Giving in Numbers

10TH ANNIVERSARY
2015 EDITION

The tenth annual in-depth analysis of corporate giving and employee engagement data from the world's leading companies.

IN ASSOCIATION WITH
THE CONFERENCE BOARD
Trusted Insights for Business Worldwide

CECP

ABOUT CECP

CECP is a coalition of CEOs united in the belief that societal improvement is an essential measure of business performance. Founded in 1999, CECP has grown to a movement of more than 150 CEOs of the world's largest companies across all industries. Revenues of engaged companies sum to $7 trillion annually. A nonprofit organization, CECP works to support companies' individual societal investment priorities through hundreds of interactions a quarter, while advancing the field as a whole. For more information, visit cecp.co.

ABOUT THE CONFERENCE BOARD

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

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preface

Friends,

The corporate world has undergone a profound and exciting transformation in recent years. As we have moved from the industrial era to the information age, missions and markets have come into new alignment. Never since the dawn of capitalism have purpose and profit been in greater sync for so many companies.

It's not that members of the C-suite have suddenly discovered altruism. Rather, today's instantaneous, transparent, and hyper-connected exchange of data has spawned a new reality. In a world where all stakeholders—customers, neighbors, regulators, and shareholders—can see inside the enterprise, leaders in the corporate sector have committed to an enlightened self-interest in societal investment.

Conceiving and executing a "giving" strategy need not entail a zero-sum construct that opposes "making money." Indeed, when corporate societal investment harmonizes with a company's business strategy, the whole becomes greater than the sum of its parts.

Applying corporate talent, diverse resources, innovation, measurement, and executive engagement to pressing community needs yields results for society and business. (The numbers prove it!) While tackling challenges such as illiteracy, water scarcity, or job skills, societal investment helps companies in myriad ways: pioneering new markets, filling R&D pipelines, fostering sustainable supply chains, attracting future workforces, mitigating material risks, elevating the ranks of employees, and enhancing positive brand reputations.

That's why companies will continue to invest in societal issues, and why one of the founders of CECP, Paul Newman, championed the enlightened corporation as what he referred to as a societal "Force For Good."

Thank you for reading the 10th anniversary edition of *Giving in Numbers*. I would like to thank personally the Evaluation & Data Insights team at CECP and our partners at The Conference Board for their efforts on the survey and this publication since 2012 as well as our friends at The Business Roundtable for their support this year in recruiting new companies to participate in this year's research. Such collaborative efforts are a great example of leading organizations partnering together for the greater good.

A very special thanks to the companies that stepped up to be sponsors of this research: Travelers, PwC, and Newman's Own Foundation.

For those looking to continue the conversation about insights in and beyond this report, or seeking to engage further, we welcome your comments at info@cecp.co.

Onwards and upwards,

Daryl Brewster
Chief Executive Officer
CECP

contents

Trends Summary

KEY FINDINGS:

- Measurement and evaluation are on the rise.
- Purpose propels performance.
- Company skills are being applied to solving societal changes.
- Doing good beyond giving is growing too.
- The role is elevating in the firm.

GROWTH IN PURPOSE AT THE WORLD'S LARGEST COMPANIES

Societal investment is stable and strong, with the societal engagement function an established practice in most large companies. Several findings from this year's survey indicate this. For example, total giving as a percentage of revenue remained stable from 2012 to 2014, at 0.13%. During the same three-year period—which we will make a point of referring to throughout this report—a notable 56% of companies increased giving, while only 36% decreased it and 8% maintained the same giving level. Corporate giving officers are no longer making the case simply to protect their position; instead, they are urging colleagues to inform and integrate giving strategy even more deeply within the firm, while also defining evermore effectively how the company is a force for good in society.

GROWTH AND INNOVATION: FIVE INDICATORS

Measurement and evaluation are on the rise. 84% of companies measured the outcomes and/or impacts of at least a portion of their portfolio. Those that did reported an 18% jump in total giving. See page 29.

Purpose propels performance. Societal investment is just one gear in the Environmental, Social, and Governance (ESG) machine. And a company's overall performance is influenced by countless factors, only one of which is its ESG actions. However, research shows that societal investments correlate with financial performance and encourage companies to take a long-term view towards strong and sustainable returns. See page 7-8.

Company skills are being applied to solving societal challenges. From 2012 to 2014, offerings of pro bono and board service had higher growth rates than any other volunteer programs (see pages 19-20), demonstrating an instinct to infuse societal engagement with employees' skills.

Doing good beyond giving is growing, too. While total giving (cash and non-cash investments) is stable and strong, companies are also seeking to innovate through cross-departmental collaborations, new product development, and impact investments. See page 11.

The role is elevating in the firm. Corporate giving officers increasingly go by other titles and reside in a variety of departments. Despite corporate downsizing, their role has proven resilient. See pages 9 and 31.

Context: State of the Industry

This section provides an in-depth analysis of recent trends and leading practices in the corporate societal engagement field.

KEY FINDINGS IN THIS SECTION:

- The business case for giving is aligned with research on purpose-driven, long-term performance.
- Even during downsizing, the societal engagement function is resilient because companies recognize that it supports corporate employee engagement goals.
- Overall giving remains stable and strong.

PURPOSE AND PERFORMANCE

PURPOSE AND PERFORMANCE

The latest *Giving in Numbers* data show that the companies most deeply invested in society were also the ones that saw the most robust financial performance. This correlation over a three-year time period from 2012-2014 is shown in Figure 1, and serves to refute critics who believe that engaging with societal stakeholders is a drain on performance.

While this is not to say that giving is the lone reason any specific company performed well financially, multiple studies referred to in this chapter do associate long-term performance with purpose-driven management. Evidence that societal engagement has a strong business case is discussed throughout this chapter.

Source information for Figure 1 is the company-reported information submitted for the Giving in Numbers *Survey as well as financial data pulled from a Bloomberg database. Giving information is reported based on definitions written in CECP's Valuation Guidance.*

TURNING TIDES

Customers are starting to demand that companies demonstrate a commitment to society. According to the 2015 Edelman Trust Barometer, 84% of consumers believe that business can pursue its own goals while simultaneously doing good for society. According to Nielsen, 55% of customers will spend more on products from companies that demonstrate they care.

Employees have greater expectations of their companies as well, in part as a result of an important demographic shift. According to research by Gartner and Amy Lynch, millennials will make up half the workforce by 2024. Robert E. Moritz, Chairman and Senior Partner of PwC U.S., notes that the implications are profound: "Millennials don't only demand to know the organization's purpose but are also prepared to leave the firm if that purpose doesn't align with their own values."

SEA CHANGE, NOT SPARE CHANGE

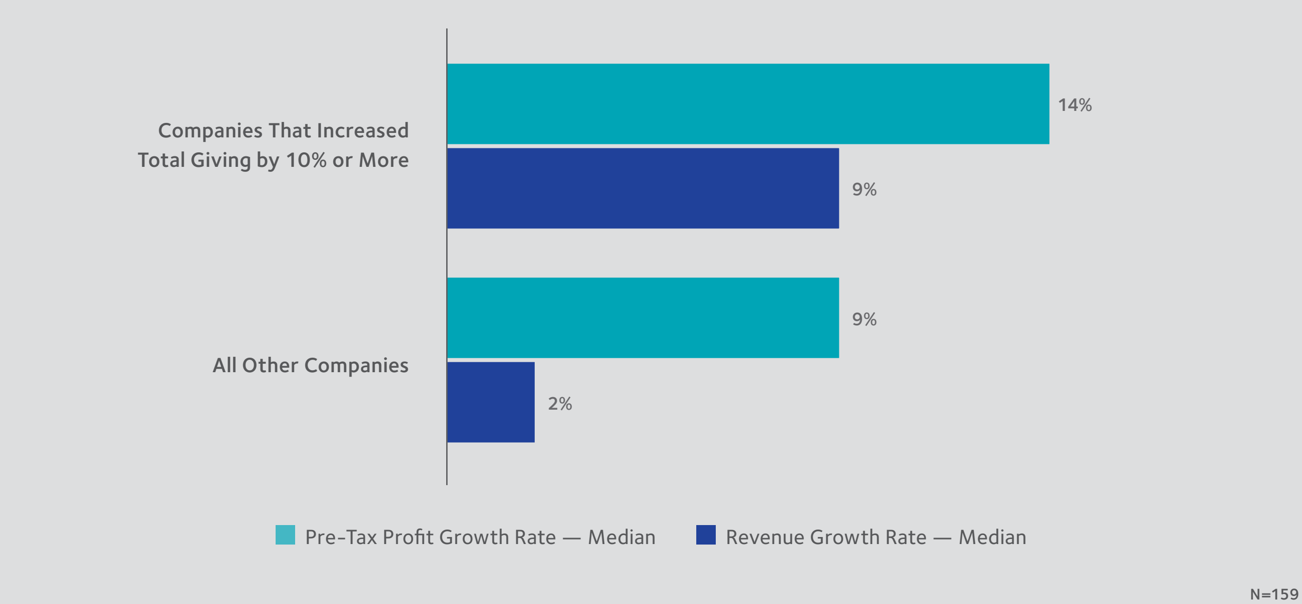
Many sustainable enterprises are already exemplifying this shift towards the pursuit of profit and purpose. What sets these companies apart is that they consider corporate giving—and ESG comprehensively—to be an investment, not a cost.

Evidence is proving them correct. In his book *Firms of Endearment*, Raj Sisodia of Babson College shows that purpose-driven companies have outperformed the market by five-fold during the past ten years.

Moreover, research by Bob Eccles and George Serafeim of Harvard Business School has shown that investments in purpose-driven companies outperformed more traditional investments in the long run. Their analysis revealed that a dollar invested in the value-weighted portfolio of a "high-sustainability firm" in 1993 would have been worth $22.60 by 2010, versus only $15.40 for a dollar invested in a more traditional firm.

FIGURE 1

Median Financial Performance Growth Rates, Inflation-Adjusted, Matched-Set Data, 2012-2014



SIGNS OF THE SEA CHANGE

PURPOSE AND VALUES

CEOs recognize the important role that businesses play in solving complex social problems. At CECP's Board of Boards in February 2015 (a *Forbes*-named "power player" networking event for CEOs), executives reflected on the journey of their companies' societal engagement. Through live polling, attending CEOs were asked: Is it easier or harder for companies to live up to their values today, compared to a decade ago? Responses were split:

- **Much or somewhat easier (46%)**
- **Somewhat easier (13%)**
- **Much or somewhat more difficult (41%)**

This discrepancy among CEO perspectives no doubt contributes to the reasons one company may be more or less keen than another to integrate societal engagement into its business strategy. The variety in strategic engagement priorities could be reflected anywhere from choices in the product line to the agenda for a quarterly earnings call.

GROWTH IN REVENUE FROM SUSTAINABLE PRODUCTS

According to The Conference Board's report *Driving Revenue Growth Through Sustainable Products and Services*, the sale of sustainable products represents a growing share of company revenues. In 2013, they accounted for 21% of total revenues among a sample of S&P Global 100 companies. Moreover, revenues from sustainable products and services grew at six times the rate of overall company revenues between 2010 and 2013.

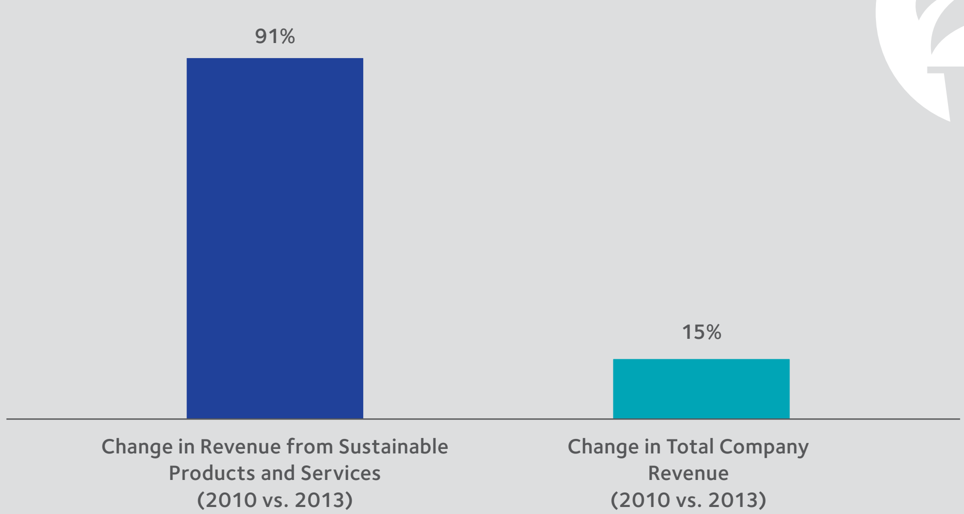
Such products are largely being developed in response to consumer demand for solutions that address global sustainability challenges such as climate change and resource scarcity. The Conference Board's report also notes that strong foundations in corporate social responsibility are essential to the successful launch and growth of sustainable product and service portfolios. Corporate giving programs are integral to such foundations because they help to instill organizations with a focus on purpose and building important relationships with environmentally and socially minded stakeholders.

PURSUING LONG-TERM VALUE CREATION

The integration of purpose at companies could help bring about a shift in corporate attitudes from short-term to long-term value creation. Evidence is growing to support the fact that purpose-driven companies are better positioned for growth (see page 7). Short-term mindsets, however, are still rife. *Is Short-Term Behavior Jeopardizing the Future of Business?*, a new report from The Conference Board released in the fall of 2015, suggests that corporate leaders are more focused on increasing short-term share prices at the expense of long-term prosperity. One of the hallmarks of a company driven by the pursuit of long-term prosperity is its instinct that shareholder wealth is best achieved through community-building and stakeholder management.

FIGURE 2

The Conference Board's Change in Revenue from Sustainable Products and Services vs. Change in Total Company Revenue, Average, 2010 to 2013



Source: Thomas Singer, "Driving Revenue Growth Through Sustainable Products and Services," The Conference Board, 2015

RESILIENCY IN TEAMS

RESILIENCY

Despite corporate downsizing, Figure 3 shows that companies held or increased their community-engagement team size, attesting to a high value placed on the societal investment department—or what this report also refers to as a company's "contributions team." This finding contradicts the belief that during times of downsizing contributions team members are some of the first to go. The new norm shows that when senior leadership seeks to maintain employee engagement during headcount reductions, one way to do so is to hold steady on societal investment in order to deliver value on the human capital front.

Reinforcing this connection between employee engagement and societal investment, CECP heard from CEOs—through live polling at our February 2015 Board of Boards event—that employee engagement is number one among the most valued benefits to expanding societal investments, with "brand/reputation" a distant second:

- **Strengthen human capital (55% of CEOs)**
- **Brand/reputation benefits (34% of CEOs)**

ELEVATE THE ROLE

Not only are corporate teams resilient during downturns, but leadership teams are bringing "Chief Societal Engagement Officers" closer to the C-suite. These employees' knowledge of community issues and their ability to cultivate stakeholder partnerships make them ideal "trends reporters" within the company. Societal engagement officers also tend to have a good understanding of what motivates employees to engage socially, thus shedding light onto these employees' motivations and how best to activate their engagement.

As the evidence grows for the business benefits of being a purpose-driven company, greater alignment opportunities are being unlocked. Corporate citizenship leaders are looking beyond their budgets to engage assets such as marketing channels, project management skills, in-kind resources, vendor relationships, legal expertise, and logistics infrastructure. Demonstrating the business benefits of social investment is key to gaining C-suite support for greater integration into the business.

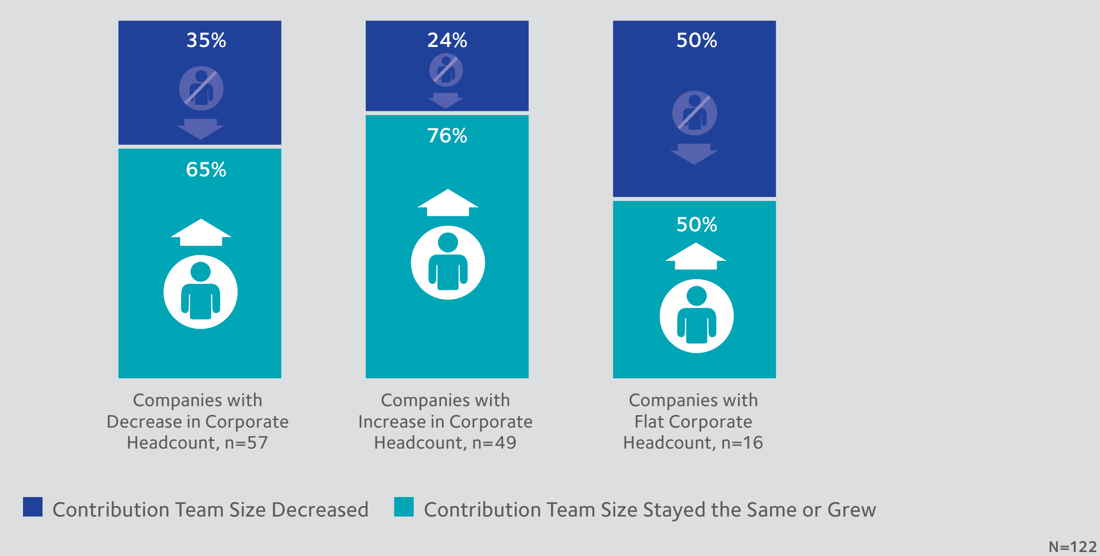
FUTURE LABOR SHORTAGES

As noted on page 7, the younger generation of employees wants to work for responsible employers that offer community-engagement opportunities. It is more important than ever for companies to respond to these needs and thus build their social investment programs.

According to The Conference Board's report *From Not Enough Jobs to Not Enough Workers: What Retiring Baby Boomers and the Coming Labor Shortage Mean for Your Company*, the retirement of baby boomers will create a shortage of skilled workers in mature economies worldwide, leading to higher wages and lower profits for the next 15 years. This suggests an escalation of the war on talent. Companies that want to attract and retain the best employees in an increasingly competitive labor market will need to use every tool at their disposal and evidence suggests that social investment programs are a key element.

FIGURE 3

Companies Continue to Make the Case for Contributions Team Staff Despite Downturns in Total Corporate Employee Headcount, 2012-2014, Matched-Set Data



STABILITY AND STRENGTH IN TOTAL GIVING

STABLE AND STRONG TOTAL GIVING

The table below shows that in both 2012 and 2014 median total giving as a percentage of revenue was 0.13%, demonstrating stability over this three-year period. (Measuring total giving against a variable such as revenue is important to understanding fluctuations that can apply to all companies, regardless of size.)

Year	Total Giving as a % of Revenue	Total Giving as a % of Pre-Tax Profit
2012	0.13%	0.99%
2013	0.14%	0.95%
2014	0.13%	1.00%

Reasons for giving increases or decreases vary widely from company to company. Figure 4 groups individual total giving changes, including the positive news that a majority (56%) of companies reported that total giving was up.

WHY GIVING CHANGED

Between 2012 and 2014, 56% of companies increased total giving while 36% decreased total giving. These changes can be driven by strategies and decisions internal to the company, as well as by external forces such as fluctuations in the economy or customer demands.

Reasons cited for giving increases included:

- **Improved tracking and measurement capabilities of corporate societal investments and activities;**
- **Expansion of employee engagement programs such as increased participation in matching-gift or pro bono opportunities; and**
- **Increasing business performance for companies with giving budgets tied to financial results.**

Reasons cited for giving decreases included:

- **End of multi-year investments and/or changes in product donations;**
- **Changes in corporate structure such as a divestiture (selling of subsidiaries and related interests); and**
- **Declining business performance for companies with giving budgets tied to financial results.**

STABILITY LEADS TO MORE

Budget stability is not necessarily a sign of passivity or deceleration. Instead, companies are analyzing the efficacy of programs and strategies before scaling them up.

At the 2015 CECP Summit, an audience of more than 250 corporate giving professionals was asked:

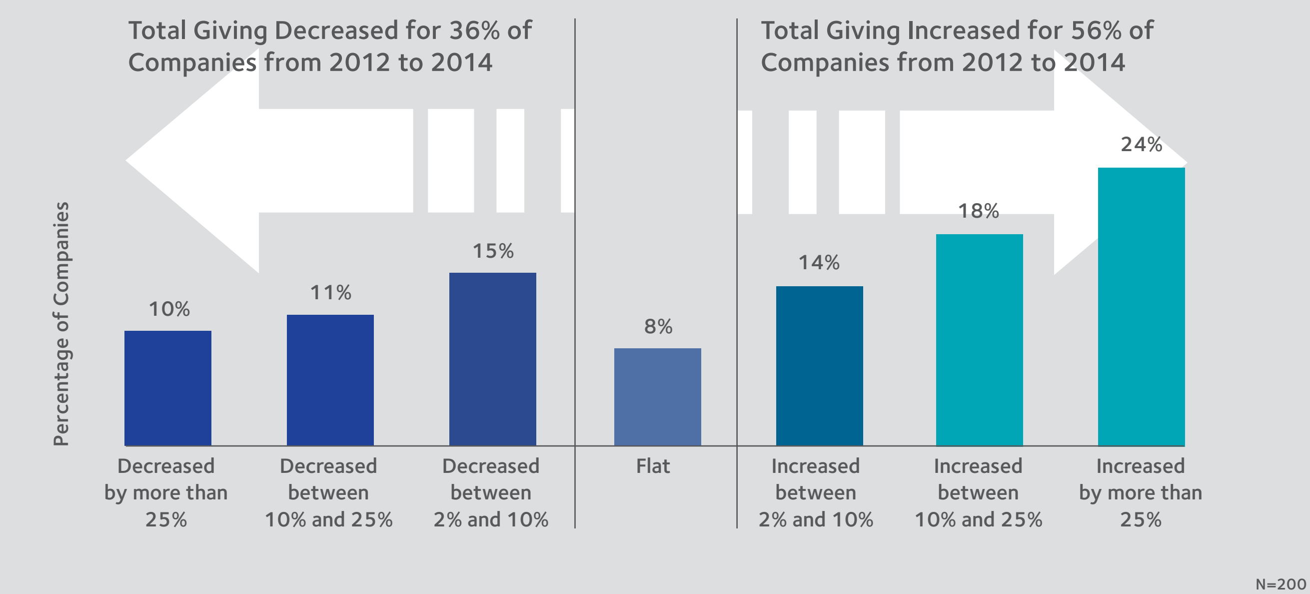
Are your departments seeking more (results, focus) out of the current budget as opposed to more dollars? The response breakdown was:

- **Yes, there are many examples: 77%**
- **Maybe, there are some examples: 17%**
- **No, there are not many examples: 6%**

These results indicate that the nature of budget meetings is shifting from being strictly about financial numbers to being more creative and strategic. A certain amount of stability in funding lays solid ground on which to innovate, test, and prove results.

FIGURE 4

Distribution of Companies by Changes in Total Giving between 2012 and 2014, Inflation-Adjusted, Matched-Set Data



PREDICTIONS FOR THE FUTURE

ANTICIPATING FUTURE CHANGES

Corporations' expectations with respect to future societal investments demonstrate a combination of caution and optimism. As part of the *Giving in Numbers* Survey, all companies were asked to predict how 2015 contributions will compare to those made in 2014. Approximately two-fifths (41%) of responding companies predicted that giving levels would remain the same in 2015 (see Figure 5).

More specifically, when asked to predict on particular contribution types, nearly three in ten (28%) of responding companies couldn't say for sure whether their non-cash giving would change in 2015. And yet non-cash giving is known to fluctuate significantly, so the fact that respondents expressed uncertainty regarding its imminent trajectory suggests that their companies may be conducting something of an ongoing experiment with respect to non-cash giving strategies.

GROWTH AND INNOVATION

The ways companies invest in societal value continue to expand. Contribution strategies are increasingly integrated within Environmental, Social and Governance (ESG) and corporate strategies. As such, societal investment must respond to companies' growth or contraction, their risks and opportunities.

Companies at CECP's Summit reported that their societal investment departments are still evolving, but perhaps not only by increasing their giving budgets. Strategies for such alternative growth can include: influencing the development of products and services, addressing social issues arising in the supply chain, partnering with social enterprises, and/or impact investing.

At the 2015 CECP Summit, the audience was asked:

Are your departments "doing good" that is not giving? The response breakdown was:

- **Yes, there are many examples: 49%**
- **Maybe, there are some examples: 42%**
- **No, there are not many examples: 9%**

PERFORMANCE THROUGH EMPLOYEE ENGAGEMENT

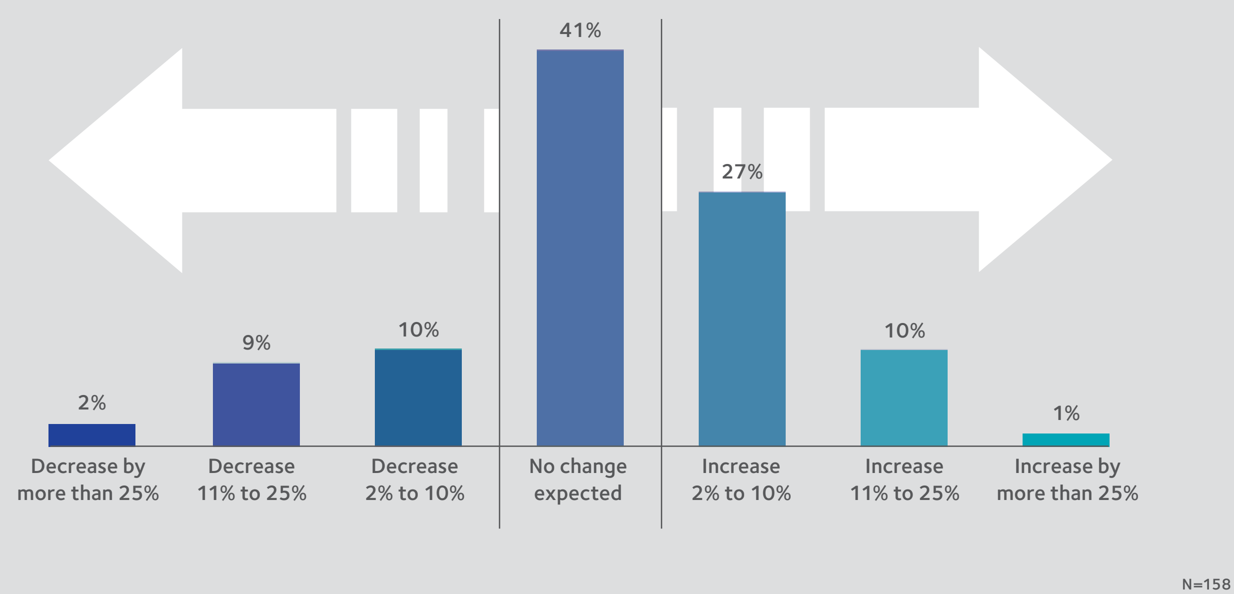
As noted on page 9, employees were identified by CEOs as the top stakeholder influencing decisions in corporations' societal engagement. Matching-gift programs are one way to increase employee engagement. The survey this year asked companies to report on anticipated changes to these programs.

An overwhelming majority (78%) of companies reported that they were soon likely to change their matching-gift programs in a way that has the potential to increase employees' participation. In many cases such changes were already in motion.

Examples of these changes include: increasing the maximum amount to which an employee's gift could be matched, extending the eligibility and offerings to employees in other offices around the globe, adding an entirely new matching-gift program to a suite of employee engagement programs, and upgrading software and operational systems to increase the efficiency, tracking, and participation of matching-gift programs.

FIGURE 5

Percentage of Companies Predicting How 2015 Total Giving Will Compare to 2014 Levels



Core Business Connection

This section presents insights and methods regarding how companies apply their firms' distinct resources—including skills, products, and expertise—to engage with select cause areas and communities.

KEY FINDINGS IN THIS SECTION:

- Education is the most popular cause area across all companies.
- Company-Wide Day of Service is voted the most successful volunteer program, and appears to drive an increase in total volunteer hours.
- Pro Bono Service is the fastest-growing volunteer program.
- More companies limit the organizations that are eligible for matching gifts; fewer companies have open eligibility.
- Approximately two-thirds (65%) of companies give internationally, and those that do typically allocate 21% to international giving.

CAUSES: PROGRAM AREA

INDUSTRY STAND-OUTS

Figure 6 shows the percentage of allocations, by industry, of companies' total giving (cash and non-cash) budgets across nine program areas.

Industries that allocated more than double the average percentage of their budget in certain focus areas tell an interesting story. For some, these are cause areas in which investing is a priority because of stakeholder expectations. For others, giving more to certain causes can illustrate a strategic focus on particular community needs, ones perhaps especially important to employees.

- **The Communications industry gave 39% to K-12 Education (compared to an average across industries of 17%)**
- **Health Care gave 64% to Health and Social Services (compared to an average of 26%)**
- **Industrials gave 12% to Civic and Public Affairs (compared to an average of 5%)**
- **Utilities gave 10% to the Environment (compared to an average of 4%)**

CASH GIVING BY PROGRAM AREA

Median cash-giving figures serve as a helpful benchmark for companies wishing to compare how much they have invested in a program area to what others have given. The values below demonstrate that the three areas in which companies invested the most cash in 2014 are Education, Health and Social Services, and Community and Economic Development.

Program Area	Cash-Giving Median Amount
Civic & Public Affairs (n=134)	$781,800
Community & Economic Development (n=154)	$2,102,000
Culture & Arts (n=160)	$586,700
Disaster Relief (n=126)	$252,300
Education: Higher (n=166)	$1,559,500
Education: K-12 (n=173)	$2,085,700
Environment (n=138)	$410,700
Health & Social Services (n=182)	$2,892,300

TOP CASH FUNDERS BY DOLLAR VALUE

The table below shows the industries that lead in terms of amounts of cash invested in each program area. Consumer Staples is the front-runner in many categories. The benchmarking tables on pages 37-38 show that Consumer Staples is ahead on many total giving measures, which helps to explain its prevalence in the chart below.

Program Area	Industry With Highest Median Total Cash Giving
Civic & Public Affairs	Energy
Community & Economic Development	Consumer Staples
Culture & Arts	Consumer Staples
Disaster Relief	Consumer Staples
Education: Higher	Industrials
Education: K-12	Consumer Discretionary
Environment	Technology
Health & Social Services	Consumer Staples

FIGURE 6

Program Area Allocations by Industry, 2014, Average Percentages

		Civic & Public Affairs	Community & Economic Development	Culture & Arts	Disaster Relief	Education: Higher	Education: K-12	Environment	Health & Social Services	Other
All Companies	N=199	5%	15%	5%	2%	13%	17%	4%	26%	13%
Communications	n=7	5%	10%	6%	0%	8%	39%	5%	21%	6%
Consumer Discretionary	n=20	5%	14%	4%	3%	14%	18%	4%	22%	16%
Consumer Staples	n=18	2%	25%	2%	1%	7%	7%	3%	44%	9%
Energy	n=13	6%	14%	4%	3%	20%	19%	5%	13%	16%
Financials	n=41	4%	25%	7%	2%	12%	17%	1%	17%	15%
Health Care	n=22	5%	6%	3%	1%	6%	4%	0%	64%	11%
Industrials	n=20	12%	8%	5%	3%	22%	17%	2%	22%	9%
Materials	n=17	4%	11%	7%	1%	14%	18%	6%	25%	14%
Technology	n=23	3%	13%	6%	3%	13%	32%	1%	15%	14%
Utilities	n=18	6%	14%	7%	1%	12%	14%	10%	22%	14%

Note: Relative to industry peers, the industry providing the highest percentage of giving to a particular program area is highlighted.

CAUSES: PROGRAM AREA CONTINUED

STRATEGIC FOCUS

In CECP's report *Shaping the Future* (2010), an "issue ripeness" map describes how companies select causes connected to their core business and aligned with societal expectations. Figure 7 illustrates strategic business-focused areas like science, technology, engineering, and mathematics (STEM), workforce development, and causes of national concern such as cancer research and the military-to-civilian transition of veterans.

In 2014, companies had an average of 1.5 focused funding areas, only slightly up from 1.4 in 2012 (N=126). A focused funding area is defined as one to which 20% or more of a company's total giving is allocated. In fact, the concentration of funding is often even higher than that: in 2012 the average maximum amount allocated to a single program area was 46%, and in 2014 it was fairly steady at 47%. These facts, coupled with a decrease in the median number of grant recipients, signal a pursuit of depth, not breadth.

RECIPIENT NUMBERS

Grants refers to the number of individual payments made in a given year, while *recipients* refers to the number of non-profit partners. In past editions of *Giving in Numbers*, a decreasing number of grants made by each member of a contributions team concurrent with a rising average grant size served as an indicator of how companies were pursuing a more strategic and efficient approach to giving. They were establishing deeper relationships with nonprofits through greater investments and the mutual expectation of more significant results.

This year, an exploration of recipient numbers revealed a similar trend. In a matched set of 79 companies over a three-year period, the median number of recipients per company is seen to be declining:

- **2012: 520 recipients**
- **2013: 470 recipients**
- **2014: 460 recipients**

SUCCESS METRICS

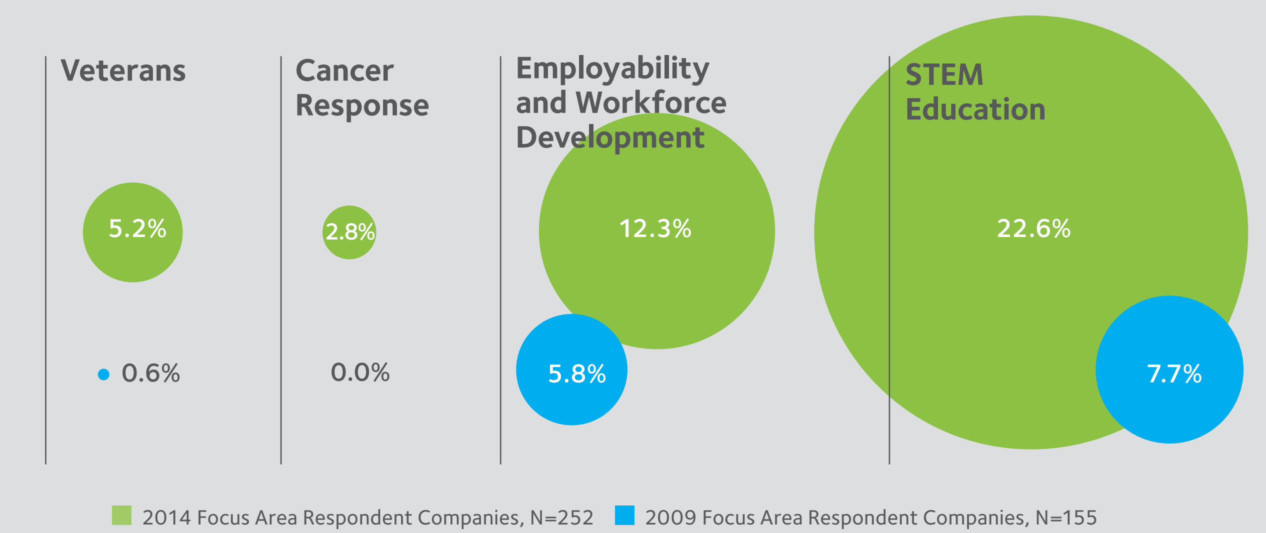
Once a company determines strategic cause areas, it can set corresponding goals that outline its social objectives. The *Giving in Numbers* Survey collects free-text responses on these goals and companies' progress towards them, calling them "Success Metrics."

There is a wide variety of content and sophistication in success metrics, starting with necessary output indicators like the number of lives reached, advancing to metrics which indicate social impact. Companies have also moved towards tracking internal success metrics, such as those related to employee participation. Here is one company example:

Nielsen indicates their top focus areas are hunger and nutrition, education, diversity and inclusion, and technology — a mix of core business needs and company/employee values. To measure their success, they set key performance indicators around building nonprofit capacity to reduce food insecurity, access to math programs, as well as their own measures of diversity and inclusion improvement.

FIGURE 7

Percentage of Respondents Including Specific Focus Areas, 2014 and 2009



TRENDS IN ACTION: FOCUS AREA

Cisco Systems PEDIATRIC HEALTH

"Cisco's corporate social responsibility programs in health care are dedicated to improving care for children through the use of innovative and virtual technologies that are part of our core business. By extending the reach of scarce pediatricians and pediatric specialists, we strive to expand knowledge and collaboration between physicians and health care centers of excellence. Collectively named Connected Healthy Children, the initiative supports children's health care programs around the world—in Brazil, Canada, China, India, Kenya, and the United States.

In one such program in the U.S., we collaborate with multiple centers of excellence and hospitals to bring top pediatric oncologists from leading institutions into the same 'virtual' room. This Virtual Pediatric Network (VPN) offers an unprecedented, collaborative approach to treating some of the rarest, most complicated cancers in children and adolescents. By breaking down geographic and institutional barriers, the best minds in medicine are able to share essential medical knowledge and collectively inform treatment plans."

Citigroup FINANCIAL INCLUSION

"Central to Citi's mission to enable progress is our commitment to expand financial inclusion and support economic progress. Despite great progress in expanding financial access around the world, two billion people are still without access to formal financial services, making them vulnerable to theft, loss, and limited transparency.

Through Citi's core business and Citizenship activities, including our philanthropic giving through the Citi Foundation, we are bringing financial services to people who don't have access to them. Through business units like Citi Inclusive Finance and our Public Sector Group, we are dedicated to building new scalable services and technologies that expand access to financial services in low-income and underserved communities. Scaling financial inclusion worldwide demands innovative, data-driven solutions and the pooling of ideas, resources, and best practices. The Citi Foundation dedicates philanthropic capital to funding research and supporting nonprofit organizations to further our goal of creating widespread effective solutions for financial inclusion globally."

ConocoPhillips WATER CONSERVATION

"ConocoPhillips realizes that holistic water stewardship and continued innovation is key to solving today's difficult global water challenges. With nearly two-thirds of the world's population predicted to be living in severe water-stressed conditions by 2025, this focus will become increasingly important over the next decade. Our commitment to the environment is also important to our operations. We partner with communities and institutions to protect and manage our water resources sustainably, as well as to ensure that vital ecosystems are able to deliver the services essential to human wellbeing.

We approach these efforts through three main strategies: preserving and managing habitats in the greatest need of conservation and of most importance to ConocoPhillips' business operations, strengthening individuals' and organizations' ability to manage water and biodiversity resources effectively, and fostering innovation and multi-sector solutions to water-quality and accessibility challenges. Each of these approaches allows ConocoPhillips to serve proudly the needs of the community while helping the company meet its business objectives."

New York Life CHILDHOOD BEREAVEMENT

"The New York Life Foundation has closely aligned one of its focus areas with our core business of life insurance by funding childhood bereavement causes. We provide financial security to families after the death of a parent, and the Foundation helps provide emotional support to the children and families left behind. Since 2008, the Foundation has invested more than $22 million in this sector. Our website, AChildInGrief.com, provides parents, teachers, and friends of bereaved children with resources including other websites, DVDs, a directory of local bereavement service providers organized by the state, and booklets in both English and Spanish, written by experts.

This year we launched grievingstudents.org, which provides school personnel with information to help bereaved students return to the classroom. Each year, thousands of our employees and agents volunteer with bereavement organizations to help those affected by the loss of a loved one, especially children."

DISASTER RELIEF

MACRO DISASTER TRENDS

2015 marks the tenth anniversary of Hurricane Katrina, whose tragic consequences still affect the U.S. and the region today. And 2012 brought Hurricane Sandy, which prompted a spike in giving from a majority of American companies participating in *Giving in Numbers*.

Data from the Centre for Research on the Epidemiology of Disasters' (CRED) Emergency Events Database (EM-DAT) shows that, after a peak in 2000, the number of disasters (floods, storms, earthquakes, etc.) has declined. The years 2012, 2013, and 2014 were consistent with this trend. During this time, the total number of disasters worldwide decreased by 5% (from 561 to 531).

EM-DAT also tracks information on the cost of damage and the number of people affected. The number of people affected in the same three-year period went down 1%. A decrease is preferable to an increase, of course, but this number also is a reminder that the number of disasters does not fully represent their scale and consequences.

PAST, PRESENT, AND FUTURE

Disaster-response experts advocate thinking more holistically about preparation, immediate relief, and rebuilding. The Center for Disaster Philanthropy partnered with the Foundation Center to release a report that outlines the necessity for long-term rehabilitation: *Measuring the State of Disaster Philanthropy 2014*.

Disaster Risk and Resilience Thematic Think Piece, a report by the UN System Task Team on the Post-2015 UN Development Agenda, summarizes a consensus among thought leaders in this area that "Disasters and disaster risk are a development challenge…The risk of losing wealth in weather-related disasters is now outstripping the rate at which the wealth itself is being created."

The region where this is most apparent is Asia, where the number of disasters went down by 5% between 2012 and 2014, but the total cost of disaster-related damage in the same period increased by more than 100%.

DISASTER MATCHING GIFTS

The corporate response to disasters takes many forms: cash, product, service, volunteers, and employee giving. Employees typically want their employers to facilitate their ability to take action. Accordingly, this section explores the availability and participation rates of typical disaster-relief matching programs.

Disaster-Relief Matching Programs: Matching programs benefitting disaster-related crisis relief, recovery, rebuilding, and/or preparedness.

- **Percentage of Companies Offering Program To (n=66):**
  Full-Time Employees: 98%
  Part-Time Employees: 70%
  International Employees: 53%
  Retirees: 12%
  Corporate Board Members: 24%
- **Median Percentage of Employees Who Participated:** 1% (n=11).
- **Ratio:** Most programs offered a 1:1 match, with some companies offering more, depending on the severity of the disaster.
- **Caps:** Annual caps were most commonly cited as $5,000 per employee, but this varied based on the severity of the disaster and its proximity to the company's offices and employee bases.

Similar specifics on other matching-gift programs are available on page 22.

FIGURE 8

Measures of Disaster-Relief Investment, 2012-2014, Matched-Set Data

DISASTER-RELIEF TOTAL GIVING	2012	2013	2014	% Change
Aggregate (in $M)	$115	$80	$56	-51%
Average Percentage	4.0%	3.2%	2.2%	-44%
Average (in $M)	$1.49	$1.00	$0.70	-51%
Median (in $M)	$0.50	$0.37	$0.33	-31%

Note: Not inflation-adjusted. Matched Set includes only companies that reported disaster-relief contributions in all three years.

N=77

MORE THAN MONEY: NON-CASH CONTRIBUTIONS

INDUSTRY DIFFERENCES

Non-cash contributions can include donations of products, service, Pro Bono Service, and other resources (e.g., advertising space). Many people think of non-cash giving as a one-sided opportunity for manufacturing companies simply to clear out their unsold stocks. In fact, discussing non-cash contributions is increasingly part of the communications between companies and nonprofits at the outset of the partnership.

In 2014, Communications, Health Care, Consumer Staples, and Technology led the other industries in terms of the percentage they gave in non-cash contributions. The Health Care industry is known for making a high percentage of non-cash contributions, driven in particular by pharmaceuticals. Even so, the median allocation of non-cash resources by the Health Care industry decreased by nearly half, from $120 million in 2012 to $67 million in 2014 (n=17, Health Care companies that reported non-cash giving in all three years).

TECHNOLOGY CONTRIBUTIONS

Companies' vast technological resources make them better positioned than other funders to equip partners with necessary software and hardware. For example, access to cutting-edge technology in schools is crucial to aiding the strong growth in corporate investment in STEM education (see page 14). One example of a company making use not merely of excess product but also cutting-edge technology is Dell. Its Powering the Possible program builds the latest technology products into the program strategy and donation opportunity.

Many companies manage the distribution of non-cash contributions themselves, for technology and beyond. Depending on the scale of the program, however, a company may seek to outsource its distribution instead. Direct Relief, Idealware (software only), Good360, and TechSoup are all examples of entities that help to connect nonprofits with corporations' non-cash contributions. Adobe, Microsoft, and Symantec are examples of companies partnering with TechSoup to leverage their core business in nonprofit partnerships.

EXCELLENCE IN PARTNERSHIPS

The expanding nature of corporate-nonprofit partnerships is best demonstrated by companies that exemplify CECP's pillars of excellence: CEO Leadership, Innovation, Measurement, and Partnership.

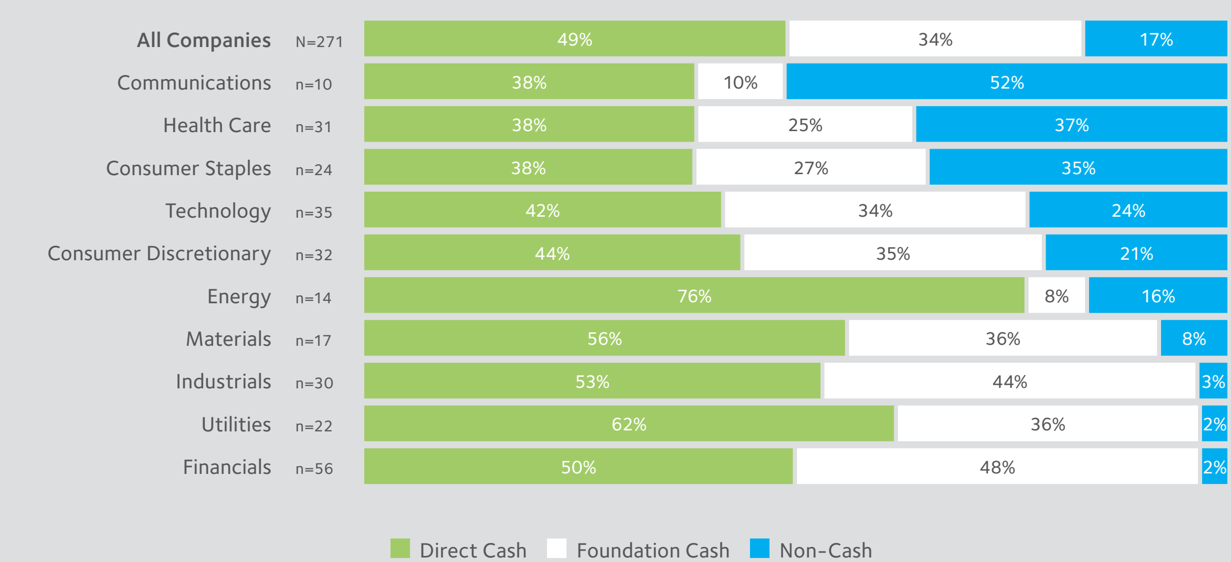
PepsiCo's Partnership for Safe Water Access program prioritized clean water as a key building block for ending world poverty. As a user of water in their communities, PepsiCo has the need, expertise, scale, and credibility to make an impact on the ground level, and achieved its 2015 impact goal by bringing safe water access to 6 million people.

PwC's Earn Your Future is a commitment to advance financial literacy and youth education across America. Currently in the third year of PwC's Earn Your Future, the firm has delivered almost 703,000 service hours and reached almost 1.5 million students and educators.

The John Deere Foundation partners with PYXERA Global on the Joint Initiative for Village Advancement ("JIVA"). Among local farmers, JIVA is increasing agricultural productivity and income security by conducting demonstrations and offering training that teaches improved agricultural practices.

FIGURE 9

Industry Breakdown of Total Giving by Funding Type, 2014, Average Percentages



EMPLOYEE FACTOR: VOLUNTEERING

VOLUNTEER PROGRAMS

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

In 2014, 220 companies reported having at least one domestic employee-volunteer program. One hundred and thirty of those companies (58%) reported having at least one program available for international employees.

In 2014, companies offered an average of five programs for domestic employees and three for international employees. Figure 10 presents the percentage of companies offering each type of service program, with Paid-Release Time being the most common program for domestic employees and Employee Volunteer Awards the most common for international employees.

ENGAGE MORE EMPLOYEES

Companies reported that, on average, 30% of their employee base participated by volunteering for at least one hour on-company-time. The top quartile of companies reported a minimum 50% participation rate.

When launching a corporate volunteer program or aiming to reach a larger number of employees, companies should consider increasing volunteer opportunities that have wider-reaching appeal. The 2012-2014 matched-set data (N=145) show increases in the number of companies offering:

- **Company-Wide Day of Service (48% to 59%)**
- **Paid-Release Time (54% to 59%)**

In 2014, 24% of companies offered Company-Wide Day of Service, but no pro bono opportunities. These companies averaged 167,000 employee-volunteer hours. Company-Wide Days of Service benefited from an increase in the total number of reported participation hours.

ENGAGE MORE DEEPLY

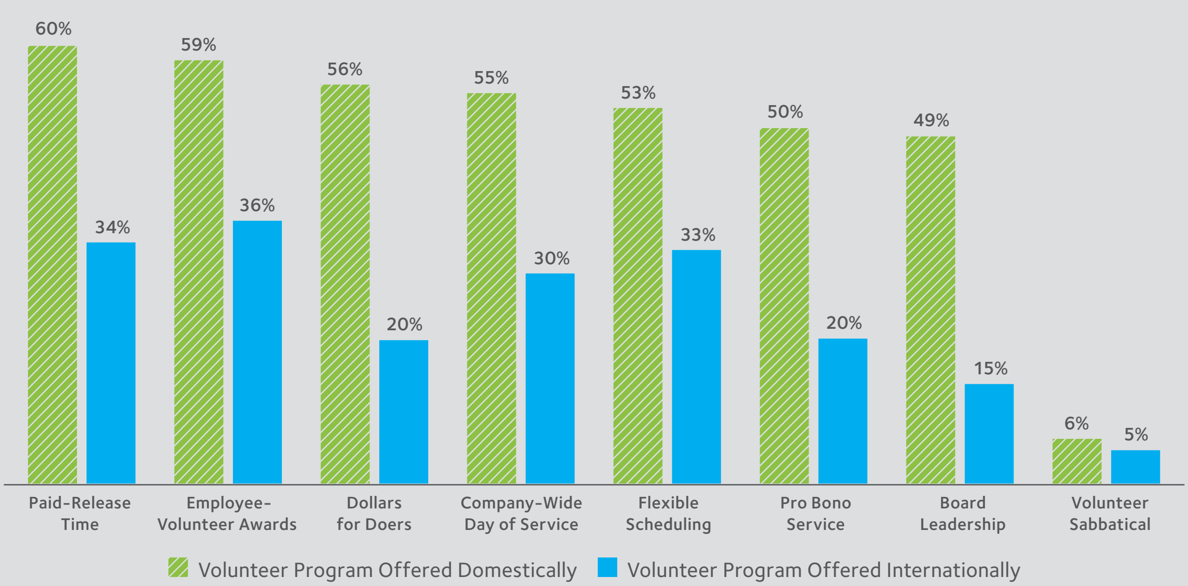
Skills-based volunteer programs add value to corporate and nonprofit partnerships because they engage employees in a deeper volunteer experience. By using their unique talents and business acumen to help build the capacity of nonprofit partners, or to assist with the execution of initiatives, employees serve the community and develop their leadership skills. The 2012-2014 matched-set data (N=145) show increases in the number of companies offering:

- **Pro Bono Service (40% to 51%)**
- **Board Service (43% to 53%)**

In 2014, 29% of companies offered Pro Bono Service opportunities, but not a traditional Company-Wide Day of Service. These companies averaged 134,000 employee-volunteer hours. Companies that offered both Pro Bono Service and a Company-Wide Day of Service (30% of companies) averaged 238,000 hours. The balance of companies (17%) did not offer either program. Read more about pro bono programs on page 21.

FIGURE 10

Corporate Volunteer Opportunities, 2014, Percentage of Companies Offering Each Program



Note: Domestic refers to corporate headquarters country. International refers to all other countries.

N=220

VOLUNTEERING CONTINUED

SUCCESSFUL PROGRAMS

A successful volunteer program is defined by the *Giving in Numbers* Valuation Guide as one that is supported and understood organization-wide, and that has specific, measurable goals that are tracked, among other criteria. The survey asks companies to identify their top three most successful programs.

The measurable goals companies apply to determine the success of their programs can vary. For some, the goal is to engage a higher percentage of the employee population, including employees from additional regions, in corporate volunteer activities. For others, the goal is to engage a smaller number of high-performing employees in more intensive, skills-based projects.

Figure 11 shows the top three most successful programs. For each volunteer program, analysis is limited to companies that offered the program and provided a response on which programs they considered most successful based on respondent votes.

OPPORTUNITIES

Communications

The top three most successful programs reported in 2014 are volunteer programs with wide appeal. Employees may not be as aware of skills-based offerings leading to less successful ratings. Stronger internal communications and more strategic and aligned discussions with nonprofit partners can increase the potential for impact and satisfaction among both community partners and employees.

For example, at CSAA, participation in their volunteer programs is part of the annual review process for managers, so key employees are educated about, and encouraged to participate in, relevant skills-based opportunities.

Some programs are not popularly voted as successful but are still considered positive by those who offer it. For example, Employee Volunteer Awards is not shown in Figure 11 below. And yet, Hasbro notes that their award program, which incorporates recognition by the CEO along with a grant prize to the nonprofit choice of awarded employees, is a success by their standards.

OPPORTUNITIES *continued*

Measurement and Evaluation

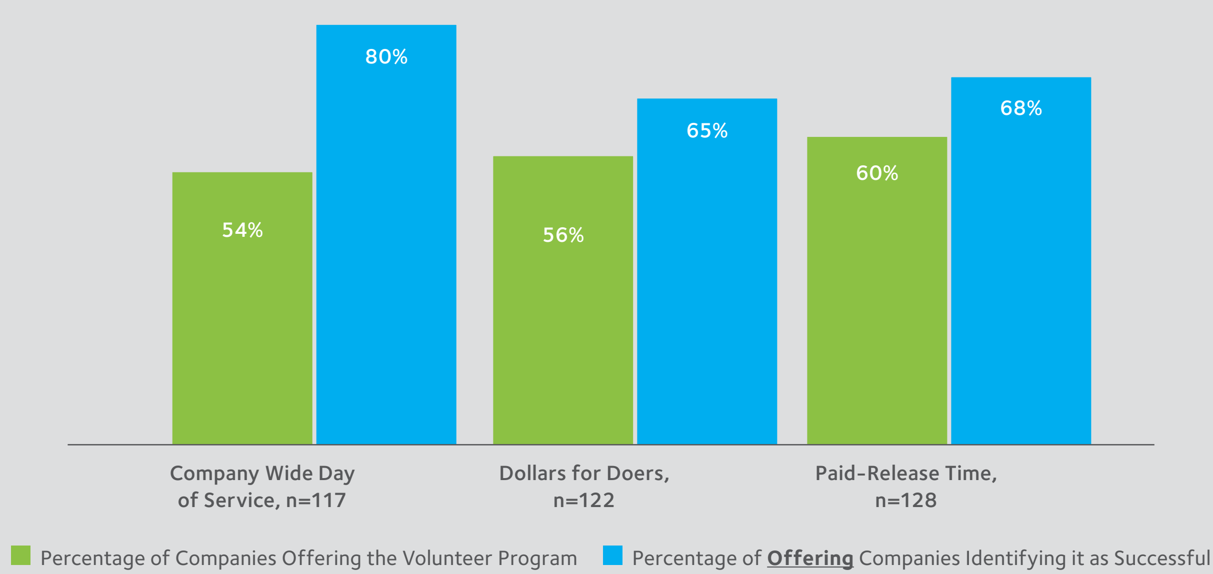
Being able to measure and articulate the business value of volunteering is both a challenge and an opportunity. In 2014, 29% of companies reported that they are measuring the business value of their corporate volunteer programs. (See page 28.) Two examples of measurement tactics are 1) analyzing retention and promotion rates for volunteers and 2) comparing company-wide employee survey responses of active volunteers to all other employees.

Global

Of the 98 companies that reported operating international volunteer programs in 2014, approximately half (47) added at least one additional program, while 37 maintained the same number of programs. Whereas the number of international volunteer program offerings continue to expand, the low number of international skills-based opportunities indicates there are still opportunities for growth. *See Figure 10 for a more comprehensive breakdown.*

FIGURE 11

Top Three Most Successful Volunteer Programs, 2014, Percentage of Companies



TRENDS IN ACTION: VOLUNTEER PARTICIPATION

Humana MAKING VOLUNTEERING EASY

"Volunteerism embodies Humana's purpose and values and is a tangible way to impact the health and wellbeing of the communities we serve. Our company has a goal to more than double our volunteer participation over the next three years—and we've created programs and practices to make volunteering easier and more vibrant. For example, our Humana Volunteer Network website makes it easy for associates to find local volunteer opportunities that are personally meaningful to them, while our Volunteer Time Off benefit provides all associates with the opportunity to take one day of paid time off to participate in volunteer activities that support health and wellbeing.

We've also integrated volunteerism into our leadership development and team-building practices. We've learned that our associates are inspired by one another; therefore, we've invested significantly in sharing their volunteer stories internally—in celebrating the impact on both the community and personal wellbeing."

Devon Energy Corporation A NEW VOLUNTEER COUNCIL

"Volunteerism is a mainstay of Devon's culture, and our employees embrace the opportunity to help the company be a good neighbor. In 2014, Devon initiated a thirty-member Volunteer Council at its headquarters in order to better leverage employees' involvement in the company's community and volunteer efforts. Interested employees volunteer for Devon or a nonprofit within the community and have a vested interest in serving as internal champions for volunteering as an extension of the Community Relations team. Members engage community-minded employees in the volunteer process by distributing promotional materials about company-wide campaigns and volunteer activities. Moreover, employees have the opportunity to volunteer during business hours for our major employee fundraising campaigns.

Implementing the Volunteer Council with engaged and dedicated employees as its leaders has brought innovation and success to Devon's volunteer efforts through idea generation and the greater promotion of programs and peer volunteer recruitment."

Capital One DRIVING WITH DATA

"At Capital One, volunteering is just one of the ways we are 'Investing for Good' in our communities. As a financial services company built on the power of information and technology, we use our volunteerism data to help enhance associate and executive involvement and link them with the best possible volunteer experience by identifying gaps in participation rates and building targeted strategies.

Recently, we identified those who had not logged volunteer hours or participated in a company-sponsored program. We then sent those associates targeted messages with helpful reminders – and incentives – on how to sign up to volunteer and log their hours. Additionally, we used data to provide personalized volunteerism options by analyzing their characteristics (e.g., hourly or salaried, urban/suburban-based, type of skillset) and matching them to volunteerism opportunities. All of these tactics have allowed us to create a more tailored and successful program."

CenterPoint Energy COMMUNICATION WITH A CAPITAL C

"Volunteerism is central to CenterPoint Energy's business, and our most valuable asset is communication, communication, communication! In 2014, our company launched a new intranet site, CNP Today, which has helped us increase volunteering rates among employees. Other communication channels that have created greater awareness of company volunteering opportunities and accomplishments include emails, newsletters, break-room posters, and social media platforms.

We also provide team-building opportunities for departments to enhance supervisor-employee relationships and reward our employees for their service and commitment to spreading goodwill. Once logged, employees' volunteer hours are celebrated on digital screens throughout our building as well as on our intranet and other employee publications. These hours are then transferred to our Energized By You program and converted into points that can be used to redeem rewards from our rewards catalog. At CenterPoint Energy, volunteerism is its own reward, but we like to give more!"

PRO BONO SERVICE

CHARACTERISTICS OF PRO BONO SERVICE

Pro Bono Service is distinct from other forms of skills-based employee engagement in the following three ways:

1. **Commitment:** The company is responsible for staffing the project, ensuring its completion and quality, and applying the highest professional standards to the engagement.
2. **Professional Services:** Participating employees must use their core job skills as specified in their official job descriptions. Projects that utilize only a portion of an employee's core competencies are considered volunteerism rather than Pro Bono Service.
3. **Indirect Services:** All services must be provided through a qualified organization.

Based on the inherent differences between Pro Bono Service and other forms of employee engagement, Pro Bono Service is defined in the *Giving in Numbers* Valuation Guide as non-cash giving valued at Fair Market Value (FMV).

INDUSTRY COMPARISONS

Page 17 shows the average percentage breakdown of non-cash giving by industry for 2014. Non-cash includes Pro Bono Service. Comparing this breakdown with the figure below provides an understanding of the proportion of non-cash offerings that Pro Bono Service comprises. For example, on average, non-cash contributions represent a low percentage of total giving by Financials companies (2%), but close to one-third of it was in the form of Pro Bono Services.

The number of companies reporting that they offer pro bono programs has continuously increased, making it clear that Pro Bono Service is no longer just for lawyers, accountants, and financiers. Forty-nine percent of companies in the dataset reported offering pro bono programs, while the Health Care and Technology industries had the strongest showing of pro bono opportunities, with 70% and 59% of such companies, respectively, offering them to employees.

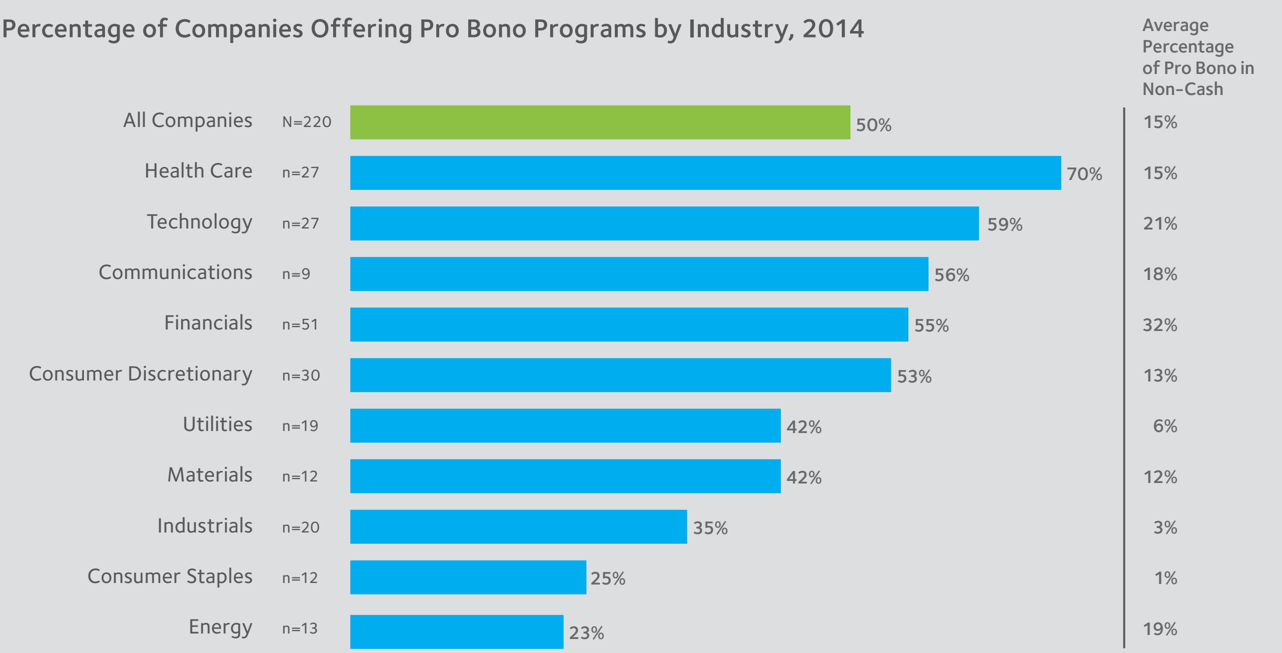
INDUSTRY EXPANSION

Pro Bono Service originated in the legal profession. In the United States, many lawyers set aside anywhere from 3% to 5% of their billable hours for pro bono work (amounting to 60 to 100 annual hours per lawyer), with some ambitious individuals seeking the golden standard of 10% (approximately 200 hours annually). Mandates and minimum requirements vary by region.

To meet the varied capacity-building opportunities of the nonprofit sector, it is heartening to see the industry expansion of the practice. Pro Bono Service is the fastest-growing employee-volunteering program, with the percentage of companies offering it having increased from 40% in 2012 to more than 51% in 2014. (See page 18.) Participation rates also continue to rise, and more companies are tracking the value of Pro Bono Service. Eventually, the corporate sector might consider opting into volunteer program standards they themselves select, in the same way that the legal profession has done.

FIGURE 12

Percentage of Companies Offering Pro Bono Programs by Industry, 2014



MATCHING GIFTS

MATCHING-GIFT PROGRAMS

In 2014, companies reported that matching gifts are an integral strategic corporate program, with an unprecedented 88% of companies offering at least one matching-gift program to employees. In two industries, 100% of companies offered matching gifts. The majority (71%) of companies offered at least two types of matching programs (N=196).

As shown in Figure 13, on average, the highest proportion of companies' matching-gift budgets went towards Year-Round Policies, followed by Workplace Giving Campaigns (e.g., United Way).

Year-Round Policy: Giving that occurs year-round and not as part of a specific time-based campaign.

- Percentage of Companies Offering Program To (n=143):
  - Full-Time Employees: 97%
  - Part-Time Employees: 55%
  - International Employees: 33%
  - Retirees: 31%
  - Corporate Board Members: 57%
- Median Percentage of Employees Who Participated: 10% (n=44).
- Ratio: A majority of companies (83%) offered a 1:1 match. The second-most common offering was to multiply employee investments with a 2.0x match to specific strategic partners or cause areas. Some even reported a 3.0x match (n=84).
- Caps: The median cap was $5,000 per employee (n=88), sometimes with a higher opportunity for specific cause areas (typically Higher Education). Caps ranged from $300 to $50,000.
- Employee Choice: Among companies giving predominantly through a Year-Round Policy, 32% targeted matches to predetermined strategic partners or cause areas (n=90).

Workplace Giving Campaigns: Fundraising drives that occur for a defined time period.

- Percentage of Companies Offering Program To (n=109):
  - Full-Time Employees: 100%
  - Part-Time Employees: 69%
  - International Employees: 25%
  - Retirees: 19%
  - Corporate Board Members: 28%
- Median Percentage of Employees Who Participated: 35% (n=32).
- Ratio: The majority (67%) of companies make a 1:1 match. Another common approach is to match 50% of every dollar contributed by employees (n=51).
- Caps: The median cap was $10,000 per employee, with a number of companies reporting no cap (n=41).
- Employee Choice: Among companies giving predominantly through a Workplace Giving Campaign, 57% targeted matches to predetermined strategic partners or cause areas (n=70).

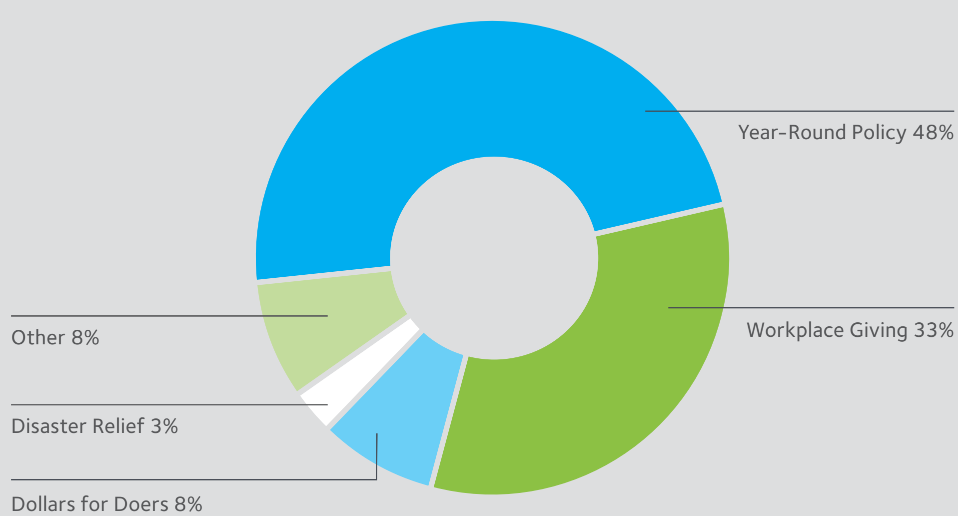
Dollars for Doers: Contributions in recognition of a certain level of employee-volunteer service.

- Percentage of Companies Offering Program To (n=104):
  - Full-Time Employees: 99%
  - Part-Time Employees: 60%
  - International Employees: 34%
  - Retirees: 20%
  - Corporate Board Members: 10%
- Median Percentage of Employees Who Participated: 3% (n=24).
- Ratio: The median match in 2014 was $10 per hour volunteered (n=50).
- Caps: The most common Dollars for Doers cap was $500 per employee, but the cap of $1,000 per employee was close behind.
- Employee Choice: Among companies matching predominantly through Dollars for Doers programs, 25% targeted matches to predetermined strategic partners or cause areas (n=12).

Disaster-Relief Matching Programs: *See page 16.*

FIGURE 13

Matching-Gift Program Allocation, 2014, Average Percentages



N=196

MATCHING GIFTS BY INDUSTRY

In 2014, companies delivered a median 12% of total cash contributions through matching gifts (N=195). As illustrated in Figure 14, Technology companies gave the highest proportion of matching gifts in their total cash contributions (19.4%), followed by Financials companies (16.2%), and Materials companies (15.3%).

The two industries with the lowest level of matching gifts as a percentage of total cash giving, Communications (4.5%) and Industrials (6.7%), demonstrate how percentages of giving do not tell the whole story. Communications has a very high proportion of non-cash giving but also above-average median and top quartile giving, leading to high dollar values of matching gifts. Industrials has a low proportion of non-cash giving, but also below-average median and top quartile giving, leading to moderate dollar values of matching gifts.

YEAR-OVER-YEAR CHANGES

The median of the percentage of companies that offered each type of Matching Gifts Programs had the following percent rises from 2012 to 2014 (including only companies providing each program type in each year):

- **Year-Round Policy: +7% (n=77)**
- **Workplace Giving Campaigns: +3% (n=62)**
- **Dollars for Doers: +9% (n=65)**

Employee giving isn't always matched, but it often is. Employee giving occurs through payroll deductions as well as other transaction methods like credit card payments. Payroll is most often associated with Workplace Giving Campaigns. The relatively slow growth of Workplace Giving Campaigns might be explained by the reduced employee giving via payroll, a practice that declined from 2012 to 2014. (Read more about Philanthropic Leverage on page 24.)

OPEN OR LIMITED?

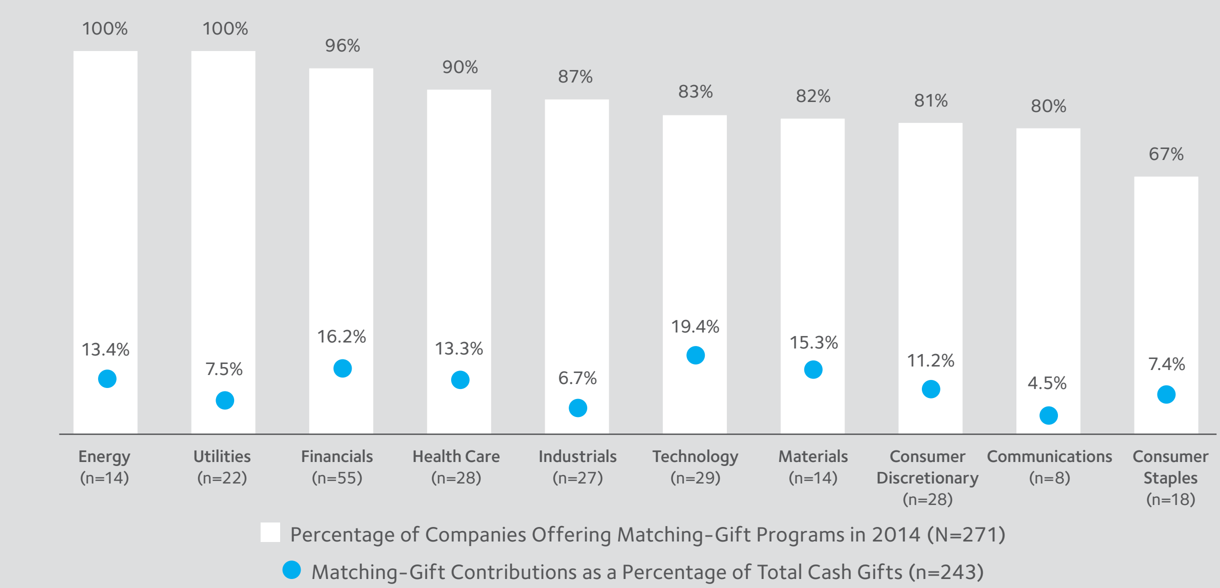
An open matching-gift program is one in which a company matches employee donations to any nonprofit recipient (46% of companies in 2014). A limited matching-gift program matches employee donations only to designated eligible recipients or recipient groups (54% of companies in 2014). Companies choose between eligibility options as a way to best meet their program goals: high employee participation or high awareness of the company's strategic societal investment programs.

Companies also face operational and budgetary implications depending on what eligibility option they choose. Companies that offer open programs must allocate more resources for transaction costs and vetting organizations, especially if the program is open in multiple countries. The data show that open programs also tend to have higher budgets.

Among the companies that limit their matching-gift programs, 21% limited them to educational organizations, 34% limited them to a specific list of organizations, and 45% limited them to organizations within select cause areas.

FIGURE 14

Percentage of Companies Offering Matching Gifts and Median Matching-Gift Contributions as a Percentage of Total Cash Giving, Industry Breakdown, 2014



PHILANTHROPIC LEVERAGE: EMPLOYEE GIVING

EMPLOYEE GIVING

Employee giving is a central element of a company's Philanthropic Leverage. Employee giving is often matched through corporate programs (see pages 22-23), although not always.

To be considered Philanthropic Leverage, funds must be raised from formal campaigns meeting the following criteria:

- **Corporate Commitment:** Formal campaigns must be company-sponsored, organized by a professional giving officer and run nationally.
- **Beneficiaries:** Fund recipients must be 501(c)(3) organizations or the international equivalent. (Next year, this criterion will change to that of the Global Guide; see page 26.)
- Any contribution provided by the company is excluded.

INDUSTRY COMPARISONS

The table below shows that the median dollar amount donated per corporate employee was $88 in 2014, with employees in the Energy industry giving the most (a median of $345 per employee). Employees in the Utilities and Financials industries also gave high median amounts.

Industry	Median Dollar Amount Donated per Employee
All Companies, N=124	$88
Consumer Discretionary, n=13	$36
Consumer Staples, n=10	$31
Energy, n=8	$345
Financials, n=34	$151
Health Care, n=11	$42
Industrials, n=15	$42
Materials, n=8	$68
Technology, n=13	$66
Utilities, n=10	$182

YEAR-OVER-YEAR TRENDS

It is interesting to note that even as companies encourage employee giving, the portion through payroll deduction has gone down. In a matched set of 51 companies over the three-year period of 2012 through 2014, the median dollar amount raised from employees through payroll deduction decreased by 3% (matched set, N=51):

Median Employee Giving Through Payroll Deduction

- **2012: $2.39 Million**
- **2013: $2.10 Million**
- **2014: $2.06 Million**

Corporate giving professionals have reported that two of their employee giving goals are 1) to increase employee participation in giving and 2) to make giving operations more efficient. Reduction in payroll deduction could indicate pursuit of goal number one to meet millennials' desires for flexibility that payroll giving may not offer. Reduction in payroll deduction could indicate pursuit of goal number two due to the difficulties of expanding payroll deduction to a global employee base.

FIGURE 15

Philanthropic Leverage: Money Raised from Corporate Fundraising Campaigns, 2014, Medians

MONEY RAISED FROM NON-EMPLOYEES		Median
Number of Fundraising Campaigns Offered Per Year	N=48	1
Total Number of Campaign Days (Across All Campaigns)	N=37	28
Total Marketing/Administrative Dollars Spent	N=15	$74,381
Number of Nonprofit Partners Supported	N=41	5
Total Dollar Amount Generated for Nonprofit Partners	N=41	$1,595,997
MONEY RAISED FROM EMPLOYEES		
Total Dollar Amount Raised from Employee Payroll Deductions	N=110	$1,741,123
Total Dollar Amount Raised from Other Employee Contributions	N=93	$674,953
Number of Nonprofit Partners Supported	N=90	500

INTERNATIONAL FOOTPRINT

INTERNATIONAL FOOTPRINT

Corporate giving officers are regularly asked by the C-suite to expand giving globally or to re-think existing global programs to better align the geography of the company's community-building efforts with that of its corporate footprint. Often, the ask is to increase activities in more locations as a re-allocation of budget as opposed to a budget increase. Benchmarking is one way to make the case for an increase, if the company is behind revenue-size or industry peers.

The percentage of international giving lags behind percentage of international revenue, as shown in Figure 16. (Remember that "international" here refers to any/all countries outside of a company's corporate headquarters country.) This data may be used by corporate giving professionals to make a case for increasing their companies' international giving to a level at least in line with that of other companies whose international revenue comprises a similar percentage of total revenue.

INTERNATIONAL PROGRAM TYPE

Giving in Numbers includes data from primarily United States-based companies. Many U.S. companies' first international contributions were responsive to a global disaster. As such, a large amount of their international giving continues to fund disaster relief. Whereas 3% of total giving was allocated to disaster relief in 2014, 13% of international giving was allocated to disaster relief. *For more on disaster relief, see page 16.*

Other program areas with a higher international allocation compared with total giving are Community and Economic Development and Environment. These variations are likely due to the fact that companies must adjust the cause area pillars set at headquarters to most appropriately respond to local societal issues. *For more on the program area breakdown of total giving, see page 13.*

ALLOCATIONS BY INDUSTRY

Manufacturing companies have long allocated higher proportions of total giving to international recipients, likely due to their deep global production footprints. By presenting their industry's average (below) alongside their average international giving for their revenue tier (Figure 16), companies can provide a well-rounded benchmark of their own performance against their peers'.

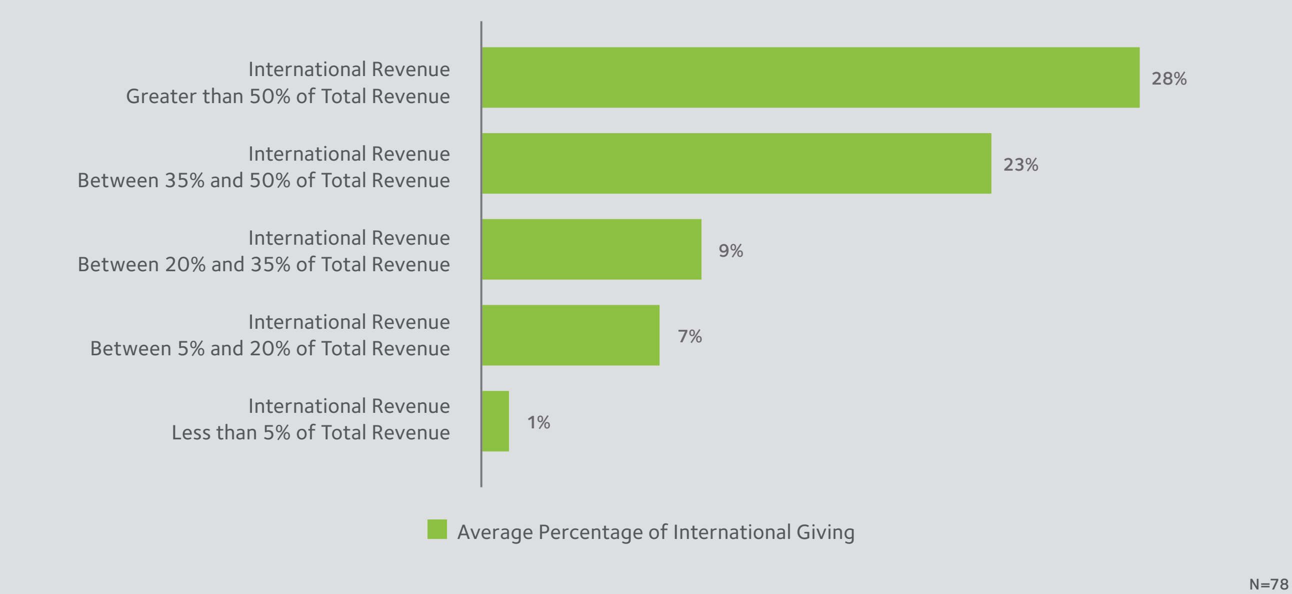
The bulleted list below shows the average percentage of total giving that each industry directed internationally (among companies that made international contributions).

- **All Companies (N=135) 21.0%**
- **Communications (n=6) 29.1%**
- **Consumer Staples (n=13) 28.4%**
- **Technology (n=22) 24.0%**
- **Materials (n=13) 23.5%**
- **Energy (n=9) 21.8%**
- **Industrials (n=19) 19.5%**
- **Consumer Discretionary (n=14) 19.4%**
- **Financials (n=24) 16.8%**
- **Health Care (n=12) 16.8%**

Utilities were excluded due to low sample size.

FIGURE 16

International Giving as a Percentage of Total Giving by International Revenue Tiers, 2014, Averages



CENTRALIZATION AT HEADQUARTERS

Companies commonly ask how others manage global programs. For example, how much managerial control is concentrated at headquarters as opposed to local management? The data in Figure 17 show that headquarters typically reserves greater overall control.

When it comes to grantee selection, however, it's more common for local management to be "in charge." The corporate staff members on the ground are often best suited to select the grantee partners that are most effective and reputable in the market.

Headquarters may use a domestic organization that assists with the distribution of funds to international recipients. These are often called intermediaries. In 2014, of the 62 responding companies, 11 (18%) used intermediaries for all of their international giving, 29 (47%) companies didn't use them at all, and 22 (35%) used them for a portion of their funds. Among the companies that used them, the average percentage of international giving disbursed through intermediaries was 51%.

2016: A GLOBAL STANDARD IN PLACE

In 2016, *Giving in Numbers* will complete its three-year transition to the Global Guide standard. This is a standardized definition of which recipients to include when reporting corporate giving. The Global Guide has three criteria. The corporate contribution recipient must 1) be formally organized, 2) have a charitable purpose, and 3) never distribute profits. Download the full guide at cecp.co/global.

CECP began to develop the Global Guide in 2011, based on analysis of social sector definitions in major economies around the world as well as on practitioner feedback such as an open public comment period. The motivation for establishing a new, clear, and widely applicable standard is that common definitions and consistent reporting produce higher-quality benchmarking and transparency. Otherwise, the field is left to rely on personal and local interpretations of terms like "charity" or "nonprofit." Also, globalization presents a need for a definition that does not reference only one country's laws or tax codes.

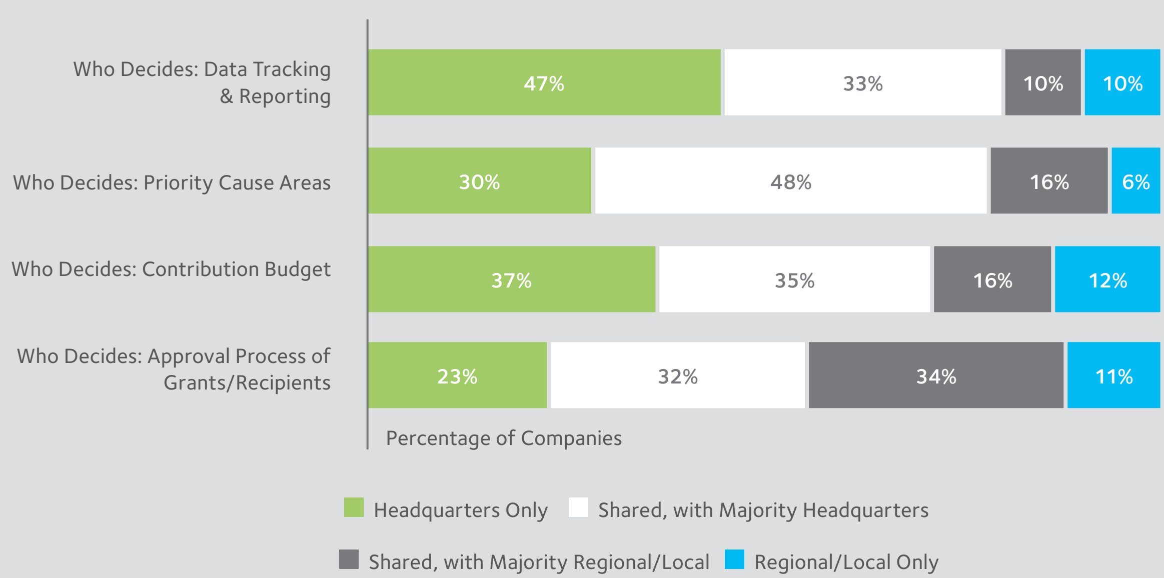
HIGHLIGHTS FROM ASIA, EUROPE, AND LATIN AMERICA

For each region below, U.S. companies' allocation to the region is followed by one interesting fact about philanthropic initiatives of companies headquartered in that region.

- **Asia:** In 2014, U.S.-based companies typically allocated 7% of their total giving to recipients in Asia and the Pacific. *Giving Around the Globe: 2014 Edition* (a companion report to last year's *Giving in Numbers*) highlights how Asian companies tend to prioritize matching gifts over employee volunteering.
- **Europe:** In 2014, U.S.-based companies typically allocated 5% of total giving to European recipients. *Giving Around the Globe: 2014 Edition* covers how companies in the region face the most widespread reporting requirements.
- **Latin America:** In 2014, U.S.-based companies typically allocated 4% of total giving to Latin American recipients. *Giving Around the Globe: 2014 Edition* describes how Latin American companies seek to capitalize on employee engagement opportunities by formalizing previously informal efforts.

FIGURE 17

Breakdown of Companies by Where International Giving Decisions are Made, 2014



N=141

Results: Measuring Return on Investment

This section provides a high-level view on the practices and methods corporations use to evaluate the effectiveness and results of their programs.

KEY FINDINGS IN THIS SECTION:

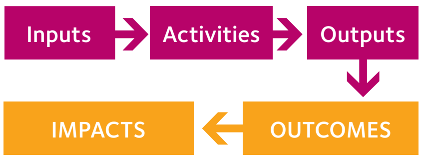
- A vast majority of companies are measuring social results and the number is on the rise.
- Measuring the business results of volunteering is much less common than measuring social results.
- Companies that measured results (business and/or social) in 2014 also increased their total giving.

LEVELS OF MEASUREMENT

STATE OF EVALUATION

In 2014, 84% (N=196) of companies reported that they currently measure the outcomes and/or impacts of their grants.

Logic Model



The number of companies who are measuring their outcomes and/or impacts, as well as the scope of this measurement, is growing. (See Figure 18.) It's important to consider best practices when expanding evaluation practices. For example, greater success is produced when companies work with nonprofit partners to set evaluation goals at the beginning of new partnerships, continually incorporate feedback from nonprofit partners, and set evaluation requirements that match the size and duration of grant.

BUSINESS RESULTS

Delivering positive value for communities is often the central objective of corporate societal investments, promoting the growth of the social results measurement practice. Concurrently, societal engagement can also drive business value by enhancing brand recognition and reputation, developing human capital, mitigating risk (particularly in the supply chain), and informing the development of new products and services. Only 29% of respondent companies, however, indicated they are measuring the business value of volunteering (see page 19). Volunteering is only one example of multiple opportunities that exist to measure the business results of societal programs.

One strategy to increase business results measurement, not just for volunteering, could be to invite other departments (e.g. human resources) to assist with tracking and reporting on the business results of societal investments. Using this separation of responsibilities between departments would allow the societal engagement department to focus their performance on producing social results.

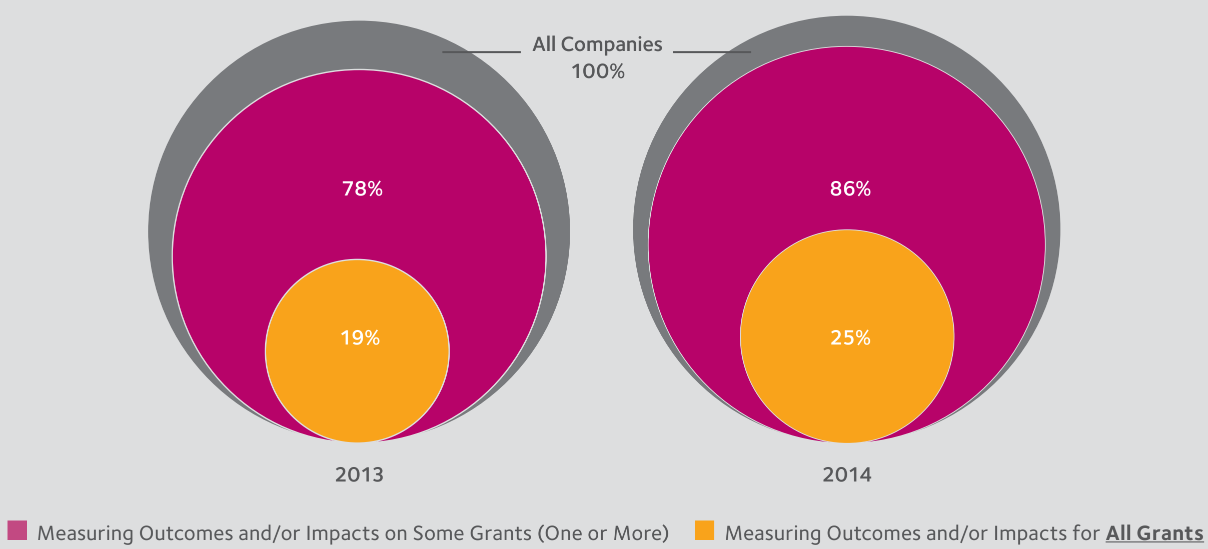
RELATED PUBLICATIONS

CECP's *Measuring the Value* (available free at cecp.co) is a comprehensive report compiling frameworks, tools, and research to support companies seeking to evaluate the results of their programs. Moreover, it espouses the value that all evaluation should be use-driven: Who will use the data? What decision will it drive? The report has three key audiences for results information: social sector or nonprofit partners, CEOs and other internal senior decision-makers, and the investor community.

Communicating a program's social impact can deliver increased customer loyalty, higher employee engagement, stronger relationships with influencers and regulators, and help to identify potential programmatic partners. The Conference Board's report *Communicating Social Impact* (available free at www.conference-board.org/philanthropy), finds that, among other things, a "master narrative" crystalizes the essence of your CSR commitment and engages and activates your stakeholders, and alignment of CSR communications into the business starts with the integration of CSR strategy into business strategy.

FIGURE 18

Percentage of Companies Measuring Social Outcomes and/or Impacts, 2013 to 2014, Matched-Set Data



N=139

APPLICATION OF RESULTS

MEASURING RESULTS LEADS TO GROWTH

Companies use social results, often alongside compelling stories of impact, to make the strongest case possible to do more. As shown in Figure 19 below, companies that measured social results also increased giving from 2012 to 2014 at a rate of 18%. They increased giving even more when they measured also the business value of volunteering. When bearing in mind the growth trends noted on page 10, it's particularly interesting to observe that this "measuring" sub-set of companies from our matched set were behind the all-company medians in terms of total giving as a percentage of revenue in 2012, indicating that the proliferation of evaluation has supported delivering more social value through increased contributions. Internal decision-makers hold societal engagement departments to the same standard of proving value as they do other business units. Examples of impact are compelling, but quantitative results support the case for budget increases that ultimately can lead to an increase in social impact.

SUPPORT FOR MEASURING RESULTS

Figure 18 demonstrates that more companies are measuring outcomes and/or impacts, and Figure 19 proves one value of the practice: growth. Survey respondents were asked about the types of support companies offer grantees to measure results.

On average, out of 10 companies (N=177):

- 5 do not provide support
- 2 provide both cash and in-kind support
- 2 provide cash support only
- 1 provides in-kind support only

Corporate funders should first seek to understand the current state of measurement at their nonprofit partners before determining need for measurement-specific funding. If the nonprofit has limited or no measurement infrastructure, there may be a need for dedicated funding to scale up staff or technology. If both parties want an in-depth study of results, dedicated funding could go toward hiring evaluation experts. If the nonprofit already has significant measurement infrastructure, ongoing measurement expenses are more likely to be built into existing operational expenses.

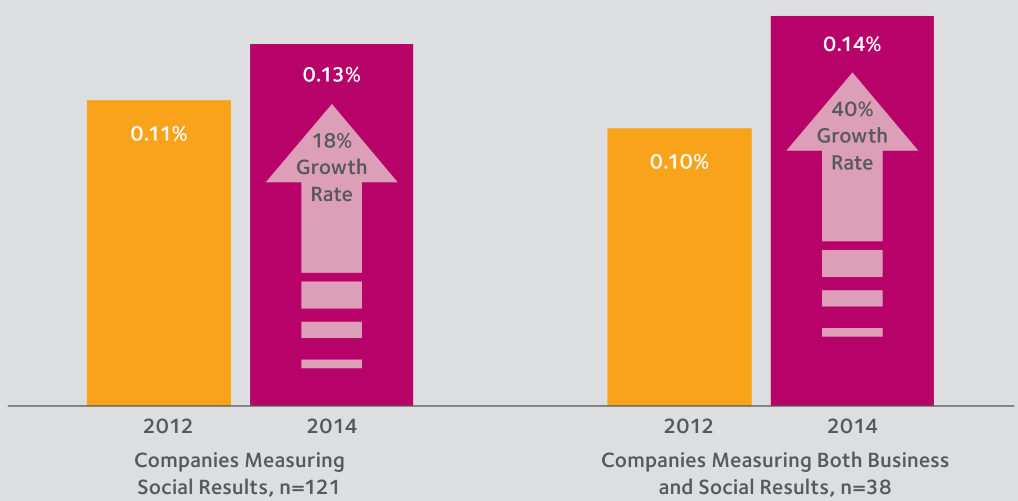
HOW SOCIAL RESULTS ARE USED

For the first time this year, *Giving in Numbers* has data on how contribution teams are using their grantee partners' results data. The survey allowed companies to select multiple options covering internal and external uses. As previously recommended, the way data are used should be the driving force for how many (or how few) metrics grantee partners report to corporate funders. The top three most popular uses of data reported to companies by grantees and/or nonprofit partners were (N=179):

- To monitor grantees to decide which grantees/partner to fund (91% of companies)
- To demonstrate outcomes to internal stakeholders (84%)
- To report publicly what our giving achieved (e.g., annual CSR report) (70%)

FIGURE 19

Changes in Total Giving as a Percentage of Revenue, Companies that Measure Results, Matched-Set Data



Operations

This section provides insights into the staff and processes companies use to manage their corporate societal engagement programs.

KEY FINDINGS IN THIS SECTION:

- The number of people in the field is growing, while typical team size varies by industry.
- Larger grants can be made from corporate budgets without approval, compared with the approval levels from foundation budgets.
- Foundations are commonly used to administer international giving and matching gifts.

TEAM SIZE

DEPARTMENT NAMES

Corporate teams experience shifts not only in organizational structure but also in name. Historically, “philanthropy” and “foundation” were the most used descriptors for the community engagement function. Today, that list has expanded to include “citizenship,” “community,” “social/societal investment,” and more. Departmental names often also signify to whom the business unit reports, such as public affairs, communications, legal, human resources, and others.

For *Giving in Numbers*, Full-Time Equivalent (FTE) contributions staff is defined as staff that oversee, manage and/or directly administer a corporate giving, corporate foundation, or employee-volunteer program. To be considered a contributions FTE employee, the staff member must spend at least 20% of his or her time working within Corporate Community Affairs or the corporate foundation or have “corporate giving” or “volunteer coordination” in his or her job description.

GROWTH AND RESILIENCY

The corporate giving field is expanding. Aggregating the team members of 132 companies reveals growth by 6% over the last three years, with a total of 3,030 FTEs in 2014, up from 2,850 FTEs in 2012. Figure 20 displays the number of median FTEs (both domestic and international) for each industry. The Communications industry stands out with the highest median number of Contributions FTEs, while Technology companies have the smallest contribution teams, perhaps because Technology companies believe their societal value is delivered primarily through the products and services they sell.

Even in cases where overall corporate staffing numbers decreased, from 2012 to 2014 65% of contribution teams either remained constant or increased in size. (See page 9.) This resiliency of the contributions team signifies a growing recognition of societal engagement’s business value.

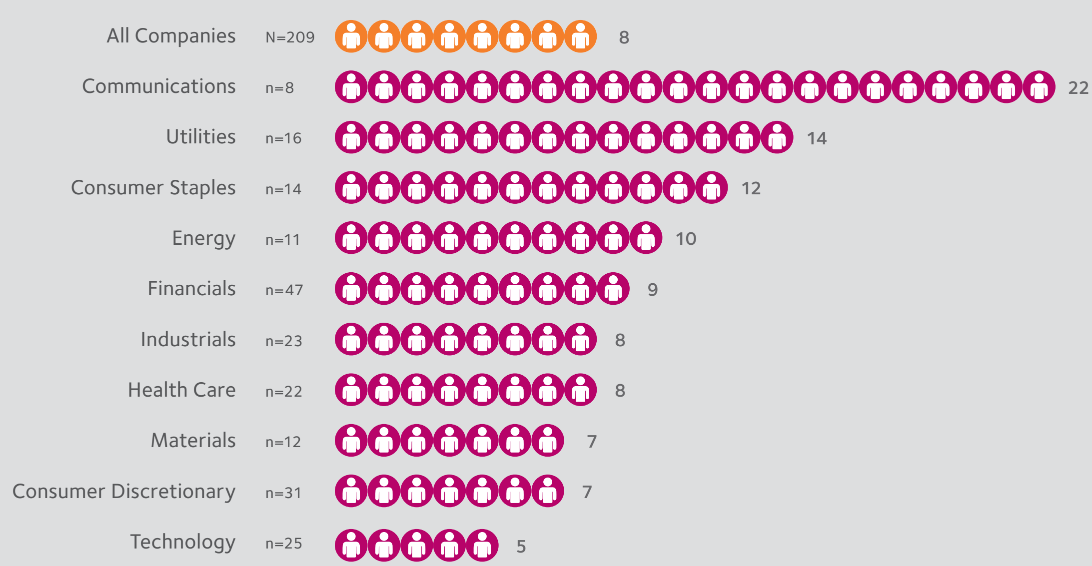
INTERNAL ALIGNMENT

As the definition of “corporate purpose” has expanded to transcend mere profitability and thus the transformation of philanthropy to strategic societal investments, many companies have established new organizational structures in order to achieve greater alignment between societal engagement and business strengths and objectives.

While the department may have once been considered an isolated unit, the function has expanded and integrated into one or more other business units. If driving greater employee engagement is the main focus, they may be based in Human Resources. If reputation or brand recognition is a priority, Communications or Marketing might be the team’s “home.” If strategic business goals are of paramount importance, the department may report directly to the Executive Office. Wherever the department may sit within a company, support from the company’s senior-most levels remains key to unlocking its value.

FIGURE 20

Median Number of Contribution Full-Time Equivalents, Industry Breakdown, 2014



BUDGET SOURCE

BUDGET TERM DEFINITIONS

An analysis of giving by budget source indicates the extent to which corporate headquarters manages a company's giving portfolio. In the *Giving in Numbers* Survey, companies separate their total giving (including direct cash, foundation cash, and non-cash) into three budget-source designations, each indicating the group from which the community investment was drawn:

- **Corporate Community Affairs:** Giving from the centralized philanthropy budget. This represents giving by the corporate headquarters contributions department (e.g., Corporate Community Affairs, Community Relations, External Affairs).
- **Corporate Foundation:** Giving from the corporate foundation. Funding for the foundation must originate from the company and not from private individuals, suppliers, or vendors.
- **All Other Groups:** Giving from all other offices, regions, business units, or groups outside of the corporate headquarters contributions department or corporate foundation.

BUDGET AUTHORITY

Each company has its own annual process of proposing, justifying, and approving each year's budget. The role of internal alignment of business objectives across the entire company (page 31) can affect the budgeting process. International giving and regional budgets, as well as centralization of decision-making at headquarters (page 26) also can play an important role. Figure 21 indicates that the largest portion (43%) of the total giving budget comes from the company's departmental hub for corporate community engagement.

As also shown on page 17, certain industries prioritize funding through a foundation. The industries with the highest proportion of their budget derived from a foundation are: Financials, Industrials, and Technology companies (see Figure 21 below). Industries that are known for high levels of non-cash giving (see page 17) are also those with high levels of budget sourced from other departments. Communications, Consumer Staples, and Health Care companies all have above-average budgets from "All Other Groups."

APPROVAL LEVELS

The grant application, vetting, and approval process at most companies has several phases. Authority for final approval can depend on many factors, including grant size. The numbers below show the largest grant dollar value that the senior-most person in the corporate giving department and/or foundation can award independently.

Corporate Side:

- Median approval level: $99,999 (N= 125)
  - Industry with highest median approval level: Communications ($1,500,000)

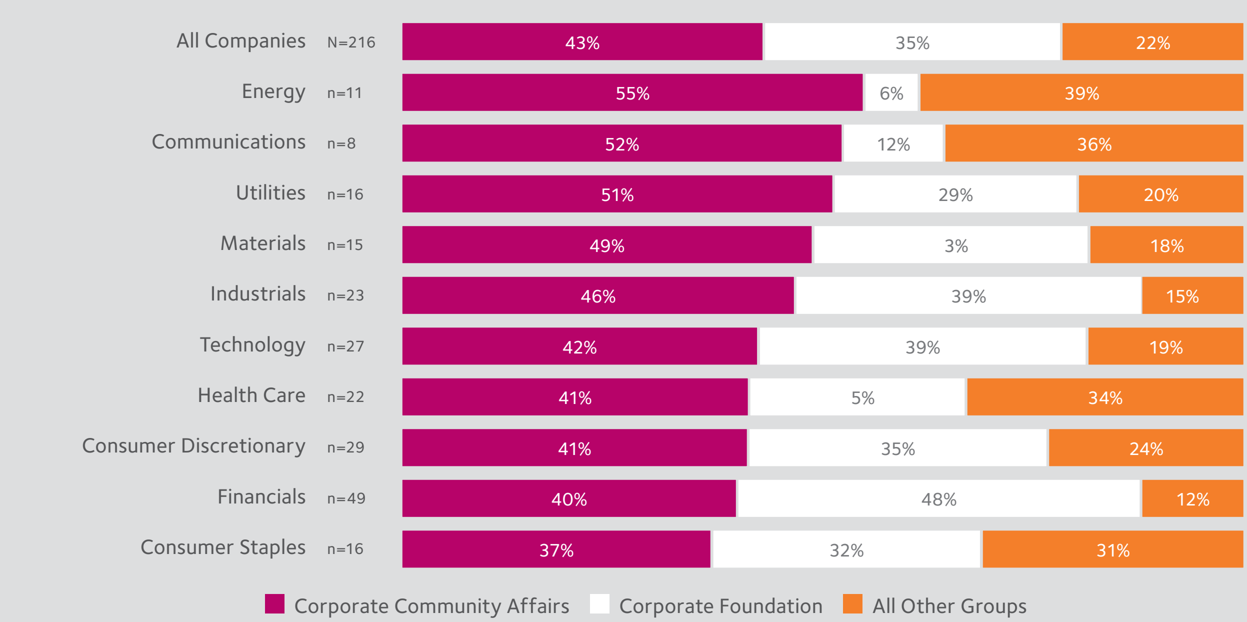
Foundation Side:

- Median approval level: $50,000 (N=114)
  - Industry with highest median approval level: Communications ($99,999)

Beyond the corporate community engagement team, there is a burgeoning practice to involve employees in the grantee-selection process. Although this practice isn't new, it does appear to be making a resurgence, with companies exploring ways for passionate employees to nominate, vote on, and influence the company's nonprofit partnership decisions.

FIGURE 21

Total Giving by Budget Source, 2014, Average Percentages



FOUNDATIONS

FOUNDATION SUMMARY FIGURES

In 2014, 79% of companies had a corporate foundation (N=271). Among companies that reported making contributions from a foundation in 2014, the median amount was $6.5 million.

On average, foundation cash represented 34% of total giving. The industries that allocate the highest percentage of total giving through foundation cash are:

- **Financials (48%)**
  Median Foundation Cash: $9.3 million
- **Industrials (44%)**
  Median Foundation Cash: $6.4 million
- **Materials (36%)**
  Median Foundation Cash: $4.3 million
- **Utilities (36%)**
  Median Foundation Cash: $4.0 million

The median team size of foundation staff was 3 FTEs. For more information on the breakdown of team members and size among department categories (one of which is Foundation), or the consolidated contributions full-time equivalent (FTE) number by industries, see page 31.

MATCHING GIFTS

The 88% of companies that offer matching gifts must decide whether to manage their matching through corporate or foundation dollars or a combination of the two. In addition to strategic considerations, the resources required to vet recipients and conduct transactions are operational factors affecting the choice.

Out of 196 total respondents in 2014, 44% used foundation cash exclusively as a budget source to fund matching gifts, 17% used a combination of foundation and corporate cash, and the remaining 39% used corporate cash only.

Companies that used a foundation to match gifts allocated more of their total cash giving through matching-gift programs—14% (all foundation) and 13% (partly foundation), compared to 9% for those funding exclusively through corporate cash. Companies that used a combination of foundation and corporate cash to fund matching gifts made the largest median matching gifts by a significant margin.

INTERNATIONAL GIVING

International giving has an impact on recipients outside the corporate headquarters country (see pages 25-26). When companies consider globalizing their programs, there are often operational questions, such as how to make grants directly to local non-governmental organizations (NGOs), whether to use an intermediary organization, and whether to fund international giving through corporate or direct cash, if at all.

From a subset of 106 respondent companies that are international givers and have a foundation, 63% use their foundation to give internationally. Among this majority of companies, on average, 72% of the funds going from headquarters to international recipients go through the foundation. While many companies comment on foundations' international giving operational and compliance challenges, it is apparent that once systems are in place they are used frequently.

FIGURE 22

Corporate Transfer of Funds Based on Foundation Type, 2014

FOUNDATION CLASSIFICATION	Number of Companies With This Type of Foundation	Percentage of Companies Transferring Funds in 2014	Median Transfer Amount
Predominately Pass-Through	74	76%	$5.2 Million
Hybrid	28	74%	$8.5 Million
Predominately Endowed	12	30%	$3.0 Million
Operating	11	78%	$6.8 Million
Other	9	36%	$5.0 Million

Appendices

TOOLS FOR BENCHMARKING

Using This Report

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

This section of the report includes:

- Instructions for Benchmarking
- A Year-Over-Year Giving Template
- 2014 Industry Benchmarking Tables

The Benefits of Benchmarking

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

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

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

STEP 2. Identify Internal Trends

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

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

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

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

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

STEP 3. Compare Against External Trends in the Report Findings

Use this template to compare against findings throughout this report.

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

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

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

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

STEP 4. Build External Comparisons from the Benchmarking Tables

The four benchmarking tables on pages 37 and 38 enable you to compare your company's total giving performance to others'. The tables are sorted by industry and revenue tiers. In these tables, 2014 revenue and pre-tax profit figures are used in all calculations. Medians and top quartiles are calculated on a column-by-column basis for each row; therefore, the data in each row are not necessarily from the same company.

KEY QUESTIONS TO ANSWER:

Total Giving (Line 7)

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

Giving Metrics (Lines 11-14)

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

YEAR-OVER-YEAR GIVING TEMPLATE

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

LINE #	CORPORATE FINANCIAL INFORMATION	2013	2014	Change	
1	Revenue	$	$	%	
2	Pre-Tax Profit	$	$	%	
3	Number of Employees			%	
	TOTAL GIVING				**2014 BENCHMARK**
4	Direct Cash	$	$	%	
5	Foundation Cash	$	$	%	
6	Non-Cash	$	$	%	
7	TOTAL	$	$	%	
	EMPLOYEE ENGAGEMENT				
8	Matching-Gift Contributions	$	$	%	
9	Number of Volunteer Programs Offered				
10	Volunteer Participation Rate				
	GIVING METRICS				
11	Total Giving ÷ Revenue	%	%	%	
12	Total Giving ÷ Pre-Tax Profit	%	%	%	
13	Total Cash ÷ Revenue	%	%	%	
14	Matching Gifts ÷ Total Cash Giving	%	%	%	
	GIVING BY PROGRAM AREA				
15	Civic & Public Affairs	$	$	%	
16	Community & Economic Development	$	$	%	
17	Culture & Arts	$	$	%	
18	Disaster Relief	$	$	%	
19	Education: Higher	$	$	%	
20	Education: K-12	$	$	%	
21	Environment	$	$	%	
22	Health & Social Services	$	$	%	
23	Other	$	$	%	
24	TOTAL	$	$	%	
	GIVING BY GEOGRAPHY				
25	Domestic Giving	$	$	%	
26	International Giving	$	$	%	
27	TOTAL	$	$	%	
	MEASURING IMPACT				
28	Social Result From An Exemplary Signature Program				
29	Business Result From An Exemplary Signature Program				

2014 INDUSTRY BENCHMARKING TABLES

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

MEDIANS BY INDUSTRY

			Revenue		Pre-Tax Profit		
		Median Total Giving (In Millions)	Median Total Giving as % of Revenue	Median Total Cash Giving as % of Revenue	Median Total Giving as % of Pre-Tax Profit	Median Total Cash Giving as % of Pre-Tax Profit	Median Matching Gifts as % of Total Cash Giving
All Companies	N = 271	$18.50	0.12%	0.09%	0.82%	0.65%	11.98%
Fortune 100 Companies	n = 67	$54.00	0.09%	0.07%	0.81%	0.64%	15.98%
Communications	n = 10	$39.77	0.18%	0.07%	1.00%	0.59%	4.51%
Consumer Discretionary	n = 32	$17.61	0.10%	0.06%	1.09%	0.73%	11.19%
Consumer Staples	n = 24	$52.66	0.19%	0.10%	1.20%	0.91%	7.37%
Energy	n = 14	$31.97	0.10%	0.08%	0.57%	0.50%	13.36%
Financials	n = 56	$14.68	0.12%	0.12%	0.68%	0.68%	16.22%
Health Care	n = 31	$42.13	0.15%	0.08%	1.17%	0.60%	13.29%
Industrials	n = 30	$11.96	0.08%	0.08%	0.64%	0.58%	6.70%
Materials	n = 17	$9.70	0.10%	0.09%	1.11%	0.93%	15.30%
Technology	n = 35	$13.00	0.15%	0.09%	0.75%	0.54%	19.40%
Utilities	n = 22	$11.10	0.13%	0.13%	1.13%	1.06%	7.49%

TOP QUARTILE BY INDUSTRY

			Revenue		Pre-Tax Profit		
		Top Quartile Total Giving (In Millions)	Top Quartile Total Giving as % of Revenue	Top Quartile Total Cash Giving as % of Revenue	Top Quartile Total Giving as % of Pre-Tax Profit	Top Quartile Total Cash Giving as % of Pre-Tax Profit	Top Quartile Matching Gifts as % of Total Cash Giving
All Companies	N = 271	$49.27	0.21%	0.16%	1.74%	1.12%	21.87%
Fortune 100 Companies	n = 67	$155.73	0.22%	0.14%	1.76%	0.94%	21.19%
Communications	n= 10	$100.31	0.91%	0.18%	3.84%	0.84%	17.06%
Consumer Discretionary	n = 32	$28.38	0.18%	0.11%	2.54%	1.15%	14.56%
Consumer Staples	n = 24	$135.89	0.30%	0.23%	5.69%	1.61%	21.80%
Energy	n = 14	$104.15	0.15%	0.12%	1.27%	0.76%	19.65%
Financials	n = 56	$46.85	0.19%	0.19%	1.28%	1.27%	25.33%
Health Care	n = 31	$214.86	1.45%	0.22%	8.93%	1.18%	19.82%
Industrials	n = 30	$32.93	0.11%	0.10%	1.07%	0.96%	21.70%
Materials	n = 17	$52.45	0.21%	0.15%	1.74%	1.49%	22.62%
Technology	n = 35	$32.21	0.36%	0.16%	1.96%	0.95%	30.38%
Utilities	n = 22	$20.87	0.16%	0.15%	1.43%	1.32%	11.63%

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.*

2014 INDUSTRY BENCHMARKING TABLES

Companies' 2014 financial information is pulled systematically from the Bloomberg database.

MEDIANS BY REVENUE SIZE

			Revenue		Pre-Tax Profit		
		Median Total Giving (In Millions)	Median Total Giving as % of Revenue	Median Total Cash Giving as % of Revenue	Median Total Giving as % of Pre-Tax Profit	Median Total Cash Giving as % of Pre-Tax Profit	Matching Gifts as % of Total Cash Giving
All Companies	N = 271	$18.50	0.12%	0.09%	0.82%	0.65%	11.98%
Fortune 100 Companies	n = 67	$54.00	0.09%	0.07%	0.81%	0.64%	15.98%
Revenue > $100 bn	n = 16	$88.85	0.07%	0.04%	0.77%	0.73%	8.24%
$50 bn < Revenue ≤ $100 bn	n = 33	$60.96	0.10%	0.08%	1.05%	0.67%	17.22%
$25 bn < Revenue ≤ $50 bn	n = 40	$35.73	0.10%	0.08%	1.07%	0.62%	12.59%
$15 bn < Revenue ≤ $25 bn	n = 43	$29.15	0.15%	0.14%	1.18%	0.91%	6.66%
$10 bn < Revenue ≤ $15 bn	n = 35	$10.93	0.10%	0.09%	0.66%	0.64%	11.73%
$5 bn < Revenue ≤ $10 bn	n = 44	$9.32	0.12%	0.10%	0.75%	0.56%	12.73%
Revenue ≤ $5 bn	n = 38	$5.00	0.16%	0.11%	0.77%	0.63%	15.85%

TOP QUARTILE BY REVENUE SIZE

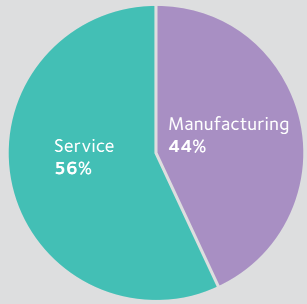
			Revenue		Pre-Tax Profit		
		Top Quartile Total Giving (In Millions)	Top Quartile Total Giving as % of Revenue	Top Quartile Total Cash Giving as % of Revenue	Top Quartile Total Giving as % of Pre-Tax Profit	Top Quartile Total Cash Giving as % of Pre-Tax Profit	Top Quartile Matching Gifts as % of Total Cash Giving
All Companies	N = 271	$49.27	0.21%	0.16%	1.74%	1.12%	21.87%
Fortune 100 Companies	n = 67	$155.73	0.22%	0.14%	1.76%	0.94%	21.19%
Revenue > $100 bn	n = 16	$224.88	0.12%	0.07%	1.05%	0.88%	18.12%
$50 bn < Revenue ≤ $100 bn	n = 33	$150.69	0.21%	0.15%	2.45%	1.07%	23.88%
$25 bn < Revenue ≤ $50 bn	n = 40	$116.68	0.27%	0.15%	1.91%	1.19%	21.30%
$15 bn < Revenue ≤ $25 bn	n = 43	$50.84	0.29%	0.21%	2.02%	1.34%	18.03%
$10 bn < Revenue ≤ $15 bn	n = 35	$18.87	0.15%	0.14%	1.06%	1.03%	26.84%
$5 bn < Revenue <= $10 bn	n = 44	$12.98	0.18%	0.13%	1.70%	1.13%	19.44%
Revenue <= $5 bn	n = 38	$12.16	0.41%	0.25%	2.61%	1.30%	26.60%

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.*

2014 SURVEY RESPONDENT PROFILE

TOTAL GIVING	Number of Companies
Over $100 Million	36
$50+ to $100 Million	31
$25+ to $50 Million	43
$15+ to $25 Million	37
$10+ to $15 Million	34
$5 to $10 Million	46
Under $5 Million	44

Giving: Total giving per company ranged from $332,000 to $2.62 billion. Median total giving in 2014 was $18.50 million.



Classification: Of the 271 survey respondents, there were more Service companies (152) than Manufacturing companies (119), reflecting the large number of participating Financials companies.

INDUSTRY	Number of Companies
Communications	10
Consumer Discretionary	32
Consumer Staples	24
Energy	14
Financials	56
Health Care	31
Industrials	30
Materials	17
Technology	35
Utilities	22

Industry: The *Giving in Numbers* Survey uses the ten sectors ("industries") from the Bloomberg Industry Classification Standard (BICS) to classify companies in 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	23
$5+ to $10 Billion	30
$3+ to $5 Billion	37
$2+ to $3 Billion	28
$1+ to 2 Billion	44
$0 to $1 Billion	63
Under $0	10
Not Reported	36

Pre-Tax Profit: 2014 pre-tax profit ranged from losses to profit of $51.63 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 billion.

REVENUES	Number of Companies
Over $100 Billion	16
$50+ to $100 Billion	33
$25+ to $50 Billion	40
$15+ to $25 Billion	43
$10+ to $15 Billion	35
$5 to $10 Billion	44
Under $5 Billion	38
Not Reported	22

Revenue: 2014 revenues for survey participants ranged from $1.20 billion to $485.68 billion. Privately held companies were not required to submit revenue data. The median revenue among participants was $16.45 billion.

NUMBER OF EMPLOYEES	Number of Companies
Over 100,000	50
50,001 to 100,000	43
30,001 to 50,000	36
20,001 to 30,000	22
10,000 to 20,000	49
Under 10,000	49
Not Reported	22

Employees: The total number of employees at participating companies ranged from 428 to 2.2 million. The median number of employees in the 2014 sample was 31,000.

RESPONDENT LISTING BY INDUSTRY

2012 to 2014 matched-set companies are in boldface; Fortune 100 companies are indicated with a †. The number following each company's name indicates the number of years that company has completed the *Giving in Numbers* Survey.

COMMUNICATIONS (n=10)

AOL (3)
AT&T Inc.† (4)
DIRECTV, LLC† (8)
Discovery Communications, Inc. (3)
Ogilvy & Mather (9)
Pearson plc (10)
Time Warner Inc. (14)
Verizon Communications Inc.† (12)
Viacom Inc. (1)
The Walt Disney Company† (10)

CONSUMER DISCRETIONARY (n=32)

Amway Global (3)
Apollo Education Group (4)
Best Buy Co., Inc.† (9)
Caesars Entertainment Corporation (1)
Carlson (13)
CarMax, Inc. (2)
Darden Restaurants, Inc. (5)
eBay Inc. (5)
Ecolab Inc. (4)
Ford Motor Company† (1)
Gap Inc. (12)
General Motors Company† (3)
Hallmark Cards, Inc. (2)
HARMAN (2)
Hasbro, Inc. (14)
The Home Depot, Inc.† (13)
Honda North America (4)
JM Family Enterprises, Inc. (5)
Johnson Controls, Inc.† (6)
KPMG LLP (12)
Macy's, Inc. (9)
Marriott International, Inc. (4)
Mattel, Inc. (11)
McDonald's Corporation (3)
Newell Rubbermaid Inc. (5)
PricewaterhouseCoopers LLP (5)
Southwest Airlines Co. (4)
Starbucks Coffee Company (5)
Starwood Hotels & Resorts Worldwide, Inc. (7)
Toyota Motor North America, Inc. (13)
Under Armour, Inc. (2)
Whirlpool Corporation (1)

CONSUMER STAPLES (n=24)

Altria Group, Inc. (13)
Anheuser-Busch InBev (4)
BJ's Wholesale Club, Inc. (2)
Brasil Foods (2)
Cargill (10)
The Clorox Company (3)
The Coca-Cola Company† (13)
CVS Health† (11)
The Estée Lauder Companies Inc. (2)
FEMSA (2)
General Mills, Inc. (9)
The Hershey Company (11)
Kellogg Company (3)
Kimberly-Clark Corporation (9)
The Kroger Co.† (3)
McCormick & Company, Incorporated (5)
Newman's Own (3)
PepsiCo† (10)
Philip Morris International† (6)
The Procter & Gamble Company† (6)
S.C. Johnson & Son, Inc. (3)
Target† (13)
Unilever North America (1)
Wal-Mart Stores, Inc.† (11)

ENERGY (n=14)

Chevron Corporation† (14)
CITGO Petroleum Corporation (5)
ConocoPhillips† (9)
Devon Energy Corporation (2)
Exxon Mobil Corporation† (9)
Halliburton (9)
Hess Corporation† (8)
Marathon Oil Corporation (3)
Marathon Petroleum Corporation† (1)
Phillips 66† (2)
QEP Resources (1)
Shell Oil Company (12)
Spectra Energy (3)
TransCanada Corporation (3)

FINANCIALS (n=56)

Allstate Corporation† (10)
American Express† (10)
American International Group, Inc.† (4)
Ameriprise Financial, Inc. (4)
AXA Equitable (7)
Bank of America Corporation† (14)
Barclays plc (5)
BNY Mellon (10)
Broadridge Financial Solutions, Inc. (1)
Capital One Financial Corporation (7)
CBRE (1)
Citigroup Inc.† (12)
Citizens Financial Group (9)
Deutsche Bank (10)
DuPont† (7)
First Niagara Financial Group, Inc. (3)
Genworth Financial, Inc. (8)
The Goldman Sachs Group, Inc.† (12)
The Guardian Life Insurance Company of America (6)
The Hartford (8)
HSBC Bank North America (11)
Intercontinental Exchange Inc (1)
JPMorgan Chase & Co.† (14)
KeyCorp (4)
Lincoln Financial Group (4)
Macquarie Group (4)
Marsh & McLennan Companies, Inc. (5)
Massachusetts Mutual Life Insurance Company† (7)
MasterCard (10)
MetLife, Inc.† (11)
Morgan Stanley† (13)
Mutual of Omaha Insurance Company (2)
Nationwide Insurance† (4)
Neuberger Berman (4)
New York Life Insurance Company† (7)
Northern Trust Corporation (3)
Northwestern Mutual (5)
PIMCO (2)
The PNC Financial Services Group, Inc. (10)
Popular, Inc. (6)
Principal Financial Group (9)
Prudential Financial, Inc.† (11)
Royal Bank of Canada (5)
State Farm Mutual Automobile Insurance Company† (11)
T. Rowe Price Group, Inc. (4)
TCF Financial Corporation (1)
TIAA-CREF† (3)
The Travelers Companies, Inc. (9)
UBS (8)
U.S. Bancorp (4)

RESPONDENT LISTING BY INDUSTRY CONTINUED

Vanguard (3)
Visa Inc. (2)
Voya Financial, Inc. (8)
Wells Fargo & Company† (13)
The Western Union Company (9)
Zurich Insurance Company Ltd. (7)

HEALTH CARE (n=31)

Abbott (9)
Aetna Inc.† (13)
Agilent Technologies, Inc. (11)
Amgen Inc. (5)
Anthem, Inc.† (9)
Baxter International Inc. (1)
Bayer AG (1)
BD (9)
Boston Scientific Corporation (4)
Bristol-Myers Squibb Company (14)
Cardinal Health, Inc.† (8)
CIGNA† (6)
Danaher Corporation (1)
DaVita Healthcare Partners, Inc. (6)
Eli Lilly and Company (14)
Express Scripts, Inc.† (6)
Genentech (2)
GSK (13)
HCA Inc.† (10)
Health Care REIT, Inc. (1)
Humana Inc.† (6)
Johnson & Johnson† (12)
Kaiser Permanente (4)
McKesson Corporation† (11)
Medtronic, Inc. (6)
Merck† (11)
Novo Nordisk Inc. (3)
Pfizer Inc† (12)
Quest Diagnostics Incorporated (6)
Sabin Laboratory (2)
UnitedHealth Group† (9)

INDUSTRIALS (n=30)

BAE Systems, Inc. (3)
The Boeing Company† (8)
Caterpillar Inc.† (7)
CH2M Hill Companies, Ltd. (2)
Crane Co. (11)
CSX Transportation (6)
The Dow Chemical Company† (11)
Eaton Corporation (6)
Emerson Electric Co. (10)
Exelis (1)
FedEx Corporation† (7)
Fluor Corporation (3)
General Electric Company† (13)
Honeywell International Inc.† (4)
Illinois Tool Works Inc. (7)
Ingersoll-Rand Company Limited (1)
John Deere† (5)
Lockheed Martin Corporation† (8)
Mitsubishi Corporation (Americas) (10)
Northrop Grumman Corporation (8)
PACCAR Inc (5)
Raytheon Company (5)
Rockwell Automation, Inc. (4)
Rockwell Collins, Inc. (5)
Siemens Corporation (1)
Southwire Company (2)
Union Pacific Corporation (5)
United Technologies Corporation† (12)
UPS† (4)
Votorantim Group (3)
Xylem (4)

MATERIALS (n=17)

3M (11)
Alcoa Inc. (10)
Ashland Inc. (5)
Bemis Company, Inc. (3)
Eastman Chemical Company (2)
FMC Corporation (6)
Freeport-McMoRan (1)
Gerdau (3)
International Paper Company (3)
MeadWestvaco Corporation (4)
Monsanto Company (3)
The Mosaic Company (6)
Owens Corning (4)
Praxair, Inc. (6)
Vale (4)
Vulcan Materials Company (5)

TECHNOLOGY (n=35)

Adobe (8)
Applied Materials, Inc. (6)
Autodesk, Inc. (3)
Automatic Data Processing, Inc. (1)
BMC Software (11)
Booz Allen Hamilton Inc. (2)
CA Technologies (8)
Cisco Systems† (14)
Corning Incorporated (4)
Dell USA L.P. (9)
EMC Corporation (5)
Google Inc.† (5)
IBM Corporation† (14)
IHS Inc. (2)
Intel Corporation† (8)
McGraw Hill Financial (13)
Microsoft Corporation† (8)
Moody's Corporation (10)
Motorola Solutions, Inc. (2)
NCR Corporation (1)
NetApp (4)
The Nielsen Company (1)
NVIDIA Corporation (3)
Pitney Bowes Inc. (8)
Qualcomm Incorporated (9)
salesforce.com (10)
Samsung Electronics America, Inc. (5)
SanDisk Corporation (1)
SAP AG (3)
SunGard Capital Corp (1)
Symantec Corporation (6)
Synopsys, Inc. (3)
Texas Instruments Incorporated (7)
Toshiba America Foundation (3)
Xerox Corporation (10)

UTILITIES (n=22)

Ameren Corporation (2)
American Electric Power Company, Inc. (5)
Arizona Public Service Company (4)
CenterPoint Energy, Inc. (2)
CMS Energy Corporation (2)
Consolidated Edison, Inc. (14)
Dominion Resources, Inc. (5)
DTE Energy Company (3)
Duke Energy Corporation (10)
Entergy Corporation (10)
Exelon Corporation (8)
FirstEnergy (6)
NRG Energy (2)
PG&E Corporation (10)
PNM Resources, Inc. (8)
PPL Corporation (3)
Sempra Energy (9)
Southern California Edison (10)
Southern Company (4)
TECO Energy, Inc. (6)
Vectren Corporation (1)
Xcel Energy Inc. (4)

CALCULATIONS

SAMPLE SIZE MATTERS

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

To analyze specific trends from one year to the next, this study relies on matched-set data, which is the data from companies that participate in *Giving in Numbers* Surveys over consecutive years. The sample sizes for figures based on matched sets are always lower than the total number of companies responding in 2014 because companies that have not completed the survey each year from 2012 to 2014 will not be used to identify year-over-year trends.

In some cases, identifying specific trends requires the exclusion of certain data, resulting in different outcomes for the same data point. For example, median total giving as a percentage of revenue across all companies in 2014 was 0.12% (based on 271 surveys), while the same data point across the three-year matched set was 0.13% (based on 200 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 which are excluded from the specific breakdowns. This causes the sample sizes for the breakdown to sum to a lower number than the sample size for the "all companies" aggregate.

CALCULATION TERMINOLOGY

Aggregate Values

An aggregate value is the straight sum of all of the values in a calculation. For example, aggregate total giving is the sum of the total giving of all companies participating in the survey. In the 2014 *Giving in Numbers* Survey, this amounted to more than $18 billion.

Average Percentage

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

Distributions

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

Median

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

Quartiles

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

WHAT'S IN, WHAT'S OUT?

An updated definition of What's In, What's Out? will be applied beginning with next year's research; see page 26 ("2016: A Global Standard in Place") for more information. For this edition of the report, the following criteria were applied: Only giving to 501(c)(3) organizations or the international equivalent is recorded. The company or corporate foundation can have no expectation of repayment. Contributions to public schools are included. Giving to Patient Assistance Programs (PAPs) by pharmaceutical companies and Public Service Announcements (PSAs) by media companies are also included. Giving to political action committees, individuals, or any other non-501(c)(3) organization are not included.

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

TOTAL GIVING

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

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

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

Download a free *Giving in Numbers* Valuation Guide at: **cecp.co/surveyguide.**

DEFINITIONS

FAIR MARKET VALUE (FMV)

The *Giving in Numbers* Survey values non-cash gifts, also known as in-kind or product donations, at Fair Market Value. IRS publication 561 defines Fair Market Value as “the price that property would sell for on the open market. It is the price that would be agreed on between a willing buyer and a willing seller, with neither being required to act, and both having reasonable knowledge of the relevant facts.” If the direct customer for the product is a wholesaler, FMV is the price at which the item was sold to the wholesaler (as FMV is based upon the next point of sale). Refer to the *Giving in Numbers* Valuation Guide for further detail on special circumstances affecting Fair Market Valuations.

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 12/31/2014 or the end of the income tax reporting year if not following calendar year convention. If the corporate or foundation giving year ends before the end of the calendar year, the earlier date is used. If the last day of the corporate giving year is different from the last day of the foundation giving year, the latter date of the two is to be used.

AMERICA’S LARGEST COMPANIES

Compiled and published by *Fortune* Magazine, the FORTUNE 500 is an annual ranking of the top 500 American public corporations as measured by gross revenue. This report refers to the largest, or top, 100 companies from the FORTUNE 500 as America’s Largest Companies.

FULL-TIME EQUIVALENT (FTE) STAFF

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

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

To be counted, a contributions FTE must spend at least 20% of his or her time working directly in Corporate Community Affairs or a similarly named department; working for the corporate foundation(s); or working in a branch office, retail store, local or regional business unit, or other non-headquarter/non-foundation location but having “corporate giving” or “volunteer coordination” included in his or her job definition.

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

INTERNATIONAL GIVING

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

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

Regional Breakdowns: Regions are categorized based on the United Nations Statistics Division Codes.

- **Asia and the Pacific:** Asia – includes all countries in Eastern Asia, Central Asia, South-Eastern Asia, Southern Asia (with the exception of Iran), and also includes the following five countries from Western Asia: Armenia, Azerbaijan, Cyprus, Georgia, and Turkey. Oceania – includes Australia, New Zealand, Melanesia, Micronesia, and Polynesia.
- **Europe:** Includes all countries in Eastern Europe, Northern Europe, Southern Europe, and Western Europe.
- **Latin America and the Caribbean:** Includes all countries in the Caribbean, Central America and Mexico, and South America.
- **Middle East and Africa:** Africa – includes all countries in Eastern Africa, Middle Africa, Northern Africa, Southern Africa, and Western Africa. Western Asia – includes all countries in Western Asia with the exception of Armenia, Azerbaijan, Cyprus, Georgia, and Turkey. Southern Asia – includes just Iran.
- **North America:** Includes the United States, Bermuda, Canada, Greenland, Saint Pierre, and Miquelon.

PHILANTHROPIC LEVERAGE

For some companies, part of their philanthropic effort involves raising funds from employees, customers, suppliers, and/or vendors. These funds are not included in total giving; only contributions that tie directly to a corporation’s financials are included in total giving. These fundraising amounts are reported in a separate question, however, to allow for benchmarking.

An updated definition will be applied beginning with next year’s research; please see page 26 (“2016: A Global Standard in Place”) for more information. For this edition of the report, the following criteria were applied:

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

- **Corporate Commitment:** These campaigns must be company-sponsored, organized by a professional giving officer, and run nationally (at least). Campaigns that occur only in particular offices, regions, or stores are not included.
- **Nonprofit Beneficiaries:** Recipient organizations of the funds raised must be 501(c)(3) organizations or the international equivalent.
- **What to Exclude:** Any contribution provided by the company. All corporate contributions to 501(c)(3) organizations or the international equivalent are included in total giving.

DEFINITIONS CONTINUED

PRO BONO SERVICE

Pro Bono Service is a type of employee engagement that falls within skills-based service. However, unlike any other type of employee engagement, Pro Bono Service is recorded in the *Giving in Numbers* Survey as a non-cash or in-kind contribution. The criteria below, all of which must be met, distinguish Pro Bono Service from other paid-release employee time:

- **Commitment:** The company must make a formal commitment to the recipient nonprofit organization for the final work product. The company is responsible for granting the service, staffing the project, and ensuring its timely completion and overall quality. Projects that occur informally as a result of an employee's personal interest and availability are not included.
- **Professional Services:** Pro bono donations are professional services for which the recipient nonprofit would otherwise have to pay. Employees staffed on the project must use the same skills that constitute the core of their official job descriptions. Projects that use only some of an employee's basic job knowledge are not included in pro bono.
- **Indirect Services:** Pro Bono Services must be indirect, meaning that the corporation must provide the service through a 501(c)(3) organization or international equivalent.

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

PROGRAM AREAS

Respondents to the *Giving in Numbers* Survey are assisted on how to categorize contributions' ultimate end-recipients, rather than the general organization type. For additional guidance on what is included in each of these categories, please refer to the *Giving in Numbers* Valuation Guide.

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, 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., associations for professors and administrators, literacy organizations, and economic education organizations); and scholarship and fellowship funds for higher education students through intermediary organizations and other education centers, foundations, organizations, and partnerships.

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

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 other workplace giving campaigns and grants to local and national health and human services agencies (e.g., Red Cross, American Cancer Society), hospitals, agencies for youth (excluding K-12 education), senior citizens, 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.

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 breakout:

- **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.

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NOTES

About CECP

THE CEO FORCE FOR GOOD

CECP is a coalition of CEOs united in the belief that societal improvement is an essential measure of business performance. Founded in 1999, CECP has grown to a movement of more than 150 CEOs of the world's largest companies across all industries. Revenues of engaged companies sum to $7 trillion annually. A nonprofit organization, CECP works to support companies' individual societal investment priorities through hundreds of interactions a quarter, while advancing the field as a whole. CECP accelerates the work of participating companies through:

› **CEO Leadership:** A platform for CEOs to speak in their own voices on why focusing on community needs is a competitive advantage.

- Board of Boards Event: February 29, 2016
- Op-Eds, Videos, Media, Collaboration, Networking

› **Fast-Track Consulting:** Best-practice and trends sharing through one-on-one consulting and ongoing support, networking and connections to peers, and regional, national, and virtual convenings.

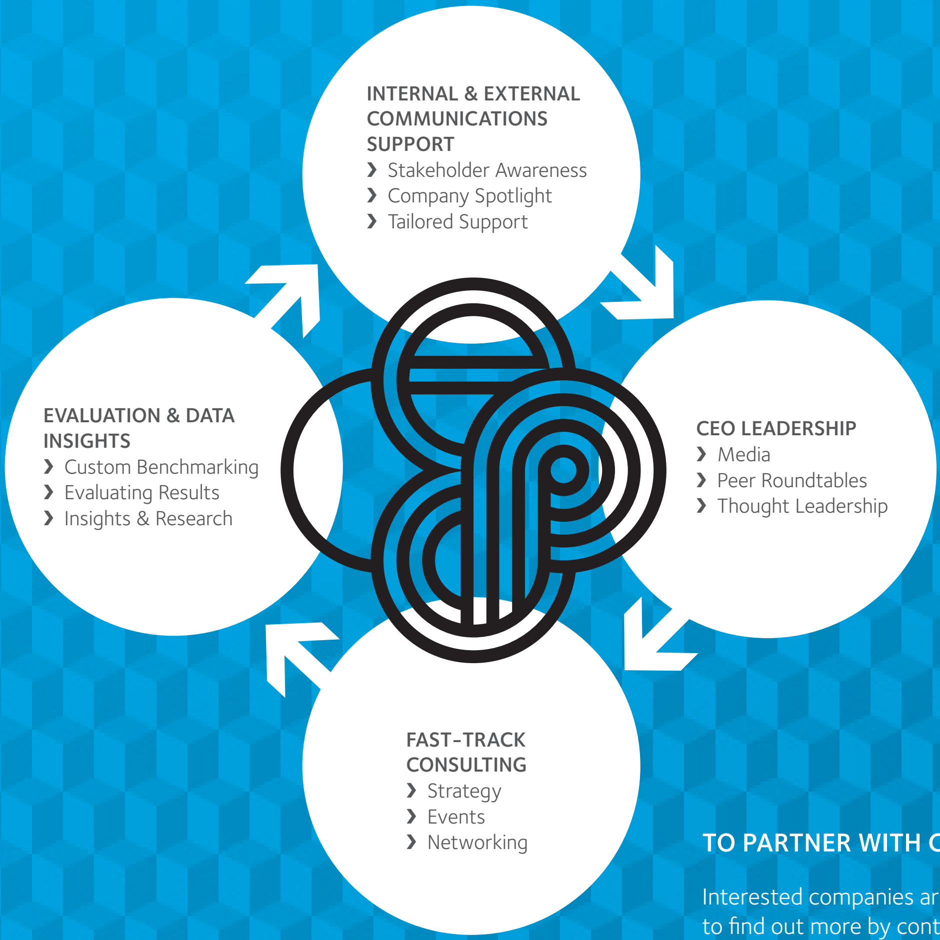
- CECP Summit Event: May 24-25, 2016
- Networking, Counsel, Roundtables, Webinars, Online Resources

› **Evaluation and Data Insights:** Access to unparalleled data-driven strategy insights and benchmarking through a 24/7 online system and customized support.

- *Giving in Numbers* Series: Survey, Brief, and Report
- In-Person and Virtual Presentations, Benchmarking

› **Internal and External Communications Support:** Tailored counsel to a company's unique needs, including company spotlights through CECP and media platforms.

- Communications Mini-Audits, Media Support
- Articles, CECP Insights Blog, Action Update Newsletter, Case Studies, Ads



TO PARTNER WITH CECP:

Interested companies are invited to find out more by contacting info@cecp.co or +1 212-825-1000.

ACKNOWLEDGEMENTS

CECP, in association with The Conference Board, thanks the people at the 271 companies that participated in the 2015 *Giving in Numbers* Survey for their ongoing commitment to increased transparency in the corporate societal engagement field. The *Giving in Numbers* framework, used as the basis for the survey, was adapted from the London Benchmarking Group model, and CECP and The Conference Board are grateful for its collaboration. CECP and The Conference Board would also like to acknowledge the Points of Light Institute for its input on the volunteerism section of the survey and valuation guide, as well as the Taproot Foundation's Pro Bono Action Tank for its leadership and expertise in the area of Pro Bono Service.

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