non-cash giving in that timeframe.

Consistent with past years, there are three industries for which in-kind contributions represent more than one-third of their contributions: Communications, Consumer Staples, and Health Care. Better measurement and higher product donations such as public service announcements, ads, airtime, Pro Bono Services, and medication or medical equipment may account for this higher share of non-cash giving in these industries. Some may say that non-cash giving is the forerunner to categories of TSI reported on page 10.

FIGURE 3

Industry Breakdown of Total Giving by Funding Type, Average Percentages, 2018



N=250

PROGRAM AREA

YEAR-TO-YEAR TRENDS

Disaster Relief experienced the greatest increase in median cash giving from 2016 to 2018. According to the Center for Research on the Epidemiology of Disasters (CRED), in 2016 the monetary economic damage of natural disasters went up for the first time in four years, peaked in 2017, and went down in 2018. Companies feel committed to the communities they serve and especially when they are hit by a natural disaster.

Note: "Other" is not included in the table below.

Program Area	Growth Rate of Median Cash Giving by Program Area between 2016 and 2018
Disaster Relief (n=73)	69%
Community & Economic Development (n=85)	42%
Environment (n=72)	26%
Education: K-12 (n=86)	4%
Education: Higher (n=87)	2%
Health & Social Services (n=101)	-10%
Civic & Public Affairs (n=65)	-12%
Culture & Arts (n=86)	-14%

CASH GIVING BY PROGRAM AREA

In 2018, companies continued investing the most cash in Health and Social Services, Community and Economic Development, and Education. As shown in the first table to the left of this page, Disaster Relief saw substantial gains in terms of median cash giving in the last three years; however, it is important to put its dollar value in context, reflected in the table below. Median cash giving of Disaster Relief was approximately just 15% of median cash giving in the top program area (Health and Social Services).

Program Area	Cash Giving Median Amount, 2018
Health & Social Services (n=132)	$2,749,370
Community & Economic Development (n=118)	$2,265,110
Education: Higher (n=115)	$2,231,320
Education: K-12 (n=127)	$1,921,650
Culture & Arts (n=116)	$867,130
Civic & Public Affairs (n=89)	$600,950
Environment (n=95)	$500,570
Disaster Relief (n=114)	$419,350

TOP CASH GIVERS

Consumer Staples, mostly comprised of Manufacturing companies, showed the highest median of cash giving towards Environment, probably due to the increasing adoption of ESG standards and metrics compared to Service companies; Community and Economic Development, to support initiatives related to women and their communities; Health and Social Services, given that consumer packaged goods are intrinsically assessed in terms of health and well-being trends; and Culture and Arts. Industrials were the top cash givers towards Education, perhaps due to an effort to train potential candidates who need specific skills to enter their workforce.

Program Area	Industry with Highest Median Total Cash Giving and Amount (in US$ Millions), 2018
Civic & Public Affairs	Utilities ($2.40)
Community & Economic Development	Consumer Staples ($8.67)
Culture & Arts	Consumer Staples ($2.51)
Disaster Relief	Energy ($2.49)
Education: Higher	Industrials ($5.88)
Education: K-12	Industrials ($5.08)
Environment	Consumer Staples ($9.54)
Health & Social Services	Consumer Staples ($7.35)

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

FIGURE 4

Program Area Allocations by Industry, 2018, Average Percentages

		Civic & Public Affairs	Community & Economic Development	Culture & Arts	Disaster Relief	Education: Higher	Education: K-12	Environment	Health & Social Services	Other
All Companies	N=147	4%	16%	6%	3%	13%	14%	4%	26%	14%
Consumer Discretionary	n=16	3%	23%	7%	4%	19%	10%	2%	18%	14%
Consumer Staples	n=8	1%	15%	6%	2%	6%	11%	8%	43%	8%
Energy	n=5	4%	6%	3%	6%	14%	16%	7%	21%	23%
Financials	n=41	4%	27%	7%	4%	6%	15%	2%	15%	20%
Health Care	n=20	3%	4%	1%	5%	7%	9%	0%	67%	4%
Industrials	n=13	4%	11%	4%	4%	22%	18%	2%	23%	12%
Materials	n=10	5%	10%	11%	1%	11%	15%	16%	22%	9%
Technology	n=17	3%	9%	7%	2%	34%	18%	2%	12%	13%
Utilities	n=15	5%	21%	7%	1%	10%	15%	9%	22%	10%

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

PRIORITY FOCUS AREAS

For many years, it has been a best practice for companies to identify strategic focus areas for community investments tied to their business. The Giving in Numbers Survey requested that respondents report up to four priority focus areas in order of importance (see page 55 for the definition of priority focus area). The top two focus areas that increased the most in terms of the percentage of companies that mentioned them spontaneously as one of their top four priority focus areas in a three-year matched set (n=139) were STEM (Science, Technology, Engineering, and Mathematics) and Disaster Relief.

The Giving in Numbers Survey asked companies specifically whether they were or were not focused on four top social issues. Workforce and Disaster Response were the social issue areas most often selected as highly important, with 71% and 67% of companies reporting them as such respectively, followed by 62% of companies reporting STEM and 37% of companies reporting Healthy Lifestyles or Related.

STRATEGIC PROGRAMS

CECP asked companies what percentage of total giving they allocate to their strategic program(s): the survey found a median of 13% ($2.4 million) of total giving while companies in the top-quartile of respondents to the Giving in Numbers Survey reported allocating at least 31% of total giving to strategic programs. A trend analysis showed that these values remained steady over the last three years.

Because of their scale, large companies often have more than one strategic program. A new question in this year's survey asked how many strategic programs a company has: 50% of companies reported that they had between three and five strategic programs, 38% reported they had between one and two strategic programs, and just 12% reported having more than six (N=177).

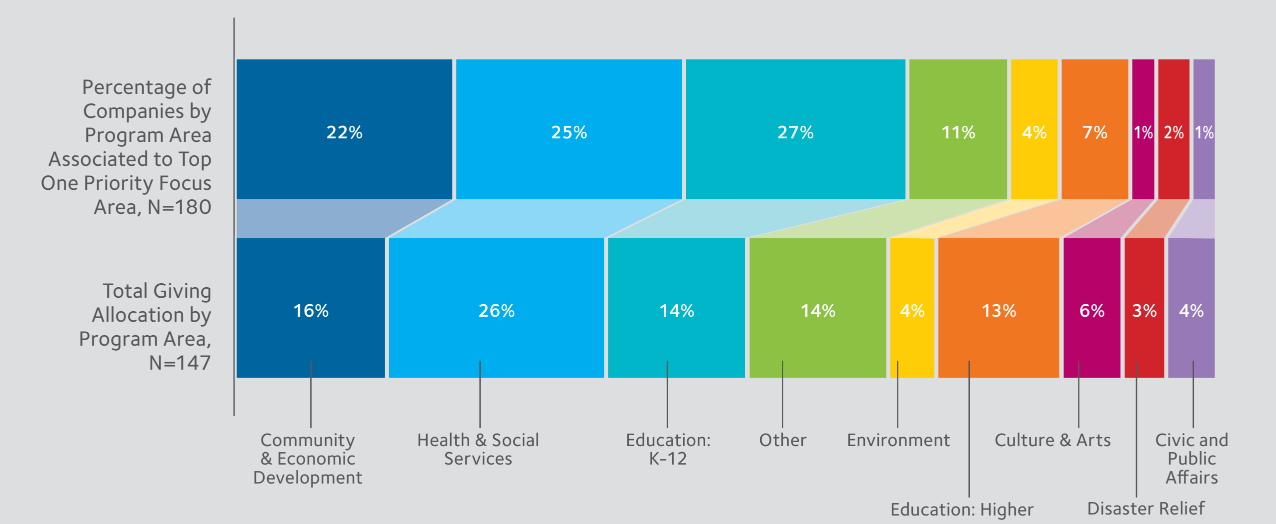
CECP's Valuation Guide defines a strategic program as the signature program area for which companies measure outcomes and/or impacts of their grants and that takes up the most time, money, and management resources.

ALIGNING RESOURCES TO STRATEGY

It is important to assess whether companies are being consistent when it comes to allocating social investment resources in causes they consider part of their focus/strategic areas—in other words, putting words into action. In 2018, 42% of companies reported that the program area with the highest allocation of total giving also corresponded to the program area associated with their strategic program and also matched to the program area associated with their top-priority focus area. Among companies in the top quartile of giving into their strategic program, or, in other words, that allocated at least 31% of giving into it, 70% are being consistent in matching the program area with the highest allocation of total giving, their strategic program, and top-priority focus area (n=34). For all other companies that allocated a lower proportion of giving into their strategic program, that percentage of match among these three dimensions (actual program area allocation, program area associated to strategic program, and program area associated to top-priority focus area) was just 32% (n=94). Figure 5 reflects how some program areas (e.g., Education: Higher) associated with top-priority focus areas ended up receiving more total giving in practice.

FIGURE 5

Percentage of Companies Reporting Program Type per Priority Focus Area and Actual Total Giving Allocation by Program Area, 2018



INTERNATIONAL GIVING

INTERNATIONAL GIVING

In 2018, of a total of 250 companies participating in the Giving in Numbers Survey, 90% were based in the United States. In 2018, two out of three of these companies (N=250) reported making cash and non-cash contributions to international end-recipients (outside the company's headquarter country).

On average, $2.2 million out of every $10 million had an impact internationally (outside the company's headquarter country) in 2018. To be in the top quartile of the ratio of international giving as a percentage of total giving, companies had to allocate at least 31% of their total giving in 2018 to international recipients.

In 2018, the share of international giving by funding type among companies that reported this breakdown was similar to that of total giving (domestic and international):

- Direct Cash: 48%
- Foundation Cash: 35%
- Non-Cash: 17%

INDUSTRY TRENDS

The chart below shows the average percentage of total giving allocated internationally in each industry. Consistent with past trends, the analysis shows that industries with a historical focus on their local footprint, like Utilities, continue reporting a lower percentage of companies having international contributions (see Figure 6).

In 2018, Consumer Staples had the highest median of international giving across industries ($9.2 million), despite their average ratio of international giving as a percentage of total giving being less than that of Technology and Materials companies. Manufacturing companies had a higher median of international giving in 2018 ($3.3 million) than Service companies ($1.8 million), which may be due to a greater global presence of Manufacturing companies and accordingly their special focus on social investments in the international communities where they operate.

YEAR-OVER-YEAR CHANGES

International contributions increased by 9% between 2016 and 2018 in a three-year matched set, the median rising from $3.4 million to $3.7 million. Sixty-five percent of companies in the same matched set increased their international contributions. The percentage of companies making international contributions slightly increased from 2016 to 2018: from 67% to 68%.

Community and Economic Development (e.g., hunger relief, workforce training) and Education: K-12 were the international program areas with the highest increase in share from total international giving in a matched set of companies between 2016 and 2018 (+4 and +1 percentage points, respectively). There was not a significant difference in the percentage of Manufacturing and Service companies that increased international contributions between 2016 and 2018 (64% and 65%, respectively).

FIGURE 6

Offering of International Giving Programs and International Giving as a Percentage of Total Giving, 2018

Note: Communications, Energy, and Utilities companies were excluded due to low sample size.

INTERNATIONAL GIVING continued

INTERNATIONAL PROGRAM FOCUS

In 2018, Community and Economic Development was the program area that had the highest median contributions for international end-recipients. Examples may include housing and urban development and grants to neighborhood or community-based international groups. Alternatively, Civic and Public Affairs was the program area with the highest growth in median international giving between 2016 and 2018: +119%, although it represents a very small share of international giving. Examples of such a program area include contributions for legal initiatives, veterans, justice, nonprofit/policy research, and capacity building.

International Giving by Program Area, Medians, 2018, N=86	
Community & Economic Development	$870,502
Education: Higher	$527,138
Education: K-12	$451,000
Health & Social Services	$373,095
Environment	$204,356
Civic & Public Affairs	$154,726
Disaster Relief	$127,588
Culture & Arts	$57,400

INTERNATIONAL PROGRAM SHARE

Four program areas stood out in a review of international giving program area allocation. Consistent with the increase in the number of natural disasters in the last couple of years, International Disaster Relief had a higher share of international giving, compared to overall total giving levels. Across the board, Disaster Relief represented 3% of total giving, but internationally it represented 9% of giving for international end-recipients. Other program areas with a higher international allocation compared with total giving were Health and Social Services, Community and Economic Development, and Environment.

International Giving, Program Area Breakdown, Average Percentages, 2018, N=109	
Health & Social Services	27%
Community & Economic Development	22%
Education: K-12	15%
Education: Higher	9%
Disaster Relief	9%
Other	7%
Environment	6%
Civic & Public Affairs	3%
Culture & Arts	2%

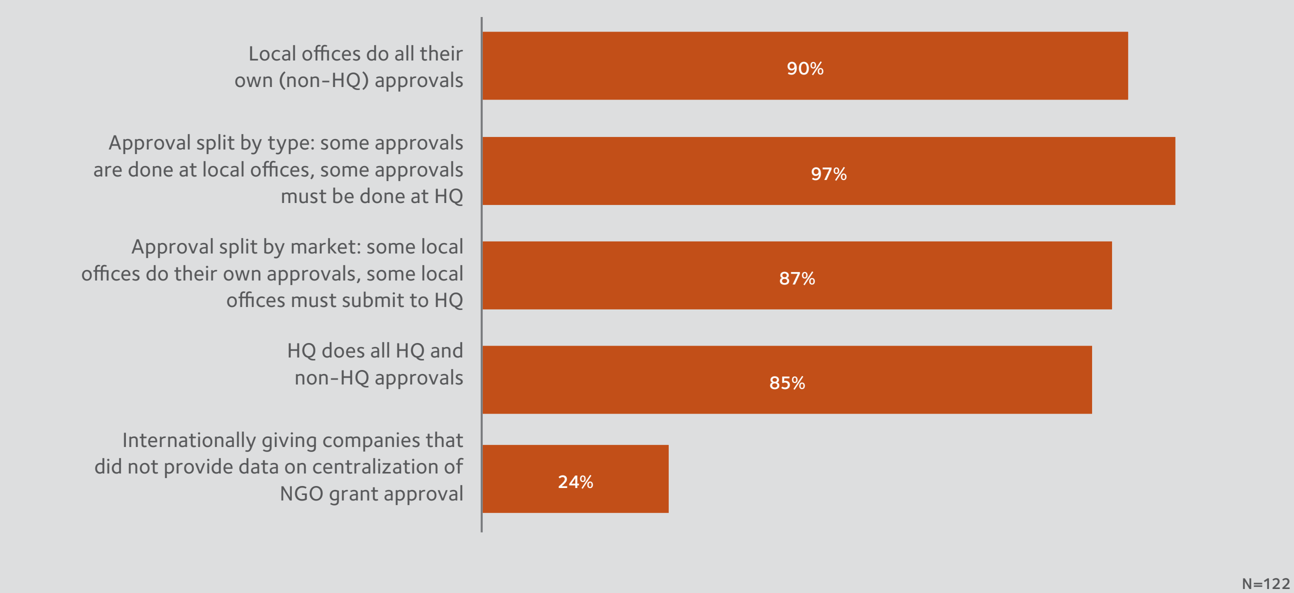
GRANTMAKING CENTRALIZATION

International partnerships face operational and compliance challenges more than domestic partnerships do. In 2018, companies reported that, on average, half of their giving to international end-recipients went indirectly through philanthropic intermediaries. Philanthropic intermediaries refer to a "qualified recipient" that distributes companies' contributions through their own channels and methods, which may include vetting end-recipients (see definition on page 53). Companies use intermediaries to support some of these challenges.

In 2018, companies described for the first time how the approval of nonprofit grants outside the company's headquarters (HQ) country office took place: 42% of companies reported that HQ does all HQ and non-HQ approvals; 27% reported that some approvals are done at local offices and some must be done at HQ; 16% reported that local offices do all their own (non-HQ) approvals; 12% reported that some local offices do their own approvals and some local offices must submit to HQ; and 3% reported that no NGOs outside the HQ country receive grants (N=130).

FIGURE 7

Percentage of Companies Offering International Volunteer Programs by Level of Centralization, 2018



GIVING BY COUNTRY

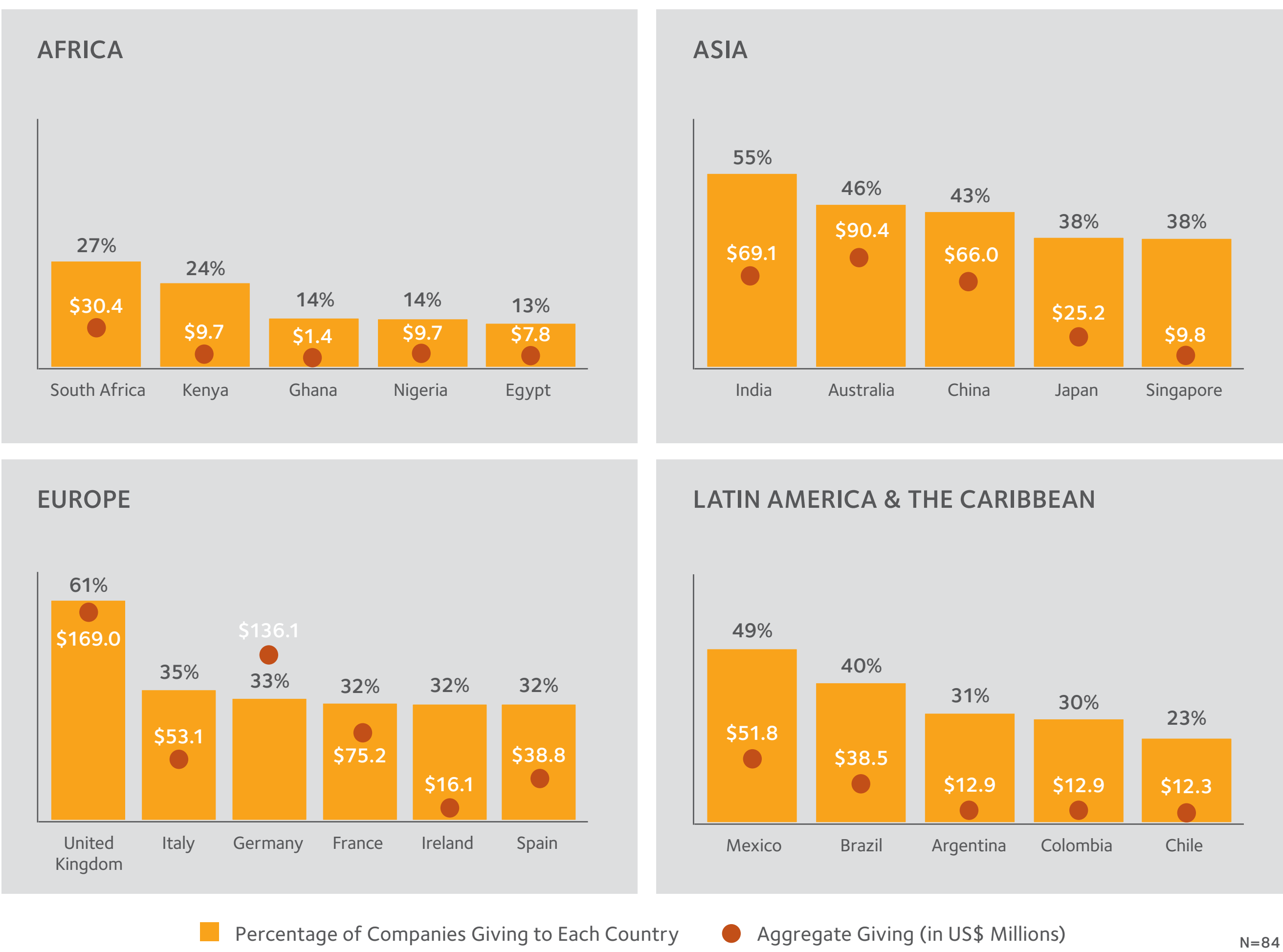
North American companies (U.S. and Canada) determine where to give internationally based on various internal and external factors, including employee footprint, engagement and satisfaction, competitive business advantage, available resources, and where growth opportunities are located. Companies look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

North American companies had a median number of nine countries in their company's geographic giving portfolio. The scope of international contributions was extensive: the subset of 84 North American companies that participated in *Giving in Numbers* and reported a country breakdown for their total giving covered nearly every country in the world with partnerships in a total of 178 countries.

Figure 8 shows that North American companies continue to make social investments in some of the largest economies in Europe. Ireland in particular has become the most popular destination in history for 22 U.S. corporate tax inversions. For the first time since following North American social investments in Asia, a larger percentage of North American companies made social investments in Australia than in China, along with a higher aggregate US dollar value of international giving than that of China. One reason may be the Overseas NGO Law that was passed in 2016 and put in place in China in 2017: the law may have discouraged many foreign companies from investing in social efforts there. The most developed economies (in terms of GDP and capacity building with respect to self-sustainable social investment) continued to be the main destination of North American international contributions in all other regions.

FIGURE 8

North American Companies International Engagement, Top Recipients by Region



N=84

Activating Employees

This section presents insights and methods regarding how companies engage their employees in corporate volunteer opportunities. This section also explores other monetary ways employees contribute to social causes they are passionate about.

KEY FINDINGS IN THIS SECTION:

- Volunteer participation rates remained steady compared to the last three years.
- Paid-Release Time and Flexible Scheduling continue to be the most offered domestic volunteer programs. The percentage of companies offering both Paid-Release Time and Flexible Scheduling is on the rise.
- More companies are offering Pro Bono Service opportunities. It was the domestic volunteer program that grew the most between 2016 and 2018.
- Total volunteered hours increased by 3% between 2016 and 2018.
- Disaster Relief and Dollars for Doers matches increased the most in terms of median matching-gift dollar amount among all matching-gift programs.
- The median monetary value of Philanthropic Leverage (monetary contributions to nonprofits) from employees and non-employees is on the rise.

VOLUNTEERING

VOLUNTEER PARTICIPATION

Engaging employees in volunteering opportunities can bring numerous benefits to employees, companies, nonprofits, and the communities they serve. Nevertheless, in order to engage employees, companies need to offer volunteer opportunities that resonate with employees and fit with their professional and personal schedules.

In 2018, seven out of ten companies included either on-company and/or off-company time when estimating employee volunteer participation rates. Forty-five percent of all companies included both types of on-company and off-company time when estimating employees' volunteer participation rates. Employees' participation in corporate volunteer programs has remained steady: it increased around one percentage point between 2016 and 2018, from 33% to 34% in a matched set of companies. The average participation rate of employees volunteering at least one hour on company time in 2018 was 33% in 2018. For the top quartile of companies, the employees' participation rate was at least 49.5%.

TRACKING EMPLOYEE ENGAGEMENT METRICS

Many companies track volunteer hours in order to track progress in employee engagement. This helps companies compare types of volunteer programs and find their own sweet spot in terms of what options to offer. That said, volume of hours must be counter-balanced with strategic metrics to show value produced. In 2018, eight out of ten companies reported tracking the number of employee volunteer hours.

Measuring companies' community investments through employee metrics also helps companies gauge employees' sense of commitment with respect to different types of social programs. In 2018, the average volunteer participation rate for companies that measured the business value of community investments in terms of employee metrics was 36% compared to companies that did not perform this type of measurement (28%).

PROGRAM TYPES

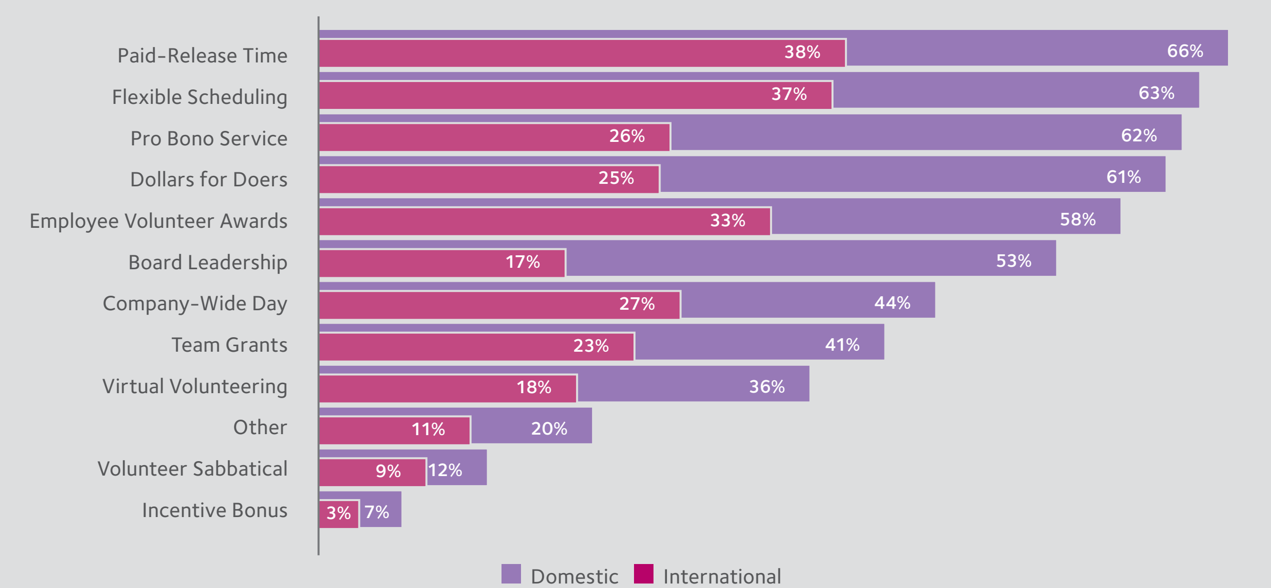
As shown in Figure 9, Paid-Release Time and Flexible Scheduling were the most offered domestic and international volunteer programs in 2018. These two programs were the ones that increased the most (+5 percentage points) in terms of the percentage of companies offering them to their international employees between 2016 and 2018 in a three-year matched set of companies.

Pro Bono Service was the third-most offered domestic program in 2018 and the domestic program that increased the most in terms of the percentage of companies offering it between 2016 and 2018 in a three-year matched set of companies (+6.8 percentage points).

For the first time, *Giving in Numbers* measured the offering of virtual volunteer opportunities. 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 over the Internet via computers, laptops, tablets, phones, or any other electronic device that allows employees to provide their skilled services virtually.

FIGURE 9

Corporate Volunteer Opportunities, Percentage of Companies Offering Each Program, 2018



N=193

VOLUNTEERED HOURS

Companies are putting in writing just how much time they allow employees to volunteer on company time, commonly called "Volunteer Time Off." In 2018, companies offered employees an average of 20 annual hours. Across all companies, the most common annual number of hours offered was eight hours in 2018 (32% of companies).

In 2018, companies reported an average of 61,000 hours volunteered on company time and 193,000 outside company time. The average number of total employee engagement hours (including both on company and outside company time) was 200,000. In a three-year matched set, the average number of employee engagement hours (both on company and outside company time) increased by 3%, from 212,000 in 2016 to 219,500 in 2018.

Consistent with prior years, the data showed that, in 2018, when companies allowed employees to implement their core skills set in the form of Pro Bono Services and/or Board Leadership (two programs used as a proxy for skills-based volunteer programs), the average number of volunteered hours was higher (226,700) compared to that at companies that don't offer these types of volunteering programs (113,850).

ON-COMPANY VERSUS OUTSIDE-COMPANY TIME

In 2018, the percentage of companies offering on-company-time (Paid-Release Time) volunteer programs exceeded the percentage of companies offering an outside-company-time volunteer program (68% and 52%, respectively). This may be due to greater ease in tracking on-company-time efforts. Also, employees may feel more engaged in community activities during business hours, which affords them a positive break from work while giving back to society. Figure 10 shows that companies in larger employee tiers with more offering of outside-company-time volunteer programs attained higher median volunteered hours. Financials had the highest offer of on-company-time volunteer programs (86%). Energy and Industrials had the lowest percentage of companies offering on-company-time volunteer programs (40% and 33%, respectively). One reason may be that the nature of the work and manufacturing processes in these industries may require employees to be physically present in their workplace. These industries often have hourly or union employees, and, therefore, volunteering outside company time is more practical.

PROGRAM VARIETY IS THE NORM

The average number of programs offered to employees in 2018 was 5.2 domestically and 4.1 for international employees (N=193). These numbers are up 13% and 14%, respectively, since 2016 in a three-year matched set (N=161).

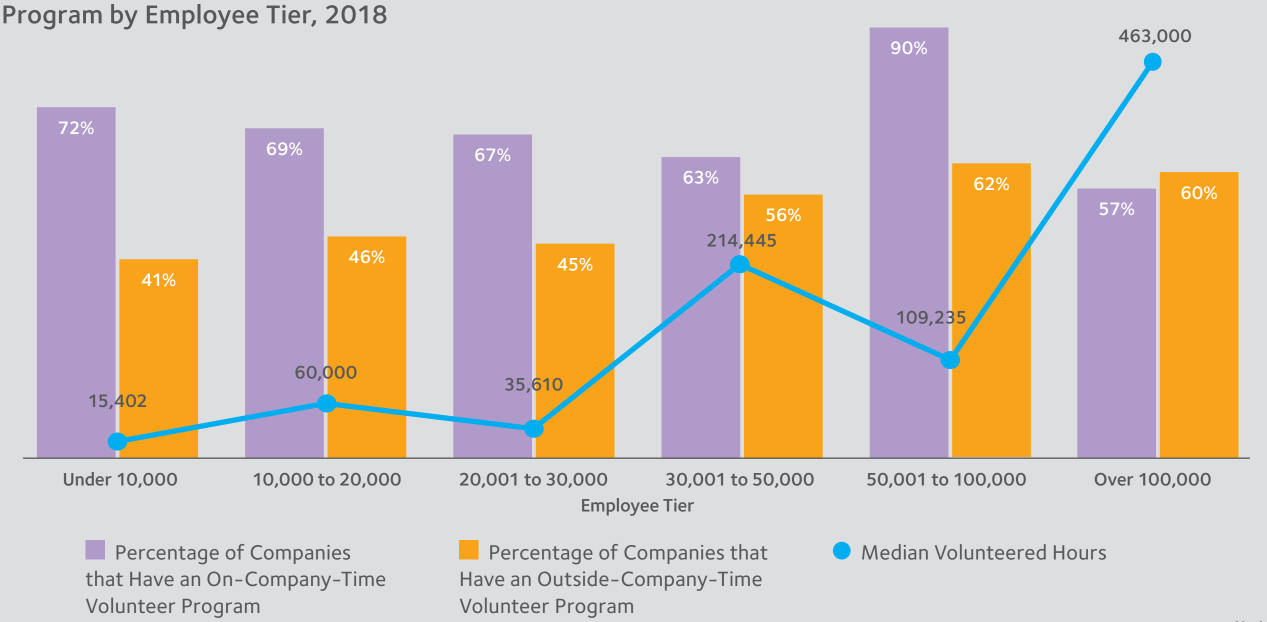
While the most commonly offered number of programs in 2018 was five, with an associated average volunteer participation rate of 41.2%, companies that offered eight domestic programs saw the highest volunteer participation rate: 47.5%.

When companies offer Paid-Release Time and Flexible Scheduling together (regardless of other volunteer programs), companies attained a higher average volunteer participation rate (34.2%) and required a higher number of types of domestic volunteer programs (6.4), compared to offering one program instead of the other or when not offering them at all.

Consumer Staples was the industry with the highest average number of volunteer programs offered to domestic employees: 5.8. This was followed by Financials, with 5.7.

FIGURE 10

Median Volunteered Hours and Percentage of Companies Offering Each Type of Volunteer Program by Employee Tier, 2018



N=193

INDUSTRY ANALYSIS

The Financial and Consumer Staples industries stand out as leaders when it comes to employee volunteer participation rates (41% and 39%, respectively). The Financials industry was by far the industry with the highest offering of domestic Paid-Release Time volunteer programs (82% of companies in 2018). Pro Bono Service and Dollars for Doers domestic volunteer programs were equally offered among Consumer Staples companies (65% of companies).

Industrials, though low in overall employee participation rate (11%) and pro bono participation rate (2%), stood out in the total number of hours volunteered (on and off company time) with the highest median number of hours reported across their industry (175,000). Fifty-six percent of Industrials reported offering volunteer opportunities off company time, with only 33% offering programs on company time.

COMBINATION OF PROGRAMS

In 2018, 76% of companies (N=193) offered either Pro Bono Service and/or Board Leadership, two important skills-based volunteer programs. In a three-year matched set (N=161) this offering combination increased from 73% in 2016 to 79% in 2018.

As shown in Figure 11, a higher percentage of companies realize they can attain higher employee engagement by utilizing the top two most offered volunteer programs together (not separately). These programs also happen to provide time flexibility and access to employees. The percentage of companies that do not make use of these volunteer programs is in decline.

Program variety allows more team members to engage. New in the 2019 Giving in Numbers Survey was a question that asked if other groups (e.g., part-time, contractors) have access to a company's volunteer programs. Companies reported that (N=188):

- Some groups of workers have access to some or all programs (51%);
- All groups of workers have access to some or all programs (23%);
- No plans to expand eligibility to more groups of workers (20%);
- Other/unsure (4%); and
- No access to other employees; however, the company is planning to expand eligibility to more groups of workers (2%).

EMPLOYEE SUPPORT AND ACCESS TO VOLUNTEERING

Employee assistance funds are often created to help employees during periods of unexpected financial hardship (e.g., unexpected medical expenses, natural disasters). The 2019 Giving in Numbers Survey incorporated for the first time a question to assess whether these funds are managed in-house or outside the organization. Forty-one percent of companies reported they do not have employee assistance funds available. Management relies mostly on internal management when it is done:

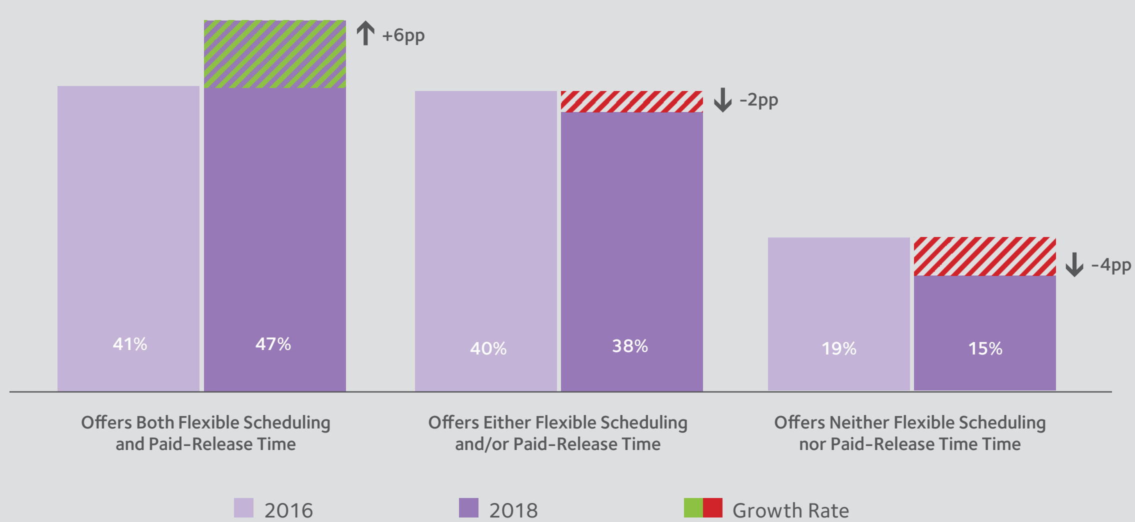
- 31% of all companies manage funds internally
- 14% use a combination of internal and external management tools
- 14% rely on all external management tools

New in this edition of *Giving in Numbers* is a systematic look at the top strategies used by companies to increase the rate of employee volunteerism:

- Activate local volunteer champions or volunteer councils (76%);
- Increase convenience of service (e.g., location/timing) (70%);
- Brand volunteer program/offerings (69%);
- Educate employees in a seminar or training (61%); and
- Increase participation of CEO or senior executives in volunteering (61%).

FIGURE 11

Percentage of Companies Offering Each Combination of Volunteer Programs, Three-Year Matched Set, 2016-2018



N=161

PRO BONO SERVICE

VALUE OF PRO BONO

Taproot Foundation's *State of Pro Bono: Corporate Edition* research (2019) shows that, for 64% of companies, pro bono programming is a key factor in helping companies achieve their overall social impact goals. These companies consider pro bono as a very or extremely important part of their corporate social responsibility (CSR) strategy.

The report also suggests that companies can add value and demonstrate commitment to nonprofit recipients by engaging more experienced employees with at least three years of experience in their field of expertise (90% of participating employees) and expanding the duration of employees' service from a few weeks to three months or longer (in approximately 7 out of 10 respondent companies). The skill type most engaged by companies was data analysis/management. Indicating a focus on creating business value, the most common business objective that companies strived to achieve through pro bono programming was the development of talent and leaders.

Read more on page 55 about the definition of Pro Bono Services as developed by the Taproot Foundation and CECP, who together set the standard and guidance on how to track the monetary value of employees' Pro Bono Service hours.

PRO BONO OFFERING AND TRACKING

Pro Bono Services offerings continue to increase, but in new and surprising ways. The most recent data shows that domestic Pro Bono Service was the volunteer program that increased the most, with 65% of companies making it available (up 7 percentage points from 2016 in a three-year matched set). Pro bono was the third-most offered domestic volunteer program, exceeded only by Paid-Release Time and Flexible Scheduling, and it was the fourth-most offered international volunteer program in 2018. In 2018 alone, 62% of companies offered Pro Bono Service programs, reflecting the recognition by employers and employees that it is important to volunteer their skills to nonprofits.

Tracking is of high importance, but it's also not without challenges that make reporting a pro bono value elusive for some companies. Fifty-six percent of companies reported pro bono monetary values in 2016 and 2018. This shows that the percentage of companies reporting a dollar value of Pro Bono Services as part of their non-cash giving value in a three-year matched set of companies has remained steady.

MONETARY VALUE AND SUCCESS

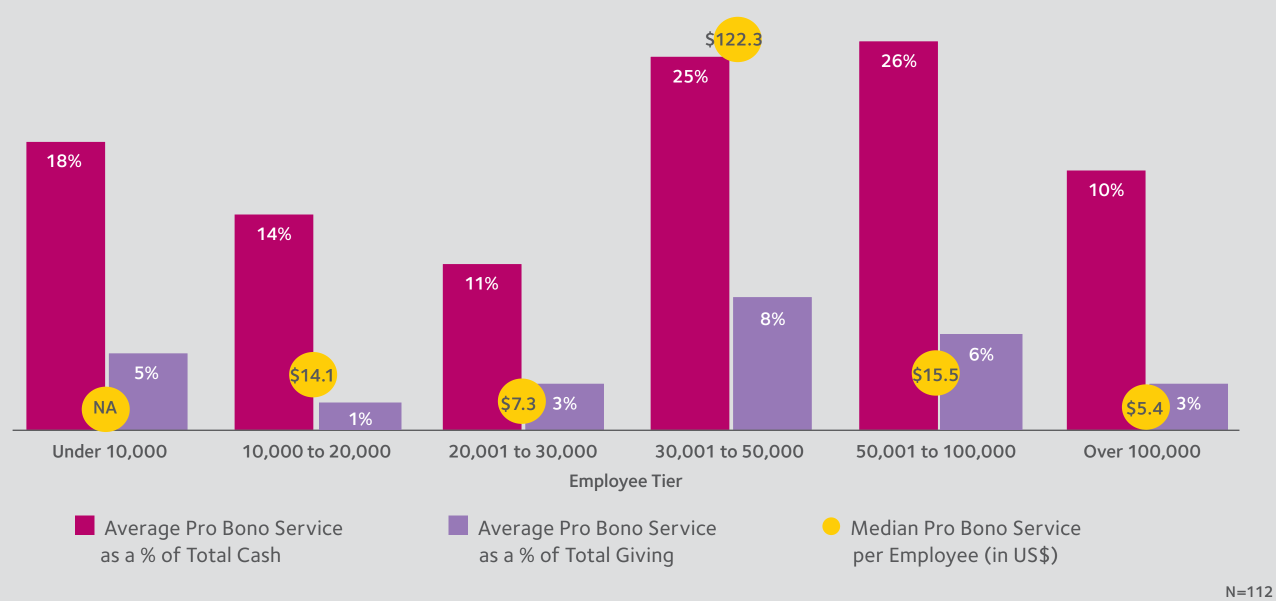
Pro Bono Services' median value in 2018 was $833,000. In a three-year matched set, Pro Bono Services showed an increase of 17% from $696,000 in 2016 to $813,000 in 2018.

A five-year analysis revealed that Pro Bono Services has increased its share within all non-cash contributions. Specifically, in a matched set of companies, Pro Bono Service increased its share of non-cash contributions from 18% in 2014 to 22% in 2018. Companies in the 30,001 to 50,000 employee tier attained a higher median value of Pro Bono Service per employee. This employee tier is comprised of a larger proportion of Consumer Staples and Health Care companies.

The median value of pro bono hours employees invested in nonprofits also increased. The median number of pro bono hours in a matched set of companies in 2016 was approximately 3,500 hours, while in 2018 it was 5,600 hours, yielding a growth rate of 61%.

FIGURE 12

Average Pro Bono Service Spending as a Percentage of Total Cash/Total Giving and Median Pro Bono Service Spending per Employee (in US$) by Employee Tier, 2018



MATCHING GIFTS

STATE OF THE INDUSTRY

Consistent with last year, the 2019 analysis found that 92% of companies offered at least one matching-gift program, with 78% offering at least two (N=169). Across all industries, the average number of matching-gift programs offered was 2.4, and the median dollar value match was $1.4 million, with a spread of $4.3 million (Energy) to $510,000 (Materials) (N=169).

In a question new to this year's survey, CECP asked companies to report the employee participation rate of matching programs overall. In 2018, CECP found that 24% of employees on average participated in their employer's matching-gift program across all companies (N=131).

Companies gave a median of 11.2% of matching-gift contributions as a percentage of total cash contributions in 2018 (N=169). In line with past results, Technology companies had the highest proportion of cash for matching-gift contributions (26.0%), while all surveyed Utilities and Energy companies not only offered matching-gift programs to their employees but also offered the largest average number of matching-gift programs (2.9 and 2.7 programs, respectively).

MATCHING-GIFT PROGRAMS

Year-Round Policy:

- Median Percentage of Employees Who Participated: 11% (n=71).
- Ratio: A majority of companies (85%) offered a 1:1 match. The second-most common offering was to multiply employee investments with a 2:1 match to specific strategic partners or cause areas (9%) (n=135).
- Caps: The median cap was $5,000 per employee (n=123).
- Monetary Share Within Total Matching Gifts US Dollar Contributions in 2018 (N=169): 56%.

Workplace-Giving Campaigns:

- Median Percentage of Employees Who Participated: 39% (n=45).
- Ratio: 77% of companies made a 1:1 match. The second-most common approach (11%) is to match 0.5:1 of every dollar contributed by employees (n=61).
- Caps: The median cap was $9,000 per employee (n=44).
- Monetary Share Within Total Matching Gifts US Dollar Contributions in 2018 (N=169): 22%.

Dollars for Doers:

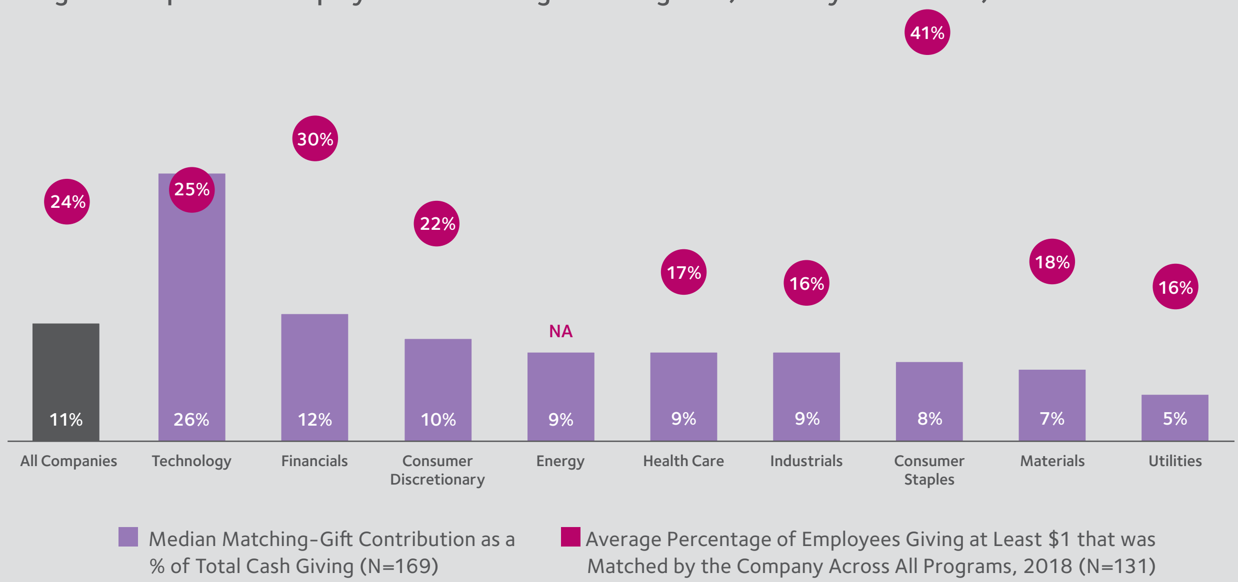
- Median Percentage of Employees Who Participated: 3% (n=44).
- Ratio: The median match in 2018 was $11 per hour volunteered (n=72).
- Caps: The most common Dollars for Doers annual cap was $1,000 per employee (n=53).
- Employee Choice: Among companies matching predominantly through Dollars for Doers programs, 43% targeted matches to predetermined strategic partners or cause areas.
- Monetary Share Within Total Matching Gifts US Dollar Contributions in 2018 (N=169): 10%.

Disaster Relief:

- Median Percentage of Employees Who Participated: 1% (n=16).
- Ratio: 79% of companies offered a 1:1 match (n=53).
- Caps: Annual caps were most commonly cited as $5,000 per employee (29).
- Monetary Share Within Total Matching Gifts US Dollar Contributions in 2018 (N=169): 5%.

FIGURE 13

Median Matching-Gift Contributions as a Percentage of Total Cash Giving and Average Participation of Employees in Matching-Gift Programs, Industry Breakdown, 2018



MATCHING GIFTS continued

EMERGING TREND

For the first time in the recent history of this report, median matching dollar contributions across all programs decreased by 7.1%. The median matching gifts as a percentage of total cash giving also decreased in a three-year matched set by 1.6 percentage points from 12.7% in 2016 to 11.1% in 2018. At the 2019 CECP Summit, during a live poll, the audience stated that one of the possible reasons for this decrease may be that teams are communicating/encouraging matching-gift programs less than before (32% of respondents), followed by possible budget reductions (21% of respondents). As stated in *Giving USA 2019*, many employees do not participate if they do not find enough options matching their donation interests. Giving to a broad range of interests also increases positive associations with generosity. *Giving USA 2019* also shows how donors in the mid-range of an organization's pyramid may be affected by the Tax Cuts and Jobs Act of 2017. Despite strong U.S. economy performance, giving by individuals declined by 3.4% between 2017 and 2018 (adjusted for inflation).

CHANGES IN PROGRAMS

The median dollar contribution adjusted for inflation for each program type changed between 2016 and 2018 by the following rates (including only companies providing each program type in each year):

- Workplace-Giving Campaigns: -11.3% (n=50)
- Year-Round Policy: -6.8% (n=104)
- Dollars for Doers: +64.4% (n=69)
- Disaster Relief: +79.6% (n=22)

It is worth noting that, despite having a large increase, Disaster Relief represents a small proportion of total matched dollars (5% in 2018).

Matched dollars have decreased due to two main factors: One, the reduction in employees' Workplace-Giving Campaign donations (e.g., United Way), and two, the decrease in Workplace-Giving Campaign offerings. Below are the percentage changes in companies offering such programs over a three-year matched set (2016-2018):

- Workplace-Giving Campaign: decreased from 48% to 42%
- Year-Round Policy: increased from 82% to 87%
- Dollars for Doers: increased from 56% to 57%
- Disaster Relief: increased the most: from 22% to 37%

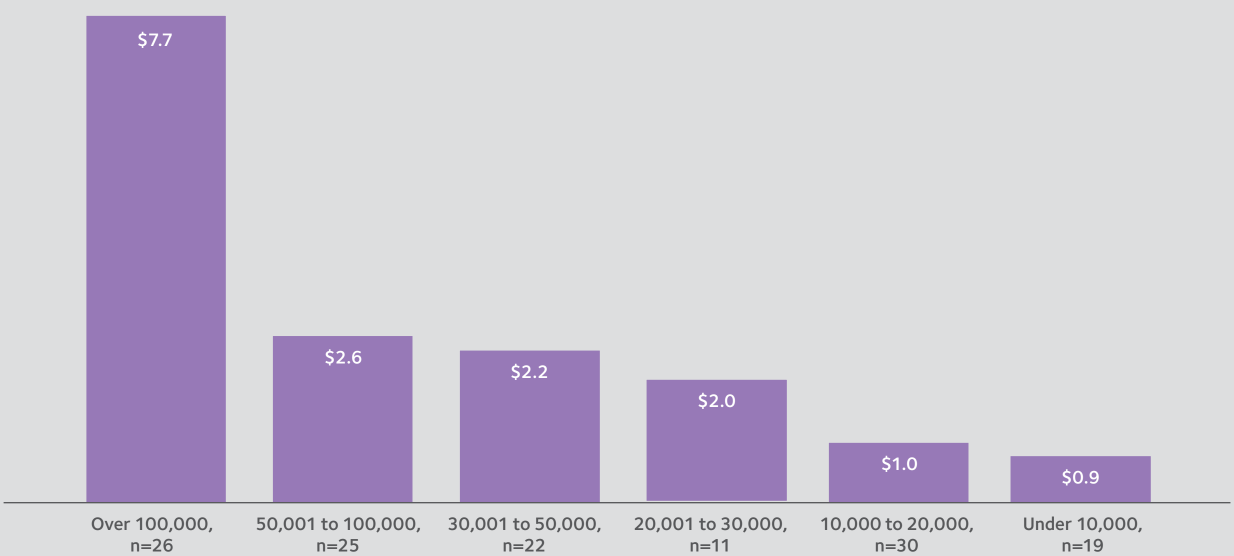
ELIGIBLE ORGANIZATIONS: OPEN OR LIMITED

Fifty-seven percent of companies matched employee donations to any nonprofit recipient in 2018. Consequently, 43% of companies limited their matching-gift programs based on type/number of nonprofits or number of programs. Among the companies that limit their matching-gift programs, 44% limited them to a specific list of nonprofit organizations, 42% limited them to organizations within selected cause areas, and 15% limited them to educational institutions.

Companies with open programs allocated more monetary resources in terms of matching gifts than companies with limited programs: in 2018 $1.71 million and $1.25 million, respectively. The proportion of companies offering open programs increased between 2016 and 2018 from 50% to 58% of companies. A higher percentage of companies offering open matches is more prevalent among companies with lower employee tiers (e.g., 76% among companies with fewer than 10,000 employees versus 48% of companies with more than 100,000 employees).

FIGURE 14

Median Matching Gift (in US$ Millions) by Employee Tier, 2018



PHILANTHROPIC LEVERAGE

CURRENT STATUS

In 2018, the median Philanthropic Leverage dollar amount that employees and non-employees contributed in a sample of 106 companies was $2.6 million. The minimum US$ value to be part of the top quartile of Philanthropic Leverage was $12.8 million.

CECP's Valuation Guide defines Philanthropic Leverage as the monetary funds that employees and non-employees (e.g., customers, suppliers, and/or vendors) raise from formal campaigns meeting the following criteria:

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

PHILANTHROPIC LEVERAGE BY INDUSTRY

In 2018, the Consumer Discretionary industry relied less on the proportion of Philanthropic Leverage that came from employees compared to all companies (42% versus 57% among all companies), data affirming that this industry has one of the highest employee volunteer participation rates (36% in 2018). This may be a sign that employees prefer to contribute through their own volunteer participation instead of monetary contributions. Accordingly, companies in this industry may need to lever monetary donations from employees less in order to achieve similar outcomes.

Industry	Median Philanthropic Leverage, 2018 (in US$ Millions)
All Companies (N=103)	$2.0
Consumer Staples (n=8)	$5.0
Industrials (n=8)	$4.9
Consumer Discretionary (n=18)	$4.5
Financials (n=28)	$3.2
Utilities (n=10)	$2.9
Technology (n=12)	$1.6
Health Care (n=11)	$0.6

Note: Communications, Energy, and Materials companies were excluded due to low sample size.

YEAR-OVER-YEAR TRENDS

Median Philanthropic Leverage (adjusted by inflation) of a matched set of 65 companies increased substantially (by 75%) from $3 million in 2016 to $5.2 million in 2018. The monetary share among all types of Philanthropic Leverage of this group of companies shows that contributions from non-employees increased by 28 percentage points, from 12% in 2016 to 40% in 2018.

Given the smaller proportion of companies reporting the breakdown of Philanthropic Leverage, the analysis centers on comparing the aggregate levels for the different types of Philanthropic Leverage between 2016 and 2018 in a matched set of companies. Customers/consumers were the driver in maintaining higher levels of Philanthropic Leverage. Aggregate levels of Philanthropic Leverage from non-employees in this three-year matched set increased by 1.4%. By contrast, median monetary contributions from employees' payroll deductions and other employee contributions decreased by 10% and 24%, respectively. In monetary terms, employees' payroll deductions decreased from a median of $2.0 million in 2016 to $1.7 million in 2018. The median monetary value of other employee contributions decreased from $1.1 million in 2016 to $942,000 in 2018.

FIGURE 15

Philanthropic Leverage: Money Raised from Corporate Fundraising Campaigns, Medians, 2018

MONEY RAISED FROM NON-EMPLOYEES		Median
Total Dollar Amount Generated for Nonprofit Partners	n=69	$2,000,000
MONEY RAISED FROM EMPLOYEES		
Total Dollar Amount Raised from Employee Payroll Deductions	n=75	$1,351,275
Total Dollar Amount Raised from Employee Contributions	n=73	$697,013

Operations

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

KEY FINDINGS IN THIS SECTION:

- Contributions staff team size continues to increase despite a decrease in overall employee headcount.
- Eight out of ten companies reported having a foundation/trust in 2018. The main type of foundation structure is predominately pass-through, which helps to explain why foundation FTEs are required to manage more total cash than their corporate counterparts.
- Management and program costs have decreased over the last three years in terms of absolute US dollar value and also as a percentage of total cash giving.

COMMUNITY INVESTMENT STAFFING TRENDS

IMPORTANCE OF THE TEAM

Increasingly, top executives at large corporations are recognizing the importance of the corporate giving business team. Having a team that deals with how a company invests in society and helps fulfill the overall sense of corporate purpose is not just a fad or a nice-to-have aspect but a way to strengthen the position of the company with internal and external stakeholders.

As reflected in the 2019 Edelman Trust Barometer study, there has been a reordering of trust to more local and controllable sources—more specifically towards employers, who have emerged as the most trusted entity. Seventy-five percent of respondents trust "My Employer"—19 points more than business in general and 27 points more than the government.

One of the roles of contributions staff teams is to be guardians of employees' trust in their companies and to preserve their sense of purpose. In certain situations, they are the connector between the employee's voice and the C-suite. And this is applicable not only with current employees but also future recruits.

SIZE AND GROWTH OF COMMUNITY INVESTMENT TEAMS

To check for broader trends, the change in median FTEs covers a timeline of five years. Median number of FTEs increased by 3% in a five-year matched set of companies. Increases in FTEs occurred at a faster pace than the overall employee headcount. Aggregating the number of FTEs and total employee headcount in a subset of companies for which those two metrics were available revealed that the total size of the contributions team workforce increased by 12% between 2014 and 2018, compared to an increase of the overall employee headcount of just 5% for the same period and companies (N=99).

One-third of companies that reported a decrease in their overall employee headcount between 2014 and 2018 (9% of companies) saw an increase in their contributions team sizes. This suggests that even within companies with overall headcount reductions in the past five years, there is an appreciation of the functions performed by contributions staff, and companies remain committed to their social efforts.

HIGHER EXPECTATIONS

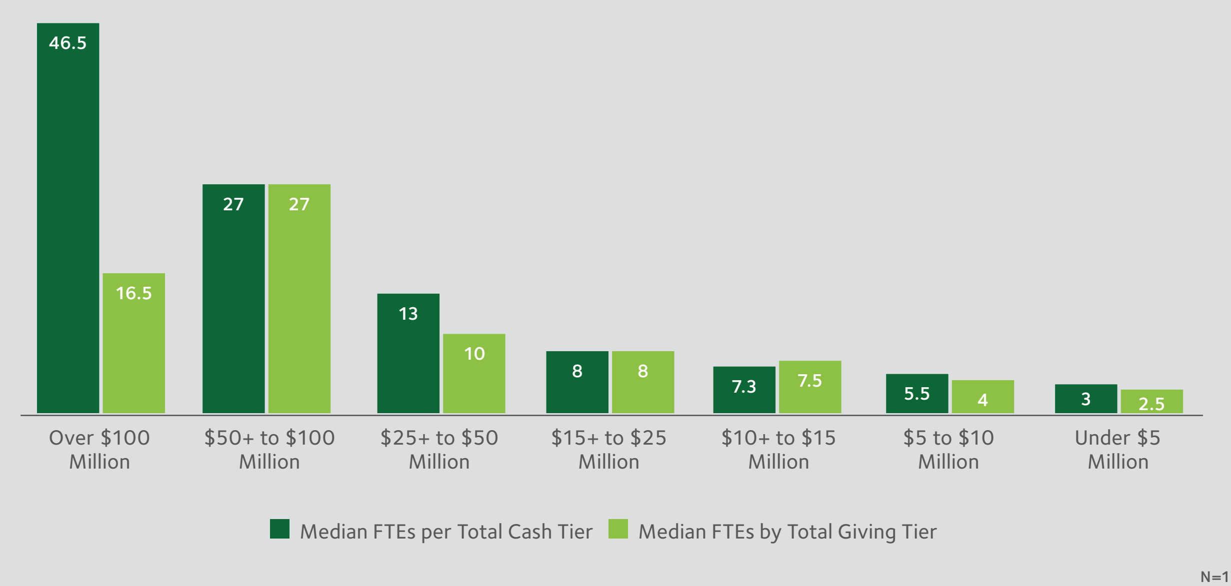
In 2018, companies that had larger total giving contributions to manage were also more likely to need larger contributions teams to administer these grants. When calculating the median number of FTEs by total giving tiers, the median number of FTEs increased along with higher total giving tiers.

Differences in median FTEs were less marked when taking into account revenue tiers. Nevertheless, companies with annual revenues above $25 billion had a larger median number of FTEs:

Corporate Revenue Tiers	Median FTEs, 2018
Under $5 Billion (n=15)	5
$5 to $10 Billion (n=27)	6
$10+ to $15 Billion (n=23)	7.5
$15+ to $25 Billion (n=29)	7.5
$25+ to $50 Billion (n=26)	12
$50+ to $100 Billion (n=13)	15
Over $100 Billion (n=12)	10.5

FIGURE 16

Median Number of Contributions Full-Time Equivalents (FTEs) by 2018 Total Giving and Total Cash Tiers



COMMUNITY INVESTMENT STAFFING TRENDS continued

TITLES AND DEPARTMENTS

The most commonly reported respondent titles in 2018 were:

- Manager – Any type (40%)
- Director – Any type (28%)
- Vice President – Any type (14%)
- Specialist (6%)
- Head of Unit (3%)
- Analyst – Any type (2%)
- Consultant (2%)
- Coordinator – Any type (1%)

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

- Grants Manager
- Senior Manager
- Community Relations Manager
- Operations Manager

Giving in Numbers defines FTE contributions staff as employees who oversee, manage, or directly administer corporate/foundation giving and/or employee volunteering. (See page 54 for a more complete definition.)

Notes:

- *"Any type" refers to levels in the same position (e.g., Executive, Senior, Associate, etc.)*
- *Title categories are not mutually exclusive: one respondent could have provided more than one title.*

REPORTING LINE MATTERS

The most common departments respondents reported to in 2018 were:

- Communications/Marketing (23% of respondents)
- CSR/Citizenship/Sustainability (22% of respondents)
- External/Public/Corporate Affairs (16% of respondents)
- Human Resources (15% of respondents)
- Community Affairs/Relations (9% of respondents)
- Giving/Foundation/Philanthropy (8% of respondents)
- Admin/Finance/Legal (6% of respondents)

Despite representing the largest share of respondents, Communications/Marketing units had the lowest allocation of total giving as a percentage of pre-tax profit (0.76%) and were the second-smallest category in terms of median FTEs (6.0). On the other side, despite representing the smallest percentage of companies, Admin/Finance/Legal departments invested the largest ratio of giving as a percentage of pre-tax profit (2.26%) and were the second-largest category in terms of median FTEs (7.5).

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

FTES AND GRANTMAKING

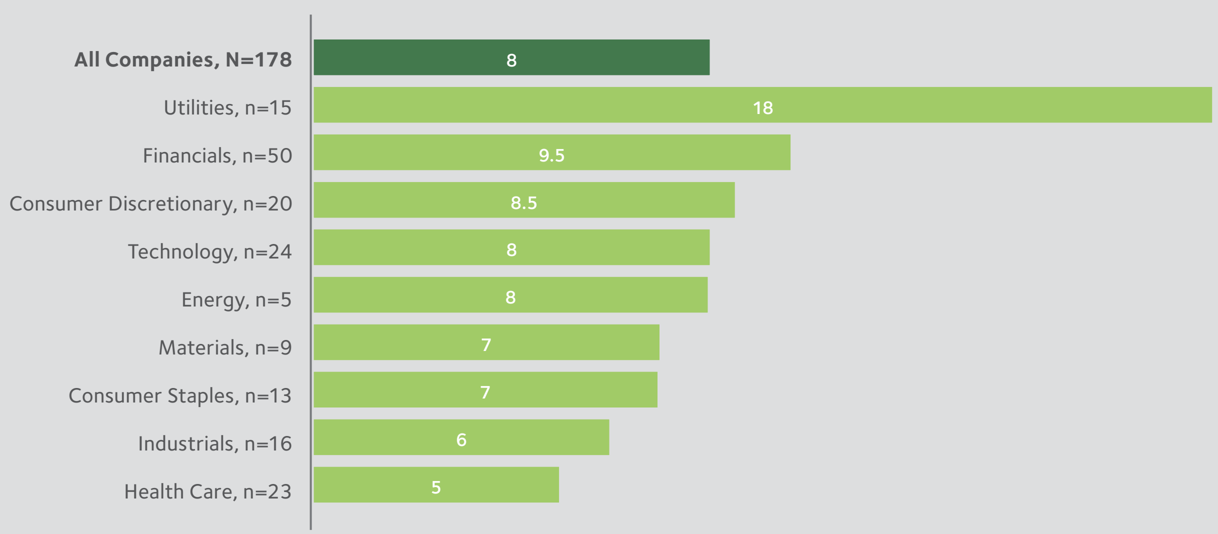
A five-year matched set enabled checking for broader trends regarding grantmaking and their management. Aligned with past years' trends, the data showed that companies continue to be strategic with their grantmaking by writing fewer but larger checks when giving grants to nonprofits. Median number of grants decreased by 7%, from 841 in 2014 to 780 in 2018. Median grant size (adjusted by inflation) increased by 16% from $36,130 in 2014 to $41,760 in 2018.

Each FTE deals with almost the same number of nonprofit recipients as five years ago: companies went from having a median of recipients per FTE of 56 in 2014 to 57 in 2018.

The median grant size that FTEs had to manage in 2018 was $46,000. Grant size varied across industries. Industries like Health Care had higher median grant size in 2018 ($167,000), whereas other industries like Utilities had a median grant size of only $15,000, which may be associated with the geographic needs of each industry and the strategy to give to "pillars" rather than across many focus areas.

FIGURE 17

Median Number of Contributions Full-Time Equivalents (FTEs), Industry Breakdown, 2018



Note: Communications companies were excluded due to low sample size.

FOUNDATIONS

CURRENT FOUNDATION TRENDS

In 2018, 79% of companies had a corporate foundation (N=250). In a three-year matched set of companies, there was a slight increase in the percentage of companies reporting having a foundation, from 79% in 2016 to 81% in 2018 (N=201).

In addition to the foundation trends presented on page 12, *Giving in Numbers's* rich historical data revealed in a ten-year matched set that the proportion of companies reporting any type of foundation giving increased from 80% of companies in 2009 to 85% of participating companies in 2018 (N=95). When only including companies that reported giving values in 2009 and 2018, the data showed that 6% of companies went from not reporting any dollar value of foundation cash in 2009 to having a foundation cash value in 2018 (n=117).

This year's Giving in Numbers Survey examined if companies had more than one foundation. For instance, some companies open a corporate foundation in certain countries where it is advantageous to do so. The average number of foundations reported in 2018 was three.

FOUNDATION STAFF

Median number of foundation FTEs among companies with foundations in 2018 was 3.4 (N=87). The median number of corporate FTEs among companies that reported any value of corporate FTEs in 2018 was 5 (N=110). Thirty-seven percent of companies had both types of FTEs (foundation and corporate).

Both median corporate and median foundation FTEs grew by 17% in a three-year matched set between 2016 and 2018. In 2018, foundation staff members handled almost twice as much total cash per FTE (median of $4.0 million) than their corporate counterparts (median of $2.6 million). This is in line with the fact that half of foundations operate under a predominately pass-through model, in which these foundations are funding their initiatives through cash received from the company and rely less on non-cash contributions (e.g., Pro Bono Service, Product Donations, etc.) compared to their corporate counterparts. The difference was not as high when only assessing the median value of total cash giving per FTE between companies with and without a foundation ($1.7 million and $1.4 million, respectively). This shows that companies may first establish how much giving they are going to allocate and then determine which giving (corporate or foundation) vehicle will carry it out and the number of staff they will need.

FOUNDATION FUNDING AND ALLOCATION

Foundations predominately endowed are funded by returns on investments made with that endowment (asset reserves invested to make a return). The table below shows that at least half of companies have pass-through foundations. It is less likely that foundations will manage or own non-cash giving (e.g., assets, product donations). This helps to explain why foundation FTEs have to handle more total cash per FTE than their corporate counterparts.

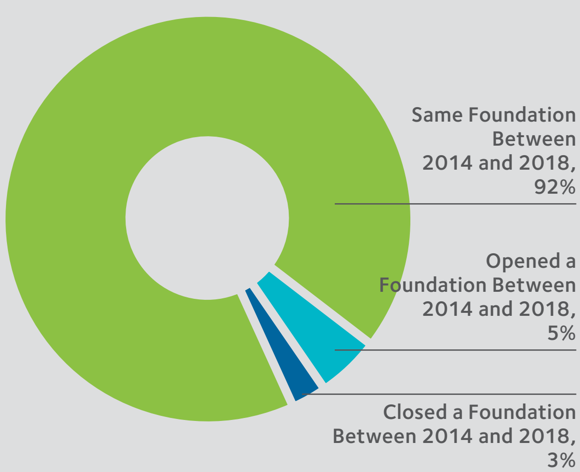
Figure 19 shows how international giving relies more on foundation cash (fully or by using some combination of foundation cash and direct cash) compared to how it's used to matching employees' contributions. International grantmaking is run through a foundation more often than corporate (foundation cash represents 35% of international giving compared to 33% from total giving).

Corporate Transfer of Funds Based on Foundation Type, 2018

Foundation Classification	Percentage of Companies by Type of Foundation (N=161)
Predominately Pass-Through	50%
Predominately Endowed	19%
Hybrid	16%
Other	10%
Operating	5%

FIGURE 18

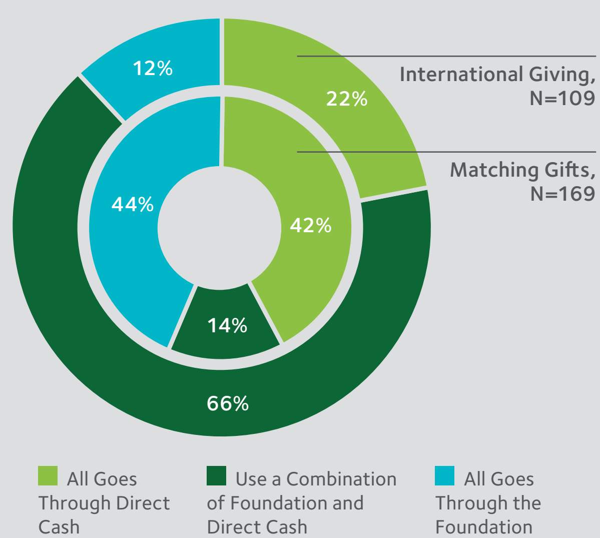
Foundation Use, Percentage of Companies, Five-Year Matched Set, 2014-2018



N=202

FIGURE 19

Use of Foundation Cash for Matching-Gift Programs and International Giving, Percentage of Companies, 2018



N=202

GIVING IN NUMBERS MEETS CECP'S 2019 SUMMIT

The Future of Corporate Foundations

Kari Niedfeldt-Thomas (CECP) and panelists Jon Banner (PepsiCo), Justina Nixon-Saintil (Verizon), and Florencia Spangaro (Citi), discussed the future of and trends on corporate foundations. CECP wants to highlight interesting findings from this conversation held in May at CECP's 2019 Summit. Participants shared insights on the unique value that a corporate foundation can add to a company's social impact strategy. Example: corporate foundations provide an opportunity to build relationships and engage different stakeholders than the corporation, both domestically and internationally, as it brings an instant level of trust and comfort to partnerships that could take years for a company to build. For more information on corporate foundations see page 29.

Citi Foundation
FOCUSING YOUR EFFORTS

The Citi Foundation works to promote economic progress and improve the lives of people in low-income communities around the world. Over the last ten years, the Citi Foundation has been on a continuous journey to sharpen its grantmaking approach. Today, it focuses on three areas: helping young people effectively compete for economic opportunities and succeed in the 21st century economy; developing a more inclusive financial system in which low-income communities and individuals can participate; and building vibrant, sustainable cities that offer economic opportunities to all their residents. This sharpened focus has been accompanied by a re-engineering of its grantmaking process, reducing the number of grants made annually and increasing the average grant size (see page 28 for more on grant size). With more targeted grantmaking, the Citi Foundation is able to develop signature programs that elevate its intended goals and bring together grantees that share a common purpose (see page 14 for more on strategic programs). All these efforts have aimed to maximize resources, respond to community needs and increase the overall impact of the Citi Foundation.

Two examples that illustrate this evolution to signature programming are the Foundation's Community Progress Makers Fund and Pathways to Progress initiatives. In 2015, the Citi Foundation launched the Community Progress Makers Fund, an effort to build nonprofit capacity by providing general operating support, technical assistance and access to a learning community. The need for capacity building and unrestricted funding has been continuously articulated by community partners within the Foundation's network and throughout the ecosystem. Through the Fund, the Citi Foundation was able to respond to that need, while also amplifying the efforts in the communities they serve across the U.S. In 2017, the Citi Foundation doubled its commitment to preparing young people for today's competitive job market with its largest signature program, Pathways to Progress, a three-year, $100 million global pledge — the largest philanthropic commitment in the Foundation's history (as seen on page 14, workforce development was a key priority focus area among companies in 2018).

The Citi Foundation has also been able to work in tandem with various teams across Citi, including communications, employee engagement, human resources and government affairs to increase its impact and address social issues where Citi's business expertise and global footprint can complement the Foundation's work. (See page 28 for more on reporting departments.)

PepsiCo
PARTNERING FOR THE FUTURE

The PepsiCo Foundation focuses its work in four key areas: alleviating hunger, expanding access to clean water, managing waste responsibly, and helping women increase their earning potential—partnering with leading nonprofits and organizations around the world to address these pressing global challenges and support PepsiCo's commitment to building a more sustainable food system.

The PepsiCo Foundation prioritizes its philanthropic resources to help generate innovative solutions and drive scalable impact needed for sustained economic and community vitality, especially in the areas where the company operates. The nature of its food and beverage business gives PepsiCo unique ways to tackle these complex challenges by leveraging its resources, assets, and the expertise of its employees to make a difference. (See page 14 for more on aligning resources to strategy.)

Believing that clean water is a fundamental human right, The PepsiCo Foundation works with nonprofit organizations to expand access in some of the world's most water-stressed areas in support of the U.N. SDG 6 Clean Water and Sanitation for all. (See page 42 for more information on SDGs and global practices.) Through partnerships with WaterAid, the Inter-American Development Bank (IDB), water.org, and the China Women's Development Foundation, The PepsiCo Foundation has expanded access to safe water for more than 22 million people in underserved communities around the world since 2006. This effort is part of PepsiCo's larger Positive Water Impact, a set of interconnected goals focused on enabling long-term, sustainable water security for its business and others who depend on local water availability.

PepsiCo's Food for Good program is another initiative that is transforming communities. Using PepsiCo's logistical know-how and technical expertise, Food for Good partners with food banks and hunger-fighting organizations across the country to deliver food to those in need. Started more than a decade ago by enterprising employees, Food for Good has served 30 million meals since 2009, helping distribute 4 million nutritious meals to families in 20 communities in 2019 alone.

One of The PepsiCo Foundation's criteria for investing is its ability to have a catalytic impact. The Foundation aims to be an angel investor or first funder in many cases—meaning that when identifying or creating a program in a priority investment area and geographic region, often the aim is to assume the first risk, provide proof of concept, and then help unlock co-funding or catalytic capital. With a $15 million grant in 2018, PepsiCo was the first investor in Circulate Capital's strategy to combat ocean plastic in South Asia and Southeast Asia (see page 13 for more on Consumer Staples investments in Environment). This fund now includes various other investors and expects to receive more than $110 million, emblematic of how The PepsiCo Foundation seeks to leverage its "first mover" status and unlock additional contributions for a shared cause.

Earlier this year, The PepsiCo Foundation announced its largest investment to date, a $18.5 million grant to the global humanitarian organization CARE to tackle gender inequality in agriculture. The PepsiCo Foundation's support for CARE's She Feeds the World program will help women farmers in Egypt, Guatemala, India, Nigeria, Peru, and Uganda access the resources they need to increase their production, reach new markets for their products, and develop the skills and techniques to build resilient and sustainable farms. Through this partnership, PepsiCo sees tremendous potential to leverage the common interests between agricultural input companies, food and beverage manufacturers, and development agencies and local governments who can adopt and sustain programs long-term to catalyze funding and generate support for 50 million women farmers and their families.

MANAGEMENT AND PROGRAM COSTS

OPERATIONAL BUDGET TRENDS

In 2018, median management and program costs was $1.4 million (N=86). A matched set of companies that provided management and program costs information for each of the last three years (N=52) showed a decrease of 22% (adjusting by inflation), from $1.9 million in 2016 to $1.5 million in 2018.

Management and program costs also represented a median of 7.4% of a company's total giving and 10.9% of a company's total cash contributions in 2018 (N=86). Median ratios of management and program costs as a percentage of total cash contributions in a matched set of companies (N=52) decreased between 2016 and 2018:

- 2016: 11.5%
- 2017: 10.5%
- 2018: 9.8%

These costs include contributions, staff compensations, programmatic expenses used for specific grants, and operating/overhead expenses associated with running philanthropic activities. These costs are not included in total giving and full descriptions can be found in CECP's Valuation Guide.

INDUSTRY DIFFERENCES

The median management and program cost per contribution staff team member in 2018 was $200,000. Median management and program costs per contribution staff decreased by 2% in a three-year matched set, from $214,900 in 2016 to $211,590 in 2018 (N=48).

The Giving in Numbers Survey asks respondents to classify their companies as Manufacturing or Service companies. The median management and program costs for Service companies was higher in 2018 than for Manufacturing companies ($1.9 million and $1.1 million, respectively).

Industry	Median, Management & Program Costs (in US$ Millions), 2018
Consumer Staples (n=6)	$4.0
Financials (n=19)	$2.1
Industrials (n=5)	$1.6
Technology (n=13)	$1.4
Consumer Discretionary (n=13)	$1.2
Utilities (n=8)	$1.1
Health Care (n=12)	$0.8
Materials (n=7)	$0.3

Note: Communications and Energy were not included due to low sample size.

INFLUENCE OF SIZE AND FOUNDATIONS

Figure 21 shows that there is potentially an inflection point for management and program costs when total cash contributions exceed $100 million. The expansion of cash contributions may carry more complexity in terms of operational processes of such grants and programs. Analysis showed a statistically significant positive correlation between higher total cash contributions and management and program costs. In other words, the higher the total cash giving, the higher management and program costs will be to administer those contributions.

When assessing management and program costs as a percentage of total cash between companies with and without a foundation, the analysis shows subtle differences. The median management and program costs, however, increase per FTE in companies with a foundation ($202,270), compared to those run by the corporate side of the company ($138,900), maybe due in part to less direct access to technical, logistical, or financial resources from the main company, also perhaps an increase in compliance expectations in operating a foundation.

FIGURE 20

Median Management and Program Costs (in US$ Millions) by Revenue Tier, 2018

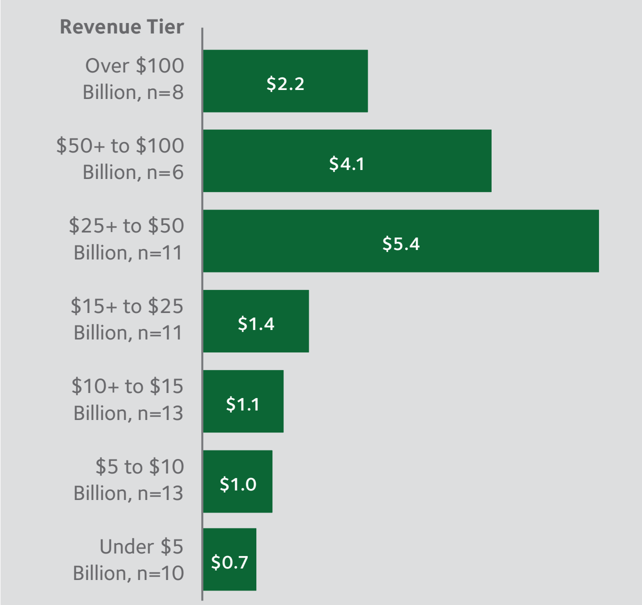
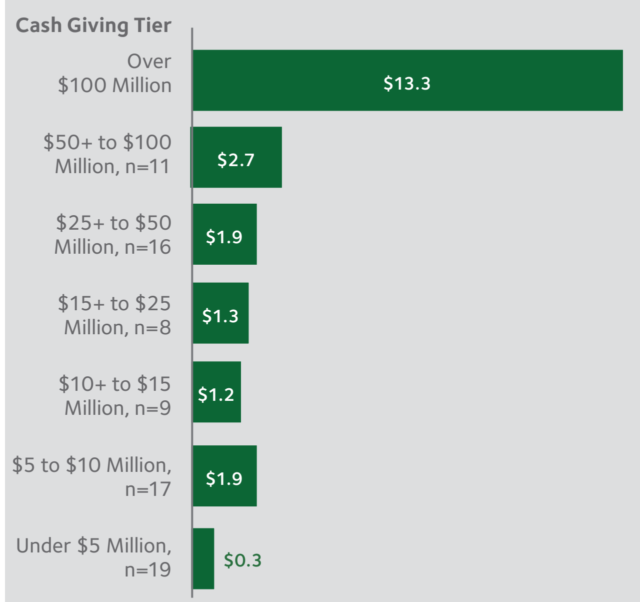


FIGURE 21

Median Management and Program Costs (in US$ Millions) by Cash Giving Tier, 2018



Measurement

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

KEY FINDINGS IN THIS SECTION:

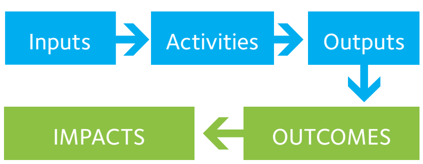
- Measurement of social outcomes and impacts is on the rise.
- Companies continue to be strategic in terms of measuring social outcomes.
- The percentage of companies measuring the business value of community investments through brand/customer metrics (33%) lags behind the measurement done through employee metrics (43%).
- Levering an existing employee survey was the most common employee metric for measuring the business value of community investments. Analyzing marketing data was the most common brand/customer metric for measuring the business value of community investments.

MEASUREMENT TYPES AND BENEFITS

GROWING SOCIAL IMPACT MEASUREMENT

Measurement of social impact is more than a best practice: it's used as a management tool by nearly all companies. In 2018, 89% (N=250) of surveyed companies measured the outcomes and/or impacts of at least one partnership. Examples of outcome metrics are: the percentage increase in high school graduation rate, reduced gap in income inequality in a certain city, or the number of domestic violence survivors remaining one year in permanent new housing. More companies are measuring social outcomes and/or impacts: of the companies that provided measurement information for each of the last three years, 91% of them measured outcomes and/or impacts in 2016, compared to 94% in 2018 (n=197). This steady growth shows that using data and measurement to assess and validate the change they are making in the world is top of mind for every company.

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



SCOPE OF MEASUREMENT

Scope refers to how much of the partnership portfolio may be asked to share details on their social results. In 2018, the most common scope of measurement of social outcomes was of strategic programs: 37% of companies. Between 2014 and 2018, the percentage of companies measuring social outcomes of strategic programs went from 36% in 2014 to 41% in 2018 (+5 percentage points). The percentage of companies measuring social outcomes of all grants increased at a higher pace than strategic program measurement: from 14% in 2014 to 25% in 2018 (+11 percentage points).

The ability to expand the scope of measurement may also be connected to companies having deeper relationships with nonprofit grantees. In 2018, companies that measured social outcomes and/or impacts on all their grants also had fewer nonprofit partners and approved fewer grants in their portfolio (a median of 143 and 242, respectively), compared to companies that measured outcomes and/or impacts only on select grants that in 2018 had a median of nonprofit partners of 473 and approved a median of 566 grants.

SOCIAL IMPACT METRICS

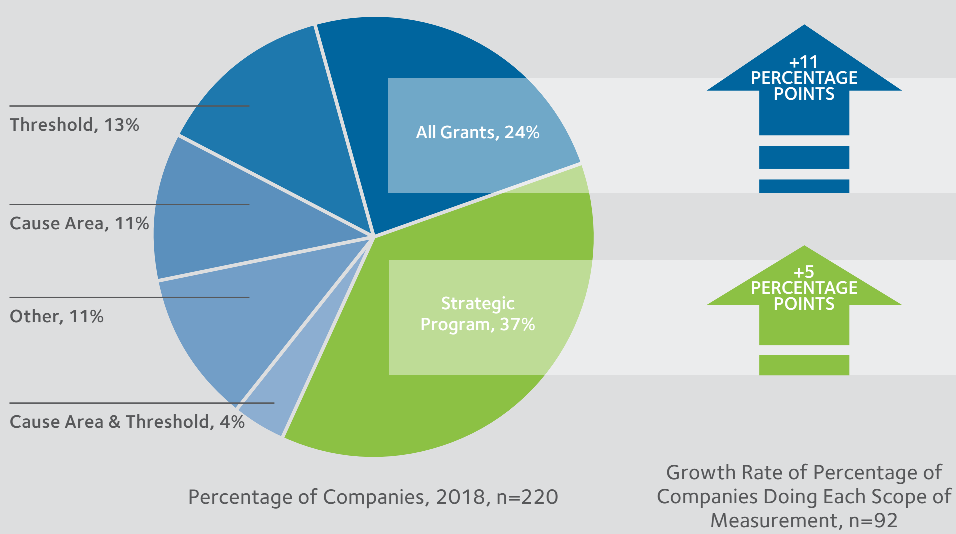
Companies use feedback from their partners to determine what metrics to capture; open dialogue between partners is a best practice on all fronts, including measurement. Even with that said, companies also have a need for consistency in data across partners.

In 2018, a sample of 187 companies revealed that over half requested a mix of some of the same metrics and some metrics that are unique to each grantee partner. This was a common trend among all reporting industries. Almost one out of four companies stated that they request the same metrics from nearly all partners. Fourteen percent of companies stated that the metrics they request from grantees are actually different.

There are some resources available to help achieve consistency. Guidestar's (now Candid) *Common Results Catalog* offers hundreds of metrics developed and used by nonprofit leaders themselves. Also, Global Impact Investing Network (GIIN)'s IRIS Catalog is the generally accepted impact-accounting system, detailing the metrics that many impact investors use.

FIGURE 22

Measurement of Social Outcomes by Scope of Measurement, 2018, and Growth Rate of Scope of Measurement, Five-Year Matched Set, 2014-2018



EMPLOYEE BUSINESS VALUE

BUSINESS VALUE: EMPLOYEE METRICS

This year, *Giving in Numbers* has new data on business impact measurement. First, we address the effect of community investment programs on employee-driven metrics. Although approximately nine out of ten companies measured their social outcomes and/or impacts, there is still a gap when it comes to measuring the business value of community investments. Forty-three percent of companies measured the effect of community investments on employee metrics in some way in 2018.

The challenges to conducting business impact measurement are many. One of these is the operational challenge to access new types of data and analytics. When asked in 2018 what ways companies had to measure the business value of community investments in terms of metrics that assess employees, the most common way described by respondents was levering an existing employee survey (see Figure 25).

This shows that internal relationships are of primary importance. Corporate leaders are frequently partnering with the Human Resources or Talent Development department on employee surveys and analytics.

MEASURE OF IMPACT ON EMPLOYEES ON THE RISE

Before studying business impact measurement more comprehensively, in past years *Giving in Numbers* assessed the percentage of companies that measured the business value of corporate volunteering specifically. Among those that responded, 30% of companies expressed that they did measure the business value of volunteering in 2017. We see that the percentage of companies levering employee metrics now exceeds this value, an indicator of growth of the practice of measuring business value.

There could be many drivers for the rise in measurement of business impact on the employee side. One could be that, even though only 15% of teams report into Human Resources (see page 28), the relationships built delivering employee engagement programs for the benefit of employees have created pathways that encourage inter-departmental collaboration. Another reason is that community investment teams have a rising number of anecdotal and case examples of business impact coming from employees that are involved in service and social good programs. These are indicators of the value that help them identify which business impacts are ripe for more scientific measurement.

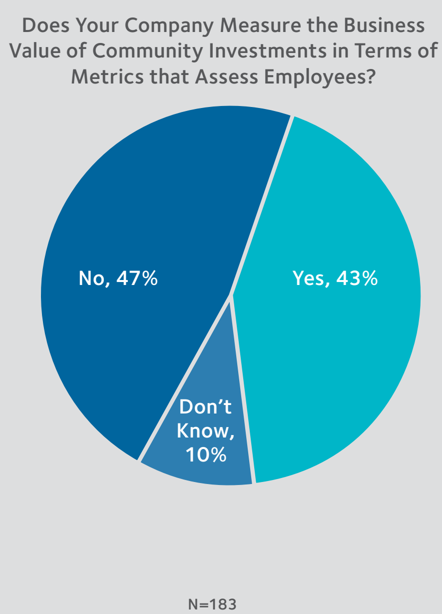
BEYOND VOLUME TO VALUE

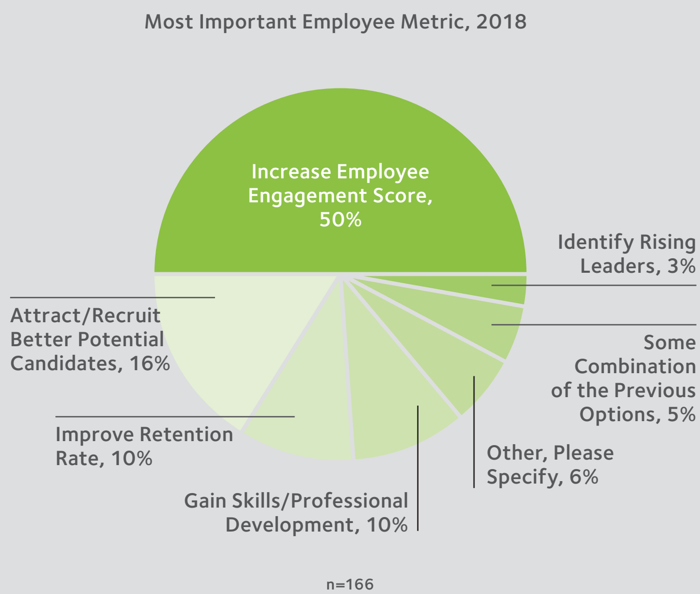
As corporate community investment measurement has evolved, companies are well equipped with key employee engagement metrics, such as volunteer hours and participation rate. There is growing momentum among companies to consider these operational metrics, but these may not be the best metrics to represent the results of the work. Instead companies seek to exhibit the value they produce, hence the move to measure and report business impacts.

The figure below shows the most common metrics around employee engagement score, retention, and more. These are drawn from company examples and a growing evidence base, well chronicled in research such as in the report *Project ROI*, published by IO Sustainability. Even as we see some consistency across companies, we also know that companies are tailoring their individual business impact measurement to exhibit how community investments and programs that activate employees solve business issues for Human Resources, Talent Development, and far beyond. These companies are also the forerunners of the movement towards more purpose-driven employees. More on this topic is available in CECP and PwC's report, *Making Work More Meaningful: Building a Fulfilling Employee Experience.*

FIGURE 23

Measurement of Business Value of Community Investments through Employee Metrics, 2018





BRAND/CUSTOMER BUSINESS VALUE

BUSINESS VALUE: BRAND/ CUSTOMER

Giving in Numbers's new business impact research area also included an inquiry into community investments' effects on brand and customer metrics. This refers to companies assessing the measurable impact of community investments and social good programs on brand sentiment or customer relationships. Only 31% of companies measure this business value. In comparison to employee metrics, the measurement of community investments on brand value lags behind. This is likely due to the measurement challenges companies already face around measuring brand sentiment.

Companies also reported on their method of measuring. When asked in 2018 what ways companies had to measure the business value of community investments in terms of metrics that assess the brand or customers (e.g., increased customer loyalty), the most common way described by respondents was by analyzing marketing data (see Figure 25).

The collaboration with marketing or communications departments showed that levering existing data was the most common approach. An example of this could be assessing the main corporate homepage web traffic on the days when press releases related to community investments are issued, compared to other press releases.

BRAND/CUSTOMER IMPACT

Among corporate community investment professionals, the business benefits for the brand and towards customers are widely known. The challenge is identifying both external studies and internal analytics to inform internal colleagues about the value produced specifically at their individual company. Often, companies lever a wide range of available research, such as that from Cone/Porter Novelli and the Reputation Institute, summarized below.

The 2018 Cone/Porter Novelli *Purpose Study: How to Build Deeper Bonds, Amplify Your Message and Expand Your Consumer Base* describes how having an impact in a community affects employees and brand image. Eighty-five percent of Americans say they would be likely to support a purpose-driven company in their community, while more than two-thirds (68%) say they would want to work for that company. The study also shows that eight in ten (80%) consumers prefer to buy products or services from purposeful brands. The Reputation Institute uses corporate social responsibility in its analysis of reputation and notes that such responsibility is a top driver of stakeholder support.

MULTIPLE MEASUREMENT APPROACHES

This analysis looks at whether or not those using measurement tools (e.g., a scorecard; see details on the next page) are also measuring business impact. Overall, measurement tools are a strong indicator of business impact measurement. When it comes to brand/customer metrics, the gap between companies using dashboard/ scorecards and those who do not is much wider in comparison to companies using employee metrics. This is because companies that invest in business impact measurement are also more likely to have established a cadence of reviewing a measurement tool.

Measurement of business value of community investments through brand/ customer metrics:

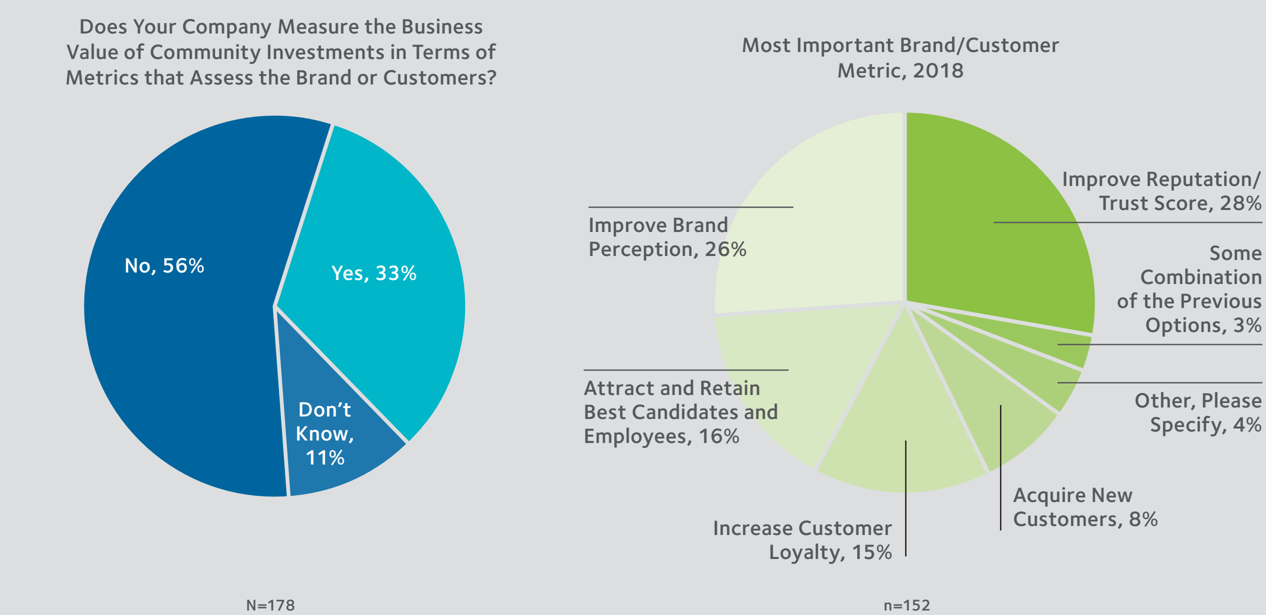
- 47% of companies use a dashboard/ scorecard, compared to 21% that do not
- 42% of companies use a key performance indicator tracker, compared to 19% that do not

Measurement of business value of community investments through employee metrics:

- 51% of companies use a dashboard/ scorecard, compared to 39% that do not
- 54% of companies use a key performance indicator tracker, compared to 21% that do not

FIGURE 24

Measurement of Business Value of Community Investments through Brand/Customer Metrics, 2018



GRANTEES AND MANAGEMENT TOOLS

BENEFITS OF MEASURING

Companies undertake measurement for many reasons. Measurement of social outcomes of grants and measurement of business value of employee and brand/customer metrics allowed companies to make a stronger business case. This could have led those measuring to increase their budgets, social contributions, and volunteer participation rates.

Companies that were able to measure social outcomes attained a larger median total giving in 2018 ($23.3 million) than did a smaller group of companies that did not measure their social outcomes/impacts (median total giving of $6.4 million). Without implying causation, the analysis showed a higher median total giving among those companies that in 2018 measured the business value of community investments in terms of metrics that assess the brand or customers ($22.6 million) versus those who did not ($20.4 million). Similarly, companies that measured the business value of community investments through employee metrics (e.g., improved retention) attained higher average employee volunteer participation rates in 2018 (36%) compared to those that did not (28%).

TRACKING TOOLS

Different tools allow companies to evaluate the efficacy and impact of their social initiatives. Examples of tools are a scorecard (achievement of strategy), a dashboard (real-time progress shared across teams), and a key performance indicator (KPI) tracker (data collected and shared within the team). Companies use these in various ways to report internally to other departments or senior leaders. Scorecards and dashboards are often more deeply integrated into internal systems and operations and viewed more frequently beyond the community investment team. They are thus less common than KPI trackers: in 2018, 57% of companies mentioned they have used dashboards/scorecards either as a new tool or for a long time.

A more common approach is for a team to select some measures and track them in a less formal way, likely within the team itself. In 2018, 80% of respondents reported that they review results on a list of KPIs. The frequency of review varied, with most companies reviewing quarterly. Leveraging an existing employee survey was the most common employee metric for measuring the business value of community investments. Analyzing marketing data was the most common brand/customer metric for measuring the business value of community investments (see Figure 25).

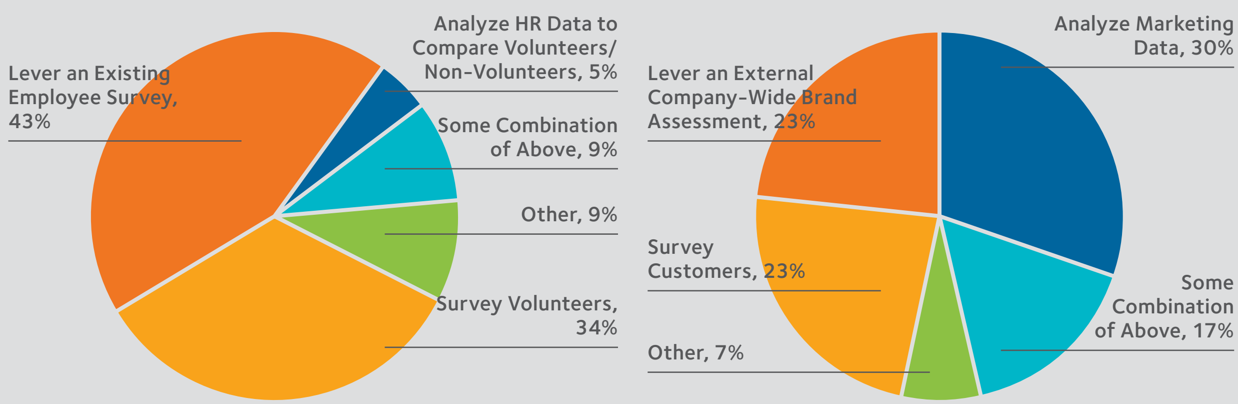
SOFTWARE TOOLS

Eighty-three percent of companies in 2018 reported using specialized software for grants management (N=199). A similar percentage reported using specialized software for employee engagement (81%) (N=197). Seventy-eight percent of respondents reported using specialized employee engagement software for giving and volunteering activities, 12% only to track volunteering, 7% only to track giving, and 3% were unsure. Eight out of ten respondents reported that specialized employee engagement software brought more efficiency to their team's work.

Software's data collection also lends itself to analysis of behavior and related outcomes. In 2018, Benevity, a software company that offers tracking of employee engagement initiatives, released the *Benevity Engagement Study*. This study analyzed data from its platform and found that turnover dropped by an average of 57% in the employee group most deeply connected to their companies' giving and volunteering efforts. Another example is VeraWorks, whose research in partnership with Voluntare, *Increasing Employee Engagement Through Corporate Volunteering*, similarly reveals how corporate volunteering can increase an employee's sense of purpose at work, personal growth, pride in an employer's products and services, and job satisfaction.

FIGURE 25

Types of Measurement of Business Value of Community Investments in Terms of Employee and Brand/Customer Metrics, 2018



Tools to Measure Business Value of Community Investments in Terms of Employee Metrics, n=79

Tools to Measure Business Value of Community Investments in Terms of Brand/Customer Metrics, n=43

Note: Sample size "n" varies due to different response rates to each measurement of business value survey question.

Global Exchange

For the first time, the Global Exchange network of partners collaborated on a research inquiry of companies in their respective countries. This section shows selections from the larger set of insights shared among Global Exchange partners and also insights derived from CECP's Global Exchange questionnaire.

KEY FINDINGS IN THIS SECTION:

- Median total giving as a percentage of revenue of global companies in 2018 was 0.10%.
- Companies headquartered outside North America relied less on non-cash giving (just 10% of their total giving).
- Paid-Release Time and/or Flexible Scheduling was the combination of volunteer programs most offered among companies headquartered abroad.
- Measurement of community investments through brand/customer metrics also lags behind employee metrics among companies outside North America.
- SDGs were the strategic area that most influenced companies' work.

Global Exchange Network

CECP's Global Exchange (GX) is an international network of leading organizations to advance the corporate sector as a force for good around the world. With partners in 15+ countries, the GX serves companies by building a body of knowledge on regionally relevant corporate citizenship best practices through information sharing and collaborative research. The GX acts as a catalyst to enhance and advance corporate social investment strategies.

The 15+ GX country partners count over +500 companies within their networks. Collectively, the countries included represent over 60% of the world's GDP and over 50% of the world's population. They include Business in the Community in the U.K., CECP in the U.S., Cemefi in Mexico, Comunitas in Brazil, The Conference Board of Canada in Canada, CSRone Reporting in Taiwan, CSR Turkey in Turkey, Dynamo Academy in Italy, Fundación SERES in Spain, Gestión Social in Chile, Korea Productivity Center in South Korea, Maala in Israel, Russia Donors Forum in Russia, Samhita in India, SynTao in Mainland China and Hong Kong, Trialogue in South Africa, and Wider Sense in Germany.

The GX provides an invaluable forum for GX country partners' affiliated companies to advance their work and tap into a thriving and collaborative network by:

- Levering country-specific resources, local insights, and global trends to support companies' strategy decisions.
- Accessing the GX networks' research and standardization efforts related to corporate social engagement around the world.
- Forging peer connections with GX country partners and the companies within their corporate network.
- Receiving global strategic counsel on specific questions or topics.

GX-affiliated companies can also benefit from the network's insights, trends, research, event information, conference invitations, and a shared public voice on how companies and CEOs can be a force for good in society globally.

SOCIAL INVESTMENTS

BACKGROUND

The Global Exchange 2019 research had four major inputs:

- Company responses to questionnaire co-created by GX country partners
- Insights from GX partners' market-specific (local) research
- Secondary research from other publicly available reports and papers
- Analysis of topics covered at corporate social investment conferences around the world to understand overlapping themes across countries.

The 2019 GX questionnaire's data analysis identifies shared characteristics and tests the reach of trends in social investment across nearly 100 companies with headquarters in 17 countries. For this section we will refer to this set as "global companies." The research was designed in collaboration with the GX country partners to compare results and identify, from this year forward, year-over-year trends.

COMMUNITY INVESTMENTS

Analysis showed that the median total giving as a percentage of revenue of global companies in 2018 was 0.10% (N=77). The median US dollar value by funding type of only companies reporting each type of giving in 2018 was as follows:

Funding Type	Medians (in US$ Millions), 2018
Total Giving (N=86)	$5.9
Total Cash Giving (N=86)	$5.7
Direct Cash (n=79)	$5.2
Foundation Cash (n=51)	$2.4
Non-Cash (n=23)	$0.5

Companies for this research inquiry were not required to meet the typical US$2B revenue requirement of *Giving in Numbers*, but instead had to have revenue greater than US$500 million. The revenue requirements were adapted for the global research portion to be able to include the largest companies in markets where the GX is.

EDUCATION INVESTMENTS

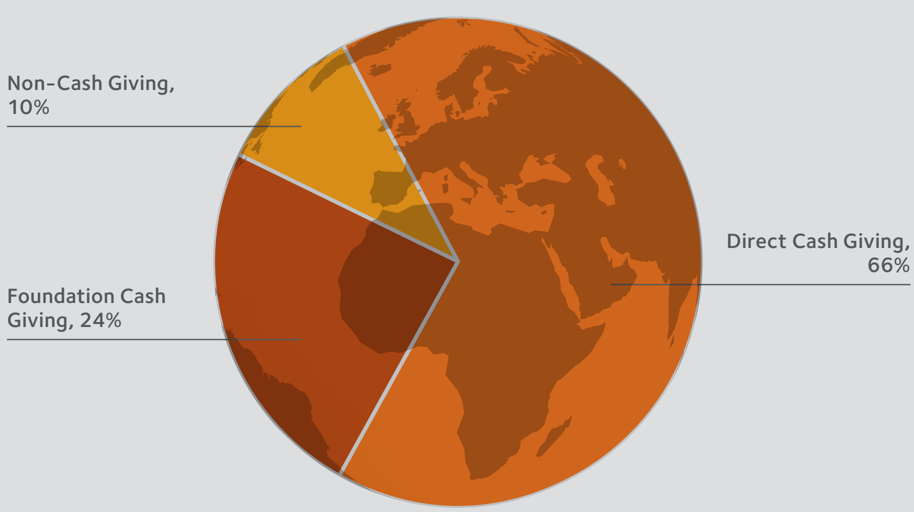
Within total giving, companies were asked specifically about contributions related to education and the contribution breakdown for multiple program areas. The reason for this approach was that program areas differ around the world, but a priority of education is universal.

Almost half (49%) of surveyed companies provided a breakdown of total giving with a focus in Education: K-12 and Education: Higher. Summing all of the education-related contributions reflected a total estimated expenditure in 2018 of $351 million.

Median total cash giving for Education (Higher and K-12) was $515,000 and $502,000, respectively. This lags behind median cash giving in the Giving in Numbers Survey (N=250) allocated to Education: Higher and Education: K-12: $2.2 million and $1.9 million, respectively (see page 13).

FIGURE 26

Percentage of Giving by Funding Type from Total Giving, Global Companies, 2018



EMPLOYEE ENGAGEMENT, BUSINESS ROI, AND OPERATIONS

EMPLOYEE ENGAGEMENT

In 2018, 42% of global companies (N=86) offered their employees matching-gift programs. The volunteer participation rate of global companies was in line with more macro trends at 32%. Also in line with broader trends, the data suggest that volunteer programs that offer employees more flexibility with their time are the ones offered by more companies:

Percentage of Companies Offering Each Type of Volunteer Program, 2018	
Paid-Release Time/Flexible Scheduling	56%
Skills-Based Volunteering/Pro Bono Service	35%
Company-Wide Day of Service	29%
None	16%
Other	48%

Interestingly, the highest average volunteer participation rate among global companies was attained when companies offered a Company-Wide Day of Service, regardless of any other volunteer program offered (46%). Perhaps this is because Company-Wide Day of Service draws the most attention from employees, and may be most commonly encouraged by their managers.

MEASURING RETURN ON INVESTMENT (ROI)

As seen on pages 34 and 35, companies are measuring the business value of their community investments in terms of employee metrics and/or brand/customer metrics. When asked about this topic, global companies reported almost the same percentage of companies measuring the business value of employee metrics (44%) as that of their counterparts from the Giving in Numbers Survey (43%). However, in terms of measuring business value of community investment through brand/customer metrics, half of global companies indicated they do not know whether they do this type of measurement, compared to only 11% of their counterparts predominately headquartered in the U.S. Companies abroad have made more progress in terms of implementing measurement of business value of employee metrics compared to brand/customer metrics, as reflected in Figure 27. Presumably, measurement practices will evolve and be applied to additional themes such as brand identity and loyalty in the near future.

OPERATING ABROAD

Fewer than half of global companies (45%, N=86) reported contributing with at least one grant to international end-recipients in 2018.

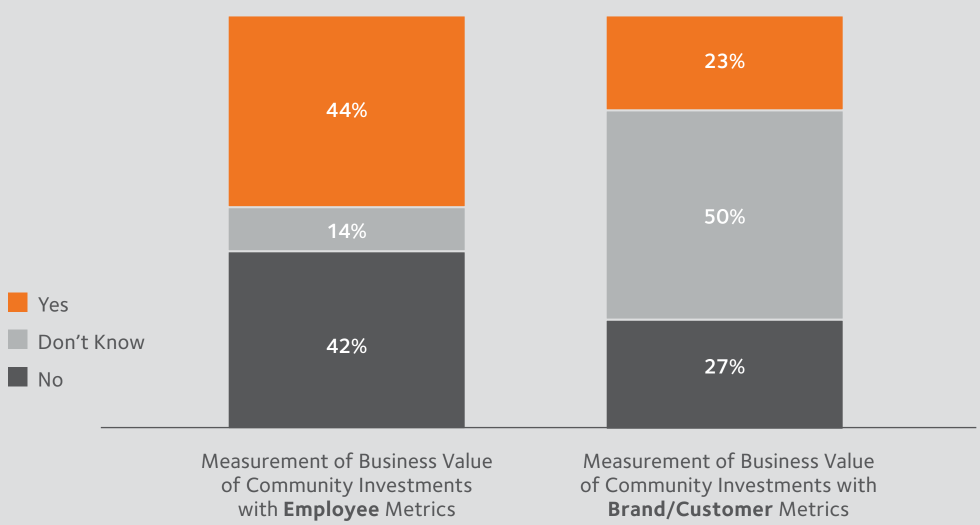
Two out of three global companies reported having a foundation or trust in 2018 (N=86). Thirty-one percent of those companies that reported having a foundation also stated they had more than one corporate foundation, which had potentially been opened outside the company's headquarter country for the benefit of some legal or fiscal philanthropic advantage. The median number of foundations these companies reported was 2.5.

In terms of social investment staff, the median number of FTEs of global companies was 7.5, with 26% reporting to a Corporate Citizenship/CSR department, 16% reporting to a Communications department, and 16% reporting to a Sustainability department, all in 2018.

Only two out of ten companies reported an increase of the amount of resources (e.g., staff, time, budget) spent over the last year internally and externally on reporting of social investments. Alternatively, two out of ten companies reported having the same resources and six out of ten companies did not have a way of tracking changes in resources for social investment reporting.

FIGURE 27

Measurement of Business Value of Community Investments, Percentage of Companies, 2018



N=64

STRATEGIC AREAS

INFLUENCES ON STRATEGY

GX country partners identified multiple areas influencing social investment strategies. For 2019, they narrowed these to four different trends (SDGs, Private Sector Partnerships, Measurement and Evaluation, and Shared Value). The four chosen areas reflect overlapping interests and are relevant areas across the regions. As a proxy to indicate influence, companies were asked if they would consider including each of these four areas in a presentation or materials to their CEO and/or senior executives. This approach was used because typically the time spent with senior executives is limited and therefore department heads are judicious in presenting only top-priority information. The purpose of using the same proxy across all questions is to allow comparison among the results as well as changes from year to year. The strategic areas that global companies (N=81) are considering more important and are already being included in presentations to their C-suite are SDGs and Measurement and Evaluation (see Figure 28). Shared Value followed with 38% of companies already including this area in presentations to senior executives.

INFLUENCES ON STRATEGY—CONTINUED

Interestingly, partnerships with the private sector—which could be associated with SDG 17, "Partnerships for the Goals," among governments, the private sector, and civil society—do not currently have as much influence as other strategic areas. It seems that partnerships remain a challenge area for the corporate sector. The development or strengthening of regional private sector networks could be a source of more collaboration and understanding among companies when it comes to solving social issues. Cross-sector collaboration is a perennial topic —discussed at conferences, studied, and often cited as a crucial requirement to making meaningful change on systemic social issues. Trialogue's 21st edition of the *Business in Society Handbook* provides recent global perspectives on collaboration on various levels ranging from the sharing of knowledge to the merging of work processes and resources to achieve a common objective. Trialogue highlights that for collaboration at a deep level to succeed, "it requires dedicated organizational capacity, clear and aligned objectives, ongoing engagement with relevant stakeholders and, importantly, adequate time and resources for effective implementation."

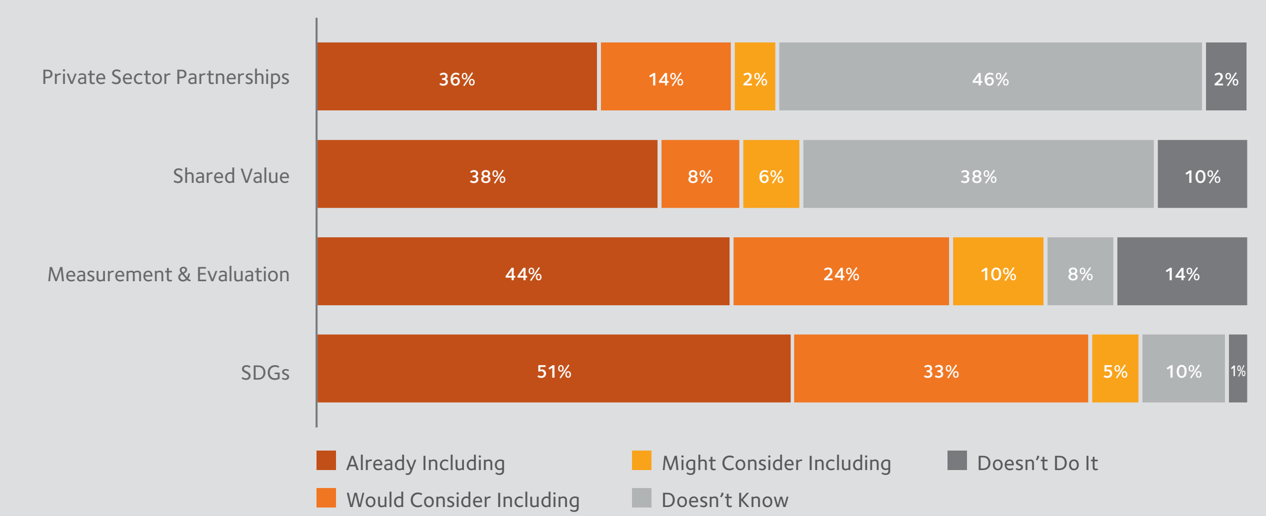
STRATEGY SETTING AND SOCIAL INVESTMENT MOTIVATION

Companies consider many reasons when setting strategies and resources for social investment. When companies were asked to rate on a scale from 1 to 100 the importance of several company factors, the data showed which elements are considered most important for global companies:

Strategy Setting and Social Investment Motivation	Average Rate from 1 to 100 When Setting Strategies and Resources for Social Investment, 2018
Image and Reputation of the Company	59
Business Strategy	59
Community Relationship Building	58
Moral Imperative/ The Right Thing to Do	56
Stakeholder Pressures	51
Competitive Advantage	47
Regulation	44
Employee Demand for Social Investments	41
Other	25

FIGURE 28

Importance of Strategic Areas, Percentage of Companies Considering Including Each Area in Presentation to CEOs/Senior Executives, 2018



N=81

SDGS

SDGS BACKGROUND

As reflected in Figure 28, the SDGs were the strategic area with most influence on social investment strategy. Four years ago, since their adoption by the United Nations (U.N.) and with 193 governments agreeing to deliver the 17 goals and 169 targets, the SDGs almost immediately gained traction as a normative policy framework among many sectors and stakeholders. Things looked different in the sustainability/CSR space and only recently have the SDGs evolved from being a buzzword to becoming a framework for sustainability conversations on the global level. While governments are the main drivers to achieve (and report on) the goals, a wide range of stakeholders seem now to be convinced that the achievement of these goals cannot be accomplished without proactive and effective private sector engagement.

GRI, the U.N. Global Compact, and the World Business Council for Sustainable Development (WBCSD) developed the SDG Compass, which serves as a guide for companies in the process of aligning their strategies with the SDGs. It is designed to be used at the entity level, but can be applied at product site, divisional, or regional levels, and is most helpful in measuring and managing contributions. The U.N. Global Compact provides step-by-step guidance on SDGs in its report, *Business Reporting on the SDGs*. Other tools that CECP often recommends for grant managers include *The CEO Guide to the Sustainable Development Goals*.

SDGS CURRENT CHALLENGES

While there is agreement about the responsibility that the private sector has to drive the SDGs, companies are on a spectrum with the incorporation of these goals into their corporate business strategy. The World Benchmarking Alliance's report *Measuring What Matters Most, Seven Systems Transformations for Benchmarking Companies on the SDGs*, delves into rankings and data on how the world's most influential companies can be held accountable for their roles in advancing the SDGs.

While reports outlining SDG progress on some country and/or regional bases do exist, a holistic review of the SDGs across regions and over the last four years is challenging, given the lack of data. As reported by The Brookings Institution, only 96 indicators have data (41.4% of the global indicator framework) and the data that exist are neither comprehensive nor consistent.

The 2018 PwC *SDG Reporting Challenge* discovered that 72% of companies mention the SDGs in their annual corporate or sustainability report, while 50% of companies identified priority SDGs (and out of these companies only 54% mention the goal or goals as part of their business strategy). PwC found that only 19% of companies include a mention of the SDGs in their CEO or Chair statements in annual reports.

FINDINGS FROM GLOBAL EXCHANGE COUNTRY PARTNERS

GX partners have also seen an important increase in commitments from the companies in their markets related to the SDGs. For example, in Brazil the percentage of survey respondents of Comunitas's 2018 *Corporate Social Investment Benchmarking (Benchmarking do Investimento Social Corporativo,* in Portuguese BISC) who identified themselves as committed to achieving the SDGs more than doubled from 2016 to 2018.

CSRone's 2019 Taiwan and Asia *Sustainability Report Analysis* indicates that 44% of 528 Taiwanese companies have already disclosed information (in 2017) related to SDGs in their sustainability reports. CSRone found that the top five sustainable goals most prioritized by the 232 Taiwanese companies were: decent work and economic growth, responsible consumption and production, climate action, good health and well-being for people, and quality education. The ranking of the top five most prioritized SDGs has remained constant for two consecutive years, implying that the majority of Taiwanese companies continuing to work on the original focus areas also pursue SDG strategies similar to those pursued by global companies.

FIGURE 29

The Sustainable Development Goals

Source: United Nations

Appendices

TOOLS FOR BENCHMARKING

USING THIS REPORT

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

This section of the report includes:

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

THE BENEFITS OF BENCHMARKING

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

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

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

STEP 2. Identify Internal Trends

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

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

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

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

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

STEP 3. Compare Against External Trends in the Report Findings

Use this template to compare against findings throughout this report.

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

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

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

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

STEP 4. Build External Comparisons from the Benchmarking Tables

The four benchmarking tables on pages 46 and 47 enable you to compare your company's total giving performance to others'. The tables are sorted by industry and revenue tiers. In these tables, 2018 revenue and pre-tax profit figures are used in all calculations. Medians and top quartiles are calculated on a column-by-column basis for each row; therefore, the data in each row are not necessarily from the same company.

KEY QUESTIONS TO ANSWER:

Total Giving (Line 7)

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

Giving Metrics (Lines 11-14)

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

YEAR-OVER-YEAR GIVING TEMPLATE

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

LINE #	CORPORATE FINANCIAL INFORMATION	2017	2018	Change	
1	Revenue	$	$	%	
2	Pre-Tax Profit	$	$	%	
3	Number of Employees			%	
	COMMUNITY INVESTMENTS				2018 BENCHMARK
4	Direct Cash	$	$	%	
5	Foundation Cash	$	$	%	
6	Non-Cash	$	$	%	
7	TOTAL	$	$	%	
	EMPLOYEE ENGAGEMENT				
8	Matching-Gift Contributions	$	$	%	
9	Number of Volunteer Programs Offered			%	
10	Volunteer Participation Rate	%	%	%	
	GIVING BENCHMARKING RATIOS				
11	Total Giving ÷ Revenue	%	%	%	
12	Total Giving ÷ Pre-Tax Profit	%	%	%	
13	Total Cash ÷ Revenue	%	%	%	
14	Matching Gifts ÷ Total Cash Giving	%	%	%	
	GIVING BY PROGRAM AREA				
15	Civic & Public Affairs	$	$	%	
16	Community & Economic Development	$	$	%	
17	Culture & Arts	$	$	%	
18	Disaster Relief	$	$	%	
19	Education: Higher	$	$	%	
20	Education: K-12	$	$	%	
21	Environment	$	$	%	
22	Health & Social Services	$	$	%	
23	Other	$	$	%	
24	TOTAL	$	$	%	
	GIVING BY GEOGRAPHY				
25	Domestic Giving	$	$	%	
26	International Giving	$	$	%	
27	TOTAL	$	$	%	
	MEASURING IMPACT				
28	Social Result from an Exemplary Signature Program				
29	Business Result from an Exemplary Signature Program				

2018 INDUSTRY BENCHMARKING TABLES

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

MEDIANS BY INDUSTRY

		Revenue		Pre-Tax Profit		
	Median Total Giving (in US$ Millions)	Median Total Giving as a % of Revenue	Median Total Cash Giving as a % of Revenue	Median Total Giving as a % of Pre-Tax Profit	Median Total Cash Giving as a % of Pre-Tax Profit	Median Matching Gifts as a % of Total Cash Giving
All Companies, N=250	20.68	0.12%	0.09%	0.94%	0.70%	11.15%
Fortune 100 Companies, n=61	70.40	0.10%	0.09%	0.95%	0.70%	12.05%
Communications, n=8	134.89	0.20%	0.09%	1.30%	0.58%	10.71%
Consumer Discretionary, n=28	17.86	0.08%	0.07%	1.21%	0.88%	10.47%
Consumer Staples, n=22	44.14	0.25%	0.09%	1.44%	0.74%	7.74%
Energy, n=8	20.29	0.08%	0.07%	0.47%	0.45%	9.12%
Financials, n=67	14.00	0.10%	0.09%	0.74%	0.67%	12.30%
Health Care, n=35	49.34	0.11%	0.06%	1.51%	0.76%	9.05%
Industrials, n=20	20.15	0.07%	0.07%	0.55%	0.45%	8.93%
Materials, n=12	6.44	0.08%	0.08%	0.83%	0.54%	6.68%
Technology, n=33	19.37	0.17%	0.09%	0.81%	0.38%	25.99%
Utilities, n=17	19.30	0.16%	0.16%	1.51%	1.41%	4.95%

TOP QUARTILE BY INDUSTRY

		Revenue		Pre-Tax Profit		
	Top Quartile Total Giving (in US$ Millions)	Top Quartile Total Giving as a % of Revenue	Top Quartile Total Cash Giving as a % of Revenue	Top Quartile Total Giving as a % of Pre-Tax Profit	Top Quartile Total Cash Giving as a % of Pre-Tax Profit	Top Quartile Matching Gifts as a % of Total Cash Giving
All Companies, N=250	60.04	0.23%	0.16%	1.94%	1.23%	20.18%
Fortune 100 Companies, n=61	202.71	0.25%	0.14%	2.30%	1.32%	21.95%
Communications, n=8	431.66	0.56%	0.17%	3.05%	0.76%	21.95%
Consumer Discretionary, n=28	35.16	0.23%	0.09%	2.14%	1.61%	18.30%
Consumer Staples, n=22	107.91	0.32%	0.14%	5.83%	1.86%	17.61%
Energy, n=8	31.99	0.11%	0.11%	0.88%	0.80%	25.23%
Financials, n=67	55.24	0.20%	0.20%	1.18%	1.18%	23.67%
Health Care, n=35	284.62	1.54%	0.19%	12.55%	1.34%	12.69%
Industrials, n=20	37.01	0.10%	0.10%	0.92%	0.87%	16.43%
Materials, n=12	41.73	0.12%	0.11%	1.06%	0.91%	15.01%
Technology, n=33	59.61	0.51%	0.17%	3.20%	1.31%	34.94%
Utilities, n=17	36.75	0.24%	0.23%	2.23%	2.22%	11.38%

Note: Companies with incomplete data for pre-tax profit and revenue are included in the applicable calculations to determine the "All Companies" data of each benchmarking table, but not in the subsequent rows of each benchmarking table. These benchmarking tables are calculated based on direct cash, foundation cash, non-cash, and additional uncategorizable contributions as collected in Question II.A of the Giving in Numbers Survey.

2018 REVENUE SIZE BENCHMARKING TABLES

Companies' 2018 financial information is pulled systematically from the Bloomberg database.

MEDIANS BY REVENUE SIZE

	Median Total Giving (in US$ Millions)	Revenue		Pre-Tax Profit		Matching Gifts as a % of Total Cash Giving
		Median Total Giving as a % of Revenue	Median Total Cash Giving as a % of Revenue	Median Total Giving as a % of Pre-Tax Profit	Median Total Cash Giving as a % of Pre-Tax Profit	
All Companies, N=250	20.68	0.12%	0.09%	0.94%	0.70%	11.15%
Fortune 100 Companies, n=61	70.40	0.10%	0.09%	0.95%	0.70%	12.05%
Revenue > $100 bn, n=22	126.42	0.07%	0.06%	0.91%	0.61%	10.42%
$50 bn < Revenue < $100 bn, n=22	79.35	0.12%	0.08%	0.74%	0.61%	10.80%
$25 bn < Revenue <= $50 bn, n=38	40.63	0.10%	0.09%	0.95%	0.74%	10.60%
$15 bn < Revenue <= $25 bn, n=33	20.49	0.11%	0.09%	1.05%	0.76%	9.90%
$10 bn < Revenue <= $15 bn, n=30	14.16	0.10%	0.09%	0.88%	0.68%	10.86%
$5 bn < Revenue <= $10 bn, n=36	10.77	0.14%	0.09%	1.01%	0.70%	8.32%
Revenue <= $5 bn, n=21	5.23	0.15%	0.11%	0.89%	0.76%	11.84%

TOP QUARTILE BY REVENUE SIZE

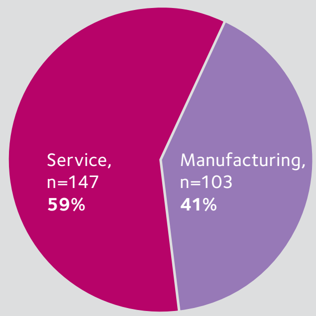
	Top Quartile Total Giving (in US$ Millions)	Revenue		Pre-Tax Profit		Top Quartile Matching Gifts as a % of Total Cash Giving
		Top Quartile Total Giving as a % of Revenue	Top Quartile Total Cash Giving as a % of Revenue	Top Quartile Total Giving as a % of Pre-Tax Profit	Top Quartile Total Cash Giving as a % of Pre-Tax Profit	
All Companies, N=250	60.04	0.23%	0.16%	1.94%	1.23%	20.18%
Fortune 100 Companies, n=61	202.71	0.25%	0.14%	2.30%	1.32%	21.95%
Revenue > $100 bn, n=22	274.01	0.25%	0.16%	4.10%	1.56%	20.39%
$50 bn < Revenue < $100 bn, n=22	201.85	0.30%	0.12%	1.98%	0.83%	23.95%
$25 bn < Revenue <= $50 bn, n=38	71.83	0.21%	0.15%	1.56%	1.13%	17.46%
$15 bn < Revenue <= $25 bn, n=33	59.12	0.27%	0.18%	1.83%	1.13%	23.45%
$10 bn < Revenue <= $15 bn, n=30	33.48	0.24%	0.18%	2.13%	1.84%	21.36%
$5 bn < Revenue <= $10 bn, n=36	15.84	0.25%	0.19%	1.86%	1.19%	20.36%
Revenue <= $5 bn, n=21	8.09	0.21%	0.15%	1.88%	1.23%	29.76%

Note: Companies with incomplete data for pre-tax profit and revenue are included in the applicable calculations to determine the "All Companies" data of each benchmarking table, but not in the subsequent rows of each benchmarking table. These benchmarking tables are calculated based on direct cash, foundation cash, non-cash, and additional uncategorizable contributions as collected in Question II.A of the Giving in Numbers Survey. Rows with revenue tiers are calculated based on companies' revenue availability; therefore, the sample sizes of all revenue tiers do not necessarily add up to 250.

GIVING IN NUMBERS SURVEY RESPONDENT PROFILE

TOTAL GIVING	Number of Companies
Over $100 Million	38
$50+ to $100 Million	34
$25+ to $50 Million	42
$15+ to $25 Million	33
$10+ to $15 Million	27
$5 to $10 Million	38
Under $5 Million	38

Giving: Total giving per company ranged from $340,000 to $2.79 billion. Median total giving in 2018 was $20.68 million.



Classification: Of the 250 survey respondents, there were more Service companies than Manufacturing companies, reflecting the large number of participating Financials companies.

INDUSTRY	Number of Companies
Communications	8
Consumer Discretionary	28
Consumer Staples	22
Energy	8
Financials	67
Health Care	35
Industrials	20
Materials	12
Technology	33
Utilities	17

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

PRE-TAX PROFIT	Number of Companies
Over $10 Billion	28
$5+ to $10 Billion	33
$3+ to $5 Billion	25
$2+ to $3 Billion	22
$1+ to 2 Billion	39
$0 to $1 Billion	45
Under $0	10
Not Reported	48

Pre-Tax Profit: 2018 pre-tax profit ranged from losses to profit of $55.61 billion. Privately held companies were not required to submit pre-tax profit data. The median pre-tax profit among participants (including those reporting a loss) was $2.38 billion.

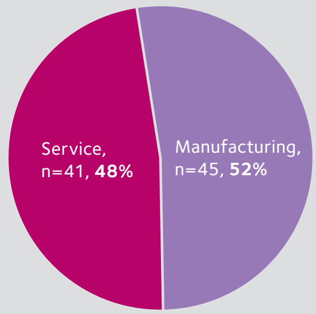
REVENUE	Number of Companies
Over $100 Billion	22
$50+ to $100 Billion	22
$25+ to $50 Billion	38
$15+ to $25 Billion	33
$10+ to $15 Billion	30
$5 to $10 Billion	36
Under $5 Billion	21
Not Reported	48

Revenue: 2018 revenues for survey participants ranged from $1.78 billion to $514 billion. Privately held companies were not required to submit revenue data. The median revenue among participants was $18.72 billion.

NUMBER OF EMPLOYEES	Number of Companies
Over 100,000	43
50,001 to 100,000	36
30,001 to 50,000	26
20,001 to 30,000	17
10,000 to 20,000	43
Under 10,000	28
Not Reported	57

Employees: The total number of employees at participating companies ranged from 384 to 2.2 million. The median number in the 2018 sample was 35,400.

GLOBAL EXCHANGE QUESTIONNAIRE RESPONDENT PROFILE



Industry Breakdown 2018

Industry	Company Count
Communications	5
Consumer Discretionary	4
Consumer Staples	2
Energy	3
Financials	13
Health Care	3
Industrials	5
Materials	12
Technology	2
Utilities	3
No Data Available	12
TOTAL	**64**

Country Breakdown 2018

Country	Company Count
Brazil	12
Germany	2
Italy	21
Mexico	4
Republic of Korea	9
Russian Federation	11
South Africa	4
Taiwan	1
TOTAL	**64**

Revenue Tiers 2018

Revenue Tiers	Company Count
Over $100 Billion	1
$50+ to $100 Billion	3
$25+ to $50 Billion	4
$15+ to $25 Billion	4
$10+ to $15 Billion	9
$5 to $10 Billion	13
Under $5 Billion	27
No Data Available	3
TOTAL	**64**

Total Giving Tiers 2018

Total Giving Tiers	Company Count
Over $100 Million	4
$50+ to $100 Million	2
$25+ to $50 Million	7
$15+ to $25 Million	5
$10+ to $15 Million	4
$5 to $10 Million	8
Under $5 Million	34
TOTAL	**64**

RESPONDENT LISTING

Some companies were derived from the Giving in Numbers Survey and others from the Global Exchange questionnaire. The following respondents list will indicate the data collection source for each company. Thank you to all participating companies for advancing the CSR field by being part of this research.

Giving in Numbers Survey

Two hundred and fifty companies, listed below, participated in the 2019 Giving in Numbers Survey, which took place in early 2019. These companies create an unsurpassed tool for setting budgets and strategy. 2016 to 2018 matched-set companies are in boldface. The top 100 companies in the Fortune 500 are noted with a †. The number following each company's name indicates the number of years that the company has completed the Giving in Numbers Survey.

COMMUNICATIONS (n=8)

AT&T Inc.† (8)
Comcast NBCUniversal† (3)
Google Inc.† (9)
Pearson plc (14)
Roshan Telecom Development Company of Afghanistan Corp. (3)
Verizon Communications Inc.† (16)
Viacom Inc. (5)
The Walt Disney Company† (14)

CONSUMER DISCRETIONARY (n=28)

Best Buy Co., Inc.† (13)
Carlson Holdings, Inc. (17)
CarMax (6)
Darden Restaurants, Inc. (9)
Deloitte US (16)
DICK'S Sporting Goods (1)
eBay Inc. (9)
Ecolab Inc. (8)
Ford Motor Company† (5)
Gap Inc. (16)
General Motors† (7)
Hallmark Cards, Inc. (4)
HARMAN International Industries (6)
Hasbro, Inc. (16)
The Home Depot, Inc.† (17)
Honda North America (9)
Hyatt Corporation (2)
JM Family Enterprises, Inc. (9)
Kohl's Department Stores, Inc. (3)
KPMG LLP (16)
Levi Strauss & Co. (9)
Macy's, Inc. (13)
Marriott International, Inc. (8)
PricewaterhouseCoopers LLP (9)
Sidley Austin LLP (1)
Tapestry, Inc. (5)
Under Armour, Inc. (4)
Wynn Resorts Ltd (2)

CONSUMER STAPLES (n=22)

Altria Group, Inc. (17)
Campbell Soup Company (8)
Cargill (14)
The Clorox Company (7)
The Coca-Cola Company† (17)
Colgate-Palmolive Company (13)
Constellation Brands, Inc. (4)
The Estée Lauder Companies Inc. (6)
General Mills, Inc. (13)
The Hershey Company (15)
Kellogg Company (7)
Kimberly-Clark Corporation (13)
The Kroger Co.† (6)
Land O'Lakes, Inc. (6)
Mars, Inc. (1)
McCormick & Company, Inc. (8)
Newman's Own (7)
PepsiCo† (14)
Philip Morris International (10)
The Procter & Gamble Company† (10)
Target† (17)
Walmart Inc.† (15)

ENERGY (n=8)

Chevron Corporation† (18)
CITGO Petroleum Corporation (10)
ConocoPhillips† (13)
Devon Energy Corporation (4)
Energy Transfer Equity LP† (1)
Phillips 66† (6)
QEP Resources (5)
Suncor Energy Inc. (5)

FINANCIALS (n=67)

Ally Financial (3)
The Allstate Corporation† (14)
American Express† (14)
American Family Insurance Group (1)
American International Group, Inc.† (8)
Ameriprise Financial, Inc. (9)
Assurant, Inc. (3)
Bank of America Corporation† (18)
Barclays (9)
BBVA (11)
BlackRock (2)
BNY Mellon (14)
Capital One Financial Corporation† (11)
CBRE (5)
Chubb Limited (3)
CIT Group Inc. (2)
Citi† (16)
Citizens Bank (13)
Credit Suisse (7)
CSAA Insurance Group, a AAA Insurer (6)
CUNA Mutual Group (1)
Deutsche Bank (14)
Equinix, Inc. (4)
Genworth Financial, Inc. (12)
Great West Financial (3)
Guardian Life Insurance Company of America (10)
The Hartford (12)
HSBC Bank USA (15)
JPMorgan Chase & Co.† (18)
KeyCorp (8)
Legg Mason, Inc. (11)
Lincoln Financial Group (8)
Linde plc (10)
Macquarie Group (8)
Marsh & McLennan Companies, Inc. (8)
Mastercard (14)
MetLife, Inc.† (15)
Morgan Stanley† (17)
Mutual of Omaha Insurance Company (6)
Nationwide Insurance† (8)
Neuberger Berman (8)
New York Life Insurance Company† (11)
Northwestern Mutual (9)
PayPal (3)
The PNC Financial Services Group, Inc. (14)
Popular, Inc. (10)
Principal Financial Group (13)
Prudential Financial, Inc.† (15)
Royal Bank of Canada (9)

RESPONDENT LISTING CONTINUED

Securian Financial Group (4)
State Farm Insurance Companies† (15)
Synchrony Financial (4)
T. Rowe Price Group, Inc. (8)
TD Ameritrade Holding Corporation (3)
TD Bank Group (1)
Thrivent Financial (4)
TIAA† (6)
The Travelers Companies, Inc. (13)
U.S. Bancorp (9)
UBS (12)
Unum Group (5)
USAA (5)
Vanguard (7)
Visa Inc. (6)
Voya Financial, Inc. (12)
Wells Fargo & Company† (17)
Welltower Inc. (5)

HEALTH CARE (n=35)

Abbott Laboratories (13)
Agilent Technologies, Inc. (15)
AmerisourceBergen Corporation† (3)
Amgen Inc. (9)
Anthem, Inc.† (13)
AstraZeneca (4)
BD (13)
Boston Scientific Corporation (8)
Bristol-Myers Squibb Company (18)
Cardinal Health, Inc.† (11)
Catalent (1)
Cigna† (10)
CVS Health† (15)
Danaher (4)
DaVita Healthcare Partners, Inc. (10)
Edwards Lifesciences Corp. (4)
Eli Lilly and Company (18)
Express Scripts, Inc. (10)
Fresenius Medical Care (1)
Genentech (5)
GSK (17)
Hospital Corporation of America† (14)
Humana Inc.† (10)
Johnson & Johnson† (16)
Kaiser Permanente (8)
McKesson Corporation† (15)
Medtronic PLC (10)
Merck & Co., Inc.† (15)
Novo Nordisk Inc. (7)
Perrigo (2)
Pfizer Inc† (16)
Quest Diagnostics Incorporated (10)
Regeneron Pharmaceuticals (4)
SANOFI (8)
UnitedHealth Group† (13)

INDUSTRIALS (n=20)

AMETEK, Inc. (1)
The Boeing Company† (12)
CSX Transportation, Inc. (10)
Emerson Electric Co. (14)
FedEx Corporation† (11)
General Electric Company† (17)
John Deere† (9)
Johnson Controls, Inc. (9)
Lockheed Martin Corporation† (13)
Northrop Grumman Corporation (12)
Oshkosh Corporation (1)
PACCAR Inc (9)
Rockwell Automation, Inc. (8)
Ryder System, Inc. (5)
Schneider Electric (5)
Siemens Corporation (5)
Southwire Company (5)
Union Pacific Corporation (8)
United Technologies Corporation† (16)
UPS† (8)

MATERIALS (n=12)

3M† (15)
Alcoa Corp. (12)
ArcelorMittal (2)
Bemis Company, Inc. (7)
Dow† (15)
FMC Corporation (10)
Mitsubishi Corporation (Americas) (14)
The Mosaic Company (10)
Owens Corning (8)
Vale (8)
Votorantim (7)
Vulcan Materials Company (9)

TECHNOLOGY (n=33)

Accenture (12)
Adobe (11)
Applied Materials, Inc. (10)
AU Optronics Corporation (3)
Autodesk, Inc. (7)
BMC Software (14)
Booz Allen Hamilton Inc. (6)
Broadridge Financial Solutions, Inc. (5)
Cisco Systems† (18)
Cognizant Technology Solutions Corporation (2)
Corning Incorporated (8)
Dell Inc.† (13)
Dun & Bradstreet, Inc. (1)
IBM Corporation† (17)
IHS Inc. (6)
Intel Corporation† (15)
Lenovo (5)
Microsoft Corporation† (12)
Moody's Corporation (14)
Motorola Solutions, Inc. (7)
NetApp (6)
Nielsen Holdings plc (5)
NVIDIA Corporation (7)
Pitney Bowes Inc. (12)
Qualcomm Incorporated (13)
S&P Global Inc. (17)
Salesforce (14)
Samsung Electronics Co., Ltd. (1)
SAP AG (8)
Symantec Corporation (10)
Tata Consultancy Services (4)
Texas Instruments Incorporated (11)
Workday (2)

UTILITIES (n=17)

Ameren Corporation (5)
American Electric Power Company, Inc. (9)
CenterPoint Energy, Inc. (6)
CMS Energy Corporation (4)
Consolidated Edison, Inc. (18)
Dominion Energy (9)
DTE Energy Company (7)
Duke Energy Corporation (13)
Entergy Corporation (14)
Exelon Corporation† (12)
FirstEnergy (10)
NRG Energy, Inc (6)
Public Service Enterprise Group Incorporated (11)
Sempra Energy (13)
Southern California Edison (14)
Southern Company (8)
Vectren Corporation (5)

RESPONDENT LISTING: Companies Headquartered Outside North America (U.S. and Canada

This year's global giving chapter draws on survey data from 86 companies headquartered in 17 countries who provided data and information on their 2018 programs, using the Global Guide Standard to determine qualified recipients. The list of countries includes Afghanistan, Australia, Brazil, China, Denmark, France, Germany, Ireland, Italy, Mexico, the Republic of Korea, the Russian Federation, South Africa, Spain, Switzerland, Taiwan, and the United Kingdom of Great Britain and Northern Ireland.

The list of 86 companies can be broken down as follows, based on the source of the data (Global Exchange questionnaire or Giving in Numbers Survey):

Global Exchange Questionnaire

Sixty-four companies of the 86 companies headquartered outside North America participated in the 2019 Global Exchange questionnaire, which took place in late spring of 2019.

A2A S.p.A.
Amplifon S.p.A.
Anglo American Brasil
Aspen Pharmacare Holdings Limited
AU Optronics Corp.
Banca Mediolanum S.p.A.
Banca Nazionale del Lavoro S.p.A.
BASF SE
BMW Italia S.p.A.
BNK Financial Group
BPER Banca S.p.A.
BRF S.A.
Buzzi Unicem S.p.A.
CCR S.A.
Cooperativa La Cruz Azul S.C.L.
DB Insurance
De Beers Group
Dolomiti Energia S.p.A.
Enel S.p.A.
ERG S.p.A.
Euler Hermes
EVRAZ PLC
Fastweb S.p.A.
Gerdau
Gold Fields Ltd.
Grupo Bimbo, S.A.B. of C.V.
Grupo Mexico SAB de CV
Grupo Neoenergia
Gruppo BANCO BPM
Hankook Tire
HewlettPackard Mexico S de RL de CV
Hyundai Steel
Illovo Sugar Ltd.
Intesa Sanpaolo S.p.A.
Iren S.p.A.
Itaú Unibanco Holding S.A.
Katren
Leonardo
Lotte Engineering & Construction Co., Ltd.
Mediobanca Banca di Credito Finanziario S.p.A.
Mirae Asset Daewoo
Mobile TeleSystems PJSC
Organizações Bradesco
Polymetal International plc
Rostelecom PJSC
Russian Copper Co ZAO
Sakhalin Energy
Salini Impregilo S.p.A.
Salvatore Ferragamo S.p.A.
Samsung Life Insurance
Santander (Brasil) S.A.
Severstal PJSC
Sinara Foundation (Sinara Group AO)
Sistema PJSFC
SK C&C
SK Innovation Co.
Solar BR Coca-Cola
Telefônica Vivo Brasil S/A
Trevi Finanziaria Industriale S.p.A.
Undisclosed Company
Undisclosed Company
Unione di Banche Italiane S.p.A.
United Company Rusal Plc (RUSAL Krasnoyarsk OJSC)
Vonovia

Giving in Numbers Survey

Twenty-two companies of the 86 companies headquartered outside North America participated in the 2019 Giving in Numbers Survey, which took place between January and May of 2019. These companies are already listed on pages 50 and 51.

Accenture
AstraZeneca
AU Optronics Corporation
Barclays
BBVA
Credit Suisse
Deutsche Bank
GSK
IHS Inc.
Johnson Controls, Inc.
Lenovo
Macquarie Group
Medtronic PLC
Novo Nordisk Inc.
Pearson plc
Perrigo
Roshan Telecom Development Company of Afghanistan Corp.
SAP AG
Schneider Electric
UBS
Vale
Votorantim

CALCULATIONS

CALCULATION TERMINOLOGY

Aggregate Values

An aggregate value is the straight sum of all of the values in a calculation. For example, aggregate total giving is the sum of the total giving of all companies participating in the survey. In the 2019 Giving in Numbers Survey, this amounted to more than $26 billion.

Average Percentage

Average refers to the result obtained when adding two or more observations and dividing the total by the number of observations. An average percentage is used in place of an aggregate percentage to preserve the relative proportions of giving for each company. To calculate average percentage, each individual company's giving is first translated into percentages. Then, percentages across all companies are averaged. Average percentages for an industry do not indicate the magnitude of giving relative to other industries.

Distributions (Based on Growth Rates)

Some figures in this report group companies into categories based on how much their pre-tax profit or total giving changed from one year to the next. It is extremely rare that a company falls exactly on the threshold between one category and the next. In instances when this does occur, the report conservatively lists the company in the lower range. The "Flat" range includes companies with growth rates that range between a decrease of 2% and an increase of 2%, excluding both limit values.

Median

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

Quartiles

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

SAMPLE SIZE MATTERS

Throughout the report, the convention "N=" or "n=" indicates the number of companies used in each calculation. "N" refers to the total sample size for that analysis, whereas "n" denotes a segment of the total sample size. The number will vary from one figure or data point to the next because respondents do not necessarily answer every question in the survey. This happens when a company either does not participate in the type of philanthropy in question (for example, if a company does not have an employee volunteer program) or when the company does not have the data needed to respond.

To analyze specific trends from one year to the next, this study relies on matched-set data, which are the data from companies that participate in the Giving in Numbers Survey over consecutive years. The sample sizes for figures based on matched sets are always lower than the total number of companies responding in 2018 because companies that have not completed the survey each year from 2016 to 2018 will not be used to identify year-over-year trends.

In some cases, identifying specific trends requires the exclusion of certain data, resulting in different outcomes for the same data point. For example, median total giving across all companies in 2018 was $20.7 million (based on 250 surveys), while the same data point across the three-year matched set was $25.7 million (based on 204 survey participants). For this reason, it is helpful to note which years (and how many surveys) are included in the computations behind each figure.

Data for "all companies" are shown in several figures throughout the report, along with an industry breakdown. There are a few cases of underrepresented industries excluded from the specific breakdowns; the companies within these industries are included in the "all companies" aggregate. This causes the sample sizes for the breakdown to sum to a lower number than the sample size for the "all companies" aggregate.

TOTAL GIVING

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

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

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

Download a free *Giving in Numbers* Valuation Guide at: https://cecp.me/2LeoCCJ.

WHAT'S IN, WHAT'S OUT?

The 2019 Giving in Numbers Survey defines a qualified contributions recipient using the Global Guide Standard, which holds for all types of giving recorded in the CECP Survey. This transition comes at the end of the three-year period over which CECP developed the guide. Ninety percent of respondents in 2015 reported their past and current total giving figures were not and will not be impacted using the new Global Guide Standard. Based on this, historic giving data for all companies within CECP's dataset were left unchanged.

"Qualified recipients" are those organizations that meet all three of the following Global Guide criteria:

1. They are formally organized; and
2. They have a charitable purpose; and
3. They never distribute profits.

For more information, refer to details of the Global Guide Standard.

Contributions not included in total giving:

- Giving made with expectation of full or partial repayment or direct benefit to the company.

- Giving to political action committees, individuals, or any other non-charitable organizations.
- In the Giving in Numbers Survey, total giving does not include contributions from employees, vendors, or customers. While many companies solicit funds from customers or employees, total giving includes only funds tied directly to a company's financial assets. Funds raised from employees or other stakeholders (e.g., customers) are reported in the Philanthropic Leverage section. For multi-year grants, only the portion of the grant actually paid in the fiscal year examined by the survey is included, not its total, multi-year value.

DEFINITIONS

CENTRALIZATION VS. DECENTRALIZATION

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

FORTUNE 100 COMPANIES

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

FAIR MARKET VALUE (FMV)

The Giving in Numbers Survey values non-cash gifts (or in-kind, product donations) at FMV, which is defined by the IRS as the price that inventory, products, or certain professional services would sell for on the open market between a company and its direct customers/clients.

In other words, FMV is the price that a buyer would pay a seller. If a restriction is applied to the use of inventory or products donated, the FMV must reflect that restriction. Products and services should not be included as giving if the company is financially compensated for the contribution in any way. Thus, tiered pricing for schools or nonprofit organizations should not be reported as overall giving in the survey (including the difference between the reduced price and the FMV).

FISCAL YEAR

The Giving in Numbers Survey asks companies to report total contributions on a fiscal year basis (end date for 12 months of data). For most companies, this is 12/31/2018 or the end of the income tax reporting year if not following calendar year convention. If the corporate or foundation giving year ends before the end of the calendar year, the earlier date is used. If the last day of the corporate giving year is different from the last day of the foundation giving year, the latter date of the two is to be used.

FULL-TIME EQUIVALENT (FTE) STAFF

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

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

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

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

Additional Eligibility:

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

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

INTERNATIONAL GIVING

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

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

Page 17 analyzes country-specific data provided in the Giving in Numbers Survey from companies headquartered in North America (U.S. and Canada) among four regions:

Asia, Africa, Europe, and Latin America & the Caribbean. This region categorization is not predetermined or shown as such in the questionnaire. Country-specific contributions are categorized into any of those four regions by CECP.

GLOBAL EXCHANGE QUESTIONNAIRE

Companies Headquartered Outside North America

Companies outside North America report data on their giving programs annually to CECP through the Global Exchange questionnaire. None of the giving figures in CECP's dataset is obtained from secondary sources. CECP provides question-by-question Valuation Guidance so that survey-completers have the definitions and details they need to answer the questions consistently. This guidance is also available online for respondents outside North America: https://cecp.me/2LeoCCJ.

Financial data (e.g., revenues and pre-tax profit) are systematically pulled from the Bloomberg database for companies outside North America as well. Companies are asked to report figures in United States Dollars (US$). Wherever this was not possible, CECP converted figures using oanda.com's "Historical Exchange Rates" for 2018.

MATCHING-GIFT PROGRAMS

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

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

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

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

PHILANTHROPIC LEVERAGE

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

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

- Corporate Commitment: Campaigns must be company-sponsored, organized by a professional giving officer, and run nationally (at least). Campaigns that occur only in particular offices, regions, or stores are not included.
- Nonprofit Beneficiaries: Recipient organizations of the funds raised must be to a "qualified recipient."
- What to Exclude: Any contribution provided by the company should not be included here. All corporate contributions to a "qualified recipient" must meet the guidelines described on page 53.

PRO BONO SERVICES

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

In most cases, Pro Bono Service directly benefits the nonprofit organization (e.g., by boosting internal operations and capacity building) rather than the nonprofit's end-recipients. This is consistent with the requirement that Pro Bono Services must be a direct application of an employee's core job description. In some cases, Pro Bono Service benefits individuals served by the nonprofit, but this is rare.

Examples of Pro Bono Services and guidance on valuing Pro Bono Services hours at Fair Market Value can be found in the *Giving in Numbers* Valuation Guide.

PROGRAM EVALUATION

The *Giving in Numbers* Survey asks companies which levels of the logic model are evaluated in their grantmaking. The logic model levels are classified according to the following:

- Inputs: Resources a program deploys (cash, in-kind gifts, etc.).
- Activities: Processes, tools, events, technology, and actions of the program's implementation to bring about intended results.
- Outputs: Direct products of program activities (e.g., types, levels, and targets of services to be delivered by a program).
- Outcomes: Specific changes in program participants' behavior, knowledge, skills, status, and level of functioning.
- Impacts: The change occurring in organizations, communities, or systems as a result of program activities in the long term.

PRIORITY FOCUS AREAS

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

CALCULATIONS AND DEFINITIONS CONTINUED

PROGRAM TYPES

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

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

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

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

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

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

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

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

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

Environment: Includes contributions to environmental and ecological groups or causes including parks, conservancies, zoos, and aquariums.

Health and Social Services: Includes contributions to United Way and grants to local and national health and human services agencies (e.g., The Red Cross or American Cancer Society), hospitals, agencies for youth development, senior citizens, food banks, and any other health and human services agencies, including those concerned with safety, family planning, and drug abuse.

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

STRATEGIC PROGRAM

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

TOTAL SOCIAL INVESTMENT

Refers to the equivalent monetary value of multiple categories of total social investments that go beyond giving. These social investments are not typically accounted by companies in total giving but provide a social value to business strategies and efforts oriented towards external stakeholders.

About CECP: Chief Executives for Corporate Purpose®

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

Founded in 1999 by actor and philanthropist Paul Newman and other business leaders to create a better world through business, CECP has grown to a movement of more than 200 of the world's largest companies that represent $6.6 trillion in revenues, $21.2 billion in social investment, 14 million employees, 23 million hours of employee engagement, and $15 trillion in assets under management. CECP helps companies transform their social strategy by providing customized connections and networking, counsel and support, benchmarking and trends, and awareness building and recognition.

CECP accelerates the work of participating companies by helping them:

TAP WORLD-CLASS KNOWLEDGE, DATA, AND RESEARCH

Find synthesized, best-in-class content that answers companies' most important and time-sensitive questions. Resources include:

- MyCECP, a digital hub including CECP's Knowledge Center, an online library of curated resources, with more than 150 CECP Issue Briefs, articles, case studies, and research reports on key topics in the field, also online access to the Data Center, which offers self-serve benchmarking data analysis and visualization tools.
- The industry-leading *Giving in Numbers*, as well as CECP original research reports and papers, CEO and CSR executive newsletters, Company Spotlights, trends briefs, CECP Insights blog, social media, CECP Pulse Surveys, CEO Investor Forum Long-Term Plan videos, and media content partnerships.

CONNECT, LEAD, AND LEARN

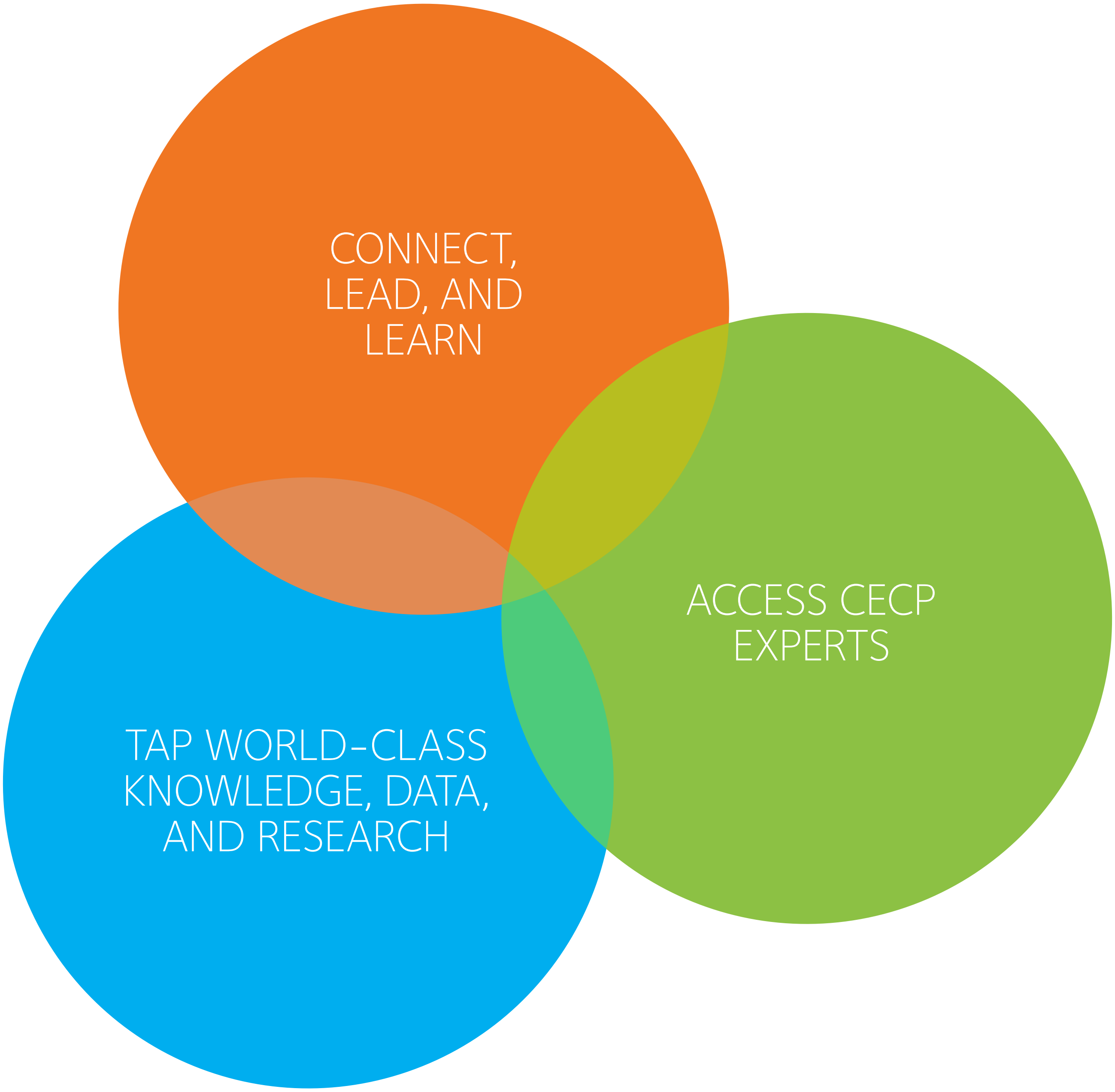
Connect to the unique CECP network of more than 200 peer companies, senior corporate leaders, and global cross-sector partners. Gain:

- Guidance and structure to integrate between business units—such as corporate responsibility, communications, investor relations, and sustainability—which are necessary for a unified corporate response to solving societal challenges.
- Strategy support from peer companies/access to peers.
- Global reach and insights through the Global Exchange.
- Presence in top-tier media and influential trade publications.
- Networking and learning with corporate peers at CECP events:
  - Annual CEO Board of Boards convening 50+ corporate CEOs;
  - Annual CECP Summit of corporate peers including 250+ senior CSR executives;
  - Annual CEO Investor Forum with CEOs making long-term plan presentations to 200+ institutional investors, representing $25 trillion in assets under management; and
  - ~25 roundtables as webinars and multi-city in-person by region, industry, and focus area (www.cecp.co/events).

ACCESS CECP ADVISORS AND EXPERTS

Utilize CECP expertise and proprietary frameworks to advance plans, presentations, and budgets with customized analyses drawing from effective practices, trends, business impact, and unrivaled industry survey data and research on corporate social investments, including:

- Customized benchmarking and analysis in response to company queries based on CECP's *Giving in Numbers*, the unrivaled leader in corporate social benchmarking, in partnership with companies, representing 550+ multi-billion-dollar companies, 18 years of benchmarking data, and $290 billion in corporate social investments.
- Fast-track consulting to guide corporate teams in determining benchmarks and excellence in corporate social investment; companies contact CECP staff via insights@cecp.co with questions at any time and a guaranteed response within two days to two weeks, depending on scope.
- Long-term plan template guidance through a series of calls and meetings to determine material growth, strategy, and risk issue areas, drawn from CECP's Strategic Investor Initiative.
- Communications audits of internal and external communications strategies and assets to amplify the business narrative.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Don't Miss These Other Publications from CECP, Including Original Research and Analysis, White Papers, and Blog Posts.

DIVERSITY & INCLUSION IN CORPORATE SOCIAL ENGAGEMENT

Published by CECP in partnership with the Walmart Foundation, this report explores how companies are integrating diversity and inclusion into their citizenship efforts. The report identifies and shares actionable insights and best practices that corporate leaders can learn from and apply in their own companies.

MAKING WORK MORE MEANINGFUL: BUILDING A FULFILLING EMPLOYEE EXPERIENCE

This study, a collaborative effort of CECP, Imperative, and PwC, examines how organizations are building workplaces that foster fulfilling employee experiences.

THE STRATEGIC INVESTOR INITIATIVE'S LONG-TERM PLAN PRESENTATION TEMPLATE

Building on a significant body of original research and ongoing feedback from institutional investors, CECP's Strategic Investor Initiative (SII) developed a template for companies seeking to develop and communicate effective long-term strategic plans that help inform investment, voting, and engagement decisions.

THE ECONOMIC SIGNIFICANCE OF LONG-TERM PLANS

Released by the Strategic Investor Initiative in partnership with KKS Advisors, *The Economic Significance of Long-Term Plans* examined 21 plans presented by CEOs at CEO Investor Forums. The plans were scored against 22 measures of content and quality while tracking the market's reactions over a three- to five-day window after the plans were presented. The report demonstrates that investors value the information in these plans and gives CEOs further incentive to create and disclose high-quality long-term plans.

ACKNOWLEDGMENTS

GIVING IN NUMBERS: 2019 EDITION

CECP thanks the people at the 250 companies that participated in the 2019 Giving in Numbers Survey for their ongoing commitment to increased transparency in the corporate societal engagement field. The Giving in Numbers framework, used as the basis for the survey, was adapted from the London Benchmarking Group model. CECP would also like to acknowledge the Points of Light Institute for its input on the volunteerism section of the survey and Valuation Guide in earlier editions of this report, as well as the Taproot Foundation's Pro Bono Action Tank for its leadership and expertise in the area of Pro Bono Service in 2015.

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***GIVING IN NUMBERS*: 2019 EDITION IS SPONSORED BY:**

GLOBAL EXCHANGE QUESTIONNAIRE 2019

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

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