

Giving in Numbers™



2020 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 a CEO-led coalition that believes that a company's social strategy—how it engages with key stakeholders including employees, communities, investors, and customers—determines company success. Founded in 1999 by actor and philanthropist Paul Newman and other business leaders to create a better world through business, CECP has grown to a movement of more than 200 of the world's largest companies that represent \$11.2 trillion in revenues, \$23 billion in total community investments, 14 million employees, 30 million hours of employee engagement, and \$21 trillion in assets under management. CECP helps companies transform their social strategy by providing customized connections and networking, counsel and support, benchmarking and trends, and awareness building and recognition. For more information, visit cecp.co.

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The unrivaled leader in benchmarking
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Preface

The 2020 edition of *Giving in Numbers* takes a closer look at the latest trends on employee engagement, community investment, and social efforts made by large corporations during 2019, one year before the world was confronted by a global pandemic derived from a new infectious illness, Coronavirus disease 2019 (Covid-19). As of this report's publication, the United States led the number of deaths per country, with more than 220,000 fatalities associated with Covid-19 since the beginning of the pandemic in early 2020. This unfortunate situation has struck the lives of many citizens not only in the U.S. but also in every corner of the world. There is no single country on this planet that has not been affected by this public health threat and the attendant economic slowdown. Amid this global health crisis, racial tensions skyrocketed in the United States following the death of George Floyd in May 2020. A series of demonstrations followed, building the momentum of intense and widespread civic discourse on racial equity; we are proud of companies for wading into this moment with urgency, deliberateness, and a certain vulnerability as they strive to learn, listen, and improve. More than ever, the private sector took a leading role to support many crucial efforts among the communities it serves. These efforts include producing personal protective equipment (PPE) and ventilators for critically ill patients, encouraging employees to donate to nonprofits addressing the fight against Covid-19, donating products in the form of medications, activating disaster response initiatives, preserving employment as much as possible through adapting to a new virtual environment, and setting aside their grant-making formalities to fund and volunteer urgently for the pressing local needs in their global operating communities. The corporate efforts have been greater than ever and manifested in new ways.

Through weekly Pulse Surveys, Chief Executives for Corporate Purpose (CECP) has taken a proactive role in understanding in real time the various efforts made by the corporate sector as a response to the current public health crisis and antiracism efforts. Some of the results of these weekly online surveys appear throughout this report to provide more context and preamble to what next year's data will bring in the 2021 editions of *Giving in Numbers* and *Investing in Society*.

In addition to the classic sections of *Giving in Numbers*, this year's report includes a new feature—"Future Outlook: Looking Ahead to 2021"—that provides the reader with supplementary insights and context regarding some of the corporate sector's latest initiatives and responses to the pandemic and antiracism efforts developed by many companies that have played a critical role in helping to alleviate some of the hardships their communities face. *Giving in Numbers: 2020 Edition* incorporates different vignettes with a "Future Outlook" of what the CECP team anticipates may be the overall corporate response to the different themes covered throughout the report. I firmly believe that the upcoming year will bring many positive developments, especially in the Health Care field, which is dedicated to mitigating the current public health crisis while so many other sectors are focused on ways to ameliorate financial hardship and improve our economic outlook.

I want to thank every single company that participated in this year's report under such extraordinary circumstances. Indeed, everyone at CECP acknowledges and is grateful to all participants for running the extra mile in 2020 to provide us with the data and insights that make this report possible. Your commitment is an inspiration; the entire CECP team is motivated more than ever to inform, bolster, and promote your societal efforts.

CECP would also like to thank the sponsors of *Giving in Numbers: 2020 Edition*: Citi Foundation, Newman's Own Foundation, Prudential Financial, Inc., PwC US, The Travelers Companies, Inc., and USAA.



André Solórzano
Senior Manager, Data Insights

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The background of the page features a repeating pattern of blue circles arranged in a grid. Each circle is bisected vertically by a darker blue line. The circles are set against a light purple background that is also divided into a grid of squares by slightly darker purple lines.

New This Year

CECP is excited to share brand-new insights in the 2020 edition of *Giving in Numbers* that cover a wide range of corporate social engagement topics. *Giving in Numbers* has long covered most of these topics, but this year the report illuminates new details within them. These new insights were selected in accordance with inquiries from corporate leaders in CECP's coalition seeking to empower themselves by bringing new data into their strategic decision making.

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

- › **A brand-new section on corporate purpose. This section reveals the percentage of companies reporting that their C-Suite and middle management refer to corporate purpose in different types of communications and meetings. This section also provides the reader with an idea of what percentage of companies report that their domestic and international employees know their company's corporate purpose statement. See page 10.**
- › **Number of socially driven interns employed by companies in 2019. See page 12.**
- › **Resources dedicated to social strategies for entities within companies' supply chains. See page 12.**
- › **In addition to the top strategic program area receiving the most time, money, and management resources, this year's *Giving in Numbers* Survey included the next top three strategic program areas tied to priority focus areas along with cash and non-cash allocations. See page 18.**
- › **This year's survey also included the amount of total employee community investment, which refers to the total US\$ amount of matched and non-matched contributions. See page 26.**
- › **Volunteer and matching-gift programs with the highest participation rate. Contact insights@cecp.co for more information (available for companies affiliated with CECP).**
- › **Consideration of investor perspective when reporting on social Key Performance Indicators (KPIs) in sustainability reports. See page 34.**
- › **Inclusion and examples of environmental, social, and governance (ESG)-related KPIs/metrics requested by internal colleagues in preparation for quarterly earnings calls. See page 35.**
- › **Percentage of assets under management allocated toward impact investing, and how these assets are managed. Contact insights@cecp.co for more information (available for companies affiliated with CECP).**



Trends Summary

TRENDS SUMMARY

Community investments continue to increase

Total community investments increased by 7% between 2017 and 2019. The Health Care industry was again this year the main driver of this increase in contributions. See page 9.

Corporate purpose spreads across the company

Seven out of ten companies reported that most or almost all employees would know their company's corporate purpose. In 84% of companies it was perceived that their C-Suite executives would frequently or very frequently refer to their company's corporate purpose in documents, emails, meetings, or plans, whereas only 66% of companies reported that employees perceive middle management to do the same. See page 10.

Matching gifts decreased

The overall median dollar value of matching gifts decreased by 18% between 2017 and 2019. Reasons may include that teams may be communicating/encouraging matching-gift programs less than they used to; another factor may be budget reductions. Year-Round Policy was the only matching-gift program that increased its median cash contributions in the last three years. See page 27.

International giving is on the rise

International giving grew by 49%, signaling greater focus on international end-recipients across multi-billion-dollar companies represented in *Giving in Numbers*. See page 20.

Volunteer participation remains strong, driven by time flexibility

The average volunteer participation rate has remained steady in the last three years, rising only from 33% to 34%. Volunteer participation rates increase when employees have access to more flexible volunteering opportunities. There is an increasing trend of companies offering both Paid-Release Time and Flexible Scheduling, so employees can decide whether they volunteer on or outside company time. See pages 23 and 24.

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

The most common number of hours offered annually for volunteering was eight. The total number of hours volunteered both on and outside company time increased by 26% in the last three years. See page 24.

Measurement of social outcomes keeps growing and being strategic

Companies' measurement of social outcomes and impacts continued to rise and to be applied mostly to strategic programs. A similar proportion of companies measure the business value of community investments through employee metrics (40%) and brand/customer metrics (38%). See pages 34 and 36.

Context: State of the Industry

This section provides in-depth analysis of recent corporate giving trends, corporate purpose awareness, contributions captured in CECP's definition of Total Social Investment (TSI), and community investment strategies.

KEY FINDINGS IN THIS SECTION:

- › Median total community investments increased in the last three years.
- › Half of companies increased total community investments in the last three years by at least 2%.
- › The Health Care industry continued driving the largest increase in total community investments in the last three years.
- › Seven out of ten companies reported that most or all employees would know their company's corporate purpose statement.
- › Diversity, equity, and inclusion (DEI) was the category of Total Social Investments (i.e., investments that include and transcend community investments) that had a rising number of available resources.

TOTAL COMMUNITY INVESTMENTS TRENDS

COMMUNITY INVESTMENTS INCREASED

In 2019, median total community investments were \$23.5 million (N=223). Half of a matched set of 183 companies increased their community investments by at least 2% between 2017 and 2019. For the same companies, median total community investments increased by 7%. In the same period, companies saw an overall positive financial performance in terms of median revenue (+8%) and pre-tax profit (+3%), which went hand-in-hand with an increase in the median ratio of total community investments as a percentage of pre-tax profit.

| Three-Year Matched Set, Inflation-Adjusted, Medians, All Companies | 2017 | 2019 |
|--|--------|--------|
| Total Community Investments (in US\$ Millions), N=183 | \$26.4 | \$28.3 |
| Total Community Investments as a % of Revenue, n=150 | 0.13% | 0.14% |
| Total Community Investments as a % of Pre-Tax Profits, n=131 | 0.87% | 0.99% |

CECP uses the distinction of Total Social Investments (TSI)—i.e., investments that include and transcend total community investments (cash and non-cash)—to understand companies’ integration of social value into business strategies and efforts oriented towards external stakeholders.

TOP GIVER INDUSTRY

In the same line of recent trends, the Health Care industry drove the largest share of aggregate increase of total community investments across the board between 2017 and 2019 (almost 60%). The Health Care industry had the largest proportion of companies reporting an increase of at least 2% in total community investments (61%). This industry also had the highest growth rate in terms of aggregate total community investments (24%) and growth of median total community investments (107%). This is the industry that relies more heavily on product donations as a percentage of non-cash giving (82%). The increase is concentrated mostly in Pharmaceutical and Health Care Facilities and Services. Interestingly, Health Care companies did not necessarily have the largest growth of median revenue between 2017 and 2019 (5%) compared to other industries like Energy (27%). One of the most cited top priority focus areas among Health Care companies was promoting science through STEM initiatives among youth (see more on page 18). We foresee the Health Care industry playing an outsized role in next year’s report, given their efforts in vaccine research and facilitation of health services to the public during the Covid-19 public health crisis.

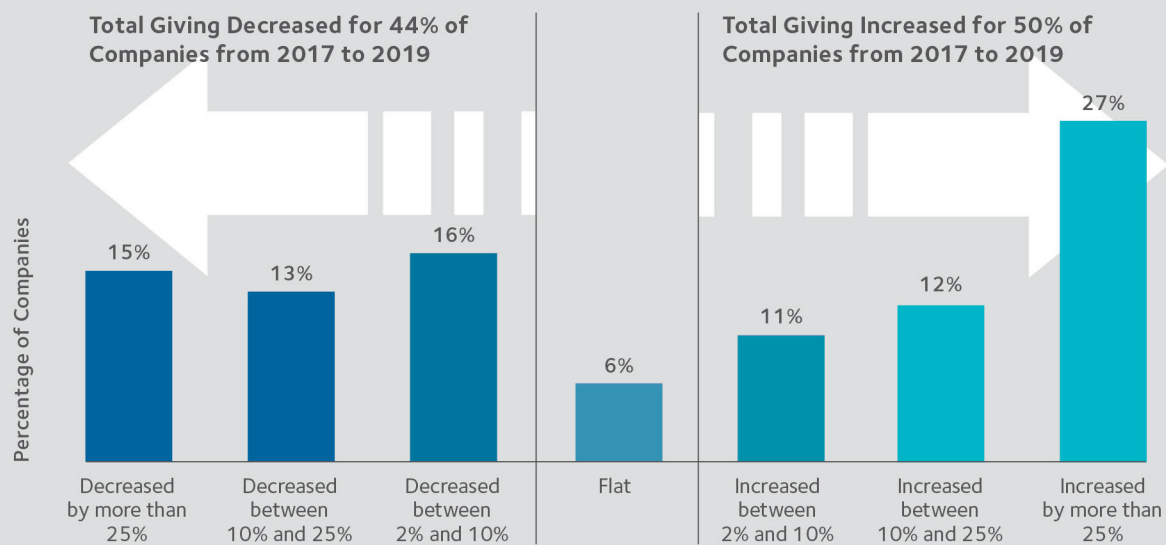
ALL INDUSTRY TRENDS

Financials also played an important role in the growth of total community investments. This industry’s growth in community investments was aligned with its financial performance. Median revenue of Financials increased by 13% between 2017 and 2019. In line with this positive financial performance was Financials’ median growth of total community investments (31%), which was the second-highest after Health Care. Financials also accounted for the third-highest share of the aggregate increase of total community investments between 2017 and 2019 (15%), preceded by only Health Care and Technology. Conversely, Consumer Staples had the second-lowest growth in median revenues (-3%) and the greatest decrease in median total community investments across all industries (-10%). Seven out of ten Consumer Staples companies decreased median total community investments by at least 2%. Most companies that decreased contributions were in the Consumer Products subindustry.

Future Outlook: *It is possible that this trend may be reversed next year, given the critical role that consumer-packaged goods have played during this year’s pandemic and the high demand of such products causing shortages in retail stores.*

FIGURE 1

Distribution of Companies by Changes in Total Giving Between 2017 and 2019, Inflation-Adjusted, Matched-Set Data



N=183

CORPORATE PURPOSE

CORPORATE PURPOSE AWARENESS

Companies are increasingly looking to create or adjust their corporate purpose to align with their long-term values. Numerous recent events have prompted responses and built momentum toward a corporate purpose designed to consider all of a company's stakeholders. The Business Roundtable's Statement on the Purpose of a Corporation, Larry Fink's 2019 Letter to CEOs, and even CECP's official name change in 2019 to Chief Executives for Corporate Purpose reflect a trend among companies to tie their corporate purpose to business performance.

A supplemental CECP Pulse Survey in July 2020 indicated that 36% of surveyed companies have created or most recently updated their corporate purpose statement within the last two years, 45% have had it for at least two years, 13% are currently reviewing their statements, and 6% do not have a purpose statement.

Companies that reported having no corporate purpose statement or employees not knowing their purpose also reported lower community investments. Likewise, those companies also had lower rates of volunteerism. These findings support the case that corporate purpose may drive higher engagement and increased social investments.

KNOWING AND COMMUNICATING

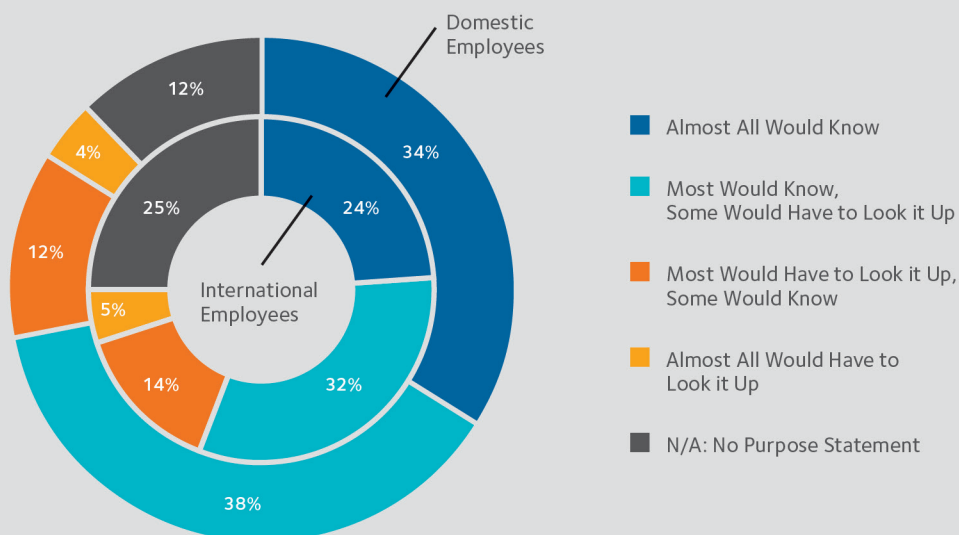
Many companies already know that having a corporate purpose statement is not enough. A recent article in *Harvard Business Review* differentiates between a corporation's vision, mission, and purpose, stating that a corporate purpose should "inspire your staff to do good work for you, find a way to express the organization's impact on the lives of customers, clients, students, patients—whomever you're trying to serve. Make them feel it." Companies must assure that employees are aware of, and understand, their employer's reason for being. In fact, in 2019, 84% of companies perceived C-Suite executives would frequently or very frequently refer to their company's corporate purpose in documents, emails, meetings, or plans, compared to just 66% of middle management. Subsequently, it is perceived in 72% of companies that most or almost all employees know the company's corporate purpose. The more C-Suite executives and middle managers communicate the company's purpose and relate it to performance, the more employees throughout an organization can embrace and understand it.

CORPORATE PURPOSE MEASUREMENT

Performance indicators are an important component of measuring corporate purpose. In 2019, 55% of companies used metrics that align their business practices with their corporate purpose. In 2019, measurement of corporate purpose was ahead of measurement of business value of community investments in terms of metrics that assess employees, with 40% of companies doing so, and 38% doing it through brand/customer metrics (see more on page 36). Of those companies that have metrics on corporate purpose, the measures they use vary. Metrics range from greenhouse gas emissions, number of underserved communities impacted, volunteer participation, and more (see the measurement section on page 35). CECP, Imperative, and PwC's Making Work More Meaningful report reflects that as employee engagement surveys evolve, questionnaires need to address elements of employees' sense of meaning and fulfillment at work. The report also shows that a good starting point is to include three simple questions to assess an organization's journey to a culture of purpose: 1) Does the employee have meaningful relationships at work?; 2) Is the employee growing personally and professionally at work?; and 3) Is the employee's work making an impact that the employee considers meaningful?

FIGURE 2

Percentage of Companies by Domestic Employees' Corporate Purpose Knowledge, 2019



N=196

TREND IN ACTION:

Cross-Organizational Integration of Corporate Social Responsibility (CSR) and Corporate Purpose

COLGATE-PALMOLIVE

For more than 200 years, Colgate-Palmolive has been a part of people's lives around the world. Today it offers oral care, personal care, home care, and pet nutrition products to millions of people worldwide. The U.S.-based company employs 34,000 people and is guided by its purpose: "We are Colgate, a caring, innovative growth company that is reimagining a healthier future for people, their pets, and our planet." Colgate-Palmolive's sustainability and social responsibility journey has evolved over time, but always with an eye towards helping communities thrive through their long-running Bright Smiles, Bright Futures oral care program; Colgate Women's Games competition (the longest-running girls track event in the U.S.); handwashing outreach; and well-established environmental-stewardship programs. Today, Colgate is leveraging its reach as the company whose signature brand is found in more homes than any other brand in the world by inviting a billion homes to live a healthier, sustainable future. Colgate's Chief Sustainability Officer leads a global sustainability steering team composed of the company's senior leaders and subject-matter experts from across the company, collaborating to embed and advance sustainability across all divisions and subsidiaries to the benefit of employees, customers, consumers, communities, and investors.

KIMBERLY-CLARK CORPORATION

Kimberly-Clark Corporation is a 148-year-old consumer products company with 40,000 employees. The company operates in 38 countries and sells products in 175 countries worldwide. Initially, the company's philanthropy-centered CSR work was largely grounded in its corporate foundation and focused on the U.S. and U.S.-based nonprofits. As Kimberly-Clark continued to grow, it became apparent that this model was not aligned with the business, and the company took a step back to evaluate what it was doing and why. As a result, Kimberly-Clark shifted its focus to global issues and incorporated the Sustainable Development Goals into its CSR work. Now, nearly ten years into its CSR journey, Kimberly-Clark puts corporate purpose and brand purpose at the center of everything it does. The company operates with the belief that CSR and purpose should be owned throughout the entire company. Its CSR work has evolved into a series of global programs that are co-owned by the corporation, the brands, and the regional business, and together these teams figure out how to help people, drive business, and take care of Kimberly-Clark customers and communities.

TOTAL SOCIAL INVESTMENT

TOTAL SOCIAL INVESTMENT BACKGROUND

How a company engages its stakeholders—starting from its treatment of its workforce, the communities and customers they affect, and the jurisdictions of governments they operate in—is the central idea behind establishing metrics under the “S” umbrella in ESG (environmental, social, and governance) social investments. According to S&P Global’s article “What is the ‘S’ in ESG?,” showing a preference for companies that pay attention to these social issues can be a way for investors to reflect their values in investing, while also leading to higher and more reliable returns over the long term.

It has been encouraging to see the scope of the “S” in ESG, and more specifically CECP’s definition of Total Social Investment (TSI) widening over the last few years. TSI represents the “S” in ESG in a holistic manner and was first included in *Giving in Numbers: 2019 Edition*. In addition to supporting labor laws, fair treatment, and human rights, CECP has increasingly seen among companies with a global presence a call for transparency in supply chains. This year’s data showed that one out of three companies reported that the company’s resources to improve social strategies within its supply chain were on the rise.

MANAGEMENT OF EXPANDED SOCIAL INVESTMENT

In 2019, a high proportion of companies reported diversity, equity, and inclusion (DEI) (93%) and human rights (81%) measurements have been “steady” or “on the rise” in their organizations. In 2019, 62% of companies reported to have offered socially driven internship programs. This not only shows students’ increasing willingness to pursue more purpose-driven careers, but also that companies are committed to finding a place for such students to leverage their skills. The median number of socially driven intern positions in 2019 was 10.5.

Seventy-four percent of companies in our sample reported that resources to improve DEI efforts were on the rise. Median total community investments in these companies was higher (\$25.6 million) than all other companies in which resources available to improve DEI initiatives remained steady or even declined (\$18.4 million).

TSI CATEGORIES

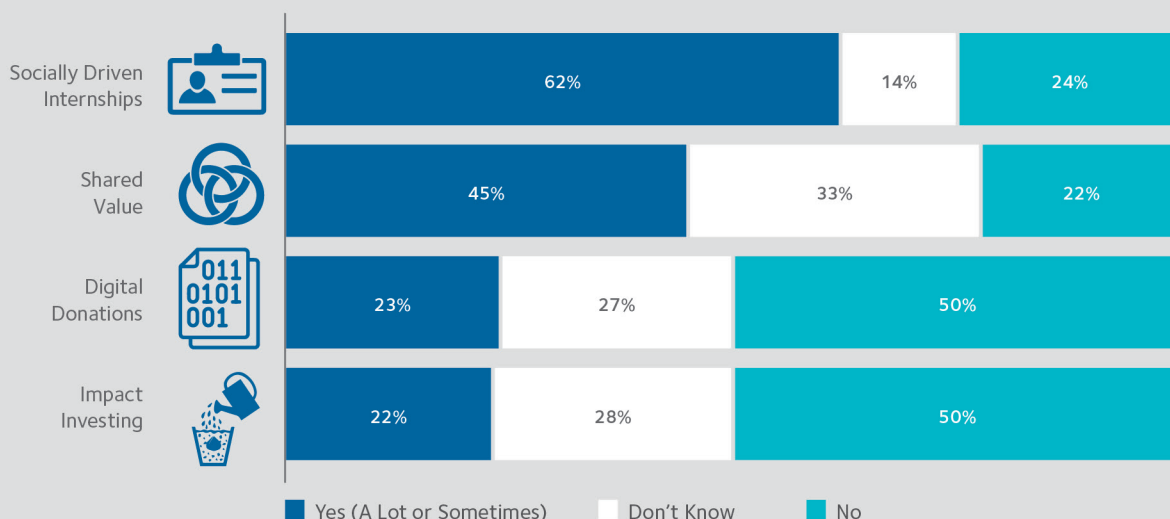
In 2019, CECP continued collecting data on TSI categories that have received resources from companies as part of their “S” in ESG efforts: digital donations, impact investing, shared value, and socially driven internships. According to *Harvard Business Review’s* article “The Ecosystem of Shared Value,” creating shared value—pursuing financial success in a way that also yields societal benefits—has become an imperative for corporations. A breakdown of these newer metrics can be seen in Figure 3.

During the global pandemic, CECP has conducted Pulse Surveys on how companies with technical acumen and other means deploy those resources for “the greater good.” Siemens, one of the world’s largest industrial manufacturing companies, repurposed its plants to produce ventilators. Google helped to create a tool to enable better contact tracing, Visa delivered resources to the unbanked through gift cards, and Hilton converted hotels into field hospitals. These are just some of the many examples whereby corporations went beyond what is expected of them during a crisis.

Future Outlook: As companies particularly in corporate America face difficult questions around race and equity, promoting DEI initiatives will move even closer to the fore of many of the corporate sector’s inclusion frameworks. As seen above, there was a shift already occurring towards addressing DEI even before conversations about racial inequity (including inequity in vulnerability to Covid-19) became more pronounced this year.

FIGURE 3

Percentage of Companies Conducting Each Type of Total Social Investment Activity, 2019



N=201

COMMUNITY INVESTMENT STRATEGIES

SDGS CONTEXT

Since their public launch in 2015, the United Nations Sustainable Development Goals (SDGs) have become synonymous with corporate transparency and sustainable business practices. Over these past five years, there has been a significant uptake in SDG alignment and reporting. At the same time, there has been an overwhelming increase in ESG reporting frameworks, standards, and ratings, causing confusion in the market.

While the SDGs have become a vital tool for many contributions teams and are used as targets for goal setting, more progress is expected insofar as the SDGs pertain to cross-functional business integration and the material risks and opportunities associated with reporting on SDG integration.

Future Outlook: *CECP anticipates that as the concept of stakeholder capitalism gains value among corporations, more companies will include SDG data in presentations to CEOs, senior executives, and investors.*

SDGS CORPORATE USE

As reflected in the 2020 *Giving in Numbers* Survey data on 2019 contributions, just under half of survey participants are already including SDG data in presentations to their CEOs, senior executives, investors, and other key stakeholders. This represents a nine-percentage-points increase over 2018 in a two-year matched set (n=181): from 42% of companies already including SDGs in presentations/materials to CEOs/senior executives, investors, or other key stakeholders in 2018 to 51% of companies doing so in 2019. This trend underscores the importance of ensuring internal alignment on a collective narrative that is cohesive, concise, and consistent across business lines. In order for the SDGs to be achieved, significant capital will need to flow to fund new programs, research, and development across sectors and will require CSR practitioners, the common owners of SDG data, to report on their SDG-related activity in an investor-engaging manner.

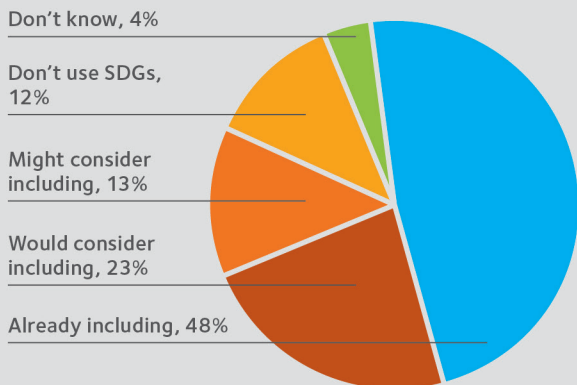
PRIVATE-SECTOR PARTNERSHIPS

Impactful community investment ties back to a company's corporate purpose and top-line decision making. One common way to achieve outsized impact and returns is through partnerships and collaborations. As reflected in the 2019 data, 45% of survey participants are already including partnerships with other private-sector companies in presentations for their CEOs, senior executives, investors, and other key stakeholders. Cross-functional communication is a key factor for long-term business success.

In a two-year matched set of companies that provided this information in 2018 and 2019 (n=177), there was an increase in the percentage of companies that included private-sector partnerships in the presentations and materials prepared for CEOs, senior executives, and other key stakeholders, from 38% to 47%.

FIGURE 4

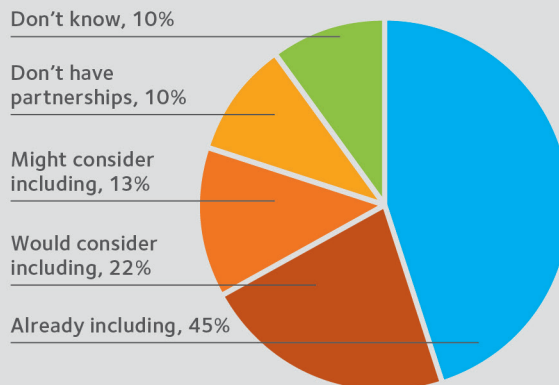
Percentage of Companies Considering Including SDGs in a Presentation or Materials to CEO/Senior Executives, Investors, and Other Key Stakeholders Due to the Importance of SDGs to Strategy and Programs, 2019



N=212

FIGURE 5

Percentage of Companies Considering Including Private-Sector Partnerships in a Presentation or Materials to CEO/Senior Executives, Investors, and Other Key Stakeholders Due to the Importance of These Partnerships to Strategy and Programs, 2019



N=211

Community Investments Components

This section offers a closer look into the different elements that comprise total community investments. More specifically, this section explains how total community investments are allocated towards program areas, international end-recipients, or funding type.

KEY FINDINGS IN THIS SECTION:

- ▶ The share of funding type remained steady in the last three years.
- ▶ Health and Social Services and Education (K-12 and Higher) continue to be the top program areas to which companies allocated their community investments.
- ▶ Community and Economic Development was the program area that had the largest median cash increase.
- ▶ Health and Wellbeing and Education showed the largest gains in the percentage of companies reporting them as their top-priority focus areas.
- ▶ Two out of three companies gave internationally, with those that did typically allocating 23% of total community investments to international end-recipients.
- ▶ Countries with larger gross domestic product levels and potentially better grant management and capacity are the ones that received the most North American contributions.

GIVING BY FUNDING TYPE

FUNDING TYPE SHARE

In a five-year matched set between 2015 and 2019 (N=157), 8% in the same matched set opened a foundation. On the other hand, 5% of companies stopped using foundation cash giving—in other words, closed a foundation. This demonstrates that the corporate foundation as a community investment model is still an active tool for community engagement. (See more on foundations on page 31.)

Approximately seven out of ten companies made at least one form of in-kind gift in 2019. There was an increase of two percentage points in the proportion of companies reporting non-cash in a three-year matched set (N=183). In the same three-year matched set, the share of non-cash community investments increased at the expense of direct cash, with non-cash investments increasing from 18.8% of total community investments in 2017 to 20.5% in 2019.

Among those companies that provided a breakdown of their non-cash contributions (also known as in-kind donations), analysis showed that in the last three years the share of product donations (e.g., computers, office supplies, and medications, valued at Fair Market Value and for which the company is not compensated) and Pro Bono Service remained stable.

CHANGES IN DOLLAR VALUE

In the last five years, 43% of companies reported increasing foundation cash giving, 41% decreased it, and 15% reported no change. Within the same matched set between 2015 and 2019, 54% of companies increased direct cash, 46% reduced it, and only 1% maintained the same. For non-cash, 53% of companies reported increasing non-cash giving, 28% decreased it, and 19% reported no change. Nearly all industries had an increase in total direct cash community investments, except Consumer Staples, Energy, and Materials. The industries that saw an increase in both direct cash community investments and foundation cash community investments were Financials, Health Care, Technology, and Utilities.

Median foundation cash giving (adjusted for inflation) among companies that provided data on this type of contribution in each of the last five years (n=112) experienced the highest increase among all funding types (35%), from \$9.3 million in 2015 to \$12.5 million in 2019. Alternatively, median direct cash giving also increased, but at a lower growth rate (5%), from \$12.6 million in 2015 to \$13.3 million in 2019. For companies reporting non-cash giving in each of the last five years, median non-cash giving also increased (12%), from \$5.3 million in 2015 to \$5.9 million in 2019.

NON-CASH BREAKDOWN

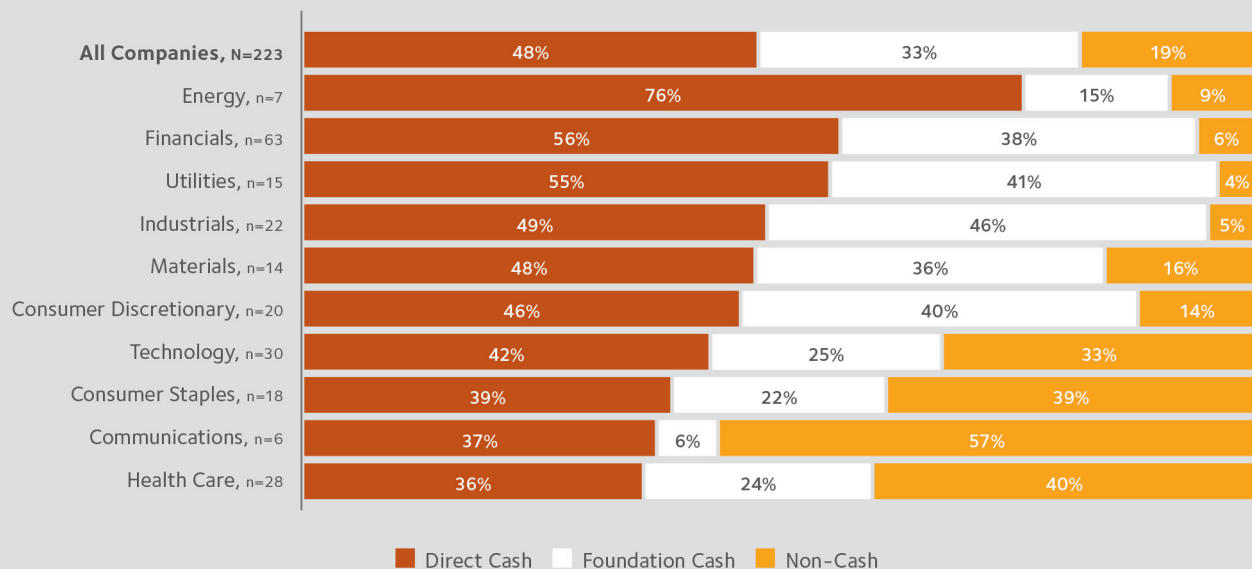
In 2019, more than half of non-cash community investments consisted of product donations, 21% was Pro Bono Service, and other types (such as written-down office equipment, use of company facilities, real estate, patents, etc.) represented 21%. Consumer Staples had the largest decrease in median dollar value of product donations between 2017 and 2019 (-33%): from \$5.1 million in 2017 down to \$3.5 million in 2019 (n=11). The Health Care industry had by far the highest median product donations value in 2019 (\$63.7 million), followed by Consumer Staples (\$12 million).

Although companies are highly funded by cash giving, there were three industries for which non-cash represented more than one-third of their contributions: Communications, Health Care, and Consumer Staples. Better measurement and larger product donations such as medical devices, pharmaceuticals, and consumer goods may account for a higher share. Particularly, Health Care and Consumer Staples relied heavily on product donations, more than any other industry (82% and 81% of non-cash respectively in 2019).

Future Outlook: In 2020, in-kind donations will likely play a significant role in the prevention and treatment of Covid-19 (e.g., in the form of personal protective equipment and ventilators, etc.; see page 17).

FIGURE 6

Industry Breakdown of Total Giving by Funding Type, Average Percentages, 2019



N=223

PROGRAM AREA

YEAR-TO-YEAR TRENDS

Disaster Relief experienced the greatest decrease in median cash giving from 2017 to 2019. Notably, 2017 was a year of particularly devastating natural disasters, including Hurricanes Harvey and Maria, the earthquake in Mexico, and the wildfires in California. Since 2017, Disaster Relief cash giving has slowed, decreasing by 66% in 2019. There was little change in the median cash giving in Health and Social Services and Culture and Arts, while Community and Economic Development saw the highest increase (42%) between 2017 and 2019.

| Program Area | Growth Rate of Median Cash Community Investments between 2017 and 2019 |
|---|--|
| Community & Economic Development (n=78) | 42% |
| Education: Higher (n=78) | 31% |
| Environment (n=70) | 24% |
| Education: K-12 (n=85) | 20% |
| Civic & Public Affairs (n=60) | 11% |
| Culture & Arts (n=83) | 2% |
| Health & Social Services (n=92) | -1% |
| Disaster Relief (n=69) | -66% |

TOP CASH GIVERS

Consistent with last year's data, Consumer Staples showed the highest median cash giving towards Community and Economic Development and Environmental programs. This may be explained by the possibility of an increase in adoption of ESG standards and metrics in production processes. Energy companies were the top cash givers in Education, perhaps as an effort to increase presence and employee involvement with the local communities where they operate, as well as developing future generations of professionals in the STEM fields through empowering teachers and students with industry-specific skills.

| Program Area | Industry with Highest Median Total Cash Community Investments and Amount (in US\$ Millions), 2019 |
|----------------------------------|---|
| Civic & Public Affairs | Utilities (\$3.50) |
| Community & Economic Development | Consumer Staples (\$5.21) |
| Culture & Arts | Utilities (\$1.64) |
| Disaster Relief | Energy (\$1.63) |
| Education: Higher | Energy (\$7.24) |
| Education: K-12 | Energy (\$5.26) |
| Environment | Consumer Staples (\$2.70) |
| Health & Social Services | Health Care (\$16.00) |

CASH GIVING BY PROGRAM AREA

As in 2018, companies invested a higher median cash in Health and Social Services, Community and Economic Development, and Education.

| Program Area | Cash Community Investments Median Amount, 2019 |
|--|--|
| Health & Social Services (n=144) | \$3,671,988 |
| Community & Economic Development (n=126) | \$2,559,774 |
| Education: Higher (n=124) | \$2,393,200 |
| Education: K-12 (n=137) | \$2,363,058 |
| Civic & Public Affairs (n=100) | \$1,113,705 |
| Culture & Arts (n=124) | \$955,198 |
| Environment (n=116) | \$370,449 |
| Disaster Relief (n=112) | \$320,631 |

Future Outlook: CECP believes Health and Social Services and Community and Economic Development will continue to receive the highest median cash giving, given ongoing pharmaceutical contributions to counter Covid-19 and efforts to promote racial equity. Many companies are acknowledging the critical need for investments in Health Care systems and hospitals, as well as STEM education for the scientists of tomorrow, in particular those dedicated to improving our defenses against future pandemics and improving overall public health.

FIGURE 7

Program Area Allocations by Industry, Average Percentages, 2019

| | | Civic & Public Affairs | Community & Economic Development | Culture & Arts | Disaster Relief | Education: Higher | Education: K-12 | Environment | Health & Social Services | Other |
|------------------------|-------|------------------------|----------------------------------|----------------|-----------------|-------------------|-----------------|-------------|--------------------------|-------|
| All Companies | N=160 | 5% | 16% | 5% | 3% | 12% | 14% | 4% | 27% | 14% |
| Consumer Discretionary | n=16 | 6% | 23% | 6% | 2% | 15% | 11% | 3% | 26% | 8% |
| Consumer Staples | n=10 | 10% | 16% | 3% | 2% | 8% | 13% | 8% | 32% | 8% |
| Energy | n=5 | 11% | 20% | 1% | 5% | 12% | 17% | 5% | 18% | 11% |
| Financials | n=40 | 4% | 27% | 7% | 2% | 9% | 14% | 2% | 18% | 17% |
| Health Care | n=23 | 1% | 3% | 1% | 6% | 4% | 2% | 1% | 72% | 10% |
| Industrials | n=18 | 4% | 16% | 5% | 4% | 20% | 18% | 2% | 21% | 10% |
| Materials | n=12 | 3% | 12% | 7% | 4% | 12% | 17% | 13% | 12% | 20% |
| Technology | n=18 | 2% | 8% | 6% | 1% | 24% | 28% | 3% | 12% | 16% |
| Utilities | n=15 | 13% | 15% | 6% | 1% | 8% | 14% | 9% | 20% | 14% |

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

TREND IN ACTION:

Corporate Response to Covid-19

VISA

Visa has been the global engine of commerce to consumers, businesses, banks, and governments for over 60 years, with a global workforce of over 20,000 people operating in more than 200 countries. The company has long been committed to helping foster inclusive economies and communities by expanding access to digital payments and supporting those who are unbanked or underbanked. When the Covid-19 pandemic hit, Visa built upon an existing commitment to financial inclusion and supporting small and micro businesses to deepen this focus to help stimulate inclusive economic recovery. The company quickly took action to help small and micro businesses shift operations online and worked with business partners to help protect these businesses from digital security threats and fraud considerations. Amid

an increase in fraud and phishing attempts globally, Visa worked with vulnerable customers to equip them with the necessary knowledge to protect themselves against attacks. Along with these efforts, Visa has worked closely with governments around the world to respond to the crisis in several ways. For example, Visa helped deliver the U.S. government's Economic Impact Payment to millions of citizens via prepaid debit cards, and Visa developed a virtual prepaid solution to expand rapidly the Dominican Republic government's emergency disbursements from 800,000 to 1.5 million beneficiaries. Through innovative partnerships and consistent support to business owners and consumers alike, Visa has doubled down on its mission to help individuals, communities, and economies to thrive in this critical moment.

3M

When the Covid-19 pandemic hit, 3M launched into action. As an innovation leader in science, technology, engineering, and mathematics, 3M produced many products urgently needed to help combat the virus, including N95 respirators and other personal protective equipment. The company quickly moved to double its global N95 respirator production and import additional respirators from its global plants to support the critical needs and safety of essential workers. In a time when others took advantage of skyrocketing demand for PPE, 3M pledged to keep its prices constant and terminated or engaged in legal action with distributors who engaged in the price gouging of 3M products. The company also

committed to working to extend the life of its products by collaborating with others on innovation related to decontamination for safe reuse. Through partnerships with the Ford Motor Company to design a new powered air-purifying respirator (PAPR) and MIT to develop a rapid Covid-19 diagnostic test, 3M has reiterated its commitment to constant collaboration and scientific innovation to respond to the global health crisis. Additionally, 3M added \$20 million to its 2020 philanthropy budget to provide support for frontline health-care workers, vulnerable populations disproportionately affected by the virus, and medical research initiatives.

REGENERON PHARMACEUTICALS

Regeneron Pharmaceuticals, Inc. is a leading American biotechnology company using the power of science to bring new medicines to patients in need. Regeneron prioritizes its corporate giving by reflecting on its CSR strategy and priorities as a pharmaceutical company. The company seeks to identify what it offers uniquely and how it can also meet society's needs in ways that other entities cannot. In 2020, New York's Governor Andrew Cuomo reached out to Regeneron to help with a specific challenge related to Covid-19: the administration had most of the components needed for Covid-19

test kits, but did not have the liquids needed to preserve the swab collection in the vials and had difficulty getting this from manufacturers. Regeneron took on the challenge because it felt that this situation was one it could uniquely solve as a pharmaceutical and biotechnology company, and one where it could help meet an urgent societal need. Rising to the occasion, Regeneron levered its manufacturing teams to produce half a million samples of the liquid, equivalent to \$1 million in in-kind donations.

PRIORITY FOCUS AREA

FOCUS AREAS OF MORE IMPORTANCE

For many years, it has been a best practice for companies to identify strategic focus areas for community investments tied to their business. The *Giving in Numbers* Survey requested that respondents report up to four open-ended priority focus areas in order of importance (see page 50 for the definition of priority focus area). The top two focus areas that increased the most in terms of the percentage of companies that mentioned them spontaneously as one of their top four priority focus areas in a three-year matched set (n=107) were Health/Wellbeing and Education.

CECP has seen a rise in specific focus areas for corporate community investments. This year's survey asked companies specifically whether they considered certain social issue areas of high importance. In 2019, Disaster Response was the social issue area most often selected as highly important, with 70% of companies reporting it as such, followed by STEM and Future of Work with 64% and 49% of companies respectively reporting those social issues area as highly important too.

STRATEGIC PROGRAMS

CECP asked companies what percentage of total community investments (cash and non-cash) they allocate to each of their top four strategic programs. The survey found that a median of 14% (\$2.3 million) of total community investments were allocated to the top strategic program, while companies in the top quartile of respondents to the *Giving in Numbers* Survey reported allocating at least 32% of total community investments to that top strategic program. Data from 2017 and 2019 showed that the median dollar value of community investments dedicated to the top one strategic program has increased by 3%—and the median ratio of community investments allocated to that top one strategic program also increased, from 13% in 2017 to 16% in 2019.

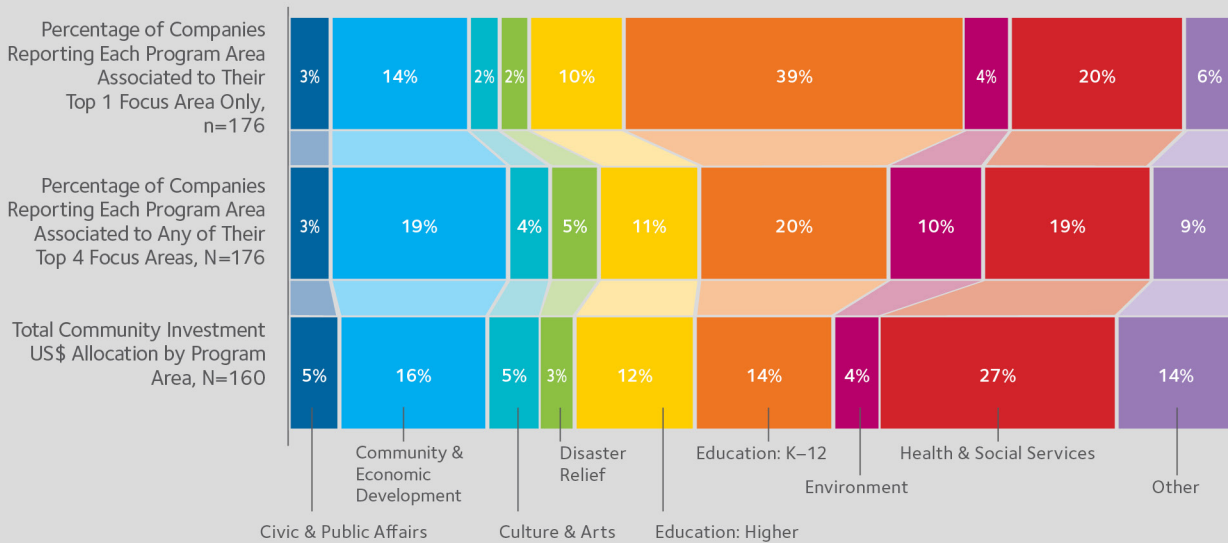
Because of their scale, large companies (in terms of revenue) lean towards having more than four strategic programs, especially among companies with \$15 billion or more in annual revenues. But across the board: half of companies reported having four or more strategic programs, 19% reported three strategic programs, 17% only two, and 14% of companies reported having only one strategic program (N=145).

STRATEGIC ALIGNMENT

When comparing what companies considered to be the program area associated to their top strategic program area(s) and the share of total community investments actually allocated to each program area, an analysis shows some disparities between what companies considered priority/strategic and where community investments were actually made. As shown in Figure 8, Education: K-12 was considered to be the program area associated with companies' top one strategic program in approximately four of ten responses. However, this prioritization seems to be diluted when considering the subsequent three most important strategic programs. When doing so, Education: K-12 becomes as prevalent and equally strategic than other program areas. But in terms of the actual dollar investment in program areas, Education: K-12 receives less than Community and Economic Development and less still than Health and Social Services. A reason for this is that certain STEM initiatives may be categorized in one of those two program areas and not under Education: K-12; hence the importance of coding grants based on their outcomes and not necessarily on the type of nonprofit.

FIGURE 8

Percentage of Companies Reporting Program Type per Priority Focus Area and Actual Total Community Investment Allocation by Program Area, 2019



TREND IN ACTION:

Focus on the Future of Work

CARGILL

As a global provider of food, agriculture, nutrition, and risk management for over 155 years, Cargill continues its commitment to helping nourish the world in a safe, responsible, and sustainable way. In service of this mission, Cargill invests in local communities to foster economic opportunities and ensure the future workforce is prepared with the skills needed in a changing world. In fiscal year 2020, Cargill provided \$115 million in total charitable contributions, hosted training for 860,000 farmers in sustainable agricultural practices and business practices to improve their earnings potential, and provided more than 39 million meals to global and local food bank partners.

Through partnerships with organizations such as Heifer International and the Hatching Hope program, Cargill supports women in developing economies build agri-

cultural expertise and aims to improve the nutrition and economic livelihoods of 100 million individuals by 2030. Cargill and CARE are working in a new phase of collaboration aligned to CARE's She Feeds the World initiative. This phase aims to improve education, nutrition, sanitation, and economic support to two million people across Central America, Africa, and Asia. The program strengthens women's skills and confidence in sustainable agriculture, financial inclusion, market engagement, gender equality, and food and nutrition—while also engaging men to support greater equality.

In addition, from ensuring equitable access to STEM programs in schools to the company's Global Scholars Program, Cargill leverages its expertise to help individuals thrive in a changing economy.

COGNIZANT

Cognizant is a technology company that engineers modern businesses to improve everyday life. Cognizant understands the implications of an increasingly digital world and has dedicated many of its corporate citizenship initiatives to ensuring communities can thrive in the 21st century's economy. For example, the company's Center of the Future of Work provides insights into the jobs of tomorrow and the economic opportunities associated with them, which in turn informs Cognizant's philanthropic partnerships and programming. The Cognizant U.S. Foundation has used these insights to create innovative partnerships with organizations working to educate, train, and equip the next generation of

diverse technology leaders. One such partnership is with Break Through Tech, a program that provides curriculum, career, and community support to encourage women and underrepresented groups to major in and pursue careers in computer science. In the first three years of the program at The City University of New York, the number of women graduating with computer science degrees increased by 94%. Cognizant's corporate citizenship efforts incorporate insights drawn from the business to drive intentional investments in children from the age of kindergarten up through embarking on a career to prepare the workforce for the increasingly digital world.

PRUDENTIAL FINANCIAL INC.

Prudential Financial, a U.S.-based global financial institution and investment manager, was founded on the belief that financial security should be within reach for everyone. This philosophy was solidified in a pivotal moment in the history of Newark, NJ, where the company has been headquartered for the past 145 years. After the civil unrest in 1967, Prudential chose to stay in the city when other companies fled, recognizing that systemic issues require systemic solutions. Prudential's work dismantling systemic barriers to opportunity and wealth building is reflected in its commitment to creating inclusive economic growth in Newark. In 2017, Prudential partnered with Mayor Ras Baraka and

others to launch the Newark Anchor Collaborative. The Collaborative harnesses the collective impact of anchor institutions to support the city's ongoing economic revitalization and foster equitable growth. The focus is "Hire.Buy.Live.Newark," a three-part strategy, including the Newark 2020 initiative, to hire local dislocated workers, youth, and unemployed individuals; increase local purchasing; and incentivize individuals to live in Newark. Despite the economic impacts of Covid-19, Prudential and its partners are on track to meet its Newark 2020 goal of connecting 2,020 Newark residents to meaningful, full-time work that pays a living wage by the end of 2020.

INTERNATIONAL GIVING

INTERNATIONAL GIVING

In 2019, of a total of 221 companies providing data on international community investments, 92% were based in the United States. Not all companies have community partners in markets outside their corporate headquarters. Companies tag a community investment as international when the impact (regardless of where the nonprofit might be) occurred in a country outside the company's headquarters country. For example, when PwC Foundation made a \$350,000 grant to Project HOPE to help purchase and deliver protective equipment to health workers in the Wuhan and Shanghai Provinces of China, this was considered an international community investment. In 2019, two out of three companies reported making cash and non-cash community investments to international end-recipients (outside the company's headquarters country).

On average, \$2.3 million out of every \$10 million had an impact internationally (outside the company's headquarter country) in 2019. To be in the top quartile of the ratio of international giving as a percentage of total community investments, companies had to allocate at least 36% of their total community investments in 2019 to international end-recipients.

OVERALL TRENDS

Corporate giving officers are regularly asked by the C-Suite to expand giving globally or to rethink existing global programs with an eye toward better aligning the geography of the company's community-building efforts with that of its corporate footprint and the nature of its industry. One way companies can expand their international footprint is by having more than one foundation, i.e., in addition to the one in company headquarters. It follows, then, that companies with more than one foundation (n=17) have a significantly higher median international community investments level than the median across all companies (N=132): \$24.3 million and \$3.6 million, respectively.

Consistent with past trends, the analysis shows that industries with a historical focus on their local footprint, such as Utilities, continue reporting a lower percentage of companies making international contributions (see Figure 9). In 2019, Consumer Staples again had the highest median of international community investments across industries (\$13.8 million) and had one of the highest average ratios of international community investments as a percentage of total community investments, preceded only by the Technology industry.

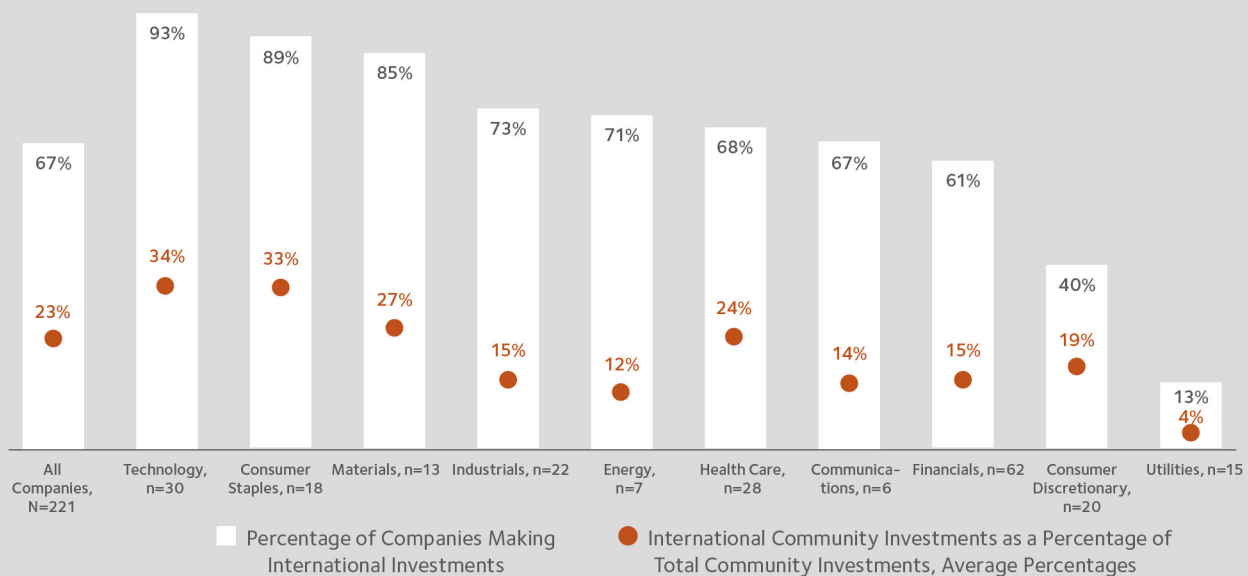
YEAR-OVER-YEAR CHANGES

The median of international community investments grew at a higher rate than domestic community investments. In a three-year matched set from 2017 to 2019, median international community investments grew by 49% from \$3.4 million to \$5.1 million, while median domestic community investments grew by 29% from \$22.6 million to \$29.1 million (adjusted by inflation). In the same matched set of companies, there was an increase of 33% in the top quartile of international community investments, from \$19.7 million in 2017 to \$26.2 million in 2019 (adjusted by inflation). Sixty-four percent of companies in the same matched set increased their international community investments. However, the percentage of companies making international contributions decreased slightly from 2017 to 2019: from 67% to 66%.

The proportion of international community investments as a percentage of total community investments has remained steady in the last three years (21%).

FIGURE 9

Offering of International Giving Programs and International Giving as a Percentage of Total Giving, 2019



DEEPENING INTERNATIONAL PARTNERSHIPS

Giving in Numbers' data exhibit steady international allocations and modest growth. Figure 10 shows two metrics for two groups of companies. The metrics are the proportion of the total that has international impact (average percentage) as well as the median amount (in US\$). For the first group, which is all companies reporting any international community investment, the median amount shows some growth, but the proportion is steady. For the second group, which is the top half of companies that are investing more internationally, both the median and the proportion are on the rise.

This exhibits that modest growth across all companies is driven by those allocating the most to international impact. Those companies that are more heavily involved with international partnerships are also going deeper, whereas new companies are just beginning to prioritize international community partnerships.

INTERNATIONAL CROSS-FUNCTIONALITY

As reviewed on page 13, 48% of companies are already including SDGs in materials presented to senior leadership and key stakeholders. Interestingly, this group of companies has a stronger international commitment compared to all other companies. For instance, in 2019, companies already including SDGs had a higher median international community investment (\$7.8 million) compared to those not including SDGs (\$1.1 million) and all companies together (\$3.6 million). Similarly, companies already including SDGs in presentations/materials to senior leadership and key stakeholders also had a higher average proportion of international community investments as a percentage of total community investments (28%), compared to companies not including SDGs (15%) and all companies together (23%). The proportion of companies making community investments for international end-recipients among companies already including SDGs was higher (75%) than those not including SDGs in presentations/materials (59%).

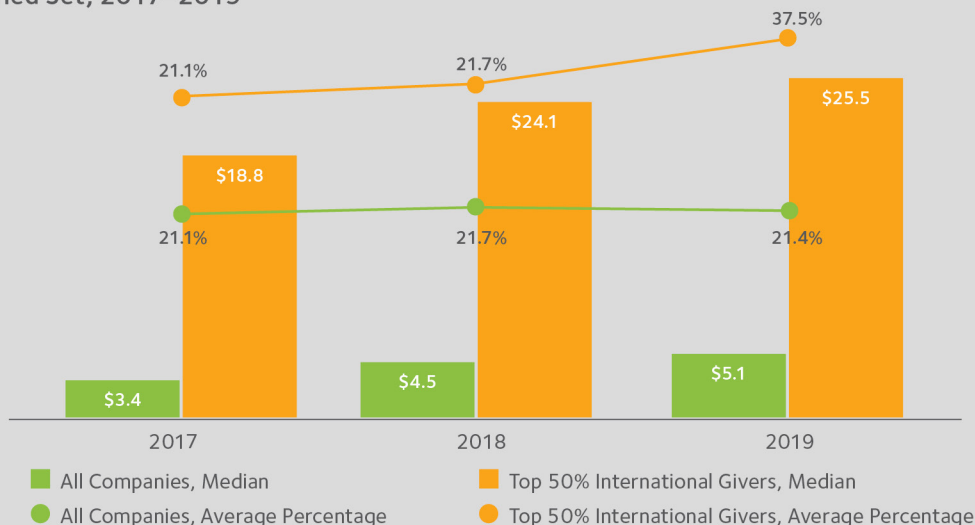
NORTH AMERICAN GLOBAL INVESTMENT

North American companies (U.S. and Canada) had a median number of nine countries in their company's geographic giving portfolio. The scope of international contributions was extensive: the subset of 91 North American companies that provided country-specific data encompassed a total of 194 recipient countries.

North American companies made the largest community investments in four of the five largest economies in Europe: the United Kingdom, Germany, France, Italy, and the Netherlands. India had a larger percentage of North American companies making community investments in Asia (53%) than Australia (43%), China (42%), Japan (37%), and Hong Kong (23%). However, Australia had the largest aggregate US\$ value of international contributions. Top recipients in terms of the percentage of North American companies making community investments in Africa were South Africa (30%), Kenya (21%), Ghana (18%), Nigeria (14%), and Egypt (12%). Top recipients in Latin America and the Caribbean in terms of the percentage of North American companies making community investments and aggregate dollar value were (from the highest to lowest percentage, among this group): Mexico, Brazil, Colombia, Argentina, and Chile.

FIGURE 10

Median International Community Investments (in US\$ Millions) and Average Percentage of International Community Investments as a Percentage of Total Community Investments, Three-Year Matched Set, 2017–2019



N=72

Employee Engagement

This section presents insights and methods regarding how companies engage their employees to participate in corporate volunteer opportunities as well as to contribute monetarily to the social causes employees are passionate about.

KEY FINDINGS IN THIS SECTION:

- › Volunteer participation rates increased slightly over the last three years.
- › Flexible Scheduling and Paid-Release Time continue to be the most offered domestic volunteer programs.
- › Flexible Scheduling was the fastest-growing volunteer program in the last three years.
- › More companies are offering Pro Bono Service opportunities compared to three years ago.
- › Total volunteered hours increased by 26% between 2017 and 2019.
- › The most common number of annual hours offered to employees was eight.
- › Only Dollars for Doers matches increased in terms of median matching-gift dollar amounts among all matching-gift programs in the last three years.

VOLUNTEERING

PARTICIPATION RATE

In 2019, the average percentage of employees volunteering at least one hour for all companies was 29%. However, among companies in a three-year matched set that rate increased between 2017 and 2019 from 30.6% to 32.0%, respectively.

Financial companies had the highest volunteer participation rate, at 34.9%. Interestingly, companies with fewer employees (under 10,000) had the highest average volunteer participation rate, at 39%, compared to larger companies (50,000+), which had an average participation rate of 24%. Smaller companies also had a higher median of volunteered hours per employee (see page 24). Possible reasons for these results include that larger companies with union contracts and/or hourly workers might find it harder to engage specific teams; smaller companies may see more value in integrating volunteering as a way of defining corporate purpose; and smaller companies may centralize volunteer programs, or run them company-wide, whereas at larger companies volunteer opportunities may be managed by individual department heads.

TRENDS IN TIME

Within a three-year matched set, Flexible Scheduling was the most commonly offered program for both domestic (73% of companies) and international employees (44%); it was also the fastest growing since 2017, with an 8.8% increase in domestic offerings and 11.8% growth internationally. See Figure 11 for the full breakdown of program types offered by companies in 2019.

The percentage of companies offering either Paid-Release Time and/or Flexible Scheduling increased by 5.6 percentage points in a three-year matched set. The percentage of companies offering skills-based programs decreased slightly in the same matched set of companies from 81% to 79% between 2017 and 2019.

The program type that saw the biggest decrease in the percentage of companies offering it (in a three-year matched set) both domestically and internationally was Team Grants (-8.1%), defined as grants set up specifically to fund teams of employee volunteers, usually as a one-time grant.

TYPES OF PROGRAMS OFFERED

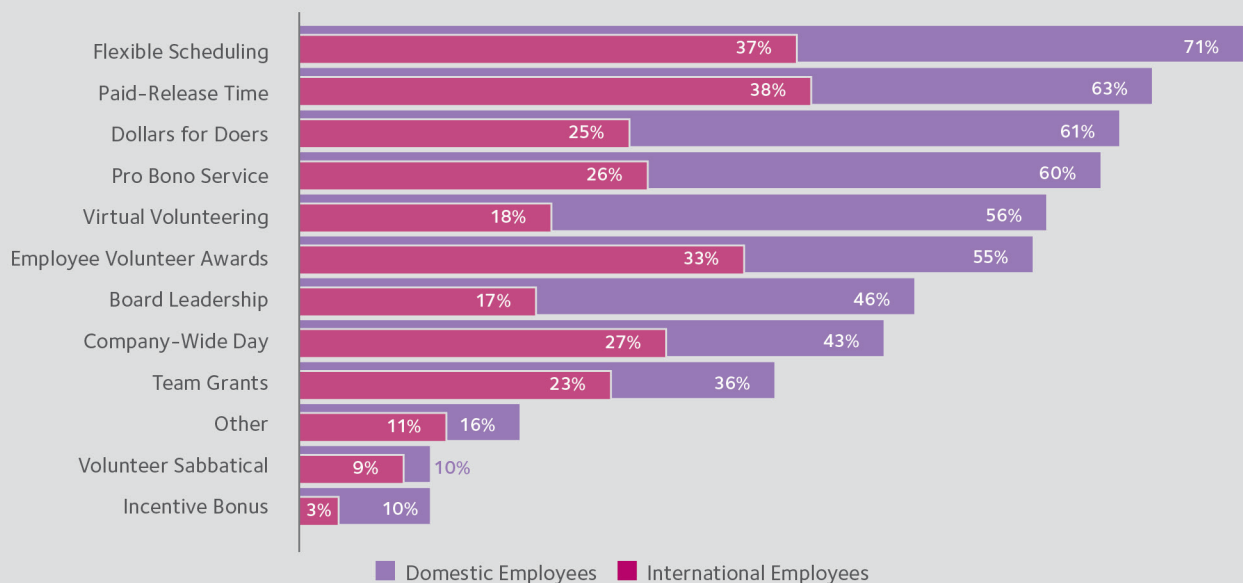
As companies seek to maintain engagement from their broad employee base, they also consider a range of ways to engage specific subsets of employees. Examples include the use of committees that allow for employees to drive decision making around partners as well as engaging employees in program design to tap their expertise of what employees look for in a meaningful program.

Skills-based offerings and Flexible Schedule programs remained popular in 2019 and we expect their popularity to continue, given that many companies quickly pivoted to more virtual offerings as a result of the pandemic. Seventy-one percent of all companies in 2019 reported offering at least one skills-based volunteer program (either Pro Bono Service and/or Board Leadership). Eighty-nine percent of companies offered either Flexible Scheduling and/or Paid-Release Time.

Future Outlook: Corporate volunteerism experienced some dramatic shapeshifting as a result of the pandemic. Many large corporations pivoted from their existing policies to expand what they “counted” as corporate volunteerism total hours. Acts such as “good deeds” for neighbors in need, online tutoring for students in one’s local community, or making masks for donation to Health Care workers or other community members—all of these and more allowed employees to remain engaged and connected to their companies’ purpose and their own sense of purpose even if they were not in the office. Some companies even increased their grants to nonprofit organizations that provided virtual volunteerism opportunities.

FIGURE 11

Percentage of Companies Offering Each Program, 2019



N=205

HOURS VOLUNTEERED

The median total number of volunteered hours increased by 26% among a three-year matched set, from 63,000 to 79,000. As reviewed on page 23, companies with a lower employee headcount may have been able to follow up and tweak their volunteer programs to engage employees in a more personal way than larger companies could. In addition, as seen in the table below, smaller companies have a higher median of volunteered hours per employee than larger companies do:

The average number of hours employees

| Employee Tier | Median Number of Volunteered Hours per Employee, 2019 |
|-------------------|---|
| Over 100,000 | 2.4 |
| 50,001 to 100,000 | 1.6 |
| 30,001 to 50,000 | 1.4 |
| 20,001 to 30,001 | 2.1 |
| 10,000 to 20,000 | 3.4 |
| Under 10,000 | 3.7 |

volunteered in skills-based programs was 72,000, compared to 20,000 for non-skills-based.

NUMBER OF PROGRAMS OFFERED

On average, companies in 2019 offered 5.3 programs domestically and 4.5 internationally. Figure 12 shows the breakdown by industry.

The most commonly offered number of domestic programs in 2019 was six, and those companies reported an average participation rate of 29.4%. Companies that offered nine domestic programs reported the highest rate of participation, with 48.3%.

The evidence continues to demonstrate the synergistic benefits of offering both Paid-Release Time and Flexible Scheduling. Companies offering that combination of programs were also the ones that attained a higher participation rate (32.8%) and offered more domestic volunteer programs (6.7) compared to all other combinations of program offering.

Companies continue to recognize the importance of offering a portfolio of programs that allows for greater engagement among different types of employees through blending skills-based offerings with traditional ones and time flexibility.

PROGRAM DESIGN AND POLICIES

In 2019, the median number of annual volunteer hours offered to employees on company time was 16. It was common for companies to structure the annual distribution of hours in increments of eight (i.e., a standard workday).

In 2019, the three most commonly offered number of hours were (n=113):

- 8 hours (36%)
- 16 hours (23%)
- 40 hours (11%)

The industry with the highest average number of annual hours offered to employees was Consumer Discretionary, with 31.5 hours. Some companies within this industry even offered the equivalent of 60 annual hours.

In 2019, companies reported that their volunteer programs were available to stakeholder groups beyond active employees. The most commonly included stakeholder groups were board members, partners, and customers.

FIGURE 12

Average Number of Domestic Volunteer Programs Offered by Industry, 2019



N=205

PRO BONO SERVICE

VALUE OF PRO BONO SERVICE

The median value of Pro Bono Service in 2019 across companies was \$511,000. In a three-year matched set, pro bono increased by 55% between 2017 and 2019. Technology and Financials, two industries well known for utilizing their employees' expertise, attained the highest median pro bono value per employee (\$56.46 and \$24, respectively). Companies with fewer than 10,000 employees reflected a higher median pro bono value per employee. Along with the positive impact related to assisting nonprofit organizations, companies engaging in pro bono work also benefit in terms of employee development and corporate services. Pyxera Global's pro bono programs show that benefits for employees participating in pro bono work span from increased cultural awareness to improved listening, attitude, and motivation. The Taproot Foundation confirms that pro bono work results in stronger leaders and talent development, a more cultivated workforce, a better defined corporate culture, increased innovation and adaption, and brand building. Also according to the Taproot Foundation, 64% of companies reported that pro bono is a very important or extremely important part of their CSR strategy.

PRO BONO SHARE

Pro Bono Service represented 21% of non-cash community investment in 2019.

Companies providing a non-cash breakdown in each of the last five years revealed growth in the share of Pro Bono Service. Pro Bono Service reflected 23.3% of non-cash giving in 2015, compared to 25.8% in 2019. This increase in the share of non-cash giving could be attributed to companies recognizing the importance that employee engagement plays in retention, development, satisfaction, and recruitment, and dedicating funds accordingly. Pro Bono Services have long been an important factor in helping businesses achieve their overall social impact goals. Pro bono helps leverage employees' unique, in-demand skill sets for community impact, while simultaneously delivering core business benefits. Pro bono support is crucial for nonprofits, as reported by the 2018 Nonprofit Sector Survey from the Nonprofit Finance Fund that shows that 86% of nonprofits indicate demand for Pro Bono Services is rising. But there are also challenges: major concerns include not meeting the needs of these programs (57%).

PRO BONO OFFERING AND TRACKING

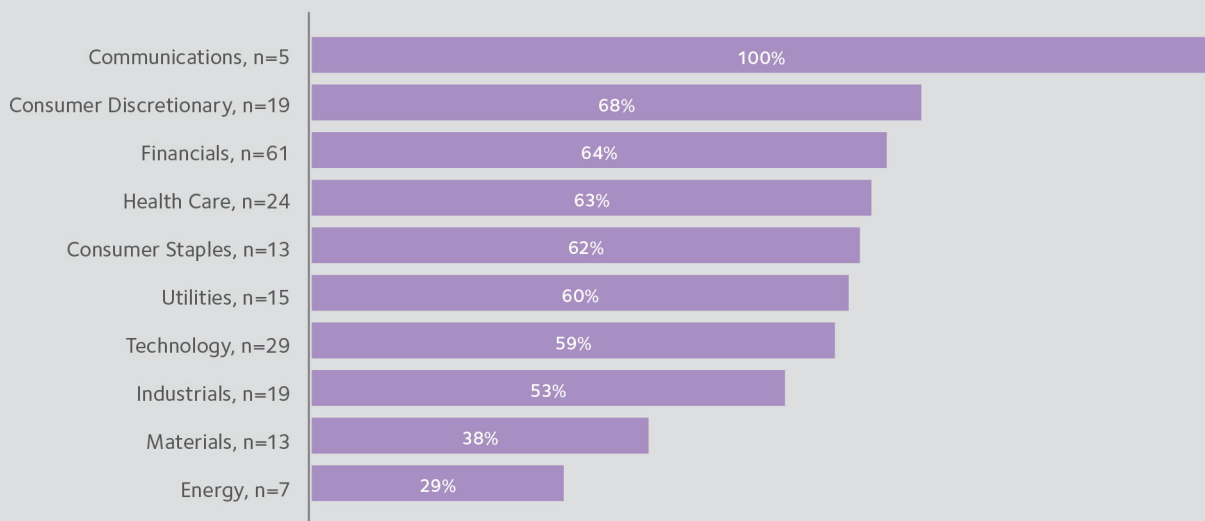
Pro Bono Service was the fourth-most widely offered domestic volunteer program in 2019, with 60% of companies offering it (see more on page 23). Internationally, it was the fifth-most popular volunteer program (26% of companies offered it to international employees). Still, a three-year matched set of companies showed a decrease in its being offered (-2.1%).

Despite advances in pro bono valuation, tracking remains a challenge for many companies. Of those that reported offering domestic Pro Bono Service, only 40% also indicated a monetary value for this work. The percentage of companies that reported a dollar value of Pro Bono Service, among those that reported a dollar value of non-cash in each of the last three years (n=113), has remained steady at 42%.

The Technology industry had the highest percentage of Pro Bono Service as part of their total community investments in 2019 (20.5%). This may reflect a growing need to assist nonprofits in adapting to an increasingly digital world. This is confirmed by the Taproot Foundation and VMware Foundation's Transforming Technology Pro Bono supplement, which evidences the gap in nonprofit technology investment and utilization.

FIGURE 13

Percentage of Companies Offering Domestic Pro Bono Service, 2019



N=205

MATCHING GIFTS

STATE OF THE INDUSTRY

The percentage of companies that offered at least one matching-gift program was 89% in 2019 (N=223). Thirty-eight percent of companies offered more than two programs. The average number of matching-gift programs offered in 2019 was 2.2 (N=165).

The median dollar value match was \$1.47 million, with a spread of \$2.32 million (Financials) to \$610,000 (Materials). The median dollar value of employees' matched and non-matched contributions in 2019 was \$2 million.

Matching-gift programs accounted for a median of 10.4% of total cash contributions in 2019 (N=187).

In 2019, 24.7% of employees on average participated in their employer's matching-gift program.

| Industry | Average Number of Matching-Gift Programs Offered |
|------------------------------|--|
| Consumer Discretionary, n=14 | 2.0 |
| Consumer Staples, n=13 | 2.4 |
| Energy, n=6 | 2.7 |
| Financials, n=50 | 2.1 |
| Health Care, n=21 | 2.1 |
| Industrials, n=17 | 2.1 |
| Materials, n=8 | 2.0 |
| Technology, n=19 | 2.4 |
| Utilities, n=14 | 2.5 |

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

MATCHING-GIFT PROGRAMS

Year-Round Policy

- Percentage of companies offering program: 80.0% (N=165).
- Ratio: the most common ratio was 1:1 (90%), with no other ratio accounting for more than 5% of responses. The second-most common offering was a 2:1 match (5%) (N=128).
- Caps: caps from \$1,000 to \$14,999 accounted for the majority of companies (80%), with \$1,000 to \$1,900 (23%) and \$5,000 to \$9,999 (26%) being the most common caps (N=128).
- Share of total matching-gift US\$ contributions in 2019: 59.97%.

Workplace-Giving Campaigns

- Percentage of companies offering program: 43.0 % (N=165).
- Ratio: the most common ratio was 1:1 (74%), with no other ratio accounting for more than 10% of responses. The second-most common approach (9%) was to match 50 cents to every dollar contributed by employees (N=58).
- Caps: the most common caps were \$5,000 to \$9,999 (22%) and \$1,000 to \$1,999 (19%), with 36% offering caps of \$10,000 or more (N=36).
- Share of total matching-gift US\$ contributions in 2019: 22.55%.

Dollars for Doers

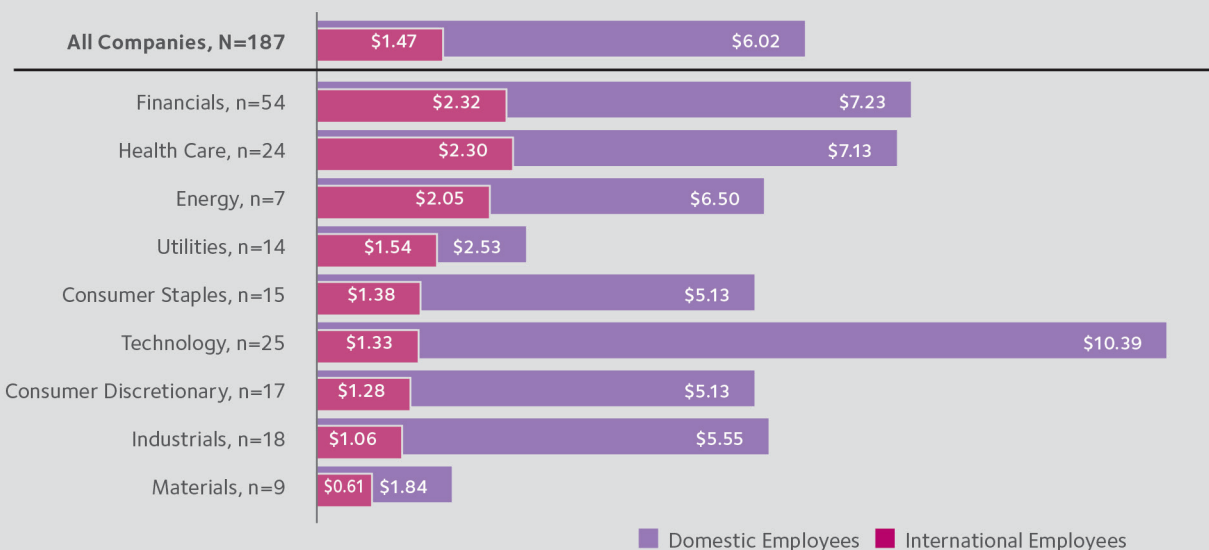
- Percentage of companies offering program: 55.8 % (N=165).
- Ratio (\$/hour): the most common ratio was \$10 per hour (35%) and the second-most common ratio was \$25 per hour (21%) (N=43).
- Caps: the majority of programs were capped at less than \$2,000 (80%) and the most common cap was less than \$1,000 (49%) (N=87).
- Share of total matching-gift US\$ contributions in 2019: 10.37%.

Disaster Relief

- Percentage of companies offering program: 18.8% (N=165).
- Ratio: the most common ratio was 1:1 (82%) and the second-most common ratio was 2:1 (12%) (N=33).
- Caps: caps from less than \$1,000 to \$14,999 represented the majority of responses (86%), with \$5,000 to \$9,999 being the most common cap (27%) (N=22).
- Share of total matching-gift US\$ contributions in 2019: 1.25%.

FIGURE 14

Median Matching Gifts (in US\$ Millions) by Industry, 2019



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

MATCHING GIFTS *CONTINUED*

GENERAL TRENDS

The percentage of companies that offered at least one matching-gift program decreased from 92% in 2018 (N=169) to 89% in 2019 (N=223).

In a three-year matched set, though total cash giving has continued to increase, the median of matching gifts as a percentage of total cash community investments has decreased from 12% to 9.5% between 2017 and 2019. This is consistent with the decreases in matching-gift program offerings.

Across all industries, the average number of matching-gift programs offered decreased by 13% between 2017 and 2019, from 2.6 to 2.5 matching-gift programs (N=115). This decrease is consistent with last year's findings that indicated a possible decrease in communicating/encouraging matching-gift contributions, budget constraints, and perceived impact. Another possible explanation is a stronger correlation between employee volunteering and retention, versus a weaker correlation between donation and retention, as cited in the Benevity Goodness Engagement Study. Benevity found that the employee turnover rate was lower among employees who volunteered than among employees who donated money alone. This could also explain why the percentage of companies offering Dollars for Doers programs remained relatively consistent, while the other three main programs experienced reductions.

CHANGES IN PROGRAMS

The percentage of companies offering each program type changed between 2017 and 2019 by the following rates (including only 115 companies providing each program type in each year):

- Year-Round Policy: decreased from 87% to 84%
- Workplace Giving: decreased from 50% to 41%
- Dollars for Doers: remained steady (61%)
- Disaster Relief: decreased from 46% to 20%

| Growth of Median Total US\$ Value of Matching Gifts | |
|---|------|
| Year-Round Policy (n=89) | 12% |
| Workplace Giving (n=42) | -19% |
| Dollars for Doers (n=60) | -15% |
| Disaster Relief (n=17) | -74% |
| All Matching-Gift Programs (N=120) | -18% |

Consistent with the decrease in all program offerings, the median dollar contribution of all matching-gift programs also decreased by 18%.

However, despite a 7% decrease in companies offering Year-Round Policies, there was a 12% increase in median total US\$ contributed between 2017 and 2019.

ELIGIBLE ORGANIZATIONS: OPEN OR LIMITED

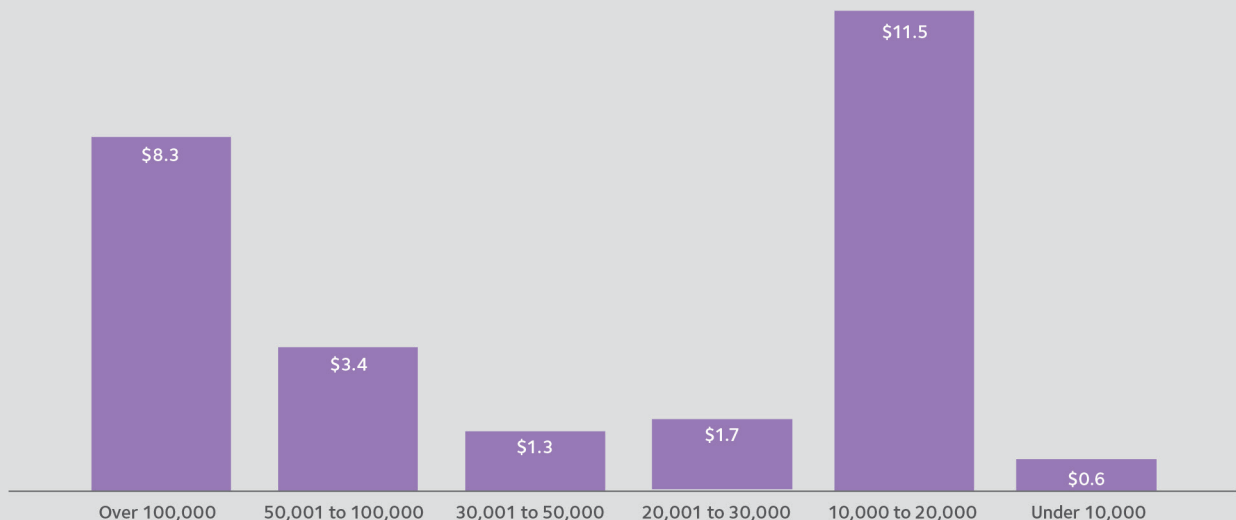
When employees have more choice, they are more likely to participate. As noted in America's Charities' Snapshot Employee Research, 30% of employees do not donate because a cause they care about is not available to them.

The 2020 *Giving in Numbers* analysis supports this finding. Median total matching gifts among programs open to employee choice was \$1.7 million, whereas among limited-choice programs it was \$1.1 million.

| Percentage of Companies Offering Open Programs | |
|--|------|
| All Programs | 61% |
| Year-Round Policy | 66% |
| Workplace-Giving Campaign | 51% |
| Dollars for Doers | 75% |
| Disaster Relief | 100% |

FIGURE 15

Median Matching Gift (in US\$ Millions) by Employee Tier, 2019



N=151

Operations

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

KEY FINDINGS IN THIS SECTION:

- Contributions staff team size continues to increase despite a decrease in overall employee headcount.
- Nine out of ten companies reported having a foundation/trust in 2019. The main type of foundation structure is predominately pass-through, which helps to explain why foundation Full-Time Equivalents (FTEs) are required to manage more total cash than their corporate counterparts.
- Management and program costs have increased over the last three years in terms of US\$ value and also as a percentage of total cash community investments.

COMMUNITY INVESTMENTS STAFFING TRENDS

TITLES AND DEPARTMENTS

The most commonly reported survey respondent titles in 2019 were:

- Manager—Any type (40%)
- Director—Any type (22%)
- Vice President—Any type (11%)
- Senior Manager (5%)
- Specialist (4%)
- Analyst—Any type (4%)
- Grants Manager (4%)

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

- Senior Manager
- Grants Manager
- Corporate Affairs Manager
- Community Relations Manager
- CSR Manager

Giving in Numbers defines Full-Time Equivalent (FTE) contributions staff as employees who oversee, manage, or directly administer corporate/foundation giving and/or employee volunteering. (See page 49 for a more complete definition.)

Notes:

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

REPORTING DEPARTMENTS

The most common departments that respondents reported to in 2019 were:

- Communications/Marketing (25% of respondents)
- External/Public/Corporate Affairs (17% of respondents)
- Human Resources (15% of respondents)
- Community Affairs/Relations (15% of respondents)
- Admin/Finance/Legal (9% of respondents)
- Corporate Social Responsibility (CSR)/Citizenship/Sustainability (7% of respondents)
- Giving/Foundation/Philanthropy (7% of respondents)
- Strategy (3% of respondents)

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

Despite representing a smaller percentage of companies, Administrative/Finance/Legal departments invested the largest ratio of community investments as a percentage of pre-tax profit (1.81%), perhaps because they were more able to leverage financial resources and internal budgets.

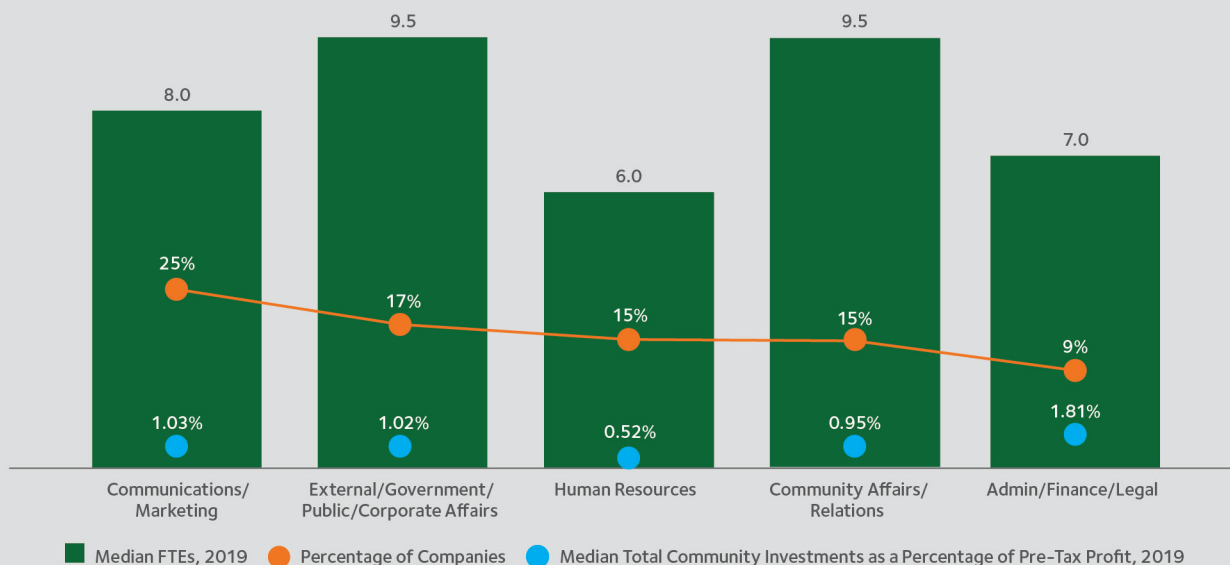
MANAGEMENT BY REPORTING DEPARTMENT

The highest median total cash dollar amounts in 2019 corresponded to CSR/Citizenship/Sustainability (\$25.3 million) followed by External/Government/Public/Corporate Affairs (\$25.2 million) and Community Affairs/Relations (\$20.8 million). Median total cash community investment was lower across Human Resources (\$6.4 million), Strategy (\$7.1 million), and Administration/Finance/Legal (\$11.3 million). This may suggest that an increase in total cash contributions is driven by the extent to which the reporting department operates externally, as companies are increasingly under public scrutiny, with key stakeholders in communities, customers, and consumers asking about more than just the product or service they are buying.

Additionally, the analysis shows that companies where the FTEs sit in Communications/Marketing or Human Resources lead the way for volunteer participation rates: 32% and 31%, respectively. Both Communications/Marketing and Human Resources have expanded the percentage of respondents reporting to those departments in a three-year matched set between 2017 and 2019—by 9 and 5 percentage points, respectively, surpassed only by Community Affairs/Relations (+11 percentage points).

FIGURE 16

Reporting Structure Key Indicators, 2019



N=221

RECIPIENTS PER FTE

In 2019, each FTE dealt with approximately 54 grant recipients (median). In a three-year matched set, the analysis showed that each FTE has been managing an increasing number of recipients. The median number of recipients per FTE increased by 24%, from 51 recipients per FTE in 2017 to 64 recipients per FTE in 2019 (n=72). At the industry level, analysis shows that industries that tend to have a more local footprint, such as Utilities, may be working with a higher number of local recipient organizations.

| Industry | Median Recipients per FTE, 2019 |
|------------------------------|---------------------------------|
| Utilities, n=13 | 100 |
| Industrials, n=12 | 98 |
| Consumer Staples, n=8 | 79 |
| Materials, n=11 | 63 |
| Health Care, n=20 | 49 |
| Consumer Discretionary, n=15 | 47 |
| Financials, n=36 | 35 |
| Technology, n=16 | 35 |

Communications and Energy were not included due to small sample size.

TRENDS AND RESILIENCY

In 2019, the median number of FTEs was 9. In a three-year matched set, the median number of FTEs grew by 6%: from 9 in 2017 to 9.5 in 2019. Companies also reported in 2019 a median of 4 international and 7 domestic FTEs. The median number of FTEs ranged from 0.5 to 328 across all companies in 2019.

Increases in FTEs occurred at a faster pace than the overall employee headcount. Aggregating the number of FTEs and total employee headcount in a subset of companies for which those two metrics were available revealed that the total size of the contributions team workforce increased by 17% between 2015 and 2019, compared to an increase of the overall employee headcount of just 4% for the same period and companies (N=103).

Forty-five percent of companies that reported a decrease in their overall employee headcount between 2015 and 2019 (32% of companies) saw an increase in their contributions team sizes. This reaffirms the value that the corporate sector gives to contributions staff as part of their commitment to CSR efforts.

MORE FTES NEEDED FOR MORE RESOURCES

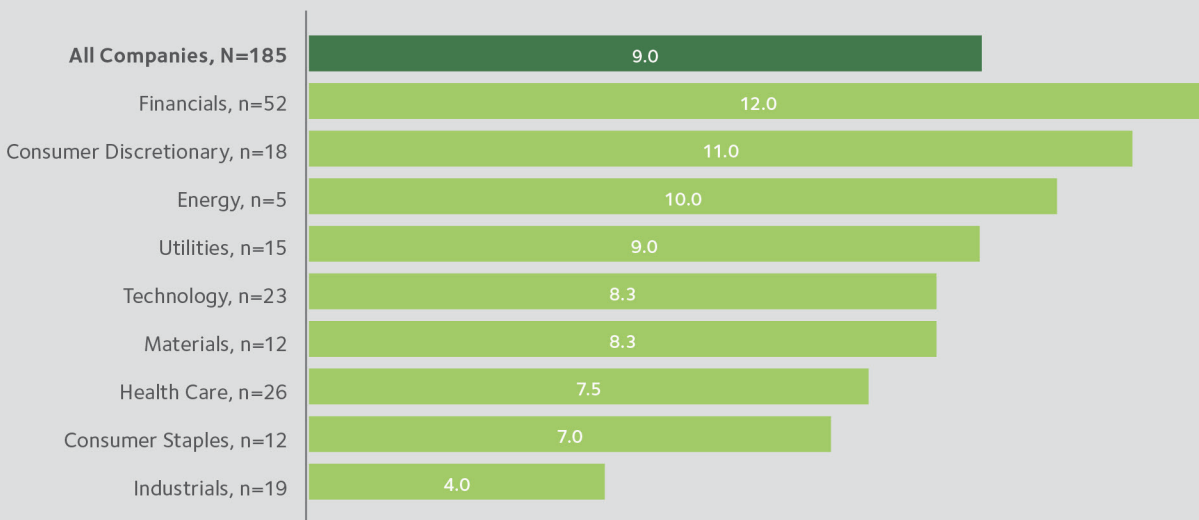
In 2019, companies that had larger total community investments also had larger teams. For instance, companies that had total cash contributions of over \$50 million had a higher median of FTEs (23) than, for instance, companies with total cash contributions under \$5 million, which had a median FTE number of 3.

Larger corporations, in terms of their annual revenues, tend to require larger contributions teams to manage potentially larger budgets. See the table below.

| Revenue Tier | Median FTEs, 2019 |
|------------------------------|-------------------|
| Over \$100 billion, n=13 | 21 |
| \$50+ to \$100 billion, n=19 | 18 |
| \$25+ to \$50 billion, n=29 | 13 |
| \$15+ to \$25 billion, n=28 | 10 |
| \$10+ to \$15 billion, n=23 | 6 |
| \$5 to \$10 billion, n=33 | 6 |
| Under \$5 billion, n=15 | 5 |
| Technology, n=16 | 35 |

FIGURE 17

Median FTEs by Industry, 2019



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

FOUNDATIONS

CURRENT FOUNDATION TRENDS

In 2019, 82% of companies had a corporate foundation (N=223). In a three-year matched set of companies, there was a slight increase in the percentage of companies reporting having a foundation, from 80% in 2017 to 81% in 2019 (N=183).

The industry with the highest proportion of companies reporting having at least one foundation or trust was Utilities (93%), maybe due to the need to work even more closely with the local communities they serve and to enhance their reputation and local partnerships. By contrast, in Communications only two out of three companies had a foundation or trust.

In the last three years, almost all companies kept their foundation (97%). To assess longer-term changes, the analysis used a five-year matched set of 177 companies that provided data on foundations between 2015 and 2019. In that time frame, 8% of companies opened a foundation, 3% closed one, and 89% kept the same foundation.

Some companies have more than one foundation, due to various reasons, one being the international nature of their operations and grantees. In 2019, 14% of companies had more than one foundation or trust. The median number of foundations across all companies in 2019 was three.

FOUNDATION STAFF

The median number of foundation FTEs among companies with foundations in 2019 was four (N=100). The median number of corporate FTEs among companies that had at least one corporate FTE in 2019 was five (N=108). In 2019, 67% of companies reported having at least one foundation FTE, 72% reported having at least one corporate FTE, and 40% had both types of FTEs (foundation and corporate).

Median foundation FTEs grew by 4% in a three-year matched set, from 6.3 to 6.5 FTEs in 2017 and 2019, respectively. On the flip side, corporate FTEs saw a decrease of 14% in the same time frame, from seven to six FTEs in 2017 and 2019, respectively. In 2019, foundation staff members handled almost twice as much total cash per foundation FTE (median of \$4.2 million) than their corporate counterparts (median of \$2.3 million). Regardless of the type of FTE, the median ratio of total cash per FTE (foundation and/or corporate) in 2019 was higher among companies with a foundation (\$2.3 million) than those without (\$1.4 million).

FOUNDATION FUNDING AND ALLOCATION

There are two main types of foundations. Pass-through foundations (45%) obtain their annual funds from the company in the form of cash. Endowed foundations (17%) are funded by returns on investments made with that endowment (i.e., asset reserves invested to make a return). Therefore, it is expected that FTEs of companies that have a foundation manage more cash than those without one.

Corporate foundations provide a unique opportunity to build relationships and engage stakeholders other than those engaged directly by the corporation, both domestically and internationally, as a foundation brings an instant level of trust and comfort to partnerships that could take years for a company to build, enhancing a company's social impact strategy.

| Foundation Classification | Percentage of Companies by Type of Foundation (N=182) |
|----------------------------|---|
| Predominately Pass-Through | 45% |
| Predominately Endowed | 17% |
| Hybrid | 16% |
| Other | 8% |
| Operating | 14% |

FIGURE 18

Key Metrics on Foundations, 2019

| INDUSTRY | Percentage of Companies with a Foundation/Trust | Median Foundation Cash among Companies with a Foundation/Trust (US\$ Millions) | Share of Foundation Cash from Total Cash among Companies with a Foundation/Trust (Average) |
|------------------------------|---|--|--|
| All Companies, N=223 | 82% | \$8.00 | 50% |
| Utilities, n=15 | 93% | \$10.08 | 53% |
| Health Care, n=28 | 86% | \$17.38 | 47% |
| Materials, n=14 | 86% | \$5.15 | 54% |
| Consumer Discretionary, n=20 | 85% | \$5.45 | 58% |
| Industrials, n=22 | 82% | \$6.10 | 59% |
| Financials, n=63 | 81% | \$8.30 | 52% |
| Technology, n=30 | 80% | \$3.65 | 46% |
| Consumer Staples, n=18 | 72% | \$11.81 | 43% |
| Energy, n=7 | 71% | NA | NA |
| Communications, n=6 | 67% | NA | NA |

MANAGEMENT AND PROGRAM COSTS

YEAR-OVER-YEAR TREND

Median management and program costs for the matched set of companies participating in this study (n=42) increased by 6% between 2017 and 2019 (adjusting for inflation) from \$1.77 million to \$1.88 million, respectively, in line with the previously reviewed increase in median number of FTEs (3%) in the same time frame.

Median ratios of management and program costs as a percentage of total cash contributions in the same matched set of companies increased between 2017 and 2019:

- 2017: 8.8%
- 2018: 10.2%
- 2019: 9.8%

These costs include contributions, staff compensations, programmatic expenses used for specific grants, and operating/overhead expenses associated with running philanthropic activities. These costs are not included in total community investments and full descriptions can be found in CECP's 2020 Valuation Guide: https://cecp.co/wp-content/uploads/2020/01/CECP-2020-Giving-in-Numbers_Valuation-Guide.pdf.

CURRENT STATUS

In 2019, the median management and program costs were \$1.76 million. Such costs also represented a median of 8% of a company's total community investments and 10.1% of a company's total cash contributions (n=87).

With the lowest median management and program cost, the nature of Technology companies may have allowed them to minimize the costs of managing their programs and grantees through better tracking of grantees and agile project management. Another potential reason is that Technology companies have corporate offices with more technical teams that may not require to have staff on the ground in communities like other industries do.

| Industry | Median Management & Program Costs (in US\$ Millions), 2019 |
|------------------------------|--|
| Consumer Discretionary, n=10 | \$5.26 |
| Consumer Staples, n=6 | \$3.36 |
| Financials, n=21 | \$3.31 |
| Industrials, n=9 | \$1.94 |
| Utilities, n=11 | \$1.40 |
| Health Care, n=10 | \$1.20 |
| Materials, n=7 | \$1.05 |
| Technology, n=10 | \$0.81 |

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

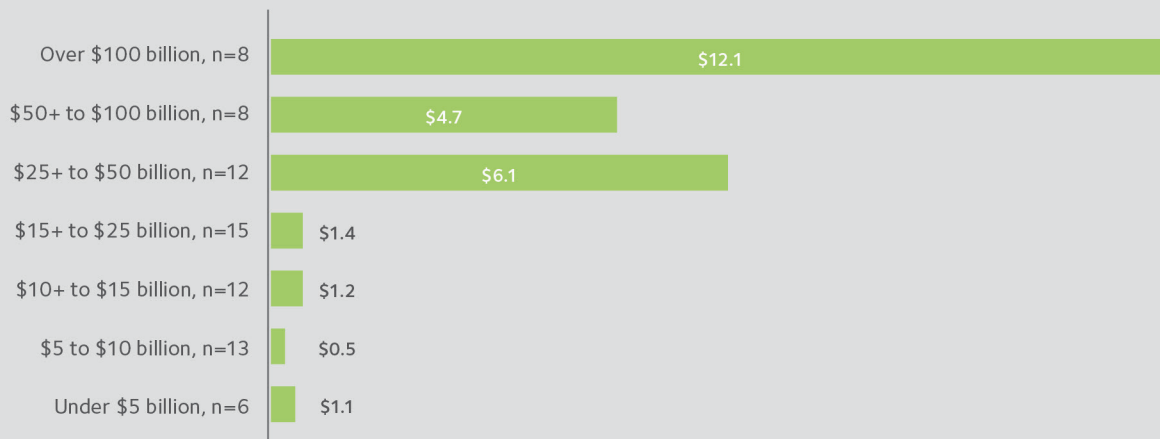
OTHER TRENDS

As expected, companies in the highest revenue tier had higher median management and program costs than companies in lower revenue tiers. Nevertheless, the cost gap is not proportional to the revenue gap. For instance, in 2019, companies with over \$100 billion in annual revenues had a median of management and program costs of \$12.1 million, compared to companies with revenues under \$5 billion, which had median management and program costs of \$1.1 million. In other words, companies in the highest revenue tier had management and program costs that were 12 times higher; however, they also had 20 times more revenue than those in the lowest revenue tier. Similarly, companies in the highest total cash community investment tier (over \$100 million) had much higher median management and program costs (\$10.4 million) compared to those of lower total cash community investment tiers (e.g., under \$5 million), which had median management and program costs of \$325,000. The less streamlined operations are, the more expensive the management of more programs could become; that said, this expense is offset by the economy of scale of larger companies.

The median management and program cost per contribution staff team member was \$214,480 in 2019.

FIGURE 19

Median Management and Program Costs (in US\$ Millions) by Revenue Tier, 2019



Measurement and Evaluation

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

KEY FINDINGS IN THIS SECTION:

- ▶ Measurement of social outcomes and impacts continued to rise.
- ▶ Companies continue to be strategic in terms of measuring social outcomes.
- ▶ Two out of three companies reported using a dashboard/scorecard of metrics to manage achievement of strategies.
- ▶ Forty-four percent of companies reported that, in 2019, ESG-related Key Performance Indicators and/or metrics were requested by a colleague internally in preparation for company quarterly earnings calls.
- ▶ Two out of three companies consider the investor perspective when reporting on social results in the company's sustainability report.
- ▶ Nearly the same proportion of companies measure the business value of community investments through employee metrics (40%) as they do for brand/customer metrics (38%).
- ▶ Increasing the employee engagement score was the most important employee benefit of community investments.
- ▶ Improving the reputation or trust score was the most important customer or brand benefit of community investments.
- ▶ Levering data from other teams or sources—such as an existing employee survey or an external company-wide brand assessment—was the most common method for measuring the business value of community investments.

TRENDS IN MEASUREMENT PRIORITIES

CONTINUED GROWTH OF SOCIAL RESULTS MEASUREMENT

Measurement of social impact continues to be a best practice for the vast majority of companies, an exercise in using data to enhance a company's social strategy. In previous years, CECP's data have shown that over 85% of companies measure outcomes on at least one grant. Reaching an all-time high in 2019, 92% (N=207) of surveyed companies measured the social outcomes on at least one partnership.

In line with past trends for a three-year period, the percentage of companies measuring the social outcomes of their programs increased, from 93% in 2017 to 94% in 2019 (N=169). This continued growth shows that using data and measurement to assess and validate the change they are making in the world is top of mind for many companies.

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



MEASUREMENT OF GRANTS

Companies reported their criteria of how they determine which grants in their portfolio will be measured by social outcomes. This scope of measurement reveals a company's relationship with its grantees. In 2019, the most common category that companies apply to their measurement is for grants made for a strategic philanthropic program (34%), followed by all grants regardless of grant size (25%). Fifteen percent of companies measure grants that meet a specific threshold, with the most commonly cited amounts being \$10,000, \$25,000, and \$100,000.

A three-year matched set reveals that there has been an increase in the number of companies that shifted their grant measurement to one of the first two aforementioned categories. For example, between 2017 and 2019, the percentage of companies that measure grants made for a strategic philanthropic program increased from 37% to 38%. Looking at the same matched set of companies, the percentage of companies that measure all grants increased from 18% to 26% (N=169). The increases in measurement activities underscore the commitment that companies are making to their grantees, community investments, and social impact.

REPORTING ESG METRICS TO INVESTORS

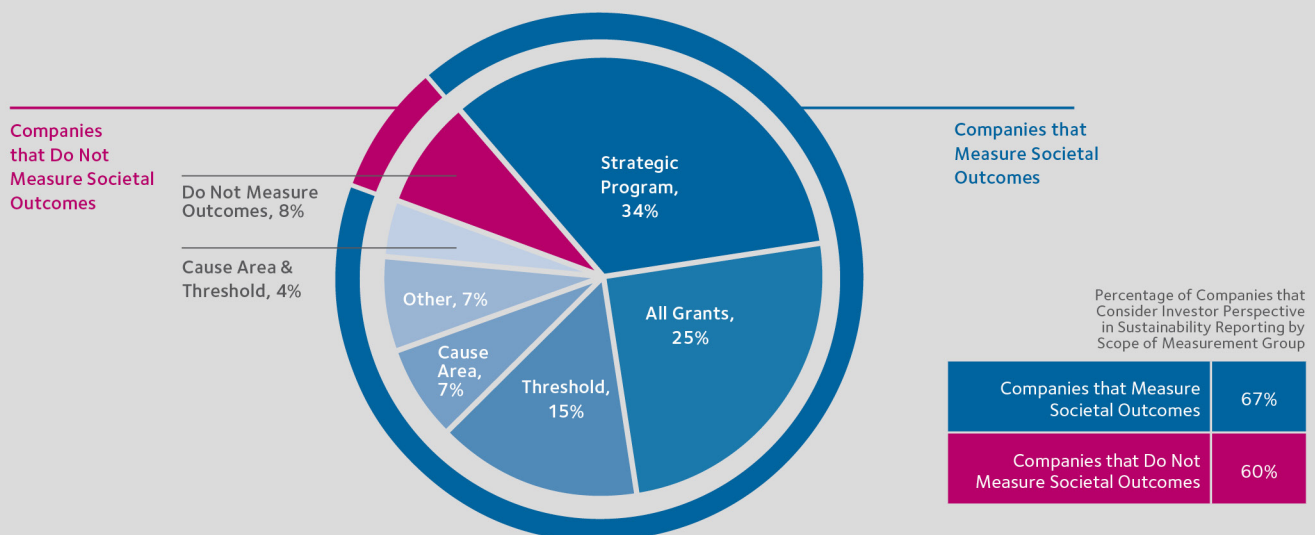
With the growing reference of environmental, social, and governance (ESG) factors as success determinants of corporate social strategy, CECP examined the specific role of ESG metrics. Corporate citizenship function plays an ever-bigger role in the company's ESG priorities, with investors representing a new audience and emerging stakeholder. For example, in 2019, 67% of companies said that they currently consider the investor perspective when reporting on social results in the company's sustainability report (n=167).

| Industry | Percentage of Companies Considering Investor Perspective When Reporting Social KPIs in Sustainability Report, by Industry, 2019 |
|------------------------------|---|
| Materials, n=9 | 89% |
| Health Care, n=20 | 85% |
| Energy, n=5 | 80% |
| Technology, n=25 | 76% |
| Utilities, n=12 | 67% |
| Financials, n=49 | 61% |
| Consumer Staples, n=12 | 58% |
| Industrials, n=14 | 57% |
| Consumer Discretionary, n=17 | 47% |

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

FIGURE 20

Measurement of Societal Outcomes by Scope of Measurement, 2019
Percentage of Companies Considering Investor Perspective When Reporting Social KPIs in Sustainability, 2019



N=207

MEASURING TO MANAGE

REPORTING ESG METRICS TO INVESTORS CONTINUED

As shown in Figure 20, companies that measure social outcomes of their grants (92% of all companies), also reported higher rates of factoring in investors' perspectives into their sustainability reporting (e.g., reporting with the Sustainability Accounting Standards Board (SASB)) than those who do not measure social outcomes of grants. Furthermore, companies considering investors' perspective when reporting on social KPIs of sustainability reports also had higher median ESG disclosure scores compared to those who did not consider such a perspective (48.3 and 45.3, respectively). The ESG scores, which range from 0.1 to 100, were drawn from the Bloomberg Terminal.

When comparing a non-matched set of companies from *Giving in Numbers: 2016 Edition* (on 2015 contributions) against a Pulse Survey in April 2019, CECP saw an increase in the percentage of corporate citizenship teams providing ESG information to investors: from 57% in 2015 to 80% in 2019. Within that 80%, 10% reported doing so for an investor, while 19% of companies reported that they provided ESG information to their investor relations department, and a remarkable 51% of companies reported doing so for both investor relations departments and an investor.

ESG METRICS AND QUARTERLY EARNINGS CALLS

Corporate citizenship teams have also had a growing representation in the critical company quarterly earnings call. Forty-four percent of companies reported that, in 2019, ESG-related KPIs and/or metrics were requested by a colleague internally in preparation for such calls (N=190).

The most commonly requested topics for quarterly earnings calls focused on the dollars of community social investments, environmental metrics, and metrics for focus areas such as a signature philanthropic program. Less common were the core initiatives of the community investment function, such as volunteerism, diversity, and employee engagement.

As the role of corporate social engagement grows with this new audience, the integration of nonfinancial metrics and reporting are helping build the case for ESG integration across the entire company.

TRACKING KPIS

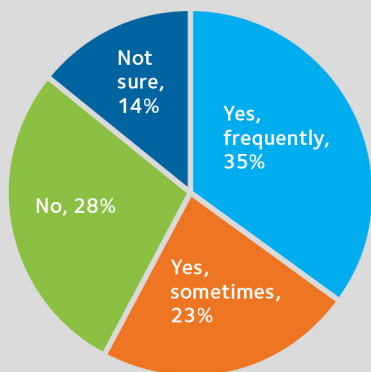
It is common practice for community investment teams (67% of reporting companies, n=205) to utilize a dashboard or scorecard to manage their achievement of strategy and report out on their initiatives and priorities to a myriad of internal audiences, whether to other teams/ departments or senior leaders such as the CEO. Examples include dashboards (i.e., real-time progress shared across teams), a metrics scorecard (i.e., achievement of strategy), and a KPI tracker (i.e., data collected periodically and shared within the team).

The latest data also reveal it is common practice for these tracked KPIs or metrics to be reviewed frequently, with nearly 90% of companies reporting as such (N=199). Within that 90%, 43% of companies reported a review frequency of at least quarterly, with another 46% reporting that the KPIs or metrics were reviewed less frequently but still regularly (N=199).

Future Outlook: *Given current events and a heightened awareness and engagement of employees on topics such as diversity, equity, and inclusion, CECP anticipates that corporate efforts to capture and evaluate progress in different employee and brand/customer metrics will increase in coming years.*

FIGURE 21

Percentage of Companies Considering Investor Perspective When Reporting Social KPIs in Sustainability Report, by Industry, 2019

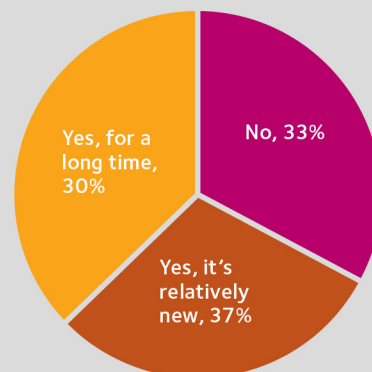


Note: The figure above includes "Not sure" as opposed to the previously described analysis from page 34 that compared only Yes/No answers.

N=194

FIGURE 22

Percentage of Companies Whose Department or Team Use a Dashboard or Scorecard to Manage its Achievement of Strategy, 2019



N=205

MEASUREMENT OF BUSINESS VALUE

EMPLOYEE BUSINESS VALUE

For years, CECP has tracked the different ways companies measure the business value of employee-driven metrics. Examples include the return on social investment, as well as employee engagement practices and related tools used to track employee satisfaction, skills learned and gained during volunteering, the correlation of promotion and retention among volunteers against those not engaged, and more. In 2019, companies reported that the most important employee benefit of community investment was an increase in the employee engagement score. See Figure 23 for details.

The data continue to show that while companies regard measurement efforts as a high priority, only 40% were able to put that into practice and measure the business value of community investments with employee metrics: 50% did not measure it and 10% did not know (n=176).

Of those that do practice business value measurement, the two most common methods were to lever an existing employee survey (52%) followed by using another survey exclusively for employees who volunteer (22%) (n=73).

BRAND AND CUSTOMER BUSINESS VALUE

Similar to the breakdown of those that measure employee business value, 38% of companies reported that they measure the business value of community investments in terms of metrics that assess the brand and/or customers, 49% did not measure it, and 13% did not know (n=195). For those that did measure, the most common method was to lever an external company-wide brand assessment (43%), followed by surveying customers and analyzing marketing data (20%), while some utilized all methods (10%), and some combination of the above (6%) (n=70).

The most commonly identified customer or brand benefits of community investments were the same as last year: improving reputation or trust score, improving brand perception, and attracting and retaining the best candidates and employees (n=169). Notable was the increase of the top choice of improving reputation or trust score from last year in a non-matched set (28% in 2018 to 36% in 2019), a harbinger of the challenges companies are facing in 2020, when a company's reputation and trust are paramount to the success of its corporate strategy.

MULTIPLE MEASUREMENT APPROACHES

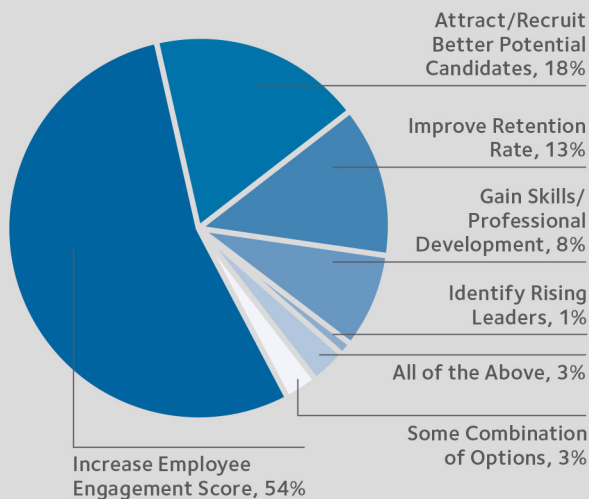
This analysis looks at whether or not those using measurement tools such as dashboards and/or scorecards are also measuring business impact. Overall, measurement tools are a strong indicator of business impact measurement. When it comes to brand or customer metrics, the gap between companies using dashboard or scorecards and those who do not is much wider in comparison to companies using employee metrics. This is because companies that invest in business impact measurement are also more likely to have established a cadence of regularly reviewing a measurement tool.

Regarding measurement of business value of community investments through employee metrics: 78% of companies use a dashboard/scorecard, compared to 58% that do not measure it (n=175).

Regarding measurement of business value of community investments through brand/customer metrics: 78% of companies use a dashboard/scorecard, compared to 60% that do not measure it (n=169).

FIGURE 23

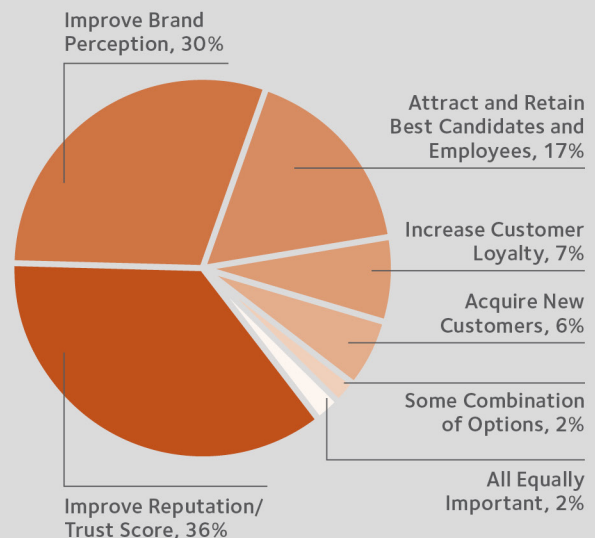
Most Important Employee Benefit of Community Investments, 2019



N=179

FIGURE 24

Most Important Customer or Brand Benefit of Community Investments, 2019



N=169

Future Outlook: Looking Ahead to 2021

Undoubtedly next year's survey will be greatly impacted by 2020's global pandemic and the increased focus on racial justice movements. In 2020, CECP has witnessed how corporate responsibility programs are increasingly building flexibility into their plans as continual shifts are predicted. Community investments for fiscal year 2020 have certainly expanded beyond originally budgeted Disaster Relief funds and budgets have been adjusted to meet new needs. CECP anticipates budgets maintaining or slightly increasing as the corporate sector prepares for the next rounds of Covid-19-related societal needs. Through a series of Pulse Surveys, corporate peer discussions, and engagement with CECP's Global Exchange network (GX), CECP has identified two main areas that have been greatly impacted by the global, national, and local events of 2020.

FUTURE OUTLOOK: LOOKING AHEAD TO 2021

COVID-19

Despite the negative impacts Covid-19 has had on the global economy, CECP has witnessed an increase in total community investments made to support nonprofits and organizations working to mitigate the effects of Covid-19 in local communities. In some cases, companies were able to contribute financially or with non-cash/in-kind donations. Common practices included transitioning sponsorship and restricted project grants to general operation support. For instance, the Health Care industry began implementing more community investments oriented towards Disaster Relief NGOs, as well as the Center for Disease Control (CDC), the CDC Foundation, the Red Cross, the WHO Solidarity Fund, and other global organizations. The Consumer Staples industry, and in particular its Retail subindustry, assigned store managers to identify merchandise that could be donated to charities. During a critical moment during the pandemic many companies donated personal protective equipment (PPE) such as masks and face shields that were available within their supply chains.

As reflected in a CECP Pulse Survey from April 2020, 45% of companies' 2020 community investment budgets will increase due to their Covid-19 response. Another Pulse Survey carried out in the spring of 2020 showed that 90% of companies took some form of action related to Covid-19. More specifically, 36% of companies enacted Disaster Relief policies and took additional actions (e.g., added and/or changed strategies on matching gifts, skills-based/pro bono volunteerism, local grantmaking to social service organizations, or new partnerships).

Companies have either leveraged or established Employee Relief/Assistance Funds (EAF) to provide relief for their employees' personal hardships during the Covid-19 crisis. Another CECP Pulse Survey identified that while 46% of companies do not have an EAF, 54% were implementing changes to existing programs (e.g., enhancing cross CSR-HR partnership, updating the criteria to apply to the EAF, changing the timeline for an EAF, making faster decisions, and increasing the budget of an EAF). Other ways companies supported their employees included giving additional bonuses to hourly and part-time workers in factories and working closely with Talent and Culture, Human Resources, and Diversity and Inclusion teams to create community. A crucial change developed by many companies during the pandemic included providing best practices and resources for adjusting to working remotely.

Global initiatives outside the U.S. have also been supported by the corporate sector. CECP's GX German Country Partner, Wider Sense, shared examples of large companies that adapted products and services to meet emerging needs. For instance, the software company SAP SE has cooperated with the German State Department to set up a platform that enables the swift repatriation of stranded German citizens. Volkswagen led the donation of 200,000 respiratory masks, a philanthropic donation of in-kind resources that did not originate from their own value chain. In the spirit of supporting staff while simultaneously meeting a public need, fast-food chain McDonalds and discounter Aldi made a staff-sharing deal in Germany to ensure the smooth running of supermarkets while keeping staff employed. Samhita, CECP's GX India Country Partner, led the creation of India Workers' Fund, an opportunity to provide much needed support for workers who are the backbone of the Indian economy. As a collective CSR fund for economic support and recovery of workers, the fund focuses on two key elements: providing immediate relief via digital cash transfers and building the resilience of those affected by the pandemic. The fund flow is designed to be quick, effective, and efficient, representing a fit-to-purpose solution to support Covid-19 relief.

There has also been an increase in the use of matching-gift programs. Companies are supporting employees' donations to nonprofits addressing Covid-19 by increasing and/or providing an additional corporate match (\$500 per employee or up to a 200% match were often cited) to Covid-19-response nonprofits for a designated amount of time, such as through May or June 2020. Companies are also increasing their matching-gift caps and lowering the minimum donation to participate. Some companies designated eligible nonprofit organizations, while others have opened the choice up to employees. Covid-19-related nonprofits were promoted through regional or company-wide fundraising campaigns. One company seeded employees' Benevity accounts with \$50 for employees to donate. Companies have also lowered the threshold for Dollars for Doers grants. One company shifted its policy from a \$250 donation for 10 hours of service to a \$25 donation for every hour served. Another company started a "Donate your Commute" program (another is called #FareItForward) whereby the money employees were no longer spending on transportation to work would go toward Covid-19-relief funds.

Notably, virtual volunteerism is on the rise. It is likely that even once social distancing recedes, virtual volunteerism will remain robust at companies because its potential has been unlocked. This type of volunteering has opened people's eyes to the opportunity to leverage skills for the greater good, and to do so virtually on a time frame that works for the individual employee. Some companies are using social media campaigns such as “#LocalLight” (from Points of Light), “#CreateChangefromHome,” “#1000ActsofKindness,” or “#COVIDkindness,” to capture kind acts, such as shopping for a neighbor or reading a story over FaceTime, and sharing those uplifting stories externally. Many employees working from home who see immediate needs around them have a desire to help neighbors, family, or their local community. In response, some companies are removing the 501c3 requirement for service time so that employees may use their Volunteer Time Off (VTO) time flexibly.

Tracking volunteer hours will remain important for year-over-year comparisons, and software platforms such as WeSpire, Cybergrants, YourCause, Benevity, and others are starting to track these more flexible volunteer actions within their platforms by adding Covid-19 tags and categories for non-traditional volunteering. Companies are also focusing more on tracking metrics such as employee satisfaction, engagement, and pride. An April CECP Pulse Survey identified that 85% of companies took “out of the box” (i.e., unique) Covid-19 actions for which there were not widely shared reporting standards and reassessed how they counted or valued these efforts (e.g., Fair Market Value, value of re-deployed staff, cost of materials, etc.). Separately, 64% of companies predicted their 2021 community investment budget will remain about the same (May 2020 Pulse Survey). Companies formed alliances and partnerships with other companies to combat racism and the negative impacts of Covid-19 (whether through in-kind donations, matching donations, or another means). In particular, Health Care companies partnered with organizations such as Convey Hope to send products to those in need. There were other mentions of working with industry associations to bring companies together, such as Advanced Medical Technology Association and American Medical Device Trade Association. Alternatively, Financial companies such as New York Life Insurance and Cigna joined together for a fundraising campaign to raise \$100 million in a “Brave of Heart” campaign to support frontline workers in New York.

CECP's GX Brazil Country Partner Comunitas has articulated several initiatives based on shared governance of public and private sectors. The projects aim to optimize the impact that corporate social investments can have while aligning with public policy and action. There was mobilization of R\$12 million with private donors to complement a cash transfer program of São Paulo State's Government (SPSG) directed to 1.13M of the most vulnerable students. The SPSG also prioritized a donation campaign to purchase Intensive Care Unit (ICU) equipment for public hospitals. The campaign mobilized R\$26.7M to purchase 345 pulmonary ventilators and 121 multiparameter monitors.

Racial Equity

Companies have also made a series of commitments and are planning/aligning cross-enterprise on racial equity. Some of these initiatives include:

- › Stating company purpose and using the company voice to speak publicly and within the company on racial issues.
- › Increasing grantmaking, matching-gift budgets, and programs for social justice, racial equity, and police-reform organizations even if they have never previously done so.
- › Exploring new equity-based models for engaging with nonprofit partners.
- › Ensuring employee engagement and Employee Resource Groups reflect equity.
- › Partnering in significant ways between corporate responsibility teams and Human Resources.
- › Leading an antiracism response from the top through senior leadership.
- › Adapting to racial equity by geography, given that language and issues differ around the world.

Through a series of Pulse Surveys in the spring of 2020, CECP determined that, for fiscal years spanning 2020 and/or 2021, 73% of companies' DEI budgets will increase and 83% of companies stated that antiracism actions reinforced their corporate purpose, which was a new section in this year's *Giving in Numbers* report. CECP anticipates seeing these numbers maintain or even increase as more and more companies are taking an equitable approach to their social and business strategies. CECP will be analyzing more closely various DEI efforts at companies over the coming year.

Appendices

TOOLS FOR BENCHMARKING

USING THIS REPORT

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

This section of the report includes:

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

THE BENEFITS OF BENCHMARKING

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

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

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

STEP 2. Identify Internal Trends

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

Revenue, Pre-Tax Profit, and Employees: *By how much will recent changes in profit affect your philanthropy budget? influenced the participation rate of employees in volunteer and matching-gift programs?*

Total Community Investments: *Are some types of giving on the rise while others are steady or declining? International Community Investments: Is giving abroad rising as your company expands globally?*

Employee Engagement: *Have changes in program offerings*

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 giving? 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?*

Employee Engagement: *How engaged are your employees compared to those at other companies? Is your company competitive in its offerings to employees? International Community Investments: Does your company give in the international regions in which it does business?*

STEP 4. Build External Comparisons from the Benchmarking Tables

The four benchmarking tables on pages 43 and 44 enable you to compare your company's total community investments performance to others'. The tables are sorted by industry and revenue tiers. In these tables, 2019 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 giving above or below the median values you have generated from each table? How does it compare to the top quartile? Is there an opportunity to make the case for a budget increase?

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 TOTAL COMMUNITY INVESTMENTS TEMPLATE

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

| LINE # | CORPORATE FINANCIAL INFORMATION | 2018 | 2019 | Change | |
|--|---|-----------|-----------|----------|-----------------------|
| 1 | Revenue | \$ | \$ | % | |
| 2 | Pre-Tax Profit | \$ | \$ | % | |
| 3 | Number of Employees | | | % | |
| TOTAL COMMUNITY INVESTMENTS | | | | | 2019 BENCHMARK |
| 4 | Direct Cash | \$ | \$ | % | |
| 5 | Foundation Cash | \$ | \$ | % | |
| 6 | Non-Cash | \$ | \$ | % | |
| 7 | TOTAL | \$ | \$ | % | |
| EMPLOYEE ENGAGEMENT | | | | | |
| 8 | Matching-Gift Contributions | \$ | \$ | % | |
| 9 | Number of Volunteer Programs Offered | | | % | |
| 10 | Volunteer Participation Rate | % | % | % | |
| TOTAL COMMUNITY INVESTMENTS BENCHMARKING RATIOS | | | | | |
| 11 | Total Community Investments ÷ Revenue | % | % | % | |
| 12 | Total Community Investments ÷ Pre-Tax Profit | % | % | % | |
| 13 | Total Cash ÷ Revenue | % | % | % | |
| 14 | Matching Gifts ÷ Total Cash | % | % | % | |
| TOTAL COMMUNITY INVESTMENTS BY PROGRAM AREA | | | | | |
| 15 | Civic & Public Affairs | \$ | \$ | % | |
| 16 | Community & Economic Development | \$ | \$ | % | |
| 17 | Culture & Arts | \$ | \$ | % | |
| 18 | Disaster Relief | \$ | \$ | % | |
| 19 | Education: Higher | \$ | \$ | % | |
| 20 | Education: K-12 | \$ | \$ | % | |
| 21 | Environment | \$ | \$ | % | |
| 22 | Health & Social Services | \$ | \$ | % | |
| 23 | Other | \$ | \$ | % | |
| 24 | TOTAL | \$ | \$ | % | |
| TOTAL COMMUNITY INVESTMENTS BY GEOGRAPHY | | | | | |
| 25 | Domestic Community Investments | \$ | \$ | % | |
| 26 | International Community Investments | \$ | \$ | % | |
| 27 | TOTAL | \$ | \$ | % | |
| MEASURING IMPACT | | | | | |
| 28 | Social Result from an Exemplary Signature Program | | | | |
| 29 | Business Result from an Exemplary Signature Program | | | | |

2019 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=223 | 23.50 | 0.12% | 0.09% | 0.91% | 0.69% | 10.44% |
| Fortune 100 Companies, n=56 | 76.23 | 0.13% | 0.09% | 1.04% | 0.72% | 10.82% |
| Communications, n=6 | 284.37 | 0.35% | 0.10% | 1.99% | 0.60% | 9.87% |
| Consumer Discretionary, n=20 | 21.61 | 0.08% | 0.07% | 2.22% | 1.50% | 11.62% |
| Consumer Staples, n=18 | 48.66 | 0.24% | 0.09% | 1.98% | 0.97% | 8.51% |
| Energy, n=7 | 25.48 | 0.06% | 0.05% | 1.01% | 0.73% | 8.12% |
| Financials, n=63 | 16.53 | 0.11% | 0.09% | 0.66% | 0.63% | 11.46% |
| Health Care, n=28 | 66.27 | 0.15% | 0.06% | 1.13% | 0.58% | 8.89% |
| Industrials, n=22 | 10.27 | 0.08% | 0.08% | 0.92% | 0.81% | 13.31% |
| Materials, n=14 | 7.91 | 0.07% | 0.06% | 0.84% | 0.61% | 5.69% |
| Technology, n=30 | 23.29 | 0.12% | 0.10% | 0.82% | 0.54% | 20.84% |
| Utilities, n=15 | 25.12 | 0.17% | 0.16% | 1.29% | 1.28% | 6.15% |

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=223 | 62.83 | 0.24% | 0.17% | 1.79% | 1.11% | 20.84% |
| Fortune 100 Companies, n=56 | 249.77 | 0.27% | 0.19% | 2.44% | 1.20% | 17.00% |
| Communications, n=6 | 594.39 | 0.63% | 0.20% | 2.58% | 0.79% | 18.39% |
| Consumer Discretionary, n=20 | 37.63 | 0.24% | 0.15% | 4.25% | 2.59% | 16.46% |
| Consumer Staples, n=18 | 118.15 | 0.31% | 0.14% | 6.72% | 1.81% | 13.14% |
| Energy, n=7 | 97.24 | 0.16% | 0.12% | 2.23% | 2.22% | 21.31% |
| Financials, n=63 | 61.16 | 0.23% | 0.22% | 0.91% | 0.88% | 22.19% |
| Health Care, n=28 | 381.31 | 2.21% | 0.21% | 10.68% | 0.88% | 16.82% |
| Industrials, n=22 | 36.85 | 0.10% | 0.10% | 1.25% | 1.22% | 19.40% |
| Materials, n=14 | 23.82 | 0.12% | 0.10% | 1.25% | 0.93% | 16.42% |
| Technology, n=30 | 49.75 | 0.51% | 0.15% | 3.07% | 0.96% | 34.80% |
| Utilities, n=15 | 41.87 | 0.22% | 0.22% | 1.93% | 1.61% | 20.74% |

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.

2019 REVENUE SIZE BENCHMARKING TABLES

Companies' 2019 financial information is pulled systematically from the Bloomberg database.

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=223 | 23.50 | 0.12% | 0.09% | 0.91% | 0.69% | 10.44% |
| Fortune 100 Companies, n=56 | 76.23 | 0.13% | 0.09% | 1.04% | 0.72% | 10.82% |
| Revenue > \$100 bn, n=20 | 193.22 | 0.15% | 0.07% | 0.93% | 0.68% | 7.73% |
| \$50 bn < Revenue < \$100 bn, n=26 | 84.55 | 0.13% | 0.09% | 1.12% | 0.73% | 12.30% |
| \$25 bn < Revenue <= \$50 bn, n=32 | 50.90 | 0.13% | 0.10% | 1.03% | 0.70% | 8.51% |
| \$15 bn < Revenue <= \$25 bn, n=33 | 19.98 | 0.11% | 0.08% | 0.61% | 0.54% | 14.68% |
| \$10 bn < Revenue <= \$15 bn, n=27 | 13.17 | 0.10% | 0.09% | 0.98% | 0.75% | 8.84% |
| \$5 bn < Revenue <= \$10 bn, n=36 | 8.05 | 0.12% | 0.08% | 0.89% | 0.71% | 7.69% |
| Revenue <= \$5 bn, n=20 | 4.42 | 0.12% | 0.10% | 0.82% | 0.69% | 15.00% |

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=223 | 62.83 | 0.24% | 0.17% | 1.79% | 1.11% | 20.84% |
| Fortune 100 Companies, n=56 | 249.77 | 0.27% | 0.19% | 2.44% | 1.20% | 17.00% |
| Revenue > \$100 bn, n=20 | 391.26 | 0.25% | 0.19% | 2.93% | 0.98% | 18.64% |
| \$50 bn < Revenue < \$100 bn, n=26 | 175.99 | 0.30% | 0.19% | 2.47% | 1.17% | 18.47% |
| \$25 bn < Revenue <= \$50 bn, n=32 | 94.48 | 0.26% | 0.16% | 1.46% | 1.03% | 15.94% |
| \$15 bn < Revenue <= \$25 bn, n=33 | 30.87 | 0.18% | 0.16% | 1.48% | 0.97% | 23.75% |
| \$10 bn < Revenue <= \$15 bn, n=27 | 31.53 | 0.25% | 0.22% | 1.98% | 1.67% | 21.32% |
| \$5 bn < Revenue <= \$10 bn, n=36 | 15.55 | 0.23% | 0.17% | 1.51% | 1.02% | 23.76% |
| Revenue <= \$5 bn, n=20 | 9.22 | 0.26% | 0.15% | 1.93% | 1.32% | 25.59% |

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 223.

GIVING IN NUMBERS SURVEY RESPONDENT PROFILE

| TOTAL COMMUNITY INVESTMENTS | Number of Companies |
|-----------------------------|---------------------|
| Over \$100 million | 38 |
| \$50+ to \$100 million | 29 |
| \$25+ to \$50 million | 40 |
| \$15+ to \$25 million | 25 |
| \$10+ to \$15 million | 24 |
| \$5 to \$10 million | 31 |
| Under \$5 million | 36 |

Community Investments: Total community investments per company ranged from \$345,905 to \$3.1 billion. Median total community investments in 2019 was \$23.49 million.

| INDUSTRY | Number of Companies |
|------------------------|---------------------|
| Communications | 6 |
| Consumer Discretionary | 20 |
| Consumer Staples | 18 |
| Energy | 7 |
| Financials | 63 |
| Health Care | 28 |
| Industrials | 22 |
| Materials | 14 |
| Technology | 30 |
| Utilities | 15 |

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.

| PRE-TAX PROFIT | Number of Companies |
|----------------------|---------------------|
| Over \$10 billion | 27 |
| \$5+ to \$10 billion | 34 |
| \$3+ to \$5 billion | 19 |
| \$2+ to \$3 billion | 20 |
| \$1+ to 2 billion | 33 |
| \$0 to \$1 billion | 39 |
| Under \$0 | 10 |
| Not Reported | 41 |

Pre-Tax Profit: 2019 pre-tax profit ranged from losses to profit of \$48.55 billion. Privately held companies were not required to submit pre-tax profit data. The median pre-tax profit among participants (including those reporting a loss) was \$2.48 billion.

| REVENUE | Number of Companies |
|------------------------|---------------------|
| Over \$100 billion | 20 |
| \$50+ to \$100 billion | 26 |
| \$25+ to \$50 billion | 32 |
| \$15+ to \$25 billion | 33 |
| \$10+ to \$15 billion | 27 |
| \$5 to \$10 billion | 36 |
| Under \$5 billion | 20 |
| Not Reported | 29 |

Revenue: 2019 revenues for survey participants ranged from \$5.38 million to \$514 billion. Privately held companies were not required to submit revenue data. The median revenue among participants was \$18.37 billion.

| NUMBER OF EMPLOYEES | Number of Companies |
|---------------------|---------------------|
| Over 100,000 | 40 |
| 50,001 to 100,000 | 30 |
| 30,001 to 50,000 | 27 |
| 20,001 to 30,000 | 15 |
| 10,000 to 20,000 | 43 |
| Under 10,000 | 22 |
| Not Reported | 46 |

Employees: The total number of employees at participating companies ranged from 248 to 2.2 million. The median number in the 2019 sample was 36,500.

RESPONDENT LISTING BY INDUSTRY

Listed below, 223 companies took part in the *Giving in Numbers* 2020 Survey on 2019 contributions, creating an unsurpassed tool for setting budgets and strategy. Matched-set companies from 2017 to 2019 are in boldface. The top 100 companies in the Fortune 500® are noted with a †. The number following each company's name indicates the number of years that the company has completed the *Giving in Numbers* Survey.

COMMUNICATIONS (N=6)

AT&T Inc. † (9)
Comcast NBCUniversal † (4)
Google Inc. † (10)
Verizon Communications Inc. † (17)
Viacom Inc. (6)
The Walt Disney Company † (15)

CONSUMER DISCRETIONARY (N=20)

Best Buy Co., Inc. † (14)
Carlson Holdings, Inc. (18)
CarMax (7)
Darden Restaurants, Inc. (10)
Deloitte US (17)
DICK'S Sporting Goods (2)
eBay Inc. (10)
Gap Inc. (17)
General Motors (8)
Hasbro, Inc. (17)
Herman Miller, Inc. (3)
The Home Depot, Inc. † (18)
Honda North America (10)
JM Family Enterprises, Inc. (10)
Kohl's Department Stores, Inc. (4)
KPMG LLP (17)
Levi Strauss & Co. (10)
Macy's, Inc. (14)
PricewaterhouseCoopers (10)
Wynn Resorts Ltd (3)

CONSUMER STAPLES (N=18)

Altria Group, Inc. (18)
Campbell Soup Company (9)
Cargill (15)
The Coca-Cola Company † (18)
The Estée Lauder Companies Inc. (7)
The Hershey Company (16)
Kellogg Company (8)
Kimberly-Clark Corporation (14)
The Kroger Co. † (7)
Land O'Lakes, Inc. (7)
Mars, Inc. (2)
McCormick & Company, Inc. (9)
Newman's Own (8)
PepsiCo † (15)
Philip Morris International (11)

The Procter & Gamble Company † (11)
Target † (18)
Walmart Inc. † (16)

ENERGY (N=7)

Cheniere Energy, Inc. (1)
Chevron Corporation † (19)
CITGO Petroleum Corporation (11)
ConocoPhillips † (14)
Phillips 66 † (7)
QEP Resources (6)
Suncor Energy Inc. (6)

FINANCIALS (N=63)

Aflac Incorporated (1)
The Allstate Corporation (15)
Ally Financial (4)
American Express † (15)
American International Group, Inc. † (9)
Ameriprise Financial, Inc. † (10)
Assurant, Inc. (4)
AvalonBay Communities, Inc. (1)
Bank of America Corporation † (19)
BBVA (12)
BlackRock (3)
BNY Mellon (15)
Capital One † (12)
CareSource (1)
CBRE (6)
Chubb Limited (4)
CIT Group Inc. (3)
Citi † (17)
Citizens Bank (14)
Deutsche Bank (15)
Equinix, Inc. (5)
Equitable (10)
FIS (3)
Genworth (13)
The Goldman Sachs Group, Inc. † (16)
Great West Financial (4)
Guardian Life Insurance Company of America (11)
The Hartford (13)
HSBC Bank USA (16)
JPMorgan Chase & Co. † (19)
KeyCorp (9)

Legg Mason, Inc. (12)
Lincoln Financial Group (9)
Macquarie Group (9)
Marsh & McLennan Companies, Inc. (9)
Mastercard (15)
MetLife, Inc. † (16)
Morgan Stanley † (18)
Mutual of Omaha Insurance Company (7)
Nationwide Insurance (9)
New York Life Insurance Company † (12)
PayPal (4)
Principal Financial Group (14)
Prudential Financial, Inc. † (16)
Regions Bank (1)
Royal Bank of Canada (10)
Securian Financial Group (5)
State Farm Insurance Companies † (16)
Synchrony Financial (5)
T. Rowe Price Group, Inc. (9)
TD Ameritrade Holding Corporation (4)
TD Bank Group (2)
Thrivent Financial (5)
TIAA † (7)
The Travelers Companies, Inc. (14)
U.S. Bancorp (10)
UBS (13)
USAA † (6)
Vanguard (8)
Visa Inc. (7)
Voya Financial, Inc. (13)
Wells Fargo & Company † (18)
Welltower Inc. (6)

HEALTH CARE (N=28)

Abbott Laboratories (14)
AbbVie † (1)
AmerisourceBergen Corporation † (4)
Amgen Inc. (10)
Anthem, Inc. † (14)
BD (14)
Boston Scientific Corporation (9)
Bristol-Myers Squibb Company (19)
Cardinal Health, Inc. † (12)
Catalent (2)
Cigna † (11)
CVS Health † (16)

Danaher (5)
 DaVita Healthcare Partners, Inc. (11)
 Edwards Lifesciences Corp. (5)
 Eli Lilly and Company (19)
 Fresenius Medical Care (2)
 Genentech (6)
 Hospital Corporation of America (15)
 Humana Inc. † (11)
 Johnson & Johnson † (17)
 Medtronic PLC (11)
 Merck & Co., Inc. † (16)
 Novo Nordisk Inc. (8)
 Pfizer Inc † (17)
 Regeneron Pharmaceuticals (5)
 SANOFI (9)
 UnitedHealth Group † (14)

INDUSTRIALS (N=22)

ABB Ltd. (1)
 The Boeing Company † (13)
 Caterpillar Inc. † (11)
 CSX Transportation, Inc. (11)
 DPR Construction (1)
 Emerson Electric Co. (15)
 FedEx Corporation † (12)
 Fluor Corporation (6)
 General Electric Company (18)
 Itron (4)
 John Deere † (10)
 Northrop Grumman Corporation (13)
 PACCAR Inc (10)
 Parker Hannifin Corporation (1)
 Rockwell Automation, Inc. (9)
 Ryder System, Inc. (6)
 Siemens Corporation (6)
 Southwire Company (6)
 The Toro Company (1)
 Union Pacific Corporation (9)
 United Technologies Corporation † (17)
 UPS (9)

MATERIALS (N=14)

3M (16)
 Alcoa Corporation (13)
 Ball Corporation (1)
 Dow † (16)
 Ecolab (6)
 Gerdau (6)
 Linde plc (8)
 Mitsubishi Corporation (Americas) (15)
 The Mosaic Company (11)
 Owens Corning (9)
 The Sherwin-Williams Company (3)
 Vale (9)
 Votorantim (8)
 Vulcan Materials Company (10)

TECHNOLOGY (N=30)

Accenture (13)
 Adobe (12)
 Applied Materials, Inc. (11)
 Autodesk, Inc. (8)
 Cisco Systems † (19)
 Cognizant Technology Solutions Corporation (3)
 Corning Incorporated (9)
 Dell † (14)
 Dun & Bradstreet, Inc. (2)
 Gartner (1)
 IBM Corporation † (18)
 IHS Inc. (7)
 Intel Corporation † (16)
 Lenovo (6)
 Microsoft Corporation (13)
 Moody's Corporation (15)
 Motorola Solutions, Inc. (8)
 NCR Corporation (4)
 NetApp (7)
 Nielsen Holdings plc (6)
 NortonLifeLock Inc. (11)
 ON Semiconductor Corporation (1)
 Pitney Bowes Inc. (13)
 Qualcomm Incorporated (14)

S&P Global Inc. (18)
 SAP AG (9)
 Synopsys (7)
 Tata Consultancy Services (5)
 Texas Instruments Incorporated (12)
 Verisk Analytics (1)

UTILITIES (N=15)

Ameren Corporation (6)
 American Electric Power Company, Inc. † (10)
 CenterPoint Energy † (7)
 Consolidated Edison, Inc. (19)
 Dominion Energy (10)
 DTE Energy Company (8)
 Duke Energy Corporation (14)
 Entergy Corporation (15)
 Exelon Corporation † (13)
 FirstEnergy (11)
 NRG Energy, Inc (7)
 PPL Corporation (6)
 Sempra Energy (14)
 Southern California Edison (15)
 Southern Company (9)

CALCULATIONS

CALCULATION TERMINOLOGY

Aggregate Values

An aggregate value is the straight sum of all of the values in a calculation. For example, aggregate total community investments is the sum of the total community investments of all companies participating in the survey. In the 2020 *Giving in Numbers* Survey, this amounted to more than \$25 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 total community investments for each company. To calculate average percentage, each individual company's community investment is first translated into percentages. Then, percentages across all companies are averaged. Average percentages for an industry do not indicate the magnitude of total community investment relative to other industries.

Distributions (Based on Growth Rates)

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

Median

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

Quartiles

When numbers are sorted from highest to lowest, the first (or top) quartile is the group in the list higher than 75% of other values in

the list. The bottom quartile is the group in the list higher than 25% of other values in the list. "Top quartile" refers to the minimum value to enter the group higher than 75% of other values.

SAMPLE SIZE MATTERS

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

To analyze specific trends from one year to the next, this study relies on matched-set data, which are the data from companies that participate in the *Giving in Numbers* Survey over consecutive years. The sample sizes for figures based on matched sets are always lower than the total number of companies responding in 2019 because companies that have not completed the survey each year from 2017 to 2019 will not be used to identify year-over-year trends.

In some cases, identifying specific trends requires the exclusion of certain data, resulting in different outcomes for the same data point. For example, median total community investments across all companies in 2019 was \$23.5 million (based on 223 surveys), while the same data point across the three-year matched set was \$28.3 million (based on 183 survey participants). For this reason, it is helpful to note which years (and how many surveys) are included in the computations behind each figure.

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

DEFINITIONS

CENTRALIZATION VS. DECENTRALIZATION

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

FORTUNE 100 COMPANIES

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

FAIR MARKET VALUE (FMV)

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

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

CALCULATIONS AND DEFINITIONS CONTINUED

not be reported as overall community investments 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 12/31/2019 or the end of the income tax reporting year if not following calendar year convention. If the corporate or foundation contributions year ends before the end of the calendar year, the earlier date is used. If the last day of the corporate contributions' year is different from the last day of the foundation contributions year, the latter date of the two is to be used.

FULL-TIME EQUIVALENT (FTE) STAFF

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

- › Corporate or foundation community investments (including Workplace-Giving Campaigns, matching, and in-kind community investments).
- › 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 community investments.
- › Administration related to community affairs, contributions, and volunteering.

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

- › Working directly in "Corporate Community Affairs" or a similarly named department such as "Community Relations," "External Affairs," etc.;
- › Working for the "Corporate Foundation(s)"; or

- › Working in a branch office, retail store, local or regional business unit, or other non-headquarters/non-foundation location, but having corporate community investments or volunteer coordination included in his or her job description.

Additional Eligibility:

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

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

INTERNATIONAL COMMUNITY INVESTMENTS

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

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

Page 21 analyzes country-specific data provided in the *Giving in Numbers* Survey from companies headquartered in North America (U.S. and Canada) among four regions:

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

MATCHING-GIFT PROGRAMS

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

Year-Round Policy: Community investment 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 community investments 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.

PRO BONO SERVICES

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

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

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

PROGRAM EVALUATION

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

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

PRIORITY FOCUS AREAS

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

PROGRAM TYPES

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

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

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

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

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

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

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

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

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

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

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

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

STRATEGIC PROGRAM

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

TOTAL COMMUNITY INVESTMENTS

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

- › Direct Cash: corporate community investments from either headquarters or regional offices.
- › Foundation Cash: corporate foundation community investments.
- › Non-Cash: product or Pro Bono Services assessed at Fair Market Value.

Total community investments do 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/2020/01/CECP-2020-Giving-in-Numbers_Valuation-Guide.pdf.

WHAT'S IN, WHAT'S OUT?

The 2020 *Giving in Numbers* Survey defines a qualified contributions recipient using the Global Guide Standard, which holds for all types of community investments recorded in the survey. This transition comes at the end of the three-year period over which CECP developed the guide. Ninety percent of respondents in 2015 reported their past and current total community investments figures were not and will not be impacted using the new Global Guide Standard. Based on this, historic community investments data for all companies within CECP's dataset were left unchanged.

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

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

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

Contributions not included in total community investments:

- › Community investments made with expectation of full or partial repayment or direct benefit to the company.
- › Community Investments to political action committees, individuals, or any other non-charitable organizations.
- › In the *Giving in Numbers* Survey, total community investments do not include contributions from employees, vendors, or customers. While many companies solicit funds from customers or employees, total community investments include only funds tied directly to a company's financial assets. Funds raised from employees or other stakeholders (e.g., customers) are reported in the Philanthropic Leverage section. For multi-year grants, only the portion of the grant actually paid in the fiscal year examined by the survey is included, not its total, multi-year value.

TOTAL SOCIAL INVESTMENTS

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

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About CECP: Chief Executives for Corporate Purpose®

Chief Executives for Corporate Purpose (CECP) is a CEO-led coalition that believes that a company’s social strategy—how it engages with key stakeholders including employees, communities, investors, and customers—determines company success.

Founded in 1999 by actor and philanthropist Paul Newman and other business leaders to create a better world through business, CECP has grown to a movement of more than 200 of

the world’s largest companies that represent \$11.2 trillion in revenues, \$23 billion in social investment, 14 million employees, 30 million hours of employee engagement, and \$21 trillion in assets under management. CECP helps companies transform their social strategy by providing customized connections and networking, counsel and support, benchmarking and trends, and awareness building and recognition.

Companies in CECP’s coalition automatically receive Essential Services, which support CEOs and all members of their corporate purpose teams. Essential Services transform and equip corporate leaders with best-in-class tools, knowledge, connections, and advice to integrate corporate purpose and environmental, social, and governance (ESG) criteria into business strategy and across teams. CECP is an extension of a company’s team and a trusted partner for companies seeking to benefit from:

| BENCHMARKING & MEASUREMENT | FAST-TRACK CONSULTING | INSIGHTS & RESEARCH | GLOBAL NETWORK & CONVENINGS | COMMUNICATIONS, RECOGNITION & AWARENESS |
|---|--|--|---|--|
| Corporate Leaders | | | | |
| Annual <i>Giving in Numbers</i> ™ Survey and Valuation Guidance CECP Pulse Surveys on urgent topics Benchmarking and analysis Scorecard/KPI development and measurement Goal setting and roadmaps for strategy Industry and company data insights | CECP experts who may be contacted at any time with unlimited questions (which will be answered from within two days to two weeks of receipt) regarding: <ul style="list-style-type: none"> › Strategy development › Presentation/meeting preparation › Expertise, counsel, advice, and insights on best practices › Budgeting › Staffing structure › Peer introductions › Proprietary frameworks to advance plans and programs › Analysis of trends, business impact, and unrivaled industry survey data and research on corporate social investments › Review of Sustainable Long-Term Plan frameworks through CECP’s CEO Investor Forum | Unlimited logins to the digital password-protected MyCECP site, which offers: <ul style="list-style-type: none"> › Knowledge Center: 24/7, curated, online searchable library of resources with over 150 strategic Issue Briefs, articles, case studies, and research reports on key topics in the field › Data Center: self-serve benchmarking analysis and data-visualization tool › Research: annual <i>Giving in Numbers</i>™ Report; annual <i>Investing in Society, What Counts: The S in ESG</i>, scorecards, KPI development, and more › Embargoed executive summaries of the CEO Investor Forum’s latest ESG research | Signature annual convening: 2 registrations to CECP Summit for 300+ senior corporate responsibility executives Bi-monthly learning roundtables topic series; peer calls by region, industry, issue areas Virtual CEO Investor Forum event for peer networking Global Exchange network of 18 country partners around the world Job posting board Corporate partnership listing board Virtual and in-person offerings | Communications audits and benchmarking of internal and external communications strategies and assets to amplify the company’s business narrative Connections to, and coverage in, top-tier media and trade publications Sharing through CECP channels: CEO and corporate leader newsletters, CECP Insights Blog, cecep.co, social media, newsletters, Company Spotlights, and media partnerships generating more than 1 billion media impressions per year Charlie Award honors for senior leaders in corporate purpose Counsel on external awards |
| CEOs | | | | |
| Data and insights Scorecard/KPI development | CEO advisory services CEO executive briefings, presentation materials | CEO research CEO materials in Knowledge Center | CEO Roundtables Signature annual convening: CEO-only Board of Boards™ with 50+ CEOs Virtual CEO Investor Forum event Connections for CEOs to take action, peer network | Communications support CEO Force for Good Awards |

In addition to using Essential Services, companies partner with CECP through an additional menu of Opt-In Opportunities. Companies often ask to work with CECP more deeply and beyond Essential Services to advance their specific company needs and the field. In response, CECP has developed a series of engagement opportunities including CECP Advanced Advisory, Accelerate Communities, New Accelerate Research Projects, Sponsorships, and the CEO Investor Forum.



The Essential Value of Chief Executives for Corporate Purpose



ACKNOWLEDGMENTS

GIVING IN NUMBERS: 2020 EDITION

CECP thanks the people at the 223 companies that participated in the 2020 *Giving in Numbers* Survey for their ongoing commitment to increased transparency in the corporate social engagement field. CECP would also like to acknowledge the Points of Light Institute for its input on the volunteerism section of the survey and Valuation Guide in earlier editions of this report, as well as the Taproot Foundation's Pro Bono Action Tank for its leadership and expertise in the area of Pro Bono Service in 2015.

Giving in Numbers: 2020 Edition thanks all contributors. André Solórzano (CECP) served as lead author; with contributions from Sara Appleyard Adams, Jackie Albano, Mahimna Bhagwat, Jessica Caracciolo, Laura Galindo, Jinny Jeong, Janet Le, Kim Levinstein, Meka Moskowitz, Caroline Monahan, Brianna Murphy, Kari Niedfeldt-Thomas, Uju Nwaigwe, Emily Parlapiano, Carmen Perez, Alison Vultaggio, David Yee, and Alexa Yiğit (CECP).

CECP would like to thank its Innovation Partners—Benevity and YourCause, a part of Blackbaud—that allowed respondent companies to pull their companies' data in a way that aligns with the *Giving In Numbers* research.

GIVING IN NUMBERS: 2020 EDITION IS SPONSORED BY:

