



# Giving in Numbers™

**2025 EDITION**

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

Chief Executives for Corporate Purpose®



## ABOUT CECP

Chief Executives for Corporate Purpose® (CECP) is the only nonpartisan business counsel and network dedicated to driving measurable returns on corporate purpose. We promote responsible, purpose-driven business as it increases customer loyalty, builds employee engagement, improves brand trust, attracts top talent, connects with strategic investors, and contributes to the bottom line.

More than 200 of the world's leading companies seek to improve their return on purpose through access to CECP's solutions in insights and benchmarking. With our companies, we harness the power of corporate purpose for the benefit of business, stakeholders, and society.

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# Preface

This year marks a momentous milestone: the 20th anniversary of CECP's *Giving in Numbers*<sup>™</sup> report. Since its inception in 2005, *Giving in Numbers* has grown from a benchmarking tool into the definitive guide to understanding how and where companies invest in society. Over two decades, the report has chronicled the evolution of corporate purpose, capturing the shift from traditional philanthropy to integrated strategies that align social investment with business performance, stakeholder expectations, and global challenges.

The 2025 Edition, based on data from 2024, arrives at a moment of reflection and recalibration. Today's companies are navigating an ever-changing landscape of economic uncertainty, geopolitical instability, and shifting cultural expectations. Despite these challenges, the data show that corporate social investment remains resilient. Companies continue to prioritize community engagement, employee participation, and global giving, all while adapting to new realities.

This year's report reflects on the past 20 years while also looking ahead to the future of corporate purpose. It includes a retrospective on key trends dating back to the first edition and presents the latest insights on Total Community Investments, employee engagement, operations, and measurement practices. New spotlights highlight how companies are reflecting on their own journeys and innovating for the future.

We are deeply grateful to the hundreds of companies that have contributed to this dataset over the years, especially those who participated in the 2024 survey. Your transparency, commitment, and leadership have made *Giving in Numbers* the unrivaled leader in benchmarking on corporate social investments it is today. We are also thankful for this year's sponsors: Altria, Chevron, Citi, Entergy, Moody's, Travelers, and Wells Fargo, just a few of the dozens of companies that have take part in the survey each year since its inception.

Our mission at CECP is to unleash the power of corporate purpose. As we look forward to the next 20 years of *Giving in Numbers*, CECP remains committed to helping companies unlock measurable returns on their purpose.



Saara Kaudeyr  
Head of Corporate Research  
Chief Executives for Corporate Purpose (CECP)

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# Executive Summary



# Giving in Numbers: 2024 Edition

## About This Report:

CECP's *Giving in Numbers*™ is the premier industry survey and research, providing standard-setting criteria in a go-to guide that has defined the field and advanced the movement. Over 24 years, CECP has created the largest and most historical dataset on industry trends, data shared by more than 650 multi-billion-dollar companies and representing more than US\$510 billion in corporate social investments over that time. Embraced by professionals across all sectors globally, *Giving in Numbers* shows how corporations invest in society through cash and in-kind/product, employee volunteerism and giving, and impact measurement. Whether it's by answering quick questions or facilitating in-depth presentations to company teams, boards, and CEOs, CECP serves as a trusted advisor to companies, providing and analyzing the crucial data that they need to advance their strategy and measure the business value.

## Key Highlights:

A majority of companies decreased their Total Community Investments between 2022 and 2024, but median non-cash increased



Environment and Sustainability became the top focus area in 2024, while Veterans Causes had the highest growth



Disaster Relief decreased in terms of community investment program area and matching-gifts participation



Fewer companies are utilizing sustainability-related KPIs in their quarterly earnings calls



# Context: State of the Industry

## KEY FINDINGS IN THIS SECTION:

- ▶ In 2024, the median Total Community Investments (TCI) was US\$21.5 million, with top quartile companies contributing US\$56.9 million or more.
- ▶ TCI as a percentage of pre-tax profit had a median of 0.78% in 2024, falling short of the 1% field standard.
- ▶ Between 2020 and 2024, inflation-adjusted median TCI decreased by 16%, though it remained stable from 2022 to 2024.
- ▶ From 2022 to 2024, 55% of companies reduced their TCI, with only the Consumer Staples and Technology sectors showing more increases than decreases.
- ▶ Companies with metrics aligned to their corporate purpose reported significantly higher revenue and pre-tax profit as well as stronger year-over-year profit growth.
- ▶ In 2024, 87% of companies had a corporate purpose statement and over 90% used it to guide both social investment and broader business decisions.

# Total Community Investments Trends

## TOTAL COMMUNITY INVESTMENTS

In 2024, the median Total Community Investments (TCI) among all companies participating in *Giving in Numbers* was US\$21.5 million (N=189). TCI includes three types of community investment: direct cash from corporate headquarters or regional offices, foundation cash from corporate foundations, and non-cash contributions such as product donations, Pro Bono Service, and other in-kind support. Companies in the top quartile for TCI contributed US\$56.9 million or more, with total investments ranging from US\$564,000 to US\$5.1 billion.

TCI as a percentage of revenue in 2024 had a median of 0.10%, while the top quartile reached 0.21%. When measured against pre-tax profit, the median TCI was 0.78%, and the top quartile was 1.6%. This median remains below the standard of allocating 1% of pre-tax profit to community investment.

### A CLOSER LOOK

With provisions around the deductibility of corporate charitable contributions eligible to count toward the 1% of taxable income floor under American’s One Big Beautiful Bill Act going into effect in 2026, it’s worth noting that the median percentage of TCI as a percentage of pre-tax profit is closer to 0.55%.

## DECREASES IN COMMUNITY INVESTMENTS

In a matched set of companies, and adjusted for inflation, median TCI declined by 16% between 2020 and 2024. However, there

was a 5% increase between 2022 and 2024. While median investments have not returned to the elevated levels seen in 2020, when companies responded to the COVID-19 crisis, they remain higher than in 2021, a year marked by steep declines.

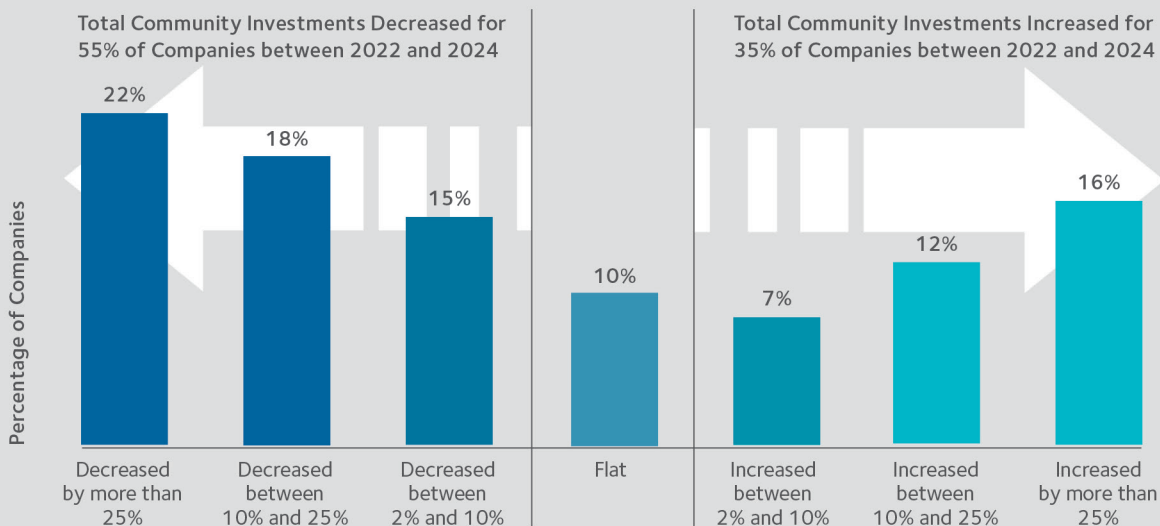
Despite the overall plateau, individual company trends varied. Between 2022 and 2024, 55% of companies decreased their TCI while 35% increased and 10% reported no change (see Figure 1). These shifts largely occurred regardless of industry. The only industries in which more companies increased TCI than decreased it were Consumer Staples and Technology. Health Care companies were evenly split between increases and decreases, though declines were more likely to exceed 25%. Materials companies showed a balanced distribution, while Consumer Discretionary, Financials, Industrials, and Utilities saw more companies reporting decreases.

In 2024, changes in corporate community investments were shaped by a combination of strategic shifts, economic conditions, and evolving community needs. Many companies increased community investments in response to natural disasters, expanded product donation programs, or launched new initiatives tied to digital access, education, and health equity. Others adjusted their investments due to budget constraints, organizational restructuring, or the conclusion of multi-year grants. Several companies formalized or refined their CSR strategies, aligning community investment with business growth, employee interests, and regional priorities. While some reported steady or nominal changes, others saw fluctuations driven by cost-cutting measures, enhanced tracking, or changes in methodology. Overall, companies adapted their approaches to maximize impact amid shifting internal and external dynamics.

TCI as a percentage of revenue fell by 12% between 2022 and 2024, though the change was just 0.01 percentage points.

FIGURE 1

Distribution of Companies by Changes in Total Community Investment between 2022 and 2024, Inflation-Adjusted, Matched-Set Data



n=144

## Total Community Investments Trends *continued*

During the same period, company revenues declined by 9%. In contrast, TCI as a percentage of pre-tax profit rose by 1%, or 0.01 percentage points, as pre-tax profits increased by 9% when adjusted for inflation. The decline in TCI relative to revenue, alongside falling revenues, suggests that companies scaled back community investments more than their earnings. At the same time, the slight increase in TCI relative to pre-tax profit may indicate that some companies are tying their community investments more closely to profitability, particularly in uncertain economic conditions.

TCI as a Percentage of Financial Performance, 2024	Median	Top Quartile
TCI as a Percentage of Revenue, (n=170)	0.10%	0.21%
TCI as a Percentage of Pre-Tax Profit, (n=156)	0.78%	1.56%

# Corporate Purpose

## RETURN ON CORPORATE PURPOSE

A strong corporate purpose continues to serve as a guiding framework for companies navigating complex challenges. It provides clarity of direction and identity, aligns stakeholders across the organization, and informs decision-making to ensure consistency with long-term values and goals.

In 2024, 87% of reporting companies had a purpose statement that served as a reference point in decision-making. Among those, 91% reported that leadership used the statement to guide social investment decisions, including grantmaking, strategy development, and pillar selection. Consistent with previous years, 93% also said their leadership referenced corporate purpose in broader business decisions, demonstrating its integration into daily operations.

Fifty-seven percent of companies indicated that their corporate purpose was tied to a specific focus area in 2024. Common areas included improving health outcomes, expanding educational access, and promoting economic mobility. Other shared focus areas included environmental sustainability, workforce development, and community vitality. Over the decades, companies have increasingly aligned purpose-driven initiatives with core business strategies, such as digital transformation, technology sector diversification, and financial wellness. This alignment reflects a growing trend of leveraging business expertise and assets to address societal challenges while supporting innovation, talent development, and marketability.

## TRENDS IN CORPORATE PURPOSE

Ever more companies are working to ensure that their business operations reflect their corporate purpose. In 2024, 67% of companies in a matched set had metrics in place to align business practices with their purpose, up from 58% in 2020.

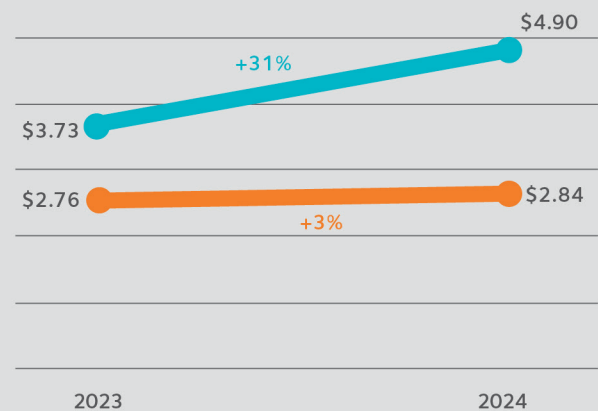
Companies with aligned metrics reported 25% higher median revenue and 22% higher median pre-tax profit in 2024 than those without such metrics. These companies also experienced a 31% increase in median pre-tax profit between 2023 and 2024, compared to just 3% for companies without aligned metrics. This suggests a potential link between financial performance and the integration of purpose into business measurement and decision-making.

## A CLOSER LOOK

As companies identify strategies for continuing social investments under the One Big Beautiful Bill Act of 2025, some are revisiting previous strategies of supporting organizations in their community focusing on the area of greatest need, regardless of alignment to the business.

FIGURE 2

### Median Pre-Tax Profit, Inflation-Adjusted Matched Set (Millions, US\$)



- Companies With Purpose-Aligned Metrics (n=56)
- Companies Without Purpose-Aligned Metrics (n=31)



# *Trends in Action:* Community Economic Stability

## **ENTERGY**

August 29, 2005, will forever be remembered as the day that changed the history of New Orleans, one of America's most iconic cities. For centuries, the "Big Easy" has been known for Mardi Gras, jazz, and as a mecca for food lovers all over the world. But behind the good times, there have always been tens of thousands of working poor who struggle paycheck to paycheck and for whom the living has been far from easy.

For Entergy, the key to mitigating the impact of future storms lies in fortifying low-income families with tools to achieve economic stability. This involves programs that grow household incomes while promoting savings, debt reduction, improved credit ratings, and generational wealth through homeownership.

To this end, Entergy Corporation partnered with United Way of Southeast Louisiana to create the IDA Project, or Individual Development Accounts, aimed at helping families build a solid financial foundation.

Since 2006, the IDA project has placed 616 households on the path to economic stability. IDAs provide a four-to-one savings match to help families create wealth-building assets including homes, vehicles, and savings for higher education.

The initiative has resulted in \$58 million in asset purchases, transforming lives across Southeast Louisiana. More than 430 individuals, primarily single mothers, have become first-time homeowners, turning what once seemed like an impossible dream into reality.

Additionally, the initiative has established four regional prosperity centers, beginning with the J. Wayne Leonard Prosperity Center, named after Entergy's former chair and CEO. These centers serve as one-stop shops, offering services such as financial literacy, budgeting, job training, and homeownership classes to support low-income families.

# Community Investments

## KEY FINDINGS IN THIS SECTION:

- Between 2020 and 2024, median direct cash and foundation cash investments declined by 24% and 17%, respectively, while non-cash contributions increased by 8%, indicating a shift toward in-kind support as non-cash offerings evolve.
- Community and Economic Development saw the largest increase in average program area allocation, rising by 7 percentage points between 2020 and 2024, while Health and Social Services decreased by 6 percentage points.
- Disaster Relief experienced the steepest decline in median TCI between 2022 and 2024, dropping by 41%, suggesting companies may be responding more selectively to crises over time.
- Environment and Sustainability became the top focus area in 2024, while Veterans Causes saw the largest growth.
- Companies are concentrating more resources in strategic programs, with TCI allocations to top strategic programs rising.
- Fewer companies are investing internationally, but those that do are giving more, with median investment up by 14%.

# TCI by Funding Type and Program Areas 2024

## FUNDING TYPE PREVALENCE

In 2024, direct cash was the most common funding type, with 95% of companies including it in their TCI. The average percentage of TCI that came from direct cash was 45% and the median dollar amount was US\$10.2 million.

Foundation cash was the second-most leveraged funding type, with 77% of companies including it in their TCI. The average percentage of TCI coming from foundation cash was 37%, while the median dollar amount was US\$8.4 million.

Non-cash was the least leveraged funding type in 2024, though 70% of companies still used it, if more sparingly than cash options. The average percentage of non-cash community investment was 18% and the median dollar value was US\$1.7 million. See the table to the right for the breakdown of non-cash into product donations, Pro Bono Service, and other forms of non-cash, including donated real estate, use of facilities, and written-down office equipment.

Direct cash is consistently the most common funding type, as it has the lowest barrier to entry for making community investments. Foundations take time and resources to build and maintain, and non-cash requires that the company produces tangible goods or makes the effort to build a Pro Bono Service program.

## PROGRAM AREA ALLOCATIONS

Health and Social Services recipient organizations and programs received the largest average allocation, at 26% of TCI in 2024. The next most funded program was Community and Economic Development, which received an average of 16%, followed by K-12 Education and Higher

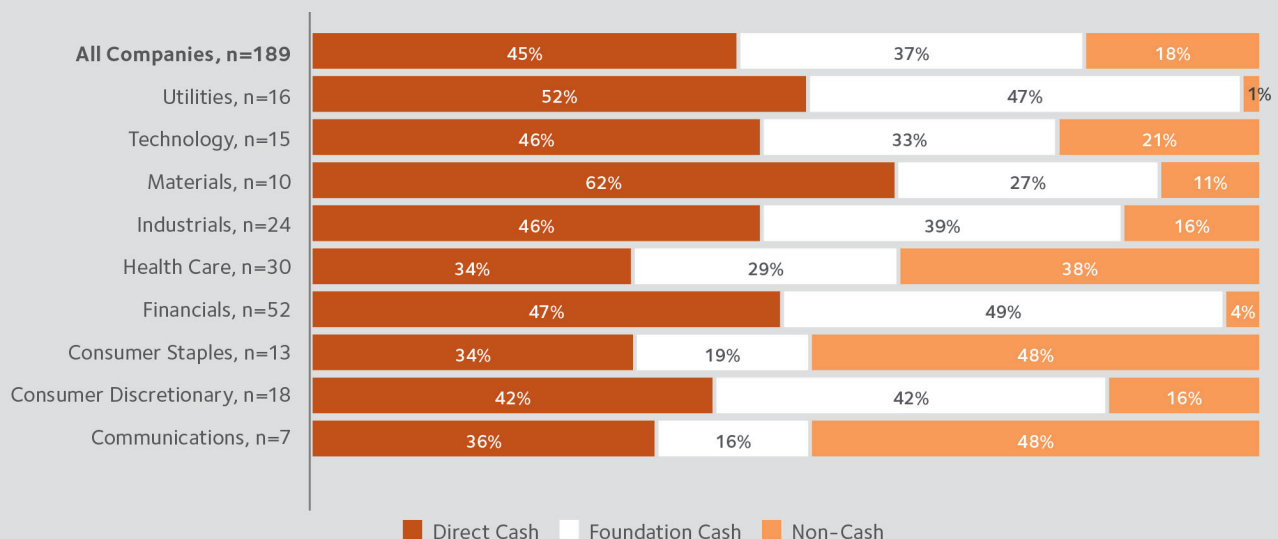
Non-Cash Type (n=132)	Average Percentage of Non-Cash Community Investments, 2024	Median Value (in US\$), 2024
Product Donations	59%	\$1,620,000
Pro Bono Service	19%	\$440,000
Other	21%	\$660,000

Education, at 10% each. This continued prioritization reflects companies' sustained focus on supporting basic needs and improving quality of life, particularly in areas such as health care access, mental health, and social support services, as well as initiatives that promote financial stability, workforce readiness, and local vitality. These funding patterns suggest that companies are directing resources toward areas with clear connections to employee wellbeing, talent development, and community resilience, core elements of many corporate purpose strategies.

The program areas receiving the lowest allocation of community investments in 2024 were Culture and Arts, at an average of 3%, and Disaster Relief, at 4%, only marginally surpassed by Environment and Civic and Public Affairs, both at 5%. While these areas address critical societal needs, their relatively low funding may reflect a weaker perceived alignment with companies' long-term business strategies. For example, Disaster Relief often serves as a reactive channel for urgent societal responses, whereas sustained investment in environmental initiatives could help mitigate the frequency and severity of such crises. The limited funding in these areas suggests an opportunity for companies to integrate resilience-building and civic engagement more deeply into their strategic frameworks.

FIGURE 3

Industry Breakdown of Total Community Investment by Funding Type, Average Percentages, 2024



Industry breakdowns may not equal 100% due to rounding

N=189

# Funding Type and Program Area Trends

## CHANGES IN FUNDING TYPES

The average percentage of TCI allocated to direct cash, foundation cash, and non-cash has not fluctuated significantly in recent years. In a matched set of companies, the average percentage of direct cash stayed the same from 2020 to 2024. Foundation cash increased by 1%, counterbalanced by a decrease in non-cash of 1%.

Despite few changes in the share of each funding type, the median value of each changed significantly between 2020 and 2024. Median direct cash decreased by 24% and median foundation cash decreased by 17%, both adjusted for inflation. Non-cash was the only funding type where the median dollar value was higher in 2024 than in 2020, by 8%.

## NON-CASH TRENDS

In a matched set of companies, median product donations fluctuated between 2020 and 2024. The average percentage of non-cash that was product donations decreased by 5 percentage points, while the median value of product donations increased by 5% between 2022 and 2024, adjusted for inflation. By contrast, the average percentage of Pro Bono Service increased by 3 percentage points, while the median value decreased by 17% between 2022 and 2024. These contradictory trends indicate that distribution is shifting, with product donations becoming less prevalent among companies, but with those companies continuing to donate giving more products or products of higher value. For pro bono, an increased share could indicate that more companies are adopting the program, but the programs are smaller scale, likely due to their nascency.

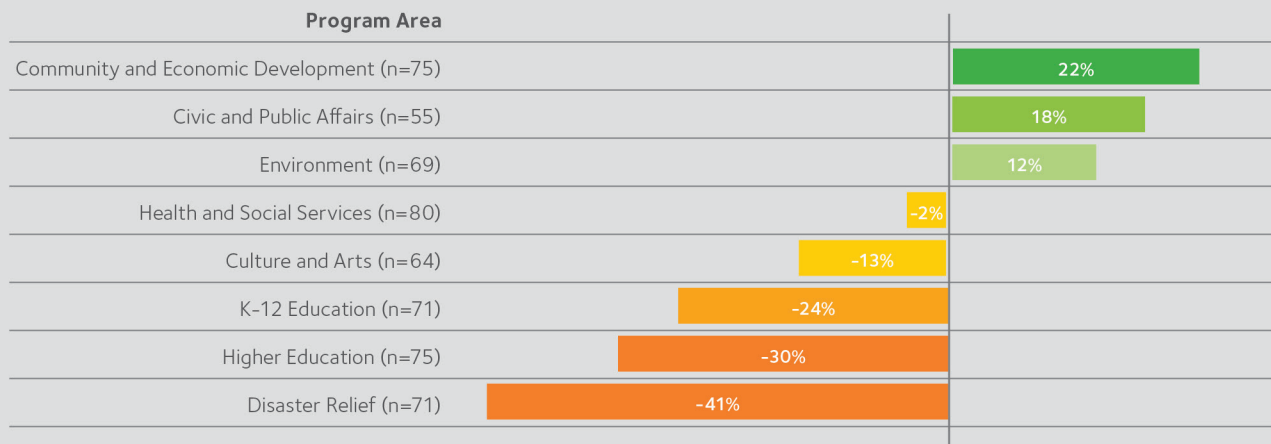
## PROGRAM AREA TRENDS

Average program area allocations experienced some change in a five-year matched set of companies. Community and Economic Development increased by 7 percentage points between 2020 and 2024, while Civic and Public Affairs increased by 1.5 percentage points. Health and Social Services, Disaster Relief, and K-12 Education decreased by 6, 2, and 1.5 percentage points, respectively, while all other program areas changed by 1 percentage point or less.

A matched set of companies over three years shows stark differences in median TCI for each program area. Median Community and Economic Development increased by 22% between 2022 and 2024, while Civic and Public Affairs and Environment increased by 18% and 12%, respectively. Higher and K-12 Education decreased by 30% and 24%, respectively. Culture and Arts decreased by 13%, while Health and Social Services decreased by 2%. The biggest decrease, however, was in Disaster Relief, whose median decreased by 41%. The decrease in Education funding and the increase in investment in Community and Economic Development may be two sides to the same coin. As many companies move to better marry their social investment and business priorities, the more immediate effects of workforce development and strengthened economic conditions may be more appealing than the long-term payoff of educational investments (see Figure 4).

FIGURE 4

### Median Program Area Community Investment, Percentage Change 2022-2024



# Focus Areas and International Responsive Community Investments 2024

## PROGRAM AREAS TIED TO FOCUS AREAS

Companies are asked to align the focus areas of their strategic programs with the program areas featured on page 13, in order of importance. The number one focus area is considered topmost, followed by any additional focus areas. The most common focus areas that companies had, based on their alignment with the program areas, were Health and Social Services (26%), K-12 Education (24%), and Community and Economic Development (18%).

The least common top focus was Culture and Arts, which was not a top priority for any participating company (see Figure 5).

When companies listed additional priority focus areas beyond their number one focus area, Culture and Arts was more represented: 6% of companies listed it as their second, third, or fourth priority focus area. Similarly, Higher Education was a top focus area for 8% of companies, but almost a quarter listed it as priority focus area two, three, or four.

## FOCUS AREA THEMES

In an open-ended response, companies were invited to describe their specific focus areas. The most common entries in 2024 across all four top focus areas, with 30% of respondents mentioning it, were health and wellbeing and environment and sustainability. This was followed by workforce development and employment at 24% and education at 20%.

Companies frequently create strategic programs around their focus areas. The average number of strategic programs tied to top focus areas was 3.1. Utilities companies reported the highest average, at 3.7, and Technology reported the lowest, at 2.5. The median percentage of TCI dedicated to a company's topmost strategic program was 14%, while the median percentage of TCI allocated across all four top strategic programs was 44%.

## RESPONSIVE COMMUNITY INVESTMENTS

Outside the main program areas, there are also emerging focus areas of community investment that were particularly relevant in 2024. The first was climate change, which, in 2024, had a median community investment value of US\$1.8 million, though only by 4% of companies. The world is also experiencing multiple geopolitical crises. In 2024, the median responsive community investment in humanitarian relief for Israel and Palestine was US\$100,000. Only 6% of companies reported sending relief, an indication of the challenging and polarizing landscape. Three percent of companies reported continued humanitarian relief in Ukraine, at a median of US\$290,000. Similarly polarizing, median community investments allocated to external inclusion, racial equity, or social justice was US\$1.4 million, reported by 8% of companies.

There were also other investment areas of interest that span multiple program areas. STEM (Science, Technology, Engineering, and Mathematics) education received a median community investment of US\$1.3 million, reported by 13% of companies. The median amount of community investments allocated to STEM by those companies was 10%. Workforce development had a median of US\$1.6 million, and health equity a median of US\$2.1 million.

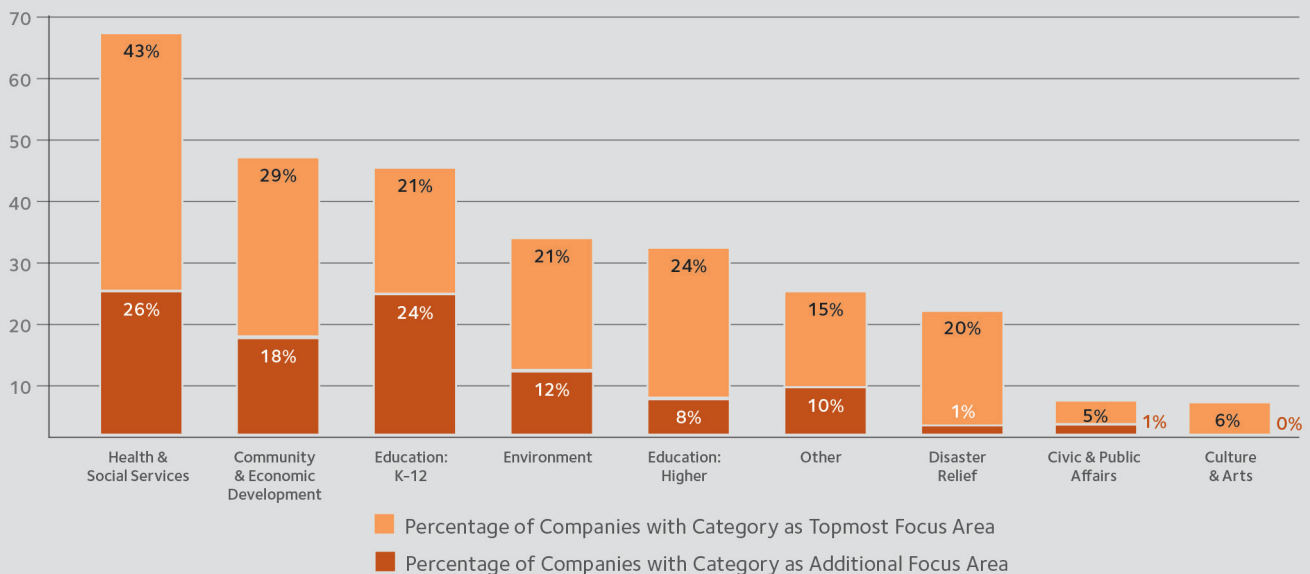
## INTERNATIONAL RECIPIENTS

Sixty-four percent of companies from any headquarter country reported making community investments to international end-recipient organizations in 2024 (see Figure 6). Community investments are counted as international when the impact of the investment occurs outside the country in which the company is headquartered. Ninety-three percent of surveyed companies were headquartered in the United States.

The median international community investment in 2024 was US\$3.0 million, while the top quartile was US\$13.8 million. On average, 29% of a company's TCI was intended for an international end-recipient.

FIGURE 5

### Prevalence of Priority Focus Areas, 2024



n=139

# Focus Areas and International Responsive Community Investments Trends

## FOCUS AREA TRENDS

Military and Veterans Causes had the largest adoption as a focus area from 2022 to 2024 in a matched set of companies, growing by 75%. However, despite its increase, funding for veterans remained one of the least common focus area themes, with only 9% of companies listing it as a focus area. Environment and Sustainability was the most prevalent focus area and grew by 10 percentage points in prominence over the three years.

The average number of strategic programs remained largely consistent between 2022 and 2024. In a matched set, the percentage of TCI allocated to a company's top strategic program increased by 3 percentage points between 2022 and 2024, and there was a 10-percentage-point increase for all four top strategic programs. These shifts suggest a growing emphasis on companies concentrating resources in areas most closely aligned with their purpose and long-term goals. As a result, strategic programs are playing a more central role in shaping how companies define and deliver on their community investments.

## RESPONSIVE TRENDS

Despite STEM continuing to be a popular area of corporate community investments, the trend is continuing to wane. In a matched set from 2022 to 2024, the median community investments allocated to STEM decreased by 33%, though they have increased compared to 2023. Some companies may be integrating STEM-

## A CLOSER LOOK

Due to the gap in federal funding for the nonprofit sector, companies may revert back to giving smaller grants to a larger number of nonprofits.

related goals into broader education or workforce programs, making standalone STEM investments less distinct. As companies refine their strategic focus, STEM may be evolving from a stand-alone priority to a component of more holistic initiatives.

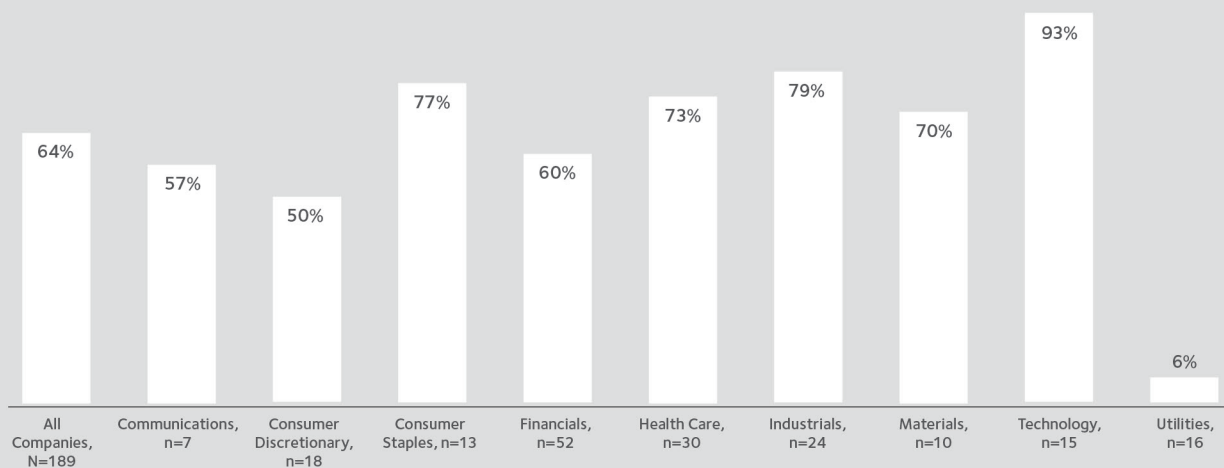
## INTERNATIONAL TRENDS

In a three-year, inflation-adjusted matched set of companies sharing their international and domestic investments from 2022 to 2024, median international community investments increased by 14%, while median domestic community investments increased by 3%, indicating a continued focus on international community investments.

The median percentage of TCI allocated for international community investment also increased from 2022 to 2024, by 3 percentage points. However, though the number of companies contributing to international end-recipients was 4 percentage points higher than in 2020, prevalence was down 6 percentage points compared to 2022, which marked the height of global social investment over that period. Fewer companies are allocating community investments internationally, but those that have chosen to do so are increasing their funding toward global communities.

FIGURE 6

### Percentage of Companies Making International Community Investments, 2024



# Prevent Underage Use

 Success360

## *Trends in Action:* Long-Term Partnerships

### ALTRIA

For more than 25 years, Altria's tobacco companies have worked to prevent underage use of tobacco and nicotine products. We know kids should not smoke, vape, or use any tobacco or nicotine products—a goal shared by public health leaders, policymakers, parents, and youth-serving organizations.

Altria addresses this core business concern by investing in evidence-based programs that promote positive youth development, prevention, and cessation. Research shows that when young people are surrounded by positive influences and resources, they are less likely to engage in risky behaviors, including tobacco and nicotine use.

Through their Success360° initiative, which focuses on middle school students, we support programs that foster the healthy development of young people. This includes programs such as mentoring, substance abuse prevention, and tobacco cessation efforts delivered in partnership with leading organizations such as 4-H, Big Brothers Big Sisters, Boys & Girls Clubs, Communities In Schools, and The First Tee.

Through these partnerships and the efforts of many stakeholders, underage use of conventional tobacco products is at its lowest in a generation. The 2024 Monitoring the Future study reports youth smoking rates at just 1.6%—a 94% drop from the 1997 peak of 28.3%. Youth e-vapor use has also declined, falling from 20% in 2019 to 5.9% in 2024, according to the National Youth Tobacco Survey.

To achieve their vision of Moving Beyond Smoking™, Altria remains committed to working with regulators, policymakers, and partners to prevent youth access to products intended for adults 21 and older.



# Twenty Years of *Giving in Numbers*

*Giving in Numbers* began as a bold initiative to quantify and elevate corporate philanthropy. Though CECP had been collecting data since 2002, the first edition of the report, released in 2006 and based on 2005 data, marked a turning point in how companies measured and communicated their societal investments. Drawing from over 100 companies, including 40 from the Fortune 100, the report revealed a 15% increase in giving and highlighted growing trends in volunteerism, matching gifts, and foundation endowments. Its release on National Corporate Philanthropy Day helped spotlight the strategic importance of corporate giving.

Over the years, the report has gained depth and influence. By its 10th anniversary in 2015, *Giving in Numbers* had become the leading source of longitudinal data on corporate societal engagement. It documented how companies responded to global challenges like the Great Recession, expanded their giving relative to revenue and profit, and diversified their approaches through non-cash contributions and employee engagement. The report also began to reflect broader shifts in the business landscape, including the rise of sustainability reporting, the influence of younger generations, and the role of technology in increasing transparency and accountability.

Throughout its history, *Giving in Numbers* has benefited from strong partnerships, including our current Innovation Partners: Benevity, Bonterra, and YourCause, from Blackbaud. As CECP evolved from the Committee Encouraging Corporate Philanthropy to Chief Executives for Corporate Purpose, the report has remained a cornerstone of its mission to empower companies to be a force for good.

Now in its 20th year, *Giving in Numbers* continues to serve as the trusted benchmark for companies seeking to align business success with societal impact. As the field of corporate social responsibility faces new challenges such as climate change, geopolitical instability, and rising stakeholder expectations, there is also unprecedented opportunity. Companies are increasingly called to lead with purpose, innovate in how they give, and collaborate across enterprises and sectors to drive meaningful change. *Giving in Numbers* remains a vital tool to guide that journey.

# Corporate Societal Investment Over the Years

This section contains data from a matched set of 29 companies that have participated in *Giving in Numbers* every year since its inception.

2005 | 2006 | 2007 | 2008 | 2009



## 2005–2009: Driving Business Alignment

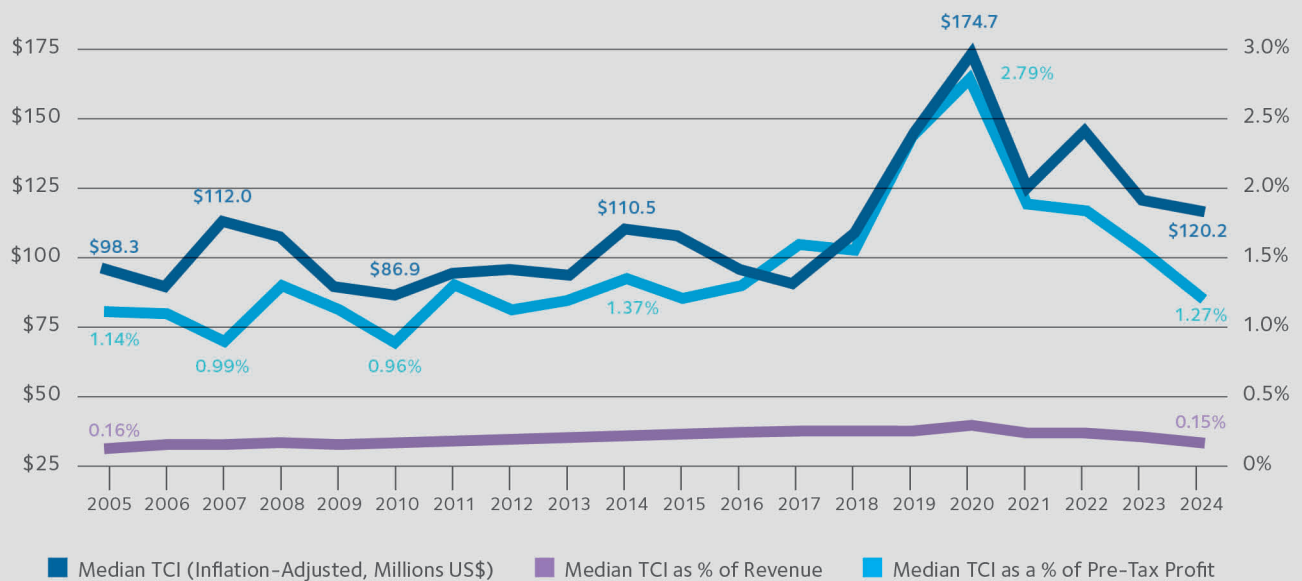
This era marked the beginning of standardized reporting and the formalization of corporate giving infrastructure. Despite the economic instability of the Great Recession, companies demonstrated a strong commitment to community investment. Adjusted median TCI declined by 10.6% from 2005 to 2009, yet giving as a percentage of pre-tax profit rose by 6%, indicating that companies prioritized societal impact even as profits contracted. Volunteer hours surged by 237%, reflecting the growing popularity of employee engagement programs. Matching gifts declined by 23.5%, possibly due to budget tightening or shifting program priorities. The percentage of companies with a foundation or trust increased by 3.5%, and international investments began to take hold. This period laid the groundwork for future sophistication in giving, as companies began to recognize the importance of consistent data collection, formal structures, and employee-driven initiatives. The resilience shown during this time helped establish corporate philanthropy as a stable and strategic function, even in times of economic uncertainty.

### INNOVATION PARTNER SPOTLIGHT: YOURCAUSE, FROM BLACKBAUD

Since its inception, YourCause, from Blackbaud, has been a partner to hundreds of corporations in maximizing impact by aligning purpose-driven innovation with practitioner needs. Designed to streamline and scale corporate social impact programs through the changing waves of technology and corporate purpose, its flagship products have empowered employee engagement through giving and volunteering, while boosting community investment through grantmaking. Across technology advances such as AI, YourCause continues to evolve its products to transform raw data into compelling narratives, enabling practitioners to forecast results, benchmark performance, and share impact stories effortlessly. YourCause's commitment to intuitive design, automation, and actionable insights has helped CSR leaders move from administrative burden to strategic execution. By embedding purpose at the core and AI at the heart, YourCause enables companies to drive measurable social impact, foster employee connection, and meet evolving stakeholder expectations—all while making CSR management more efficient, inclusive, and inspiring.

FIGURE 7

Median Total Community Investments, 2005–2024





**INNOVATION PARTNER SPOTLIGHT: BENEVITY**

Since 2008, Benevity has helped companies transform purpose into action. They began by democratizing corporate giving and removing manual burden and overhead costs for nonprofits. Today, Benevity is the global leader in enterprise social impact software, having supported donations of more than \$34.5 billion to more than 500,000 nonprofits worldwide.

Benevity introduced their Enterprise Impact Platform to empower the most generous brands to embed purpose across philanthropy, sustainability, talent, brand, and product, delivering both social good and business outcomes like innovation, trust, and talent retention. With a unified platform for grantmaking and employee engagement, organizations can align, manage, and report on their impact holistically.

Benevity is taking enterprise impact to the next level with responsible AI: designed to augment, anticipate, and guide action. From simplifying storytelling, scoring and summarizing grants faster, and forecasting campaign results, Benevity works behind the scenes to amplify impact, connect people to purpose, and turn data into action.

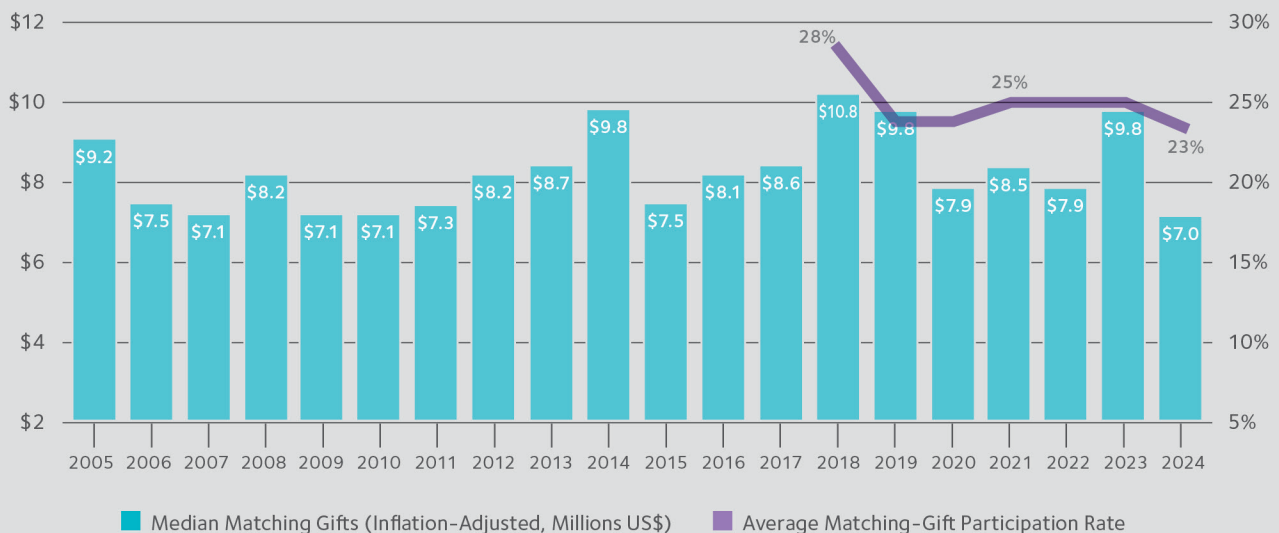
**2010–2012: Strategic Recovery and Innovation**

As the economy began to recover, companies reimagined their giving strategies with a more intentional and strategic lens. TCI increased by 12.4% from 2010 to 2012, signaling renewed investment in communities. Matching gifts grew by 16%, and international investments rose by 6%, reflecting a broader geographic scope of giving. Volunteer hours dipped slightly (–7.8%) from their 2010 peak, but participation rates rose by 4 percentage points, suggesting more targeted engagement. The percentage of companies with a foundation or trust increased by 4.5%, reinforcing the infrastructure needed to support long-term programs.

This era marked the rise of strategic program design, with companies aligning their societal investments with business goals and stakeholder expectations. Early adoption of impact measurement began to take hold, and technology platforms emerged as essential tools for managing and scaling community investment and employee engagement programs. These platforms enabled companies to streamline operations, improve data tracking, and enhance employee participation. In turn, they enabled a shift from reactive recession-era giving to proactive, purpose-driven investment, laying the foundation for more sophisticated approaches to measuring and managing impact.

FIGURE 8

**Matching Gifts, 2005–2024**



### 2013–2015: Purpose and Global Reach

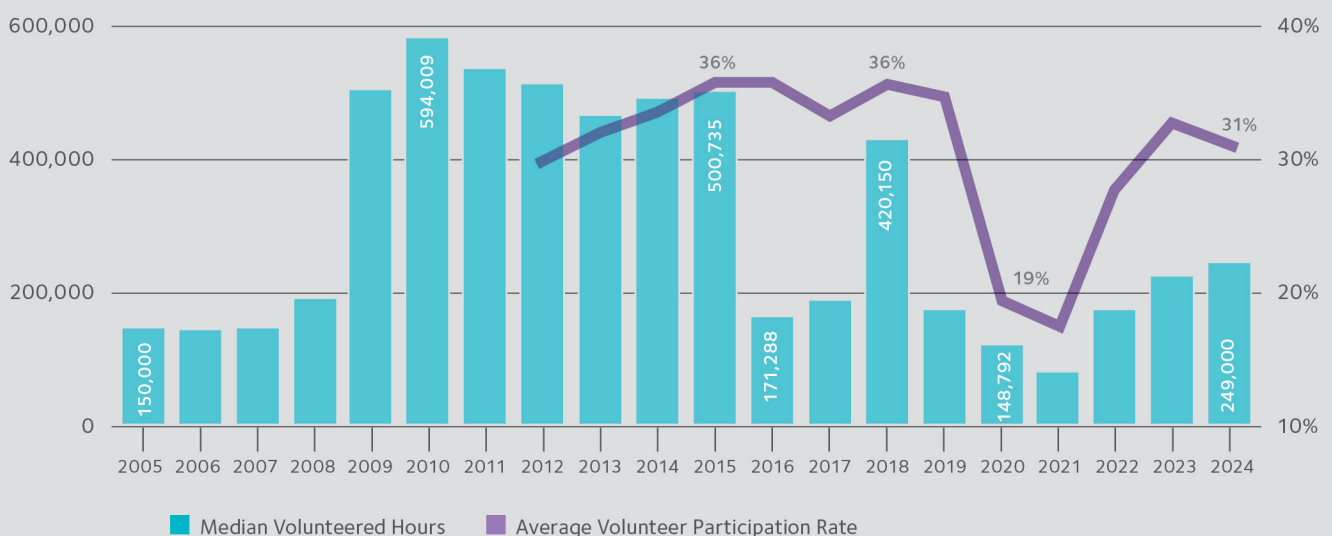
Corporate purpose became a central theme during this era, influencing both strategy and storytelling. TCI rose by 10.2% from 2013 to 2015 and giving as a percentage of revenue increased by 15% from 2013 to its peak in 2014 before declining by 13% in 2015. These fluctuations reflected both economic conditions and evolving priorities. Volunteer hours grew by 1.9%, and participation remained steady at 36%, indicating sustained employee interest. Matching gifts declined by 24.1% from 2014 to 2015, despite a 13% increase the year prior, suggesting volatility in program funding or shifting engagement strategies. International investments rose by 7%, and the percentage of companies with a foundation or trust held steady at 92%. Companies expanded their use of non-cash giving, including product donations and Pro Bono Service, and began investing more heavily in Health and Social Services, Higher Education, and Environmental programs. This era reflected a growing alignment between corporate values and global engagement, with companies increasingly positioning their societal investments as expressions of purpose and leadership.

### 2016–2019: Measuring What Matters

As corporate societal investment matured, companies focused on demonstrating business value and deepening their strategic impact. Though efforts to measure had already existed, there was a growing emphasis among companies on the importance of measurement. TCI increased by 46.2% from 2016 to 2019, and TCI as a percentage of pre-tax profit rose by 78.8%, underscoring the growing integration of philanthropy into core business strategy. Volunteer hours more than doubled between 2016 and 2018 (+145%), then declined by 55% in 2019, reflecting shifts in program structure or reporting. Matching gifts peaked in 2018, rising by 26.7% from 2017, before falling by 9.3% in 2019. Participation rates in matching gifts declined by 2 percentage points, suggesting a need to reengage employees. International investments rose by 10% and FTEs increased by 13.8%, indicating growing internal capacity. Inclusion and belonging emerged as a key focus area, influencing program design and stakeholder engagement. ESG metrics gained traction and companies increasingly sought third-party assurance. This era emphasized accountability, transparency, and the use of data to drive decisions, positioning corporate community investments as a measurable contributor to business and societal outcomes.

FIGURE 9

Employee Volunteering, 2005–2024



### 2020: A Year of Urgency

The COVID-19 pandemic and racial justice movement catalyzed an extraordinary response from companies. TCI jumped by 22.7% from 2019 to 2020, while giving as a percentage of pre-tax profit rose by 18.2%, reaching the highest levels in the dataset. Volunteer hours dropped by 21.5% and participation fell by 16 percentage points due to lockdowns and safety restrictions. Matching gifts declined by 20%, reflecting budget shifts or program pauses. International investments increased by 1% and FTEs rose by 23.5%, highlighting the need for expanded internal capacity. Companies pivoted quickly to virtual volunteering, emergency relief, and racial equity initiatives. The year 2020 demonstrated the agility and responsiveness of corporate giving teams and reinforced the importance of flexible, purpose-driven strategies. It also marked a turning point in how companies viewed their societal role not just as funders but as active participants in addressing urgent global challenges.

#### INNOVATION PARTNER SPOTLIGHT: BONTERRA

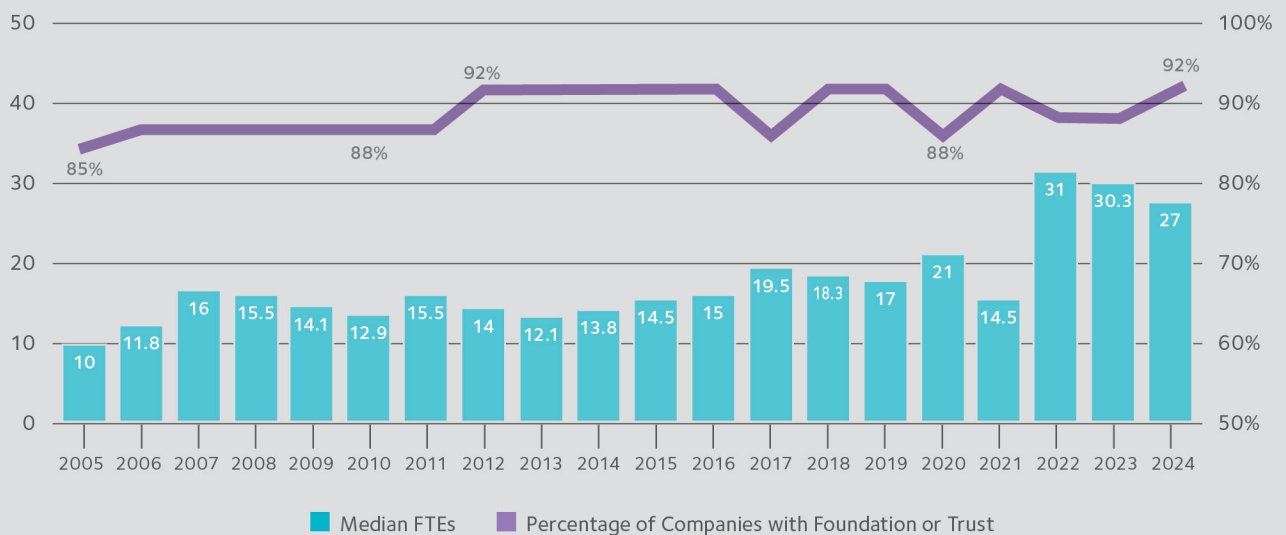
For more than twenty years, Bonterra’s technology has fueled the transformation of corporate social responsibility (CSR). The combined power of CyberGrants, EveryAction, Network for Good, and Social Solutions, manifests in the Bonterra Network, the most comprehensive CSR ecosystem available today.

Bonterra’s solutions evolved in lockstep with industry needs. When compliance and security requirements grew, its software helped companies reduce risk. As CSR expanded, employee giving, volunteering, and disbursement tools were added to allow administrators to manage programs seamlessly and effectively.

One of the most powerful shifts has been the demand for greater transparency and accountability. CSR has become a core driver of business strategy, with employees leading the charge for engagement and measurable outcomes. Bonterra’s mission is to accelerate this momentum through its 3% by ’33 initiative, which commits to increasing the giving rate from 2% to 3% of GDP over the next decade, driving unprecedented growth in social good.

FIGURE 10

Foundations and FTEs, 2005-2024





## 2021 | 2022 | 2023 | 2024

### 2021–2024: Rebuilding, Recalibrating, and Responding to Complexity

The years following the surge in community investments in 2020 were marked by turbulence. Median TCI increased by 18% from 2021 to 2022, then declined by 18% over the next two years. TCI as a percentage of pre-tax profit followed a similar pattern, decreasing by 4% from 2021 to 2022, then falling another 32% by 2024. These shifts reflect a transition from emergency response to more focused, long-term strategies, as companies reassessed their investment levels in a changing global context.

Volunteerism rebounded sharply. Volunteered hours more than doubled between 2021 and 2022, increased by 18% in 2023, and rose by another 15% in 2024. Participation rates grew by 50% from 2021 to 2023 before dipping slightly in 2024. Matching-gift participation remained stable through 2022, declined by 8% in 2023, and held steady in 2024. Adjusted median matching-gift values fluctuated, falling by 7% in 2022, rising by 24% in 2023, and dropping again by 28% in 2024.

International community investment remained a priority, with a slight increase in participation from 2022 to 2023. The percentage of companies with a foundation or trust held steady, reaffirming the importance of them in sustaining long-term impact during challenging times. This era reflects a maturing field navigating complexity. Companies married purpose with performance, responded to emerging priorities like climate, STEM, and health equity, and continued to invest in infrastructure and FTEs. Despite economic and social challenges, the commitment to community investment remained strong and flexible.

## What Has Remained Consistent

Over the past twenty years of *Giving in Numbers*, one of the report's most enduring distinctions has been its contributors' commitment to data integrity and the belief that benchmarking can elevate the field of corporate societal investments. From the earliest matched sets to today's robust datasets, companies have prioritized transparency, consistency, and accuracy in their reporting. This dedication has enabled CECP to produce longitudinal insights that not only reflect trends but also shape them. These insights guide strategy, inform leadership, and validate impact across industries.

Even as the reporting landscape has grown more complex, with shifting stakeholder expectations and evolving sustainability frameworks, many companies continue to make the effort to participate in the *Giving in Numbers* survey. Their contributions reflect a shared understanding that data are more than a compliance exercise. They are a tool for learning, collaboration, and continuous improvement. Despite challenges such as aligning internal systems, managing resource constraints, and navigating new standards, companies remain committed to the discipline of measurement.

This consistency has helped *Giving in Numbers* become the field's trusted benchmark. It has fostered a community of practice, elevated the visibility of corporate giving, and reinforced the idea that purpose-driven business is not a trend. It is a standard built on data.

# Employee Engagement

## KEY FINDINGS IN THIS SECTION:

- Matching-gift programs were offered by 93% of companies in 2024, with Year-Round Policies being the most common and accounting for a median of US\$1.6 million.
- Volunteer participation averaged 25%, with smaller companies and the Materials industry showing the highest engagement rates.
- Employee engagement extended beyond giving and volunteering, with 94% of companies supporting Employee Resource Groups and over 70% offering sustainability and mentorship initiatives.
- Median matching-gift value decreased by 9% from 2022 to 2024, but employee participation rose by 2%, showing growing interest despite lower investment.
- Disaster Relief matching gifts dropped sharply, by 85%, while Dollars for Doers, Year-Round Policies, and Workplace-Giving Campaigns all saw double-digit increases in median investment and offering by companies.
- Volunteer participation increased by 12 percentage points and median volunteer hours rose by 49%, even as companies scaled back the number of volunteer program offerings.

# Matching Gifts and Volunteering 2024

## STATE OF MATCHING GIFTS

Ninety-three percent of companies offered matching-gift programs to their employees. Year-Round Policy was the most common matching-gift program type, offered by 84% of companies, while Disaster Relief was the least common, offered by only 27% of companies. The median matching-gift total amount from the company was US\$1.6 million, while the top quartile for matching gifts was US\$6.2 million.

On average, matching-gift programs accounted for 15% of cash community investments in 2024. At 28%, matching gifts accounted for the highest percentage of total cash among Technology companies, while matching gifts accounted for only 7% of Consumer Staples companies' cash community investment.

The average employee participation rate in a company's matching-gift programs was 21%. Technology companies had the highest average, 31%, while both Health Care and Materials had the lowest average, 13%. The median amount given by employees through their employer, whether matched or not, was US\$2.4 million per company. Although employee contributions are not counted within TCI, companies often encourage charitable giving among their workforce to amplify overall impact. By promoting employee engagement in giving, companies extend the reach of their community investments and strengthen the culture of purpose within their organizations.

Across the types of matching-gift programs, Workplace-Giving Campaigns had a 24% average participation rate, the highest of any program, whereas Disaster Relief matching-gift programs had only a 4% average participation rate. This lower engagement may be due to the episodic and time-sensitive nature of Disaster Relief efforts, which often require rapid response and may not align with scheduled or well-promoted giving campaigns. By contrast, Workplace-Giving Campaigns are typically planned, widely communicated, and tied to broader employee

engagement strategies, making them more accessible and familiar to employees. Disaster Relief campaigns tend to rely on employees personally impacted or wanting to respond to specific disasters.

## STATE OF VOLUNTEERISM

In 2024, the average employee volunteer participation rate was 25%. Generally, companies with fewer employees had higher participation rates. Those with fewer than 10,000 employees had a 31% volunteer participation rate, compared to the 16% participation rate of companies with over 100,000 employees. Industry-wise, Materials companies had the highest volunteer participation rate and Consumer Staples the lowest, at 43% and 16%, respectively. The median number of volunteer hours per company was 47,000 and the median hours volunteered per employee was 1.8.

## VOLUNTEER PROGRAM OFFERINGS

Virtual Volunteering remained the most common employee volunteer program offered, with 82% of companies offering it to their domestic employees. Pro Bono Service was the second-most prevalent program domestically (66% of companies), ahead of Flexible Scheduling, Volunteer Time Off, and Dollars for Doers. The least commonly offered program was Team Grants, which only 14% of surveyed companies offered to their domestic employees. However, it is the only program to be offered more internationally (21%) than in the headquarters country. Internationally, the most common program was also Virtual Volunteering, at 47%, trailed by the least-common program, Board Leadership, at 13% (see Figure 12).

Emerging and evolving volunteer programs have a strong presence as well. Extended Volunteer Campaigns, alternatives to a logistically complex Company-Wide Day of Service that encourages volunteering over a longer period, like a week or month, were offered to domestic employees at 46% of companies.

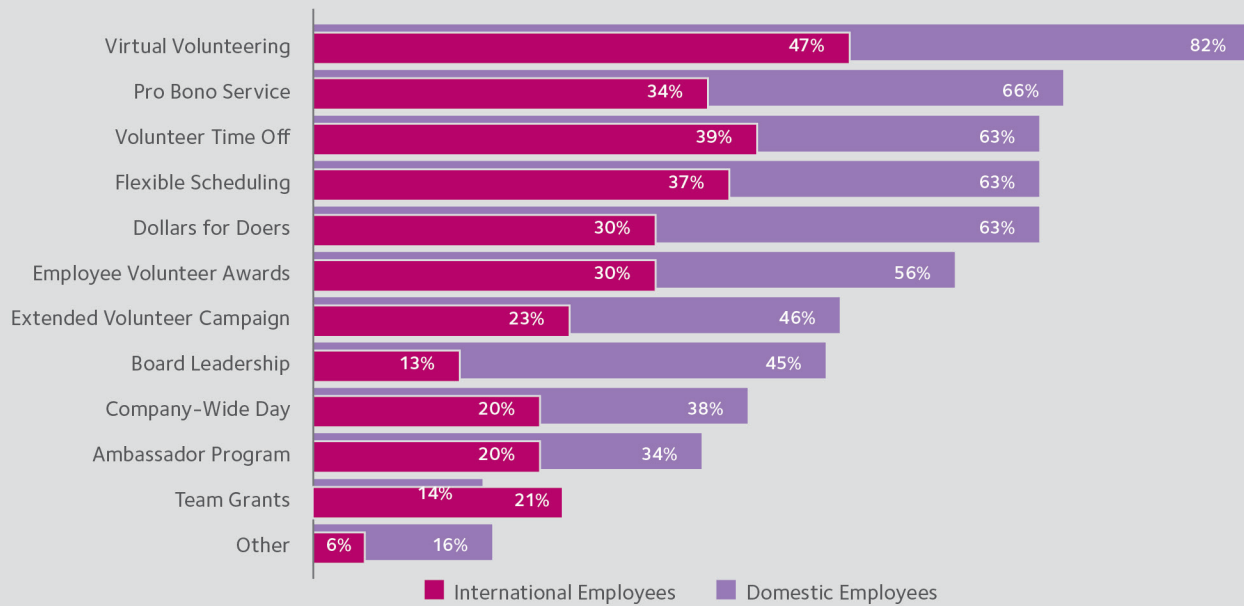
FIGURE 11

### Matching-Gift Programs, 2024

Program Type	Percentage of Companies Offering Program	Share of Total Matching-Gift US\$ Contributions	Most Common Ratios	Most Common Program Caps
Year-Round Policy	84%	60%	The most common ratio was 1:1 (81%).	Caps of less than US\$10,000 accounted for most companies (69%), followed by caps less than US\$5,000 (49%), with US\$1,000 (20%) the most common cap and US\$100,000,000 the highest.
Workplace-Giving Campaigns	42%	20%	1:1 is the most common ratio at 66%.	Caps of less than US\$10,000 accounted for most companies (64%), followed by caps less than US\$5,000 (49%), with US\$10,000 the most common cap (21%) and US\$4,000,000 the highest.
Dollars for Doers	59%	11%	The most common rate was US\$10/hour.	Programs capped at less than US\$2,000 stood at 82%, and the most common cap was US\$1,000 (32%).
Disaster Relief	27%	4%	The most common ratio was 1:1 (58%) and the second most common was 2:1 (33%)	Caps of less than US\$10,000 accounted for most companies (72%), followed by caps less than US\$5,000 (62%), with US\$1,000 the most common cap (14%) and US\$200,000 the highest.

FIGURE 12

Percentage of Companies Offering Each Volunteer Program, 2024



n=180

Ambassador Programs, which create a cohort of community-oriented employees and incentivize them to promote and encourage volunteer program participation among their peers, were offered to domestic employees at 34% of companies. Ambassador Programs also have the second-highest parity in being offered domestically and internationally, behind Team Grants, at 34% and 20%, respectively, indicating their use as a tool to bring global employees together.

**PROGRAM-SPECIFIC PARTICIPATION RATES**

In 2024, the average participation rate across all employee volunteer opportunities was 25%, though rates varied widely depending on the program type. Flexible Scheduling had the highest participation rate, at 43%, likely due to its accessibility for busy employees and minimal administrative requirements for both the company and participants. On the other end of the spectrum, Ambassador Programs and Board Leadership saw the lowest participation rates, at 1% and 2% respectively. These programs typically require specialized skills and a higher level of personal commitment, making them more selective and time-intensive for employees. However, these programs may have some effect, as the average overall volunteer participation rate for companies with an Ambassador Program was 27%, compared to 24% for companies without one.

**SOCIAL, ENVIRONMENTAL, AND CIVIC EMPLOYEE ENGAGEMENT**

The term “employee engagement” extends well beyond matching gifts and volunteering, encompassing a broad range of programs designed to foster belonging in the workplace and connection to the broader community. One of the most common approaches is through Employee Resource Groups (ERGs), which were present at 94% of companies. Sustainability initiatives were also widespread, with 73% of companies reporting efforts to reduce water and energy use or address other environmental concerns. Employee mentorship programs were offered by 72% of companies, while 67% provided learning or development opportunities focused on inclusion, belonging, or broader societal issues. Less commonly reported were voter registration or Election Day initiatives (31%) and Acts of Kindness programs (23%), suggesting that while companies are investing in a wide range of engagement strategies, some forms remain less leveraged or tracked by the company.

# Matching Gifts and Volunteering Trends

## MATCHING-GIFT TRENDS

Matching-gift program participation has decreased in recent years by some measures and increased by others. In an inflation-adjusted matched set, the median corporate matching-gift value decreased by 9% from 2022 to 2024. However, in that same time, average employee participation increased by 2%, showing that while the amounts might be lower, more employees are interested in matching-gift programs. The percentage of companies that offered at least one matching-gift program and the average allocation of matching gifts as a percentage of total cash community investments both increased by only 1 percentage point.

The larger change, however, was seen when comparing the amount of investment going to specific matching-gift program types. In an inflation-adjusted matched set of companies, median matching gifts to Disaster Relief decreased by 85% between 2022 and 2024, while the greatest increase was median Dollars for Doers, at 18%. Median Workplace-Giving Campaign and Year-Round Policy dollars increased by 13% and 15%, respectively.

There was not only a change in the median giving through each matching-gift program type but also in how many companies offered them. The number of companies offering Disaster Relief programs decreased by 3 percentage points, while all other programs increased in prevalence. Year-Round Policy had the highest increase in popularity, at 8 percentage points, followed by Dollars for Doers at 7 percentage points and Workplace-Giving Campaigns at 2 percentage points.

## CHANGES IN VOLUNTEERING

Many companies have decreased their program offerings in the last three years. In a matched set between 2022 and 2024, the percentage of companies offering Dollars for Doers to domestic employees increased by 7 percentage points. All other programs decreased except for Volunteer Recognition Awards, which increased by 1.4 percentage points, and Pro Bono Service, which increased by 5 points. Team Grants decreased the most, being discontinued by 22% of companies. For international employees, the fastest growing program was Pro Bono Service and Dollars for Doers, increasing in prevalence by 4 percentage points. All other programs decreased in prevalence, except for Volunteer Recognition Awards.

Volunteer engagement continues to rise, even as the number of available programs declines. In a matched set, average volunteer participation increased by 12 percentage points from 2020, signaling a renewed commitment among employees. Volunteer hours have also made a strong comeback, with the median number of hours growing by 49% from 2022. This surge in engagement may reflect a heightened desire among employees to support their communities along with well-structured and compelling opportunities provided by their employers.

FIGURE 13

### Percentage-Point Change in Volunteer Program Offering, Matched Set, 2022–2024

	Domestic Employees	International Employees
Board Leadership	-2.9%	-0.7%
Company-Wide Day of Service	-2.9%	-5.0%
Employee Volunteer Awards	1.4%	0.7%
Other	-5.7%	-4.3%
Flexible Scheduling	-0.7%	-2.9%
Pro Bono Service	5.0%	4.3%
Team Grants	-22.1%	-0.7%
Virtual Volunteering	-5.0%	-5.0%
Dollars for Doers	7.1%	4.3%
Volunteer Time Off	-1.4%	-1.4%

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

n=140



## *Trends in Action:* Global Days of Service

### **CITI**

Throughout June 2025, Citi celebrated the 20th anniversary of Global Community Day—its annual tradition of coming together as a worldwide team through volunteerism. The initiative was first launched to harness the drive and dedication of Citi’s employees through a global day of service. Over the past two decades, tens of thousands of volunteers have been inspired to participate annually, reinforcing Citi’s culture of service and helping teams build deeper relationships with each other and the communities where they live and work.

The desire to give back to others was especially profound at the height of the COVID-19 pandemic, when no in-person group volunteer activities could take place. Nonetheless, Citi volunteers participated in “Global Community Day Reimagined,” with activities like virtual volunteer events, donating face masks, and running errands for the elderly. Even during a year of such uncertainty, the Citi community contributed 100,000 service hours. In 2022, Citi saw an eager return to in-person volunteerism, as its global network packed meals for Ukraine relief efforts, helped with coastal cleanups in the Dominican Republic, rehabilitated an orphanage in Gabon, and more.

For this year’s 20th anniversary, Citi recorded over 114,000 volunteer hours across more than 80 countries and territories. Volunteers partnered with community organizations at the forefront of addressing local needs, including painting classrooms, packing food baskets, and cleaning parks and beaches. This milestone is a celebration of the volunteers and organizations that make Citi’s Global Community Day possible, and honors the collective effort to create lasting, positive change in communities around the globe.

# Operations and Measurement

## KEY FINDINGS IN THIS SECTION:

- ▶ Median foundation Full-Time Equivalents (FTEs) decreased by 8% between 2022 to 2024, despite more funds transferred to the foundation.
- ▶ Median management and program costs decreased by 22% in three years, suggesting that operations have become more streamlined and efficient.
- ▶ Use of sustainability KPIs is declining, with a 34% drop between 2020 and 2024 in companies considering investor perspectives in social reporting.
- ▶ Total Social Value (TSV) is gaining traction, with a matched set of companies more than doubling their median TSV between 2022 and 2024.

# Staffing 2024

## RESPONSIBLE DEPARTMENTS

Companies continue to take varied approaches to structuring their social impact teams. Because some departments are nested within others, the data reflect the highest-level C-Suite office under which the work is performed.

In 2024, Human Resources was the most common department overseeing societal/community investments and employee matching gifts and volunteering, cited by 20% of companies. The second-most common designation was “Other,” representing 15% of companies. This category primarily included hybrid structures combining Communications, Corporate Affairs, Corporate Responsibility, Public Policy, and People functions, underscoring the increasingly cross-functional nature of social impact work. Communications followed at 12%, while Public Affairs, Community Affairs/Community Relations, and Sustainability/ESG were each cited by 9% of companies. Legal departments were close behind, at 8.6%, while all other departments were responsible at 4% of companies or fewer.

Employee Tier	Median FTEs, 2024
Over 100K (n=23)	26
50K+ to 100K (n=29)	11
30K+ to 50K (n=15)	13
20K+ to 30K (n=14)	11
10K to 20K (n=36)	6
Under 10K (n=25)	6

## FTEs

*Giving in Numbers* defines Full-Time Equivalents (FTEs) as employees who oversee, manage, or directly administer corporate/foundation community investments and/or employee volunteering. In 2024, the median number of FTEs was 10 and the top quartile was 21. The median number of corporate and

foundation staff was 6.5 and 4, respectively. Staff reside primarily in the headquarters country: the median for domestic and international FTEs was 9 and 3, respectively.

Some teams are better staffed than others. Companies with Corporate/Community Affairs teams had a median FTE allocation of 6, while those with Foundation and Sustainability/ESG teams each had a median of 4. For Marketing teams, there was a median of 1.5 FTEs, while all other groups had a median of 4.

## RECIPIENTS PER FTE

The number of grant recipient organizations per FTE can be an indicator of the amount of work for which FTEs are responsible, although teams often have responsibilities beyond grantmaking. In 2024, the median number of grant recipients was 311, while the median number of recipients per FTE was 31. These recipient organizations were largely local to the headquarters country, with a median of 275 domestic and 28 international recipients.

Revenue Tier (in US\$)	Median Recipients per FTE, 2024
Over \$100 billion (n=12)	15.5
\$50+ to \$100 billion (n=16)	49.4
\$25+ to \$50 billion (n=23)	16.3
\$15+ to \$25 billion (n=22)	41.6
\$10+ to \$15 billion (n=22)	34.0
\$5+ to \$10 billion (n=11)	37.6
Under \$5 billion (n=10)	15.7

Total cash community investment per FTE can be another metric showcasing the workload and responsibilities for FTEs. Median total cash community investment per FTE in 2024 was US\$1.5 million. However, there was a difference in median total cash between corporate staff and foundation staff: median total cash per corporate staff was US\$3.4 million and US\$4.4 million per foundation staff.

FIGURE 14

## Department Location of Key Societal Investment Functions

DEPARTMENT	Corporate Grantmaking n=160	Foundation Grantmaking n=135	Non-Cash Donations n=133	Volunteering n=165	Matching Gifts n=159
Administration	4%	4%	5%	3%	4%
Communications	9%	7%	5%	8%	9%
Community Affairs/Community Relations	13%	13%	11%	13%	13%
Corporate Sustainability/ESG	8%	6%	8%	8%	7%
Executive Office	6%	4%	4%	4%	5%
External Affairs	5%	6%	4%	5%	4%
Finance	1%	0%	3%	1%	1%
Government Affairs	3%	2%	2%	2%	3%
Human Resources	15%	16%	12%	23%	21%
Legal	8%	9%	8%	7%	6%
Marketing	3%	3%	2%	2%	3%
Other	15%	18%	28%	13%	14%
Public Affairs	8%	8%	7%	8%	8%
Strategy	3%	2%	2%	2%	3%

Deeper greens indicate a higher prevalence of that department as responsible for each function.

# Staffing Trends

## FTEs

The median number of FTEs reported by a matched set of companies grew by 16% between 2020 and 2024 but decreased by 5% between 2023 and 2024. Though the downward shift was modest, it may reflect a recalibration of staffing levels following several years of expansion. Companies could be streamlining their teams or reallocating resources as they refine their social investment strategies, especially in response to evolving business priorities and economic conditions.

In a matched set, the median number of recipient organizations decreased by 20%. Though the most precipitous drop was between 2020 and 2021, the number of recipients decreased

steadily until 2024, which had a 2% increase over 2023. In that same period, the number of recipient organizations per FTE decreased by 28% between 2020 and 2024, but most of that decrease happened between 2020 and 2021.

As CSR and sustainability functions continue to converge, the scope of FTE responsibilities is expanding. While the number of recipients and budget sizes may be shrinking, new duties such as impact measurement, stakeholder engagement, and cross-functional collaboration are increasingly part of the role. This shift is also reflected in the 35% decrease in median total cash community investment per FTE between 2020 and 2024, underscoring how FTEs are being asked to do more than just grants management.

# Operations 2024

## STATE OF FOUNDATIONS

In 2024, 77% of surveyed companies had foundations or trusts. The prevalence of foundations was highest among Utilities companies, at 94%, and lowest among Communications companies, at 43% (see Figure 15). Seventy-seven percent of U.S.-based companies had a foundation or trust, 8 percentage points higher than companies based elsewhere. Seventeen percent of companies had more than one foundation, with the median number of foundations at 2. Some companies reported as many as 15 total foundations. Thirty percent of companies reported having ancillary giving vehicles other than foundations, such as trusts or donor-advised funds. Among those companies, the median number of ancillary giving vehicles was 1, but some companies had as many as 10.

In 2024, the average share of foundation cash from total cash community investments (which is the sum of direct cash and foundation cash) across all companies that had a foundation or trust was 56%. The average maximum percentage of each foundation's grants that was allowable to cover indirect costs or the recipient organization's general operating expenses was 41%.

## FOUNDATION STRATEGY

Companies may vary their social impact strategies between their corporate community investments and their foundation community investments. Forty-one percent of companies differentiated between the two in the type of program they support, such as matching gifts or strategic programs, and 25% differed in their strategic focus areas. Over a third of companies did not differentiate between their foundation and corporate giving strategy, whereas 14% of companies differentiate on another basis, such as by aligning corporate strategies with business benefits and visibility, while their foundation strategies typically focus on long-term impact, regulatory alignment, and measurable outcomes. Part of foundation strategy is determining the best funding cadence. In 2024, a median of US\$7.0 million was transferred from companies to their foundation.

Foundations also offer benefits beyond the ability to diversify strategy, with 84% of companies perceiving raising community awareness as one of the unique benefits of having a foundation. Seventy-six percent of companies valued the opportunity to build relationships with key external stakeholders and influencers, while 70% valued that foundations engage employees. Sixty-two percent of companies saw the foundation as a tool for providing consistent community investment during financially volatile periods. Forty percent saw the foundation as an opportunity to fund organizations and/or charitable purpose opportunities the corporation cannot. Seventeen percent cited using foundations to fundraise from stakeholders, while 11% stated that foundations can be useful in other ways, including supporting strategic initiatives around disasters, scholarships, product donations, and systems-change investments. They often operate independently from corporate giving, allowing companies to extend their impact, engage employees, and invest in communities or causes not covered by corporate programs.

## CURRENT MANAGEMENT AND PROGRAM COSTS

Operational investment plays a critical role in enabling effective community engagement. In 2024, companies reported a median of US\$2.1 million in management and program costs, reflecting the resources required to support the infrastructure behind community investment strategies. Although these costs are not included in Total Community Investment (TCI) calculations, they represented a notable share of overall spending (9% of TCI and 15% of total cash community investments), highlighting the importance of operational capacity in delivering impact.

The presence or absence of a corporate foundation influenced cost structures. Companies without a foundation reported 13% higher median management and program costs than those with one: US\$2.3 million compared to US\$2.0 million. This difference may point to the efficiencies foundations can foster, such as centralized grantmaking processes or dedicated support.

Cost levels also varied by company size and investment scale. Organizations with higher revenue and larger community investment budgets tended to report greater management costs, suggesting that more complex or expansive programs require deeper operational support (see Figure 16). In 2024, companies spent a median of US\$213,000 in

management and program costs per community investment FTE. This figure includes compensation, program-specific expenses, and overhead, and approximates the level of investment needed to sustain social impact teams and activities.

FIGURE 15

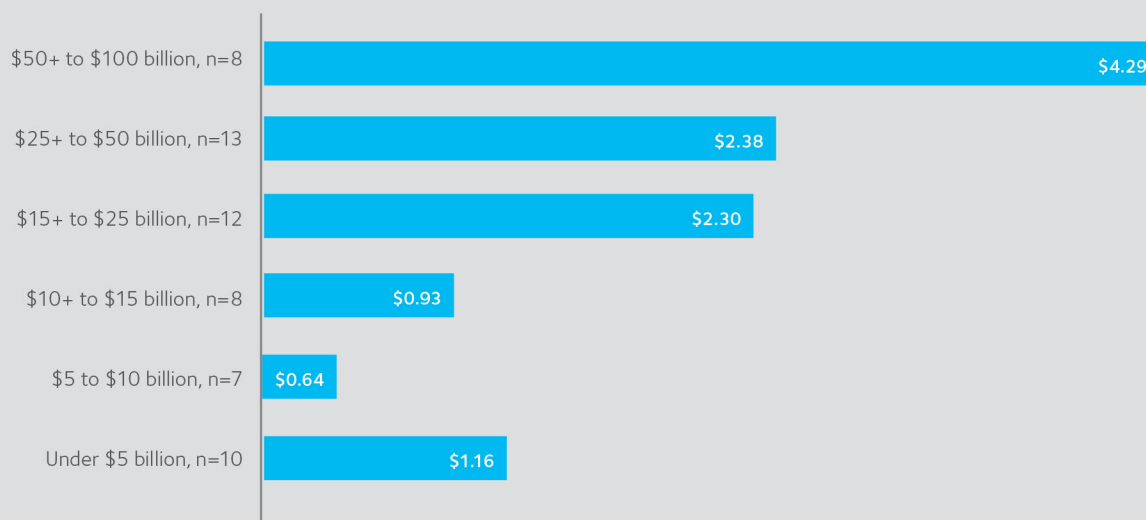
Key Metrics on Foundations, 2024

INDUSTRY	Percentage of Companies with a Foundation	Median Foundation Cash Among Companies with a Foundation (US\$ Millions)	Share of Foundation Cash from Total Cash Among Companies with a Foundation (Average)
All Companies, n=189	77%	\$8.50	54%
Communications	43%	\$5.63	41%
Consumer Discretionary	78%	\$24.08	50%
Consumer Staples	69%	\$5.06	58%
Financials	81%	\$14.71	59%
Health Care	87%	\$6.50	59%
Industrials	71%	\$10.03	47%
Materials	70%	\$3.10	70%
Technology	67%	\$9.83	45%
Utilities	94%	\$2.78	26%

n=31

FIGURE 16

Median Management and Program Costs by Revenue Tier (Millions, US\$), 2024



# Operations Trends

## FOUNDATION CHANGES

Over the past five years, the number of companies with a foundation has decreased, but only by 2%. However, between 2022 and 2024, in a matched set and adjusted for inflation, the median amount transferred to the foundation from the company increased by 9%. Considering that that amount decreased between 2022 and 2023, and then increased by 28% between 2023 and 2024, 2024 was likely an upswing year in the foundation funding cycle. It remains to be seen, but is a distinct possibility, whether changes to the tax deductibility of corporate charitable contributions starting in 2026 will lead to further investment in corporate foundations in calendar year 2025.

Despite the increased amount being transferred to the foundation in 2024, foundation FTEs decreased by 8% during that same period. This indicates that even as financial resources grow, fewer staff are available to manage the maintenance and disbursement of those funds. The decline in staffing may reflect efforts to streamline operations or rely more heavily on centralized systems and cross-functional support. However, it also raises questions about capacity, especially as foundations may take on larger portfolios and more complex grantmaking responsibilities.

## COST DECLINES

Recent shifts in management and program costs reflect both budgetary adjustments and evolving program maturity. Between 2022 and 2024, median management and program costs declined by 22%, suggesting that companies may be streamlining operations and/or reducing overhead. However, during the same period, these costs rose by 5% as a share of total cash community investments, likely due to a decrease in overall cash investment levels.

Notably, the reduction in costs did not coincide with a decrease in FTEs, which may suggest that staff are continuing to drive programs forward even as programmatic and operating expenses decline. This could reflect a strategic emphasis on maintaining core personnel while scaling back other costs.

In addition, the cost decline may be partially explained by the maturation of programs. New initiatives typically require higher upfront investment in planning, infrastructure, and staffing. As companies move from launching to sustaining programs, operational efficiencies may emerge, reducing the need for intensive resource allocation. This trend may also signal a shift toward more embedded and integrated approaches to community investment, where existing teams and systems are leveraged more effectively over time.

# Measurement and Evaluation

## MEASURING TO MANAGE

In 2024, despite swelling efforts by companies to integrate social impact with corporate purpose and business priorities, there was a cutting back of aligning sustainability KPIs, particularly the social element, with investors' and other financial stakeholders' expectations. Only 51% of companies considered the investor perspective when producing their sustainability reports in 2024. In a matched set of companies from 2020 to 2024, the number of companies considering the investor perspective in their reporting social KPIs dropped by 34% from 2020 to 2024.

In addition, in 2024, the number of companies using sustainability-related KPIs in their quarterly earnings calls was 54%. In a matched set of companies, the percentage of companies leveraging sustainability-related KPIs decreased by 19% between 2020 and 2024, with the steepest decline between 2023 and 2024. No longer a small group of companies, it seems as though many are no longer prioritizing sustainability in their business practices. Possibly some companies have come to regard the term as unfashionable, and/or are pursuing other avenues, like corporate purpose, as strategies to align business objectives with stewardship of key communities and stakeholders.

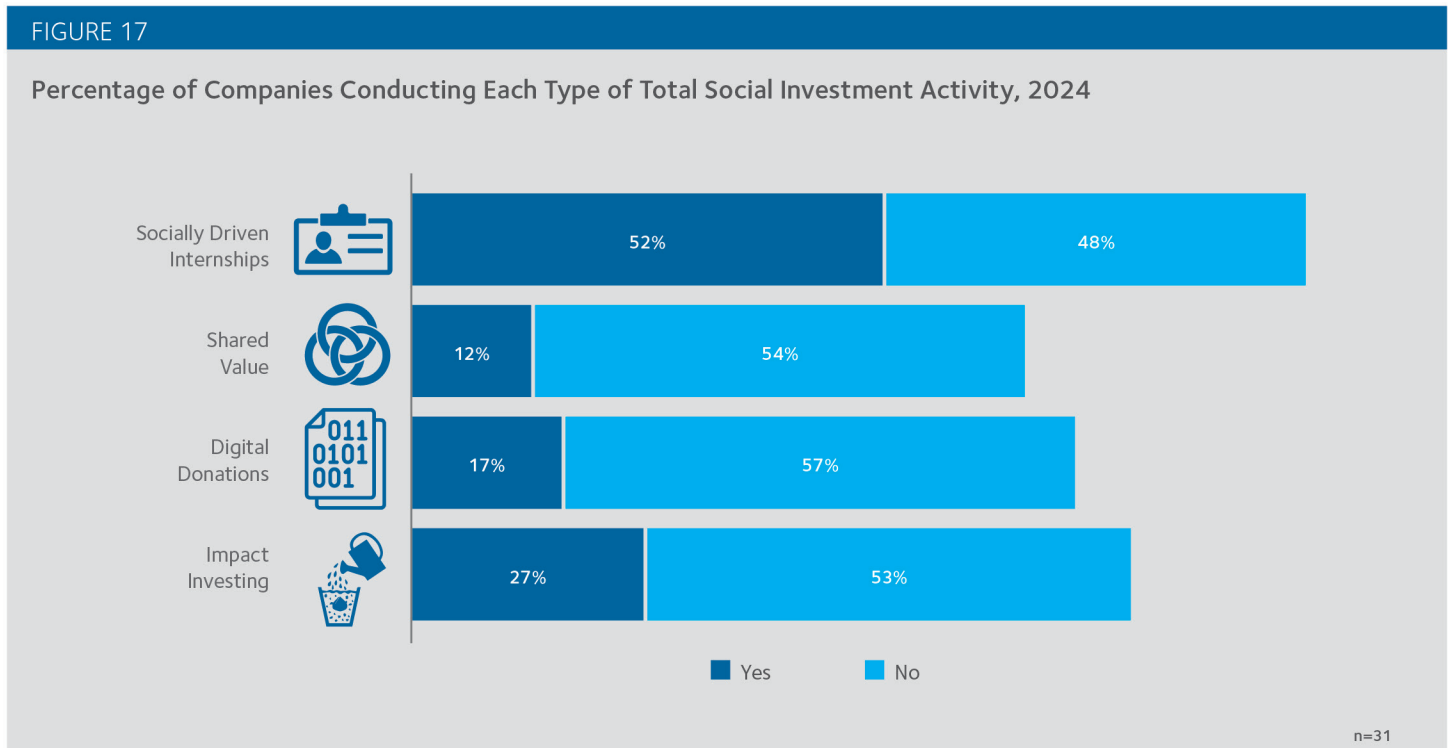
Despite external pullback, measurement and evaluation, particularly of grants and nonprofit partnerships, are still important practices among

companies. The most common evaluative data collected are both outputs and outcomes, at 80% of companies, followed by program activities, at 76% of companies. However, even programmatic inputs and qualitative participant narratives are widely collected, at 66% and 67% of companies, respectively.

Outcomes data are most often collected annually, with 70% of companies following this cadence. Another 12% collect outcomes semi-annually, while 8% do so quarterly. Only 4% of companies reported not collecting program outcomes at all. Companies use this data to inform strategy, refine program design, and communicate impact to a variety of stakeholders.

## MEASURING BUSINESS VALUE

Companies invest in community programs for a variety of reasons, but one of the most compelling is the positive impact these initiatives can have on both current and prospective employees. In 2023, 46% of companies actively measured the employee-related value of their community investments. The most common approach was to leverage existing employee surveys (72%), while nearly half (46%) of companies developed dedicated surveys tailored to volunteers. However, only 30% of companies used Human Resources data to compare volunteers and non-volunteers across key metrics such as retention and performance.



For most companies, the primary employee-related benefit of community investment programs remained an increase in employee engagement scores, followed by improvements in retention rates and the ability to attract high-quality talent. To assess these outcomes, companies commonly tracked KPIs related to:

- › Employee engagement and experience
- › Skill and leadership development
- › Employee giving and volunteering
- › Program and company culture engagement
- › Motivations and barriers to participation

In addition to employee-focused metrics, companies are increasingly evaluating the business value of community investments for their brand and customer relationships. In 2024, 35% of companies measured brand-related outcomes, most often using marketing data (47%) and company-wide brand assessments (42%). Additionally, 34% incorporated customer surveys into their evaluation strategies. Among those measuring brand value, the top reported benefit was an improvement in reputation and trust scores (38%), followed by enhanced brand perception (30%).

### TOTAL SOCIAL INVESTMENT

Total Social Value (TSV) is one of the seven key components that make up Total Social Investment (TSI), and it is often considered one of the most challenging to measure. TSV includes initiatives that go beyond traditional community investment, encompassing broader partnerships and programs that generate shared social and business value. These efforts may involve collaborations outside the nonprofit sector, such as cross-sector alliances, innovation-driven initiatives, or employee-led programs that deliver measurable impact to both society and the company.

In 2024, the median TSV across all companies reached US\$17.8 million, reflecting a growing recognition of the strategic importance of these initiatives. Between 2022 and 2024, a small, matched set of companies saw their median TSV more than double. Especially during periods of budgetary constraint, TSV efforts offer companies a meaningful way to sustain their commitment to community impact. By leveraging non-grant resources such as employee expertise, shared infrastructure, or strategic partnerships, companies can continue to demonstrate investment in societal outcomes even when traditional philanthropic budgets are limited.



Photo Credit: SBP (sbpusa.org)

# *Trends in Action: Building Resilience*

## **TRAVELERS FORTIFIES COMMUNITIES: BUILDING RESILIENT FUTURES**

Travelers has demonstrated a sustained commitment to building more resilient neighborhoods through its **Travelers Fortifies Communities** initiative, which will celebrate its 15-year milestone in 2026. This comprehensive program aims to help communities better withstand the impacts of increasing severe weather events and natural disasters.

### **The Initiative**

Travelers Fortifies Communities brings together organizations, including the Insurance Institute for Business & Home Safety (IBHS), Habitat for Humanity, Rebuilding Together, SBP, Team Rubicon and Smart Home America, to create more resilient communities by building homes that meet FORTIFIED™ standards. As of December 2024, Travelers has made significant financial commitments that have allowed for more than 750 FORTIFIED homes to be built across the United States.

### **The Results**

The impact of Travelers Fortifies Communities goes broader than typical construction efforts by encouraging beyond-code building standards through data-driven advocacy and financial incentives for FORTIFIED policyholders. The company's investment in training has created a robust network of qualified

professionals, funding IBHS certification for more than 200 contractors, evaluators and roofers, plus comprehensive training for Rebuilding Together and SBP staff members and their partner nonprofits.

The results of these initiatives is evident in the performance of FORTIFIED homes during recent natural disasters. FORTIFIED homes in New Orleans successfully withstood Hurricane Ida (2021) and Hurricane Francine (2024). Additionally, homes Selma, Alabama, survived the 2023 tornado with only minor damage.

### **Community Impact**

Travelers Fortifies Communities strategically prioritizes low-income and disaster-prone communities, focusing on preventing loss of intergenerational wealth and driving systemic change. This approach addresses not just immediate housing needs but also long-term economic stability, helping reduce post-disaster financial setbacks that can trap families in cycles of poverty.

FORTIFIED homes provide tangible proof that resilient construction is both feasible and effective, ultimately benefiting entire communities through improved building standards and reduced disaster vulnerability.

# 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 Community Investments 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.

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### 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.

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### STEP 2. Identify Internal Trends

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

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

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

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

**International Community Investments:** *Are community investments abroad rising as your company expands globally?*

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### STEP 3. Compare Against External Trends in the Report Findings

Use this template to compare against findings throughout this report.

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

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

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

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

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### STEP 4. Build External Comparisons from the Benchmarking Tables

The four benchmarking tables on pages 39 and 40 enable you to compare your company's Total Community Investments performance with others'. The tables are sorted by industry and revenue tiers. In these tables, 2024 revenue and pre-tax profit figures are used in all calculations. Medians and top quartiles are calculated on a column-by-column basis for each row; therefore, the data in each row are not necessarily from the same company.

KEY QUESTIONS TO ANSWER:

**Total Community Investments (Lines 4-7)**

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

**Total Community Investments Benchmarking Ratios (Lines 11-14)**

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

# YEAR-OVER-YEAR COMMUNITY INVESTMENTS TEMPLATE

Use the following template to create a high-level snapshot of your company's year-over-year Total Community Investments. All \$ amounts are in US\$.

LINE #	CORPORATE FINANCIAL INFORMATION	2023	2024	Change	
1	Revenue	\$	\$	%	
2	Pre-Tax Profit	\$	\$	%	
3	Number of Employees			%	
<b>TOTAL COMMUNITY INVESTMENTS</b>					<b>2024 BENCHMARK</b>
4	Direct Cash	\$	\$	%	
5	Foundation Cash	\$	\$	%	
6	Non-Cash	\$	\$	%	
7	<b>TOTAL</b>	<b>\$</b>	<b>\$</b>	<b>%</b>	
<b>EMPLOYEE ENGAGEMENT</b>					
8	Matching-Gift Contributions	\$	\$	%	
9	Number of Volunteer Programs Offered			%	
10	Volunteer Participation Rate	%	%	%	
<b>COMMUNITY INVESTMENTS BENCHMARKING RATIOS</b>					
11	Total Community Investments ÷ Revenue	%	%	%	
12	Total Community Investments ÷ Pre-Tax Profit	%	%	%	
13	Total Cash ÷ Revenue	%	%	%	
14	Matching Gifts ÷ Total Cash	%	%	%	
<b>COMMUNITY INVESTMENTS BY PROGRAM AREA</b>					
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	<b>TOTAL</b>	<b>\$</b>	<b>\$</b>	<b>%</b>	
<b>COMMUNITY INVESTMENTS BY GEOGRAPHY</b>					
25	Domestic Community Investments	\$	\$	%	
26	International Community Investments	\$	\$	%	
27	<b>TOTAL</b>	<b>\$</b>	<b>\$</b>	<b>%</b>	

## 2024 INDUSTRY BENCHMARKING TABLES

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

### MEDIANS BY INDUSTRY

	Median Total Community Investments (in US\$ Millions)	Revenue		Pre-Tax Profit		Median Matching Gifts as a % of Total Cash Community Investments
		Median Total Community Investments as a % of Revenue	Median Total Cash Community Investments as a % of Revenue	Median Total Community Investments as a % of Pre-Tax Profit	Median Total Cash Community Investments as a % of Pre-Tax Profit	
All Companies (N=189)	\$21.5	0.10%	0.08%	0.78%	0.66%	10.9%
Communications (n=7)	\$25.2	0.10%	0.05%	1.33%	0.34%	13.2%
Consumer Discretionary (n=18)	\$9.4	0.11%	0.09%	1.50%	0.87%	4.9%
Consumer Staples (n=13)	\$130.9	0.29%	0.08%	4.03%	1.22%	5.7%
Financials (n=52)	\$23.6	0.11%	0.09%	0.71%	0.67%	15.2%
Health Care (n=30)	\$33.5	0.11%	0.06%	0.76%	0.51%	10.4%
Industrials (n=24)	\$24.6	0.07%	0.06%	0.58%	0.44%	13.8%
Materials (n=10)	\$9.7	0.06%	0.06%	0.83%	0.80%	6.0%
Technology (n=15)	\$14.6	0.10%	0.09%	0.66%	0.57%	29.6%
Utilities (n=16)	\$19.0	0.15%	0.15%	1.10%	1.08%	11.3%

### TOP QUARTILE BY INDUSTRY

	Top Quartile Total Community Investments (in US\$ Millions)	Revenue		Pre-Tax Profit		Top Quartile Matching Gifts as a % of Total Cash Community Investments
		Top Quartile Total Community Investments as a % of Revenue	Top Quartile Total Cash Community Investments as a % of Revenue	Top Quartile Total Community Investments as a % of Pre-Tax Profit	Top Quartile Total Cash Community Investments as a % of Pre-Tax Profit	
All Companies (N=189)	\$56.9	0.21%	0.15%	1.56%	1.15%	21.5%
Communications (n=7)	\$1,122.8	1.02%	0.11%	6.21%	0.63%	24.9%
Consumer Discretionary (n=18)	\$43.4	0.24%	0.14%	7.30%	6.30%	10.2%
Consumer Staples (n=13)	\$290.6	0.46%	0.15%	8.64%	2.73%	11.9%
Financials (n=52)	\$53.7	0.18%	0.17%	1.19%	1.11%	25.3%
Health Care (n=30)	\$109.1	0.35%	0.15%	2.28%	0.73%	16.1%
Industrials (n=24)	\$53.6	0.12%	0.12%	0.85%	0.75%	22.6%
Materials (n=10)	\$21.8	0.15%	0.14%	1.43%	1.42%	15.0%
Technology (n=15)	\$111.7	0.21%	0.12%	1.15%	0.65%	44.9%
Utilities (n=16)	\$37.6	0.19%	0.18%	1.53%	1.53%	17.1%

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. Energy companies were not included due to small sample size.

## 2024 REVENUE SIZE BENCHMARKING TABLES

Companies' 2024 financial information is pulled systematically from the Bloomberg database or is reported within the *Giving in Numbers* Survey.

### MEDIANS BY REVENUE SIZE

	Median Total Community Investments (in US\$ Millions)	Revenue		Pre-Tax Profit		Median Matching Gifts as a % of Total Cash Community Investments
		Median Total Community Investments as a % of Revenue	Median Total Cash Community Investments as a % of Revenue	Median Total Community Investments as a % of Pre-Tax Profit	Median Total Cash Community Investments as a % of Pre-Tax Profit	
All Companies (N=189)	21.5	0.10%	0.08%	0.78%	0.66%	10.9%
Fortune 100 Companies (n=43)	90.6	0.09%	0.08%	0.92%	0.72%	12.1%
Revenue > \$100 bn (n=17)	133.9	0.09%	0.08%	0.89%	0.73%	8.2%
\$50 bn < Revenue <= \$100 bn (n=26)	55.3	0.10%	0.08%	0.92%	0.65%	12.9%
\$25 bn < Revenue <= \$50 bn (n=32)	35.3	0.09%	0.07%	0.88%	0.57%	12.7%
\$15 bn < Revenue <= \$25 bn (n=27)	19.9	0.12%	0.11%	0.77%	0.71%	10.1%
\$10 bn < Revenue <= \$15 bn (n=31)	12.1	0.09%	0.09%	0.69%	0.66%	12.1%
\$5 bn < Revenue <= \$10 bn (n=23)	13.2	0.16%	0.12%	0.89%	0.70%	9.5%
Revenue <= \$5 bn (n=14)	1.9	0.07%	0.06%	0.61%	0.61%	20.0%

### TOP QUARTILE BY REVENUE SIZE

	Top Quartile Total Community Investments (in US\$ Millions)	Revenue		Pre-Tax Profit		Top Quartile Matching Gifts as a % of Total Cash Community Investments
		Top Quartile Total Community Investments as a % of Revenue	Top Quartile Total Cash Community Investments as a % of Revenue	Top Quartile Total Community Investments as a % of Pre-Tax Profit	Top Quartile Total Cash Community Investments as a % of Pre-Tax Profit	
All Companies (N=189)	56.9	0.21%	0.15%	1.56%	1.15%	21.5%
Fortune 100 Companies (n=43)	280.0	0.22%	0.12%	2.1%	1.26%	19.8%
Revenue > \$100 bn (n=17)	380.8	0.27%	0.12%	3.45%	1.15%	21.7%
\$50 bn < Revenue <= \$100 bn (n=26)	165.4	0.23%	0.12%	2.41%	1.09%	20.7%
\$25 bn < Revenue <= \$50 bn (n=32)	94.7	0.27%	0.11%	1.64%	1.33%	20.1%
\$15 bn < Revenue <= \$25 bn (n=27)	38.0	0.23%	0.18%	1.50%	1.29%	19.0%
\$10 bn < Revenue <= \$15 bn (n=31)	18.8	0.16%	0.15%	0.96%	0.83%	23.3%
\$5 bn < Revenue <= \$10 bn (n=23)	20.1	0.35%	0.18%	2.43%	1.17%	27.9%
Revenue <= \$5 bn (n=14)	4.4	0.13%	0.13%	3.53%	3.44%	23.0%

*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 189.*

## GIVING IN NUMBERS SURVEY RESPONDENT PROFILE

TOTAL COMMUNITY INVESTMENTS (IN US\$)	Number of Companies
Over \$100 million	37
\$50+ to \$100 million	20
\$25+ to \$50 million	34
\$15+ to \$25 million	22
\$10+ to \$15 million	28
\$5+ to \$10 million	19
Under \$5 million	29

**TCI:** Total Community Investments per company ranged from \$563,522 to \$5.1 billion. Median TCI in 2024 was \$21.5 million.

INDUSTRY	Number of Companies
Communications	7
Consumer Discretionary	18
Consumer Staples	13
Energy	4
Financials	52
Health Care	30
Industrials	24
Materials	10
Technology	15
Utilities	16

**Industry:** The *Giving in Numbers* Survey uses 10 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. Real Estate companies were labeled as Financial, as the Real Estate industry is too small for benchmarking independently.

PRE-TAX PROFIT (IN US\$)	Number of Companies
Over \$10 billion	27
\$5+ to \$10 billion	29
\$3+ to \$5 billion	22
\$2+ to \$3 billion	15
\$1+ to \$2 billion	34
\$0 to \$1 billion	29
Under \$0	7
Not Reported	26

**Pre-Tax Profit:** 2024 pre-tax profit ranged from losses to profit of \$119.8 billion. Privately held companies were given the option to submit pre-tax profit data. The median pre-tax profit among participants (including those reporting a loss) was \$2.0 billion.

REVENUE (IN US\$)	Number of Companies
Over \$100 billion	17
\$50+ to \$100 billion	26
\$25+ to \$50 billion	32
\$15+ to \$25 billion	27
\$10+ to \$15 billion	31
\$5 to \$10 billion	23
Under \$5 billion	14
Not Reported	19

**Revenue:** 2024 revenues for survey participants ranged from \$1.4 billion to \$648.1 billion. Privately held companies were given the option to submit revenue data. The median revenue among participants was \$16.7 billion.

## CALCULATIONS

### CALCULATION TERMINOLOGY

#### Aggregate Values

An aggregate value is the straight sum of all the values in a calculation. For example, aggregate Total Community Investments (TCI) means the sum of the TCI of all companies participating in the survey. In the 2025 *Giving in Numbers* Survey, this amounted to almost US\$33 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 TCI changed from one year to the next. It is extremely rare that a company falls exactly on the threshold between one category and the next. In instances when this does occur, the report conservatively lists the company in the lower range. The "flat" range includes companies with growth rates that range between a decrease of 2% and an increase of 2%, excluding both limit values.

#### Median

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

#### Quartiles

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

### SAMPLE SIZE

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

To analyze specific trends from one year to the next, this study relies on matched-set data, which are the data from companies that participate in the *Giving in Numbers* Survey over consecutive years. The sample sizes for figures based on matched sets are always lower than the total number of companies responding in the latest year under discussion (2024) because companies that have not completed the survey each year from 2021 to 2024 (in the case of a three-year matched set) will not be used to identify year-over-year trends.

In some cases, identifying specific trends requires the exclusion of certain data, resulting in different outcomes for the same data point. For example, median TCI across all companies in 2024 was US\$21.5 million (based on 189 surveys), while the same data point across the three-year matched set was US\$32.6 million (based on 146 survey participants). For this reason, it is helpful to note which years are included in the computations behind each figure.

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

### TOTAL COMMUNITY INVESTMENTS (TCI)

The *Giving in Numbers* Survey defines Total Community Investment 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 Service assessed at Fair Market Value.

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

Download a free *Giving in Numbers* Valuation Guide at: <https://cecp.co/wp-content/uploads/2025/01/2025-CECP-Giving-in-Numbers-Valuation-Guide.pdf>.

### WHAT'S IN, WHAT'S OUT?

The 2025 *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.

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

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

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

Contributions not included in Total Community Investment:

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

## DEFINITIONS

### 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 12/31/2024 or the end of the income tax reporting year if not following calendar year convention. If the corporate or foundation giving year ends before the end of the calendar year, the earlier date is used. If the last day of the corporate giving year is different from the last day of the foundation giving year, the latter date of the two is to be used.

### FORTUNE 500 COMPANIES

Compiled and published by *Fortune* Magazine, the Fortune 500 is an annual ranking of the top 500 companies by total revenues for their respective fiscal years. Included in the Fortune 500 survey are companies that are incorporated in the U.S. and operate in the U.S. and file financial statements with a government agency. This includes private companies and cooperatives that file a 10-K or a comparable financial statement with a government agency, and mutual insurance companies that file with state regulators. It also includes companies that file with a government agency but are owned by private companies, domestic or foreign, that do not file such financial statements. Excluded are private companies not filing with a government agency; companies incorporated outside the U.S.; and U.S. companies

consolidated by other companies, domestic or foreign, that file with a government agency. Also excluded are companies that failed to report full financial statements for at least three-quarters of the current fiscal year. This report refers to the largest, or top, 100 companies from the Fortune 500 as America's Largest Companies.

### 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 the FTEs 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 the staff member's 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 work time in such a capacity is recorded as the decimal equivalent of that fraction. For example, an employee spending 50% of work time on corporate giving is 0.5 of a contributions FTE.

### INTERNATIONAL COMMUNITY INVESTMENTS

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

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

### MATCHING-GIFT PROGRAMS

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

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

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

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

## PRIORITY FOCUS AREAS

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

## PRO BONO SERVICE

Pro Bono Service must meet three criteria: 1) formal commitment; 2) employee is performing the employee's regular professional function; and 3) the commitment is made to an end-recipient that is formally organized, has a charitable purpose, and never distributes profits. If companies know the actual hourly rates for employees performing Pro Bono Service, they should use these monetary values. Alternatively, companies may consult the *Giving in Numbers* Survey Valuation Guide, which provides examples of Pro Bono Service and guidance on valuing Pro Bono Service hours at Fair Market Value.

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 Service 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.

## 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 former Nonprofit Program Classification (NPC) system developed by the National Center for Charitable Statistics (NCCS). This system was intended to "classify the actual activities of each organization."

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

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

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

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

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

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

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

**Health and Social Services:** Includes contributions to United Way and grants to local and national health and human services agencies (e.g., The Red Cross or American

Cancer Society), hospitals, agencies for youth development, senior citizens, food banks, and any other health and human services agencies, including those concerned with safety, family planning, and substance use disorders.

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

## STRATEGIC PROGRAM

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

## TOTAL COMMUNITY INVESTMENT ALLOCATED TOWARD ISSUES PARTICULARLY RELEVANT IN 2024

The *Giving in Numbers* Survey requested information on TCI (cash and non-cash) allocated to issues that were relevant in 2024: Humanitarian Relief in the Israel/Palestine Crisis, Climate Change Mitigation, and STEM. Please use the definitions below when determining these allocations:

- › **Humanitarian Relief in the Israel/Palestine Crisis:** Contributions to qualified recipient organizations to support Israeli and Palestinian civilians and communities impacted by violence since the October 7th attack.
- › **Climate Change Mitigation:** Contributions to qualified recipient organizations that conduct research, advocate, or take action to avoid or reduce the impact of the climate crisis through greenhouse gas emission reduction.
- › **STEM:** Contributions to qualified recipients that work in matters related to the advancement of science, technology, engineering, and math education.

### **TOTAL SOCIAL INVESTMENT**

Refers to the equivalent monetary value of multiple categories of total social investments that go beyond TCI. Total Social Investment (TSI) sums up all monetary resources (operational expenses, staff time, and more) the company used for “S” in ESG efforts (see more on page 34). There are six well-documented categories of social investment that have been covered in more than one reporting standard or framework: 1) Communities; 2) Human Rights; 3) Diversity, Equity, and Inclusion (DEI); 4) Training; 5) Health and Safety; and 6) Labor Relations.

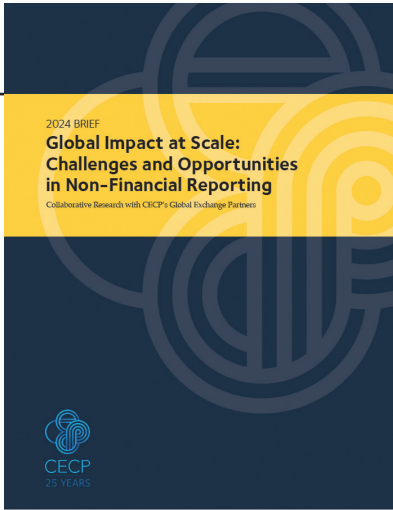
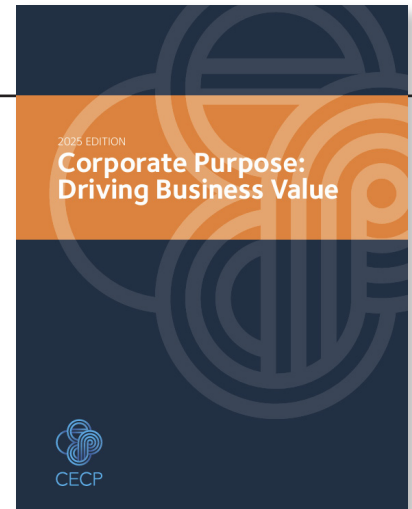
### **TOTAL SOCIAL VALUE**

There’s also a seventh category: Total Social Value (TSV), which is an additional component of TSI that addresses gaps in understanding innovative corporate practices related to broader partnerships and shared strategies. Broader partnerships are expansions of community investment partnerships with nonprofit organizations excluded from the community investment definition. Shared strategies are business strategies that materially and significantly incorporate social outcomes in the strategy. Read the full definition of Total Social Investment and Total Social Value [here](#).

# CECP Thought Leadership

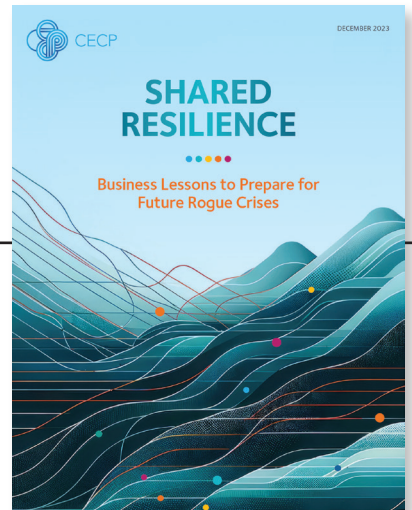
## CORPORATE PURPOSE: DRIVING BUSINESS VALUE

Against an ever-shifting backdrop of geopolitical, societal, and economic trends, Corporate Purpose: Driving Business Value analyzes data, highlights case studies, and provides actionable insights that corporate purpose leaders need to inform their companies' long-term, sustainable, value creation strategies.



## GLOBAL IMPACT AT SCALE: CHALLENGES AND OPPORTUNITIES IN NON-FINANCIAL REPORTING

Global Impact at Scale: Challenges and Opportunities in Non-Financial Reporting explores the evolution and adoption of environmental and social regulations and reporting frameworks globally. It highlights key policies like the European Green Deal, Brazil's PNMC, and China's Green Supply Chain Initiative, emphasizing their role in enhancing transparency across value chains. The report discusses the impact of the EU's CSRD and CSDDD directives on corporate disclosure, focusing on environmental and human rights impacts. It also examines the challenges and opportunities these regulations present to corporate leaders, based on data from a 2024 survey covering sustainability strategies, reporting mandates, and standards.



## SHARED RESILIENCE: BUSINESS LESSONS TO PREPARE FOR FUTURE ROGUE CRISES

Shared Resilience delves into the responses to, results of, and revelations from the COVID-19 pandemic (COVID) that can be applied to other crises we may face. This report is not intended as a road map specific to pandemic preparedness as much as it is a road map to better resilience, agility, and engagement, which build trust and are the ultimate forms of crisis preparedness.



## DEVELOPING BUSINESS CHAMPIONS

Exclusively for CECP affiliates, Developing Business Champions is a toolkit for senior corporate responsibility leaders as they navigate this landscape of corporate caution, providing the tactical support to start immediately engaging three critical allies: your C-Suite, communications team, and middle managers.

## ACKNOWLEDGMENTS

### *GIVING IN NUMBERS™: 2025 EDITION*

CECP thanks the individuals at the 189 companies that participated in the 2025 *Giving in Numbers* Survey for their ongoing commitment to increased transparency in measuring and reporting corporate social investment. 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 around Pro Bono Service.

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