Giving in Numbers

2014 EDITION

An in-depth analysis of 2013 corporate giving and employee engagement data from 261 of 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 by Paul Newman and other business leaders, CECP has grown to a movement of 150 CEOs of the world's largest companies across all industries. Revenues of engaged companies sum to $7 trillion annually. A nonprofit organization, CECP offers participating companies one-on-one consultation, networking events, exclusive data, media support, and case studies on corporate engagement. For more information, visit cecp.co.

ABOUT CECP DATA SOLUTIONS

The *Giving in Numbers* Survey collects data that populates a customizable, online benchmarking database containing more than $155 billion in comparative data collected since 2001. In addition, CECP researchers are available for in-depth data consultations for all CECP-affiliated companies. If your company is interested in accessing better metrics and accurate peer-to-peer reporting to serve its corporate giving, contact CECP: info@cecp.co or 212-825-1000.

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. In 2014, The Conference Board Initiative on Corporate Philanthropy launched *Giving Thoughts*, a blog and online publication series that engages corporate philanthropy experts in an open dialogue about topical issues of concern to member companies. Among the topics explored in this series is social impact measurement, while authors featured include Professor Paul Brest of the Stanford Center on Philanthropy and Civil Society and Gina Anderson of the Centre for Social Impact at the University of New South Wales, Australia.

The Conference Board's councils provide exclusive peer learning opportunities in which executives share best practices and solve problems in a highly confidential and collaborative environment. Councils discussing or closely related to corporate philanthropy include Contributions Council I and II, Global Social Investing Council, and Business and Education Council. The Conference Board is a non-advocacy, not-for-profit entity holding 501(c)(3) tax-exempt status in the United States. www.conference-board.org. For more information, please contact Jonathan Liu: jonathan.liu@conference-board.org or 212-339-0257.

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preface

According to the National Bureau of Economic Research (NBER), the Great Recession ended in 2009. *Giving in Numbers: 2014 Edition* explores how corporate philanthropy and socially motivated employee engagement programs have emerged in the post-recession era. Research from The Conference Board has shown that consumer confidence and CEO expectations improved annually since 2010; moreover, corporate giving has thrived, particularly among companies with strong business growth. From 2010 to 2013, corporate giving increased for a majority of companies (64%), but the growth of giving has slowed: 2013 saw the largest marginal change by companies that decreased giving and the smallest marginal change by companies that increased giving.

CEOs at CECP's 2014 CEO event, the Board of Boards, identified employees as the most important stakeholder influencing decisions to expand community investments. In turn, companies are expanding their socially motivated employee engagement opportunities to offer new ways for employees to participate in company efforts. For example, Pro Bono Service programs were made available by companies in each industry for the first time. Generous employee service policies do not typically offset cash contributions: 67% of companies offering Pro Bono Services in 2013 had increased cash giving since 2010. Also, employee participation in matching gifts generally led to increased corporate cash giving overall. Keep up the great work, employees!

Employees are not the only stakeholder group interested in a company's effect on society. Nielsen reports that a majority of consumers responding to the Nielsen Global Survey on Corporate Social Responsibility (CSR) indicate they are willing to pay extra for products and services from companies that are committed to positive social and environmental impact. What's more, the percentage willing to pay that premium in 2014 has increased since 2011.

Corporate funders are clearly interested in the social value created by grantmaking programs. A majority (76%) of companies measured societal outcomes and/or impacts in 2013, the inaugural year in which *Giving in Numbers* included specific questions about program evaluation. Education, Health and Social Services, and Community and Economic Development are the primary cause areas in which companies measured results. It's worth noting that most companies are relatively new to the impact-evaluation field, with fewer than five years of experience in formally tracking their results.

This edition of *Giving in Numbers* would not be possible without the tremendous support of the talented staff at CECP, particularly Carmen Perez, Jinny Jeong, and Kate Crisalli, as well as The Conference Board, notably Alex Parkinson, Henry Silvert, Judit Torok, and Matteo Tonello. We would especially like to thank Newman's Own Foundation, PricewaterhouseCoopers LLP, and The Travelers Companies, Inc. for their support of *Giving in Numbers: 2014 Edition*. Their commitment to transparency in the corporate social responsibility field is commendable and their support allows CECP to present this report free of charge on our website, cecp.co.

My personal hope is that companies, nonprofits, and academics use the research findings in this year's report to inform strategic decisions about how to effect significant social change through corporate community partnerships. CECP welcomes feedback for how to make the annual release of *Giving in Numbers* as useful as possible, so please do not hesitate to contact us with your ideas!

Michael Stroik
Report Author
Manager, Research and Analytics
CECP

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Snapshot of Corporate Giving in 2013

2013 DATA SNAPSHOT

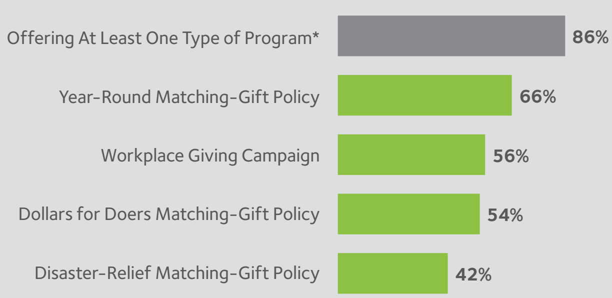
POST-RECESSION CORPORATE GIVING INCREASES FOR MAJORITY OF COMPANIES

A majority of companies (64%) increased total contributions from 2010 to 2013. Many companies link giving budgets to business performance—among companies giving at least 10% more since 2010, median revenues increased by 11% while revenues fell 3% for all other companies. Consumer Staples led the charge with 92% of companies giving more in 2013 than in 2010. *See pages 10 and 11.*

MAJORITY OF COMPANIES MATCH EMPLOYEE GIFTS

In 2013, 86% of companies matched employee contributions to qualifying nonprofit organizations. A majority of those companies (57%) strategically focused matching-gift programs on certain cause areas or strategic nonprofit partners. *See pages 26 and 27.*

Percentage of Companies Offering Matching Gifts by Program Type, 2013, N=184



**Based on full* Giving in Numbers *sample of 261 companies.*

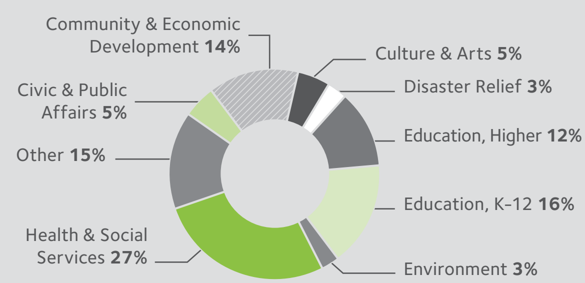
COMPANIES STRIVE TO DO THE BEST

Based on strong demand from CECP companies for more information about the most charitable companies, *Giving in Numbers* this year identifies the minimum giving threshold to be included in the top quartile of companies giving to social causes. In 2013, a business had to give at least $53.8 million, or 1.95% of pre-tax profits, to be in the top 25% of all companies in this study. *See page 8.*

TOTAL GIVING TO COMMUNITY AND ECONOMIC DEVELOPMENT EXPANDED IN RECENT YEARS

Aggregate giving to Community and Economic Development initiatives increased by 34% from 2010 to 2013, a higher growth rate than in any other program area. For all companies reporting program area breakdowns in 2013, Education (comprising both K-12 and Higher Education) was the most funded program, followed by Health and Social Services and Community and Economic Development. *See pages 18 and 19.*

Program Area Allocations, Average Percentages, 2013, N=181



Note: See page 48 for descriptions of each program area.

GIVING TYPES SHIFT FROM FOUNDATIONS TO CORPORATE COMMUNITY AFFAIRS

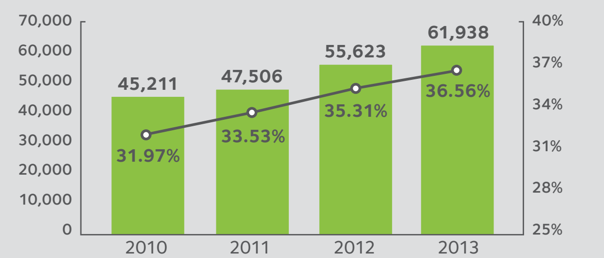
Companies typically give both from a corporate foundation and directly from a corporate account. While 79% of companies operate a corporate foundation, growth in cash contributions from 2010 to 2013 came predominantly from Corporate Community Affairs (CCA) budgets. The average CCA cash contribution increased by 28% from 2010 to 2013, whereas foundation cash gifts increased by only 2%. *See pages 17 and 31.*

COMPANIES GIVE MORE TO INTERNATIONAL SOCIAL CAUSES

Among businesses supporting international end-recipients, the median international contribution increased by 57% from $3.11 million in 2010 to $4.88 million in 2013, driven by the majority of companies in the Industrials, Financials, and Consumer Staples industries increasing international contributions. *See pages 20 and 21.*

CORPORATE GIVING OFFICERS RECOGNIZE VOLUNTEER PROGRAMS AS "MOST ENGAGING"

Corporate giving professionals attending the CECP Summit in May 2014 ranked Volunteer Time Off as the most effective socially motivated tactic for increasing employee satisfaction with their company. Employees are taking notice: the median number of hours volunteered on company time increased by 37% from 2010 to 2013. *See pages 23 and 24.*



Median # of Hours Volunteered On Company Time (N=28) — Average Percentage of Employees Volunteering At Least One Hour On Company Time (N=36)

2013 BENCHMARKING TABLES

INDUSTRY

Companies in the same industry often share philanthropic goals, have overlapping stakeholders, and face similar business challenges.

		Median Total Giving (in Millions)	Median Total Giving as a % of Revenue	Median Total Cash Giving as a % of Revenue	Median Total Giving as a % of Pre-Tax Profit	Median Total Cash Giving as a % of Pre-Tax Profit	Median Matching Gifts as a % of Total Cash Giving	Median Total Giving per Employee
All Companies	N=261	$18.46	0.13%	0.09%	1.01%	0.76%	12.32%	$644
Fortune 100 Companies	n=62	$58.78	0.10%	0.07%	0.81%	0.70%	15.52%	$558
Communications	n=11	$30.61	0.07%	0.05%	1.10%	0.43%	4.94%	$429
Consumer Discretionary	n=34	$14.93	0.09%	0.07%	1.25%	0.80%	12.72%	$232
Consumer Staples	n=25	$39.22	0.15%	0.08%	1.12%	0.63%	8.93%	$608
Energy	n=14	$34.49	0.12%	0.09%	0.76%	0.76%	11.88%	$2,912
Financials	n=55	$15.41	0.14%	0.14%	0.96%	0.95%	12.11%	$941
Health Care	n=26	$39.02	0.23%	0.08%	1.58%	0.70%	13.30%	$681
Industrials	n=26	$13.40	0.08%	0.07%	0.76%	0.69%	14.39%	$244
Materials	n=18	$9.25	0.07%	0.07%	0.98%	0.80%	14.19%	$305
Technology	n=31	$13.50	0.19%	0.11%	1.06%	0.59%	17.31%	$666
Utilities	n=21	$10.81	0.14%	0.13%	1.23%	1.16%	7.80%	$1,092

PRE-TAX PROFIT

While revenue provides a clear expression of a company's financial size, it is pre-tax profit that indicates the level of discretionary funds that can be reinvested into the business. However, an individual company's pre-tax profit can change substantially from one year to the next, which complicates year-over-year comparisons. While expenses such as rising oil prices affect all peer companies, other factors affect single companies, such as the closure of an international office or the renegotiation of a vendor contract.

		Median Total Giving (in Millions)	Median Total Giving as a % of Revenue	Median Total Cash Giving as a % of Revenue	Median Total Giving as a % of Pre-Tax Profit	Median Total Cash Giving as a % of Pre-Tax Profit	Median Matching Gifts as a % of Total Cash Giving	Median Total Giving per Employee
All Companies	N=261	$18.46	0.13%	0.09%	1.01%	0.76%	12.32%	$644
Fortune 100 Companies	n=62	$58.78	0.10%	0.07%	0.81%	0.70%	15.52%	$558
Pre-Tax Profit > $10 bn	n=26	$182.20	0.21%	0.14%	0.86%	0.73%	11.58%	$1,037
$5 bn < Pre-Tax Profit ≤ $10 bn	n=32	$56.70	0.13%	0.09%	0.80%	0.57%	13.52%	$665
$3 bn < Pre-Tax Profit ≤ $5 bn	n=24	$26.22	0.14%	0.11%	0.72%	0.70%	10.81%	$623
$2 bn < Pre-Tax Profit ≤ $3 bn	n=34	$29.01	0.12%	0.09%	1.21%	0.82%	9.03%	$632
$1 bn < Pre-Tax Profit ≤ $2 bn	n=43	$10.90	0.11%	0.07%	0.91%	0.58%	12.10%	$652
$0 bn < Pre-Tax Profit ≤ $1 bn	n=64	$6.19	0.12%	0.08%	1.59%	1.11%	10.05%	$545
Pre-Tax Profit ≤ $0	n=13	$11.13	0.09%	0.07%	NA	NA	16.59%	$589

Note: Companies with incomplete data for profit, revenue, and/or employee size 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.

2013 BENCHMARKING TABLES CONTINUED

REVENUE

While it is tempting to assume that companies with familiar logos are revenue giants, this is not always the case. Many well-known companies, particularly those with global brands, may generate less revenue than business-to-business companies that do not invest in building awareness among consumers. Even companies within the same industry and with similar brand recognition may have very different revenue levels.

		Median Total Giving (in Millions)	Median Total Giving as a % of Revenue	Median Total Cash Giving as a % of Revenue	Median Total Giving as a % of Pre-Tax Profit	Median Total Cash Giving as a % of Pre-Tax Profit	Median Matching Gifts as a % of Total Cash Giving	Median Total Giving per Employee
All Companies	N=261	$18.46	0.13%	0.09%	1.01%	0.76%	12.32%	$644
Fortune 100 Companies	n=62	$58.78	0.10%	0.07%	0.81%	0.70%	15.52%	$558
Revenue > $100 bn	n=15	$63.85	0.05%	0.05%	0.70%	0.44%	11.95%	$494
$50 bn < Revenue ≤ $100 bn	n=28	$95.84	0.12%	0.08%	1.06%	0.73%	18.42%	$671
$25 bn < Revenue ≤ $50 bn	n=43	$42.63	0.13%	0.09%	1.19%	0.09%	12.24%	$665
$15 bn < Revenue ≤ $25 bn	n=38	$30.43	0.14%	0.13%	0.97%	0.83%	9.03%	$679
$10 bn < Revenue ≤ $15 bn	n=35	$11.26	0.10%	0.09%	0.72%	0.65%	9.97%	$601
$5 bn < Revenue ≤ $10 bn	n=45	$8.87	0.12%	0.09%	1.12%	0.86%	13.60%	$763
Revenue ≤ $5 bn	n=37	$4.86	0.15%	0.11%	1.43%	1.01%	11.42%	$592

EMPLOYEES

Many philanthropic strategies are designed to enhance corporate culture and provide opportunities for employees to become involved. However, successfully putting theory into practice depends largely on the number of employees at a company and the types of employees (e.g., hourly vs. salary) engaged in community programs.

		Median Total Giving (in Millions)	Median Total Giving as a % of Revenue	Median Total Cash Giving as a % of Revenue	Median Total Giving as a % of Pre-Tax Profit	Median Total Cash Giving as a % of Pre-Tax Profit	Median Matching Gifts as a % of Total Cash Giving	Median Total Giving per Employee
All Companies	N=261	$18.46	0.13%	0.09%	1.01%	0.76%	12.32%	$644
Fortune 100 Companies	n=62	$58.78	0.10%	0.07%	0.81%	0.70%	15.52%	$558
Employees > 100,0000	n=51	$63.85	0.12%	0.08%	1.04%	0.84%	14.48%	$361
50,001 ≤ Employees ≤ 100,000	n=39	$46.64	0.15%	0.12%	1.07%	0.62%	10.33%	$681
30,001 ≤ Employees ≤ 50,000	n=40	$19.85	0.08%	0.07%	0.70%	0.54%	13.22%	$586
20,001 ≤ Employees ≤ 30,000	n=17	$23.39	0.22%	0.15%	1.42%	1.15%	10.41%	$1,105
10,000 ≤ Employees ≤ 20,000	n=45	$9.77	0.12%	0.11%	0.99%	0.92%	10.05%	$664
Employees < 10,000	n=56	$5.52	0.11%	0.08%	0.99%	0.75%	11.88%	$1,111

Note: Companies with incomplete data for profit, revenue, and/or employee size 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.

2013 QUARTILE BENCHMARKING

Identifying the Most Generous Companies

CECP, in association with The Conference Board, has historically benchmarked corporate giving and employee engagement programs by identifying medians or averages and allowing companies to judge how their company performance compares.

This year, based on demand from companies, we identified quartiles for the most relevant giving metrics. This table displays the minimum level of giving required to be among the top 25% of companies for each giving metric. The top quartile threshold is the value below which three-quarters of the data lie when ranked in ascending order. The bottom quartile threshold is the value below which one-quarter of the data lie when ranked in ascending order.

	Total Giving (N=261)	Cash Giving (N=261)	Total Giving as a % of Revenue (N=241)	Total Giving as a % of Pre-Tax Profit (N=224)
Top 25% (75th Percentile)	$53.8 Million	$35.5 Million	0.22%	1.95%
Bottom 25% (25th Percentile)	$7.5 Million	$5.5 Million	0.06%	0.60%

Industry Quartile Comparisons

The minimum total giving amount required for a company to be in its industry's top quartile is:

- Communications (n=11): $79.0 million
- Consumer Discretionary (n=34): $26.3 million
- Consumer Staples (n=25): $107.9 million
- Energy (n=14): $190.1 million
- Financials (n=55): $52.2 million
- Health Care, Non-Pharmaceutical (n=19): $50.9 million
- Health Care, Pharmaceutical (n=7): $1.4 billion
- Industrials (n=26): $33.9 million
- Materials (n=18): $33.7 million
- Technology (n=31): $55.6 million
- Utilities (n=21): $19.4 million

Pharmaceutical companies accounted for approximately $7.5 billion in total product donations in 2013, driving the quartile threshold higher than all other industries. (See page 42 for details on Pharmaceutical contributions.)

Regional Cash Quartile Benchmarking

Companies based outside of the United States were required to make the highest cash contributions to earn a spot in the top quartile:

- International Companies (n=21): $92.9 million
- U.S. Midwest-Based Companies (n=61): $34.7 million
- U.S. Northeast-Based Companies (n=76): $33.7 million
- U.S. South-Based Companies (n=60): $32.5 million
- U.S. West-Based Companies (n=43): $22.0 million

Among U.S. states with a minimum of eight companies participating in the *Giving in Numbers* Survey, the minimum cash contributions required to be in the top quartile in 2013 were:

State	Top Quartile
MN (n=14)	$63.6 Million
CA (n=32)	$54.9 Million
IL (n=11)	$46.2 Million
NJ (n=9)	$42.6 Million
NY (n=39)	$40.2 Million
VA (n=9)	$38.1 Million
TX (n=17)	$28.8 Million
CT (n=11)	$25.3 Million

Corporate Giving Trends in Context

KEY FINDINGS IN THIS SECTION:

Post-Recession Corporate Giving Increases for Majority of Companies

Median revenues increased in eight of ten industries from 2010 to 2013 and a majority of companies increased both total contributions (64% of companies) and giving as a percentage of revenue (66% of companies). Total contributions rose year-over-year throughout the period, with the largest increases seen in 2011 and the smallest increases in 2013.

See pages 10 and 11.

In-Kind Gifts Drive Largest Giving Increases from 2012 to 2013

Non-cash offerings of products or Pro Bono Services were the main driver of large increases (10%+) in total giving. Many of America's largest companies gave less in 2013 than in the prior year due to very large, one-time contributions to Superstorm Sandy recovery efforts in 2012.

See pages 12 and 13.

Giving Expected to Increase Modestly in 2014

A majority of companies based in the American Northeast expect giving to increase from 2013 to 2014, while companies in each of the other U.S. Census Bureau regions were less confident. Despite recent gains in non-cash contributions, more companies expect giving increases to be driven by direct corporate or foundation cash contributions in 2014.

See page 15.

CONSUMER CONFIDENCE AND BUSINESS PERFORMANCE

CONSUMER CONFIDENCE

The Conference Board publishes the Consumer Confidence Index® each month as a barometer of the health of the U.S. economy from the perspective of the consumer. The Index assesses not only perceptions of current conditions but also expectations for the subsequent six months and is widely regarded as a leading indicator of the U.S. economy.

As shown in Figure 1, consumer confidence has been on an upward trend since early 2009, after downward trends in 2000-2003 (instigated by the 2001 recession, the Western energy crisis, and the September 11th tragedy) as well as in 2007-2009 (instigated by the Great Recession). Consumer confidence increased as Bureau of Labor Statistics unemployment rates dropped in each year since the peak of 9.6% in 2010. According to Lynn Franco, Director of Economic Indicators and Surveys at The Conference Board, events like the debt-ceiling crisis, fiscal cliff, and government shutdown had a temporary negative impact on consumer confidence in recent years, but overall confidence in the U.S. economy is increasing.

CEO CONFIDENCE AND BUSINESS PERFORMANCE

The Conference Board and PricewaterhouseCoopers LLP **Measure of CEO Confidence**™, a quarterly measure, indicates that CEOs are generally as optimistic as consumers about the state of the economy.

This year's *Giving in Numbers* Survey found that eight out of ten industries increased median revenues from 2010 to 2013. This improvement in business performance could help to explain the buoyant projections among CEOs:

Industry	Percentage Change in Median Revenues from 2010 to 2013
Communications, n=6	+13%
Consumer Discretionary, n=15	+2%
Consumer Staples, n=12	+14%
Energy, n=8	-19%
Financials, n=32	+3%
Health Care, n=21	+5%
Industrials, n=11	+19%
Materials, n=6	+5%
Technology, n=18	+26%
Utilities, n=9	-2%

CORPORATE CONTRIBUTIONS AND BUSINESS PERFORMANCE

Companies often link business and economic performance to corporate giving budgets. *Giving in Numbers: 2014 Edition* uses a matched set of 144 companies from 2010 to 2013 to examine trends in corporate giving and employee engagement since the end of the Great Recession. A majority of companies increased community contributions since 2010, driven by growth in both cash and in-kind contributions. Consumer Staples companies led the charge as 92% of them increased giving from 2010 to 2013:

Industry	Percentage of Companies Increasing Giving from 2010 to 2013
Consumer Staples, n=12	92%
Industrials, n=11	73%
Health Care, n=21	71%
Materials, n=6	67%
Energy, n=8	63%
Financials, n=35	63%
Technology, n=19	58%
Consumer Discretionary, n=17	53%
Communications, n=6	50%
Utilities, n=9	44%

FIGURE 1

The Conference Board Consumer Confidence Index®, 2000 to mid-2014

Sources: The Conference Board, Nielsen, TNS

GIVING AT THE COMPANY LEVEL

GIVING TRENDS FROM 2010 TO 2013

A majority (64%) of companies increased corporate contributions to 501(c)(3) organizations, or the international equivalent, from 2010 to 2013 (N=144). As illustrated in Figure 2, more than a third of companies increased contributions by 25% or more during this period. These companies grew their total in-kind gifts (predominantly product donations and Pro Bono Services) by 66% and cash gifts by 25% (n=50).

Giving and business performance increased together; profits increased for 59% of companies that gave 10% or more since 2010 (n=72). Median revenues among that same group increased by 11% and decreased by 3% for all other companies (n=66). Companies with increasing contributions budgets often align their giving with business priorities, so it's unsurprising to see a trend toward companies funding social causes from corporate accounts, rather than foundations. (See page 17 for details on giving trends by type of contribution.)

YEAR-BY-YEAR ANALYSIS

Among companies giving at least 10% more in 2013 than 2010, median total giving increased in each year (n=75):

	Median Giving	% Change in Median Giving
2010	$22.1 Million	
2011	$26.8 Million	+21%
2012	$31.3 Million	+17%
2013	$33.1 Million	+6%

For all other companies, median total giving decreased each year (n=69):

	Median Giving	% Change in Median Giving
2010	$26.6 Million	
2011	$25.4 Million	-5%
2012	$25.2 Million	-1%
2013	$23.8 Million	-6%

The year 2013 saw the largest marginal change by companies that decreased giving and the smallest marginal change by companies that increased giving. This indicates that 2013 was a relatively slow year for corporate philanthropy.

NORMALIZED GIVING CHANGES

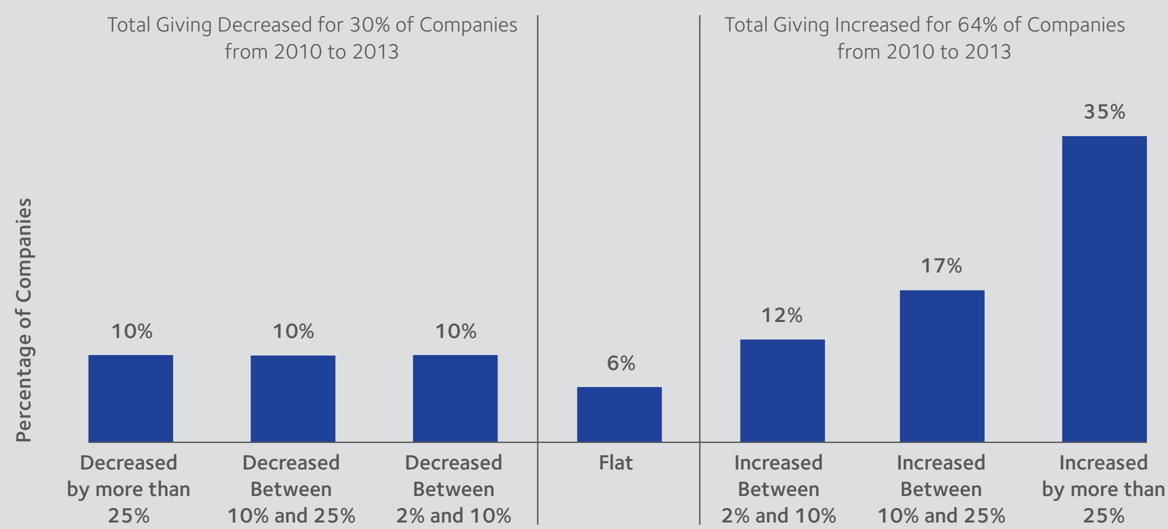
Median giving as a percentage of revenue steadily increased from 2010 to 2013 (n=138):

	Median Giving as a % of Revenue
2010	0.125%
2011	0.134%
2012	0.138%
2013	0.141%

This upward trend indicates that the expansion of community support outpaced business growth since the end of the Great Recession. CECP and The Conference Board are encouraged by the fact that 66% of companies increased giving as a percentage of revenue from 2010 to 2013 (n=138), exemplifying that corporate community engagement is widely considered a sound business strategy among the world's largest companies. Giving as a percentage of pre-tax profit increased slightly from 1.03% in 2010 to 1.04% in 2013 (n=122).

FIGURE 2

Distribution of Companies by Changes in Total Giving Between 2010 and 2013, Inflation-Adjusted, Matched-Set Data



N=144

TRENDS IN CASH AND NON-CASH GIVING

COMPONENTS OF TOTAL GIVING

The *Giving in Numbers* Survey collects total contributions in three giving types:

- **Direct Cash** includes cash giving from corporate headquarters or regional offices;
- **Foundation Cash** includes cash giving from the corporate foundation; and
- **Non-Cash** includes product donations, Pro Bono Service, and other non-cash contributions (e.g., office equipment) assessed at Fair Market Value.

A balanced giving budget incorporating cash and in-kind contributions helps companies form meaningful community partnerships. Nonprofits rely on consistent cash funding to pay overhead costs and expand important services, so cash contributions are always in high demand. At the same time, products and professional services are also valuable to nonprofit partners. Companies often have the expertise and resources necessary to provide such important in-kind resources at scale.

RISE IN AGGREGATE GIVING

Among companies responding to the *Giving in Numbers* Survey each year from 2010 to 2013, aggregate total giving (i.e., the sum of all giving in the sample) rose by 15% to $17.55 billion in 2013 (N=144):

	Aggregate Cash Giving (Billions)	Aggregate Non-Cash Giving (Billions)	Total Aggregate Giving (Billions)
2010	$5.96	$9.26	$15.22
2011	$6.09	$10.21	$16.30
2012	$5.97	$11.33	$17.30
2013	$6.18	$11.37	$17.55

Non-cash contributions accounted for more than 90% ($2.11 billion) of the aggregate giving increase between 2010 and 2013. Of all companies responding to the *Giving in Numbers* Survey, 62% reported non-cash contributions (N=261), up from 58% from the 2010 sample (N=185).

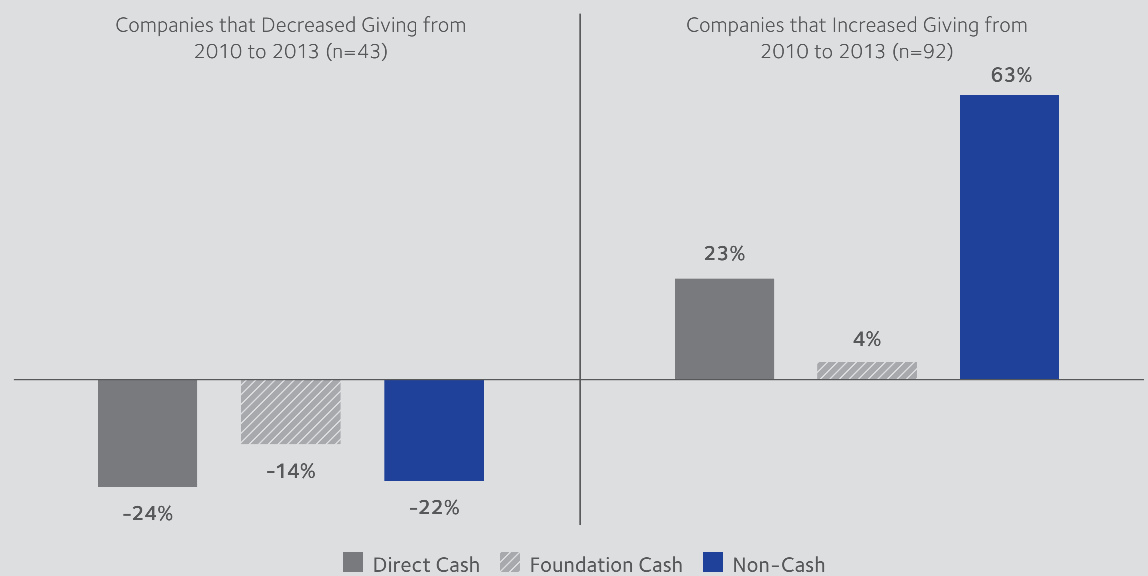
NOTES ON NON-CASH CONTRIBUTIONS

While non-cash contributions account for the majority of giving growth in the past decade, approximately a quarter of companies making these gifts in 2013 did not provide in-kind contributions in each year of the matched set (2010 to 2013). Among companies that did provide a consistent flow of non-cash contributions in this period, the median in-kind donation decreased by 16% from $8.42 million in 2010 to $7.04 million in 2013 (N=70).

This indicates that the total growth in non-cash contributions is driven in part by large, one-time contributions rather than by sustained growth by the same companies, year-over-year. While non-cash gifts are often strategically directed to specific causes, sometimes companies simply have too much product on-hand and wish to direct it in a socially responsible manner. Retailers and product manufacturers continually seek to refine their operations, which may result in less "excess" product available for donation in subsequent years.

FIGURE 3

Percentage Change by Funding Type for Companies with Increased and Decreased Giving Between 2010 and 2013, Inflation-Adjusted



REASONS FOR INCREASED GIVING

The most common reasons for companies giving significantly more (10%+) in 2013 than in 2012 included:

- **INCREASED IN-KIND GIVING, INCLUDING PRO BONO SERVICES** *(See pages 12 and 25.)*
- **MERGERS AND ACQUISITIONS**

The most common reasons for companies giving slightly more (between 2% and 10%) in 2013 than in 2012 included:

- **IMPROVED BUSINESS PERFORMANCE** *(See page 10.)*
- **INCREASED PARTICIPATION IN MATCHING-GIFT PROGRAMS** *(See pages 26 and 27.)*
- **MERGERS AND ACQUISITIONS**

INSIGHTS FROM SURVEY RESPONDENTS

"Total giving increased primarily due to product donations, which increased from 2012 to 2013"

"Our company closed stores, which resulted in excess inventory available for donation"

"Non-cash giving increased because of new Pro Bono Services delivered in 2013"

"The biggest jump was related to business growth (and came from our business units)"

"The increase in giving was due to the successful results of the company during the previous three years, as our budget is driven by the rolling three-year EBIT"

"A major effort to promote employee participation in the matching-gift program also led to increases in the corporate match amounts"

REASONS FOR DECREASED GIVING

The most common reasons for companies giving slightly less (between 2% and 10%) in 2013 than in 2012 included:

- **ABNORMALLY HIGH GIVING LEVELS IN 2012—OFTEN IN SUPPORT OF SUPERSTORM SANDY**
- **STRATEGICALLY TRANSITIONING AWAY FROM CAUSE AREAS** *(See page 19.)*

The most common reasons for companies giving significantly less (10%+) in 2013 than in 2012 included:

- **COMPANY-WIDE COST REDUCTIONS**
- **STRATEGICALLY TRANSITIONING AWAY FROM CAUSE AREAS** *(See page 19.)*
- **CORPORATE DIVESTITURES**

INSIGHTS FROM SURVEY RESPONDENTS

"The amount of non-cash donations was unusually high in 2012, due to our in-kind support for Hurricane Sandy relief"

"Transitioning to strategic philanthropic initiatives"

"A decrease in 2013 giving primarily stems from an unforeseen increase in giving in 2012 that was related to natural disasters and tragic events...such as: Hurricane Sandy, the Sandy Hook Elementary School shootings, etc."

"Overall, giving decreased due to significant expense reductions required by the company in the second half of the year (e.g., job and budget reductions)"

"Budgets for all areas of the company have been reduced. We anticipate that as the company becomes more profitable our giving is likely to increase"

TRENDS AMONG AMERICA'S LARGEST 100 COMPANIES

FORTUNE MAGAZINE'S TOP 100 SURVEY RESPONDENTS

Each year, *Fortune* Magazine ranks America's 500 largest companies according to revenue. This section of *Giving in Numbers* identifies trends among 62 of the largest 100 companies (F100) that responded to the survey, allowing us to examine how America's biggest corporations give back to their communities.

The revenue threshold for the 2013 F100 ranking was $31.2 billion, approximately 3% higher than the 2012 cutoff:

Median Profile Statistics of F100 Companies Participating in the *Giving in Numbers* Survey (N=62)	
Revenue	$56.4 Billion
Pre-Tax Profit	$6.7 Billion
Number of Employees	95,120
Giving as a % of Revenue	0.10%
Giving as a % of Pre-Tax Profit	0.81%
Cash Giving as a % of Pre-Tax Profit	0.70%

FORTUNE 100 CONTRIBUTIONS FALL FROM 2012 TO 2013

For the first time in the four-year matched set (2010-2013), median total giving decreased: from $66.29 million in 2012 to $62.94 million in 2013 (N=52). Several F100 companies have begun better aligning their corporate giving focus with their business strategy, resulting in a transition away from unaligned partnerships. Several survey respondents cited this as a reason for the decrease in giving.

Since 2010, total F100 giving to Community and Economic Development increased by 33% and giving to Higher Education increased by 26%. Giving from these same companies to Culture and Arts *decreased* by 27% over the same period (N=31).

Many F100 companies noted that the 2012 giving spike shown in Figure 4 was an anomaly, driven by heavy contributions to the Superstorm Sandy recovery. This spike was particularly acute for companies with employees in the New York and New Jersey region.

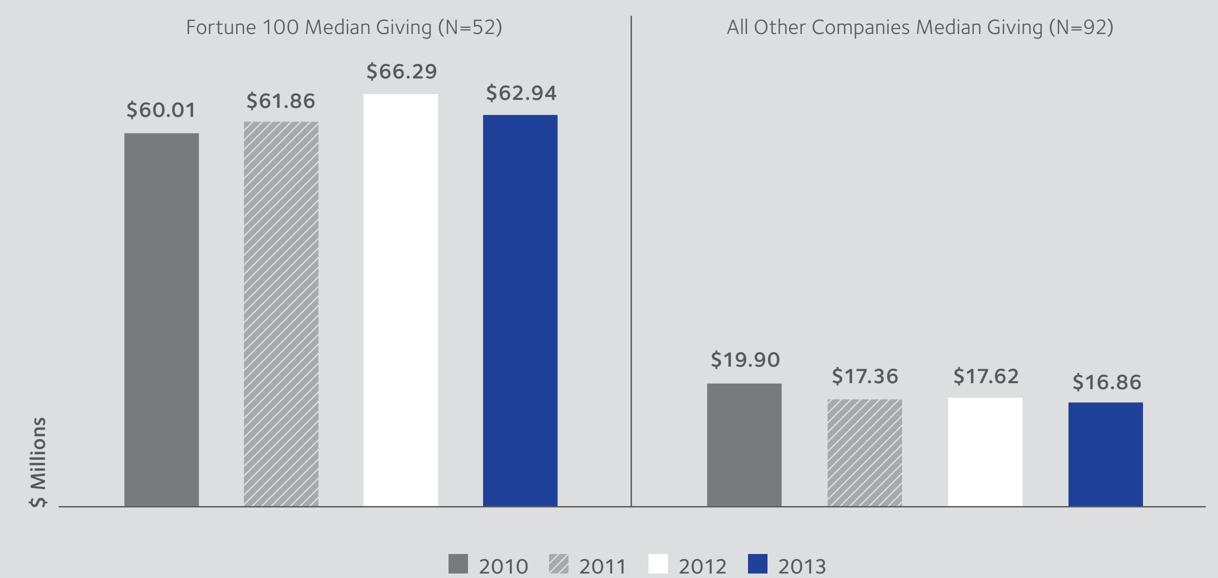
FORTUNE 100 CASH CONTRIBUTIONS

As shown in Figure 4, F100 companies often give more than smaller companies—but the largest companies are not always the most generous. Among all companies, 52% of F100 companies were featured in the top quartile for total giving, while 61% were in the top quartile for cash giving. The median cash contribution for F100 companies was $47.7 million in 2013 (n=62), compared to $10.2 million for all other companies (n=199), indicating that the largest companies often provide the most cash.

To be among the top quartile of F100 companies for cash contributions in 2013, a company had to give $102.2 million. A majority (65%) of F100 companies have increased cash contributions since 2010, while 10% gave the same amount and 25% decreased their cash contributions (N=52).

FIGURE 4

Median Total Giving for Fortune 100 Companies and All Other Companies, Inflation-Adjusted, Matched-Set Data



N=144

PREDICTIONS FOR 2014 GIVING LEVELS

NEAR-TERM EXPECTATIONS

The *Giving in Numbers* Survey asked respondents to forecast the expected percentage change of their company's total contributions from 2013 to 2014. Respondents could choose from seven ranges, as shown in Figure 5 (note that analysis omitted respondents who selected "Not able to estimate at this time").

Nearly half the respondents expect no change in 2014 giving levels while 38% of companies expect giving to increase. Though non-cash giving has driven significant increases in aggregate contributions in recent years, more companies expect an increase in cash gifts (direct corporate and foundation cash) in 2014 than in non-cash contributions. Two cause areas, Higher Education and Health and Social Services, could have a strong year in 2014, based on the fact that these two areas were supported more in 2013 by companies that expect to increase their giving than by companies that expect to decrease their giving.

ASSESSING WHERE GIVING WILL INCREASE

At the CECP Summit in May 2014, the majority of giving professionals indicated that more than 20% of their company's giving went to recipients in their headquarters state. The percentage of companies headquartered in each U.S. Census Bureau region expecting giving to increase in 2014 are:

- Northeast: 52% (n=44)
- South: 38% (n=29)
- Midwest: 25% (n=36)
- West: 25% (n=16)

Consumer Discretionary firms were the most optimistic about future giving, with 62% of companies expecting an increase in 2014 (n=13). Industrials was the next most optimistic industry, with 53% (n=19). Utilities firms were the least optimistic, with only 18% of companies expecting giving to increase in 2014.

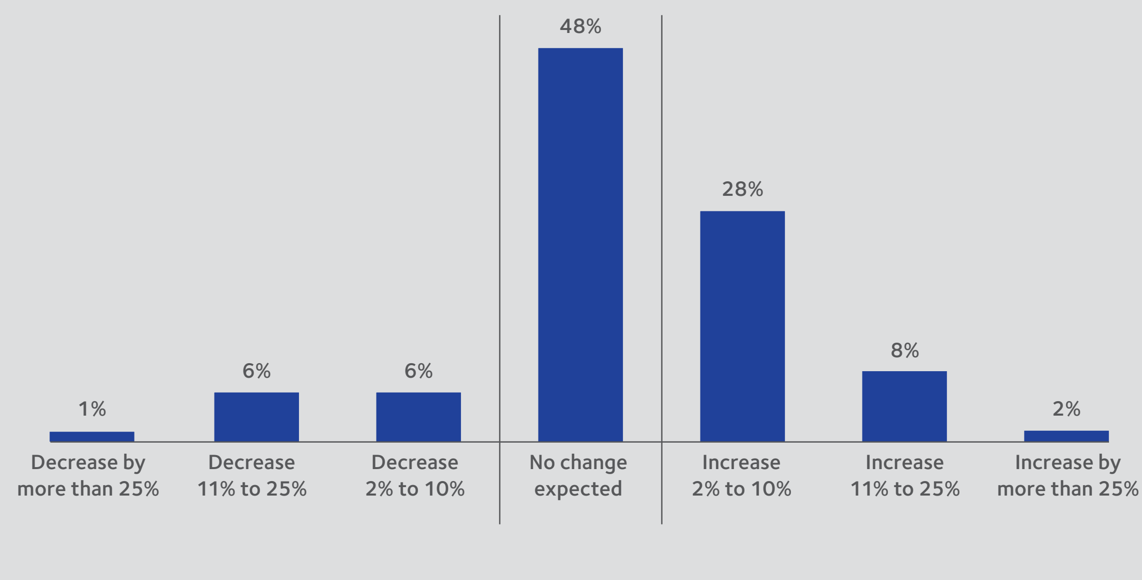
CONCLUDING THOUGHTS

As shown earlier in this section, consumer and CEO confidence have grown consistently since the low of the Great Recession, signaling an improving economic outlook. The *Giving in Numbers* data show that giving budgets tend to increase with improved business performance, so if increases in consumer and CEO confidence persist, it's likely that corporate giving will continue and perhaps also increase as well.

CEOs recognize the important role that businesses play in solving complex social problems. At CECP's Board of Boards roundtable in February 2014, attending CEOs identified companies and consumers as the top two groups that will lead progress toward long-term societal improvement (N=39). It is therefore no surprise that a majority of companies are now measuring (or seeking to measure) the societal outcomes of their grantmaking. *See page 34.*

FIGURE 5

Percentage of Companies Predicting How 2014 Total Giving Will Compare to 2013 Levels



Grant Portfolio Breakdown

KEY FINDINGS IN THIS SECTION:

Corporate Cash Grows

Between 2010 and 2013, companies increased cash giving directly from corporate accounts while the proportion of cash giving from corporate foundations declined. Companies have started to align giving with business priorities, and directing cash contributions through corporate giving budgets often provides greater flexibility for companies to decide which organizations they want to support to meet their grantmaking goals.

See page 17.

Service Companies Increase Non-Cash Giving

From 2010 to 2013, Service companies' average non-cash giving as a percentage of total giving increased from 14.95% to 17.74% (n=82). For Manufacturing companies, it decreased from 29.12% to 25.47% (n=62).

See page 17.

Education is Top Program Area

Educational organizations received the highest average proportion of funding from corporations in 2013, edging out Health and Social Services and Community and Economic Development (N=181).

See page 18.

Community and Economic Development Support Grows

As companies prioritized cause areas through more focused grantmaking, support of Community and Economic Development increased dramatically from 2010 to 2013, while support of Culture and Arts declined during the same period.

See page 19.

International Giving Grows

Among companies supporting international end-recipients, the median international contribution increased by 57% from 2010 ($3.11 million) to 2013 ($4.88 million). Manufacturing companies drove this increase, in particular by giving more to environmental causes in their international locations.

See page 21.

A MIX OF FUNDING TYPES

TYPES OF CORPORATE GIVING

Figure 6 shows the average giving budget breakdown by industry. All recipients of corporate giving in the *Giving in Numbers* Survey must be 501(c)(3) organizations or an international equivalent. The survey recognizes three types of giving:

- **Direct Cash:** Cash giving from corporate headquarters or regional offices.
- **Foundation Cash:** Cash contributions from the corporate foundation. Only funds originating from the corporation, through an endowment or pass-through, are included.
- **Non-Cash:** Product donations, Pro Bono Service, and other non-cash contributions (e.g., office equipment) assessed at Fair Market Value.

Total giving figures do not include the value of employee volunteerism, management and program costs, or funds contributed by other companies, individuals, or foundations.

CASH GIVING TRENDS

The table below shows the 2010-2013 average percentages, by funding type, of the matched set (N=144):

	Direct Cash	Foundation Cash	Non-Cash
2010	45.51%	33.44%	21.05%
2011	45.98%	32.98%	21.04%
2012	46.59%	32.65%	20.76%
2013	47.32%	31.61%	21.07%

Cash contributions shifted from foundations to corporate budgets. This shift is reflective of the broader industry trend of companies aligning giving practices with corporate strategies. Directing contributions from the corporate budget gives companies more flexibility as to which organizations and causes they fund, as the money is not subject to the self-dealing regulations that foundations face. Non-cash contributions also come from the corporate account. (See page 31 for more information on budget sources.)

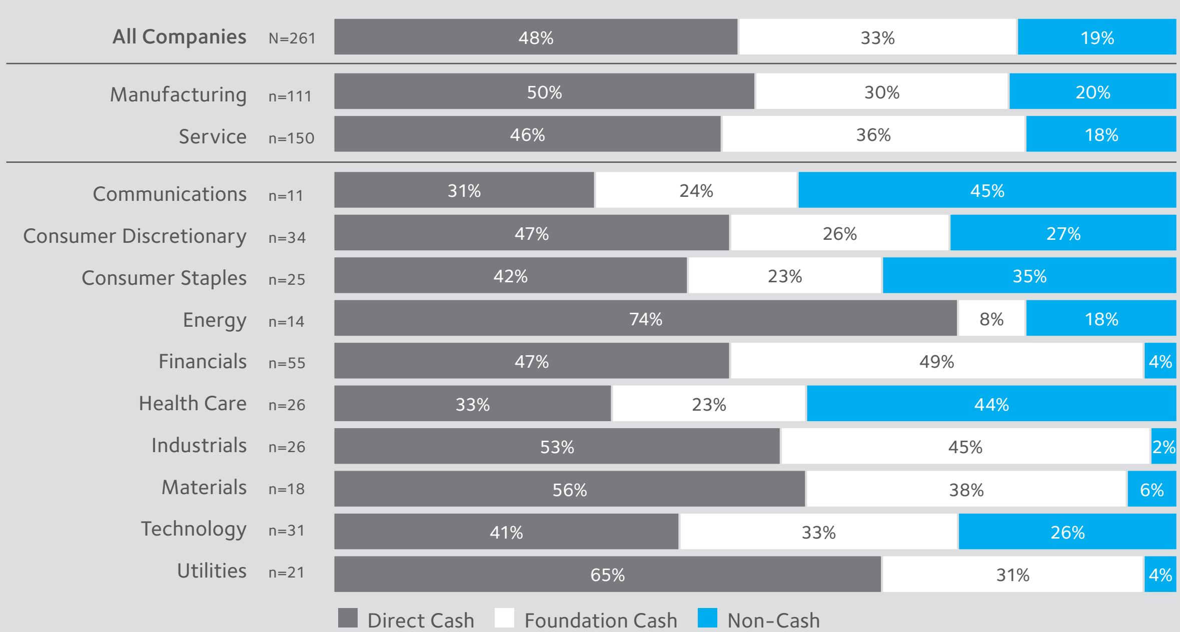
NON-CASH GIVING AMONG SERVICE COMPANIES

Companies deploy valuable non-cash resources and engage employees in ways private foundations or individual donors cannot. In 2013, 64% of all companies gave at least one in-kind gift, the highest percentage of companies since 2009.

As shown in Figure 6, Service companies gave nearly as much in non-cash contributions, relative to total giving, as Manufacturing companies. From 2010 to 2013, Service companies' average non-cash giving as a percentage of total giving increased from 14.95% to 17.74% (n=82), while for Manufacturing companies it decreased from 29.12% to 25.47% (n=62). Retailers increasing product donations and professional service companies increasing Pro Bono Services drove non-cash growth in the Service sector.

FIGURE 6

Industry Breakdown of Total Giving by Funding Type, 2013, Average Percentages



GIVING BY PROGRAM AREA

IDENTIFYING THE MOST POPULAR CAUSE AREAS

A company's giving budget usually funds a range of cause areas. Figure 7 shows that companies on average direct the highest proportion of their grants (28%) to Education (K-12 and Higher), followed closely by Health and Social Services (27%).

Large in-kind gifts from pharmaceutical companies and grocers drove $6.4 billion (or 38% of all giving) in aggregate total gifts to Health and Social Services organizations, the highest total any cause area received.

In 2013, 96% of companies supported Educational causes and 91% supported Health and Social Services. Culture and Arts ranked third, with 83% of companies directing funds that way—a surprising statistic given that the average company budget gave only 5% to arts initiatives. This indicates that many companies support the arts with small dollar amounts.

CASH-GIVING COMPARISONS

Educational and Health and Social Services causes received the largest median cash contributions in 2013:

- Total Education (n=173): $3.4 million
- Health and Social Services (n=164): $3.0 million
- Community and Economic Development (n=143): $1.8 million
- Culture and Arts (n=151): $0.61 million
- Civic and Public Affairs (n=121): $0.60 million
- Environment (n=127): $0.37 million
- Disaster Relief (n=143): $0.22 million

To be among the top quartile of companies that give cash to Educational causes in 2013, a company had to give a minimum of $10.1 million to these programs (n=173).

TOP CASH FUNDERS BY DOLLAR VALUE

The industries providing the highest 2013 median cash amount for each program area are shown below (sample sizes correlate to those stated in Figure 7):

Program Area	Industry / Highest Median Dollar Amount
Civic & Public Affairs	Energy / $0.76 Million
Community & Economic Development	Financials / $3.79 Million
Culture & Arts	Energy / $1.07 Million
Disaster Relief	Energy / $0.80 Million
Education: Higher	Industrials / $3.21 Million
Education: K-12	Materials / $3.21 Million
Environment	Energy / $2.54 Million
Health & Social Services	Health Care / $7.47 Million

Note that the average percentages in Figure 7 are for total giving to that cause area, including in-kind contributions.

FIGURE 7

Program Area Allocations by Industry, 2013, 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=181**	5%	14%	5%	3%	12%	16%	3%	27%	15%
Communications	n=8	5%	9%	4%	2%	6%	28%	8%	20%	18%
Consumer Discretionary	n=24	7%	10%	4%	5%	10%	16%	2%	27%	19%
Consumer Staples	n=19	3%	26%	3%	1%	8%	6%	4%	38%	11%
Energy	n=10	4%	17%	4%	2%	23%	13%	5%	14%	18%
Financials	n=39	5%	23%	8%	3%	9%	19%	1%	15%	17%
Health Care	n=18	3%	5%	2%	4%	8%	3%	0%	72%	3%
Industrials	n=20	4%	9%	5%	3%	20%	17%	3%	28%	11%
Materials	n=11	2%	11%	7%	1%	14%	16%	7%	25%	17%
Technology	n=16	2%	4%	4%	2%	17%	34%	2%	11%	24%
Utilities	n=16	7%	16%	9%	1%	14%	12%	9%	20%	12%

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

GIVING BY PROGRAM AREA CONTINUED

SHARPER FOCUS ON STRATEGIC GRANTMAKING

For the last several years, companies around the globe have become more strategic in their grantmaking, often aligning giving and employee engagement programs with long-term business strategies.

The data show that individual grants are getting larger (the median grant size increased by 43% from 2010 to 2013, n=38), and corporate grantmakers are working with fewer nonprofit organizations (the median number of nonprofit partnerships per grantmaker fell 21% from 2010 to 2013, n=38). This analysis excluded matching-gift grant recipients.

Measuring social outcomes is an increasingly important practice in corporate philanthropy. Many corporate funders believe that focusing efforts to specific cause areas will result in deeper impact.

REBALANCING GIVING IN THE NONPROFIT SECTOR

As companies focus their grantmaking, they tend to prioritize cause areas. The Great Recession of 2008 and 2009 left corporate grantmakers to wonder how they are best equipped to help their communities recover, which is good for society *and* for businesses. Perhaps unsurprisingly, total support of Economic and Community Development organizations has increased by 34% since the Great Recession, as many of these programs support marginalized communities through economic empowerment programs both in the U.S. and abroad. Since 2010, funding for this program area has grown more than any other.

As one program area thrives, another declines, as evidenced by the 20% decrease in total giving to Culture and Arts from 2010 to 2013 (foundation cash giving declined 25%), although the steep year-over-year declines subsided between 2012 and 2013 (N=80).

CASH CHANGES BY PROGRAM AREA

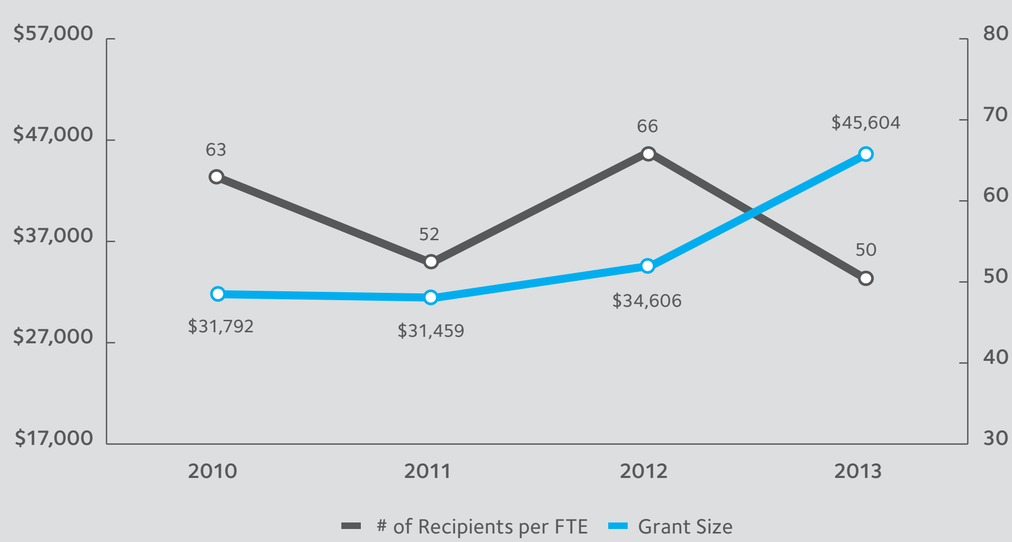
Cash contributions are always in high demand in the nonprofit community; aggregate cash giving increased by 3.7% from 2010 to 2013. However, program areas were affected in different ways (N=80):

- Community and Economic Development: +29.44%
- Other: +20.07%
- Education, Higher: +12.09%
- Environment: +5.73%
- Health and Social Services: -2.58%
- Civic and Public Affairs: -3.70%
- Education, K-12: -5.28%
- Disaster Relief: -11.83%
- Culture and Arts: -19.18%

Growth in "Other" contributions was driven in part by expanding matching-gift programs. The small declines in Health and Social Services, Civic and Public Affairs, and K-12 Education were offset by increases in non-cash giving.

FIGURE 8

Recipient Organizations per Contributions FTE and Grant Size, 2010–2013, Medians, Inflation-Adjusted



INTERNATIONAL GIVING

ALLOCATIONS BY INDUSTRY

In the *Giving in Numbers* Survey, "international" giving refers to contributions made to end-recipients in all countries outside of the company's "domestic" or headquarters country.

The figures below show the average percentage of total giving that each industry directed internationally (among companies that made international contributions):

- All Companies (N=113): 22%
- Energy (n=7): 40%
- Consumer Staples (n=11): 36%
- Industrials (n=13): 23%
- Materials (n=10): 22%
- Communications (n=7): 21%
- Technology (n=16): 20%
- Financials (n=24): 20%
- Health Care (n=10): 19%
- Consumer Discretionary (n=12): 14%

Energy companies typically have larger operations in global markets than other companies do, which explains why they would dedicate a higher average amount to international end-recipients than would other industries.

REGIONAL CONTRIBUTIONS

In 2013, 92% of responding companies were based in the United States (N=261). Figure 9 details the regional breakdown of international contributions from U.S.-based companies to end-recipients outside of North America. The geographic regions are defined on pages 47 and 48. International contributions include grants to international nonprofits and domestic nonprofits that support international affairs. According to Giving USA Foundation's *Giving USA: The Annual Report on Philanthropy for the Year 2013 (2014)*, the rate at which corporations have increased gifts directly to international nonprofits in recent years is higher than the rate at which they've increased gifts to U.S.-based nonprofits supporting international affairs.

Companies tend to give where they do business or where they have significant operations. Approximately 79% of Manufacturing companies earned at least 20% of their revenues abroad (n=34), compared with 41% of Service companies (n=46).

INTERNATIONAL PROGRAM TYPE

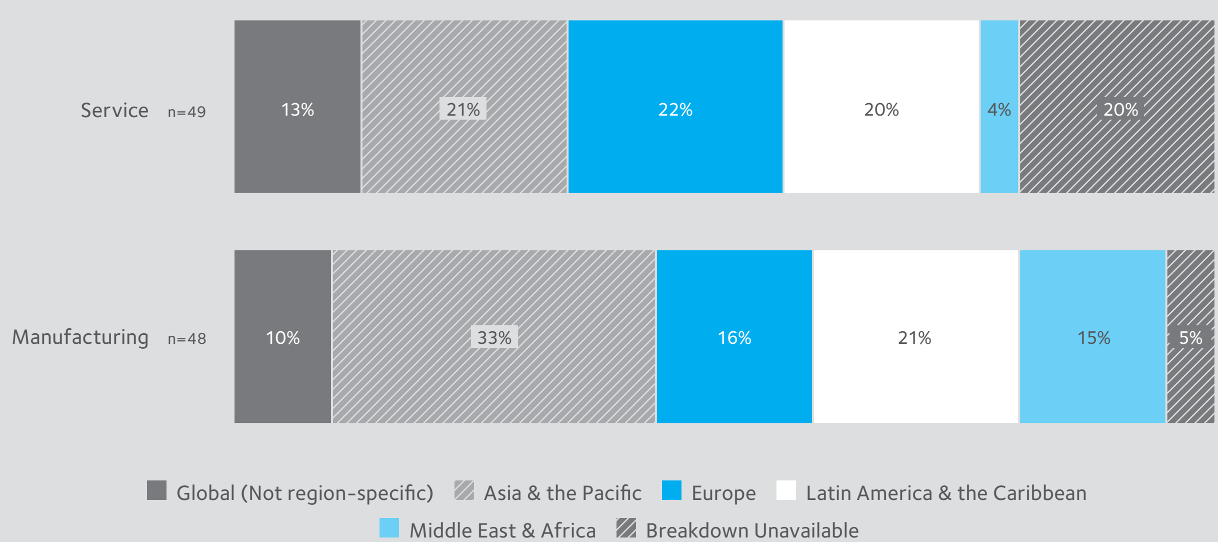
The figures in the table below show the average breakdown by program area of international giving portfolios (N=95):

Average International Program Area Breakdown	
Civic & Public Affairs	3%
Community & Economic Development	17%
Culture & Arts	4%
Disaster Relief	12%
Education: Higher	8%
Education: K-12	18%
Environment	6%
Health & Social Services	20%
Other	12%

Manufacturers tend to support environmental causes through grantmaking at a higher rate abroad than in their home market. Among Manufacturers that provided program-type breakdowns for overall giving and international giving, on average 14.45% of international giving budgets supported environmental causes, compared with 6.74% of overall budgets (N=30).

FIGURE 9

Average Percentage Regional Breakdown of Total Giving for Companies Headquartered in the United States, 2013



INTERNATIONAL GIVING CONTINUED

YEAR-OVER-YEAR CHANGES

Among companies that gave internationally in 2013, the median international contribution increased from $3.11 million in 2010 to $4.88 million in 2013, as shown in Figure 10. Manufacturing companies drove this trend, increasing average international giving as a percentage of total giving from 20.46% in 2010 to 22.21% in 2013 (n=32).

Industrials, Financials, and Consumer Staples companies led the charge from 2012 to 2013, with at least 63% of companies in each industry giving more to international end-recipients. Service companies increased giving to Disaster Relief, most notably to Super Typhoon Haiyan recovery efforts in the Philippines. Increases from Manufacturing companies were less reactive and focused on support of community development and education programs.

INTERNATIONAL PROGRAM TYPE

Companies use many factors to determine international giving budgets, including forward-looking inputs (e.g., growth opportunities abroad), and current business inputs (e.g., the percentage of revenue that is earned internationally or the company's international employee footprint).

Companies that operate globally typically give a higher proportion of total gifts to international end-recipients. Below are the average international giving (as a percentage of total giving) levels by revenue-composition tier:

International Revenues Comprise:	International Giving as a % of Total Giving
Less than 10% of Total Revenues (n=34)	2%
Between 10% and 50% of Total Revenues (n=25)	14%
More than 50% of Total Revenues (n=21)	25%

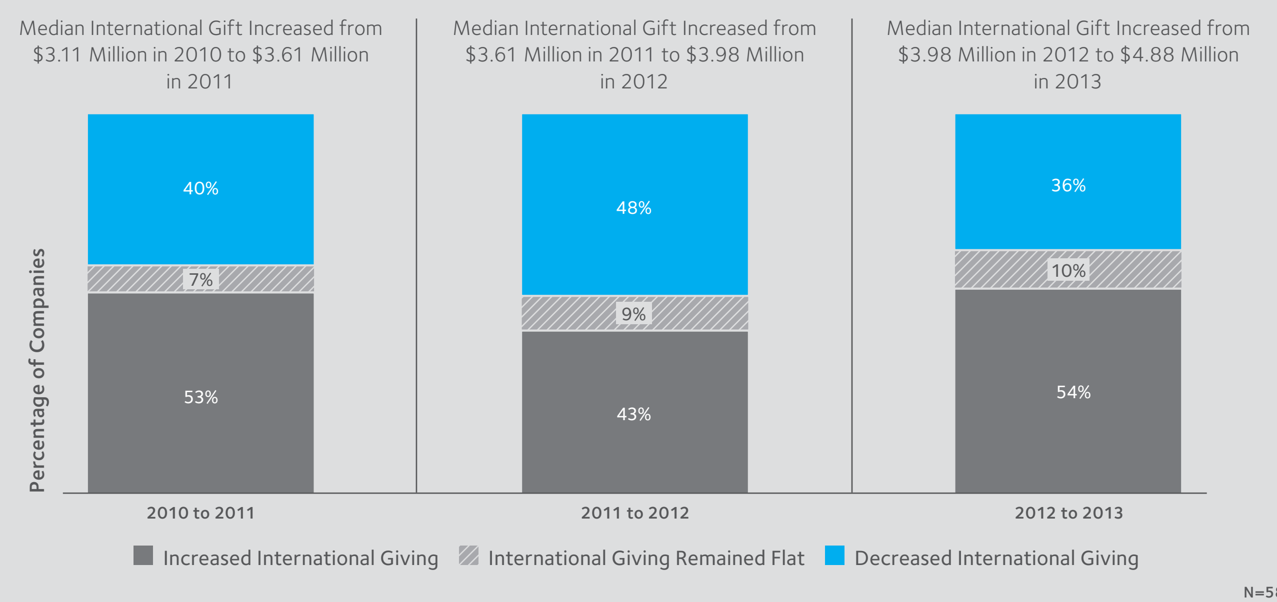
ADVANCING THE GLOBAL STANDARD

Recent increases in global funding indicate that giving will continue to follow revenues as companies grow around the world. Country-specific regulations, such as the India Companies Bill, which requires the largest companies to give 2% of profits to charity, make a global valuation standard extremely important for companies operating abroad.

In 2011, CECP partnered with Deloitte to create the leading standard for defining a corporate charitable contribution, as each country has its own laws and standards. After a transition year in 2015, CECP and The Conference Board will fully convert to this new guidance for *Giving in Numbers: 2016 Edition*, building on the recent success of CECP's research publication on global giving trends, *Giving Around the Globe.*

FIGURE 10

Percentage of Companies by Changes in Funding to International Recipients, Matched-Set Data



Employee and Stakeholder Engagement

KEY FINDINGS IN THIS SECTION:

Company-Wide Days of Service Most Successful

Company-Wide Days of Service were the most successful volunteer programs for domestic employees, followed by Dollars for Doers and Paid-Release-Time programs. As for volunteer programs offered to international employees, Flexible Scheduling programs were identified as the most successful.
See page 24.

Pro Bono Service Expands to All Industries

For the first time since *Giving in Numbers* began reporting on employee engagement, Pro Bono Service programs were reported by at least one company in each industry. Among companies reporting Pro Bono Service dollar values in 2013, 67% have increased cash contributions since the end of the Great Recession (N=30).
See page 25.

Utilities Employees Volunteer the Most

The average percentage of Utilities employees volunteering at least one hour on company time in 2013 was 42.2%, higher than in any other industry.
See page 23.

Year-Round Matching Gifts Increased

Among companies offering Year-Round matching gifts since 2010, median contributions increased by 8%. In 2013 Workplace Giving Campaigns increased by 1% and Dollars for Doers contributions decreased by 33%. A majority of companies (57%) strategically targeted matching gifts to predetermined cause areas or to specific nonprofit partners. *See page 27.*

EMPLOYEE VOLUNTEERISM

TYPES OF 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 2013, 204 companies reported having a formal domestic employee-volunteer program; 61% of those companies also offered a volunteer program for international employees.

Figure 11 presents the percentage of companies offering each type of service program, with Dollars for Doers offered most for domestic employees and Employee Recognition Awards offered most for international employees. CECP encourages companies to partner with nonprofit organizations to devise employee engagement policies that best meet community needs and business priorities.

TRENDS IN OFFERINGS

Most companies offer four to six domestic volunteer programs and one to three international volunteer programs. The following programs realized the largest gains in the percentage of companies offering them in their home market (N=100):

- Pro Bono Service: Increased from 34% of companies in 2010 to 50% in 2013. *See page 25.*
- Paid-Release Time: Increased from 51% of companies in 2010 to 59% in 2013.
- Board Leadership: Increased from 45% of companies in 2010 to 50% in 2013.

Among volunteer programs available to international employees, the following programs realized the largest gains (N=55):

- Pro Bono Service: Increased from 24% of companies in 2010 to 35% in 2013.
- Paid-Release Time: Increased from 47% of companies in 2010 to 58% in 2013.
- Family Volunteering: Increased from 47% of companies in 2010 to 53% in 2013.

VOLUNTEER PARTICIPATION

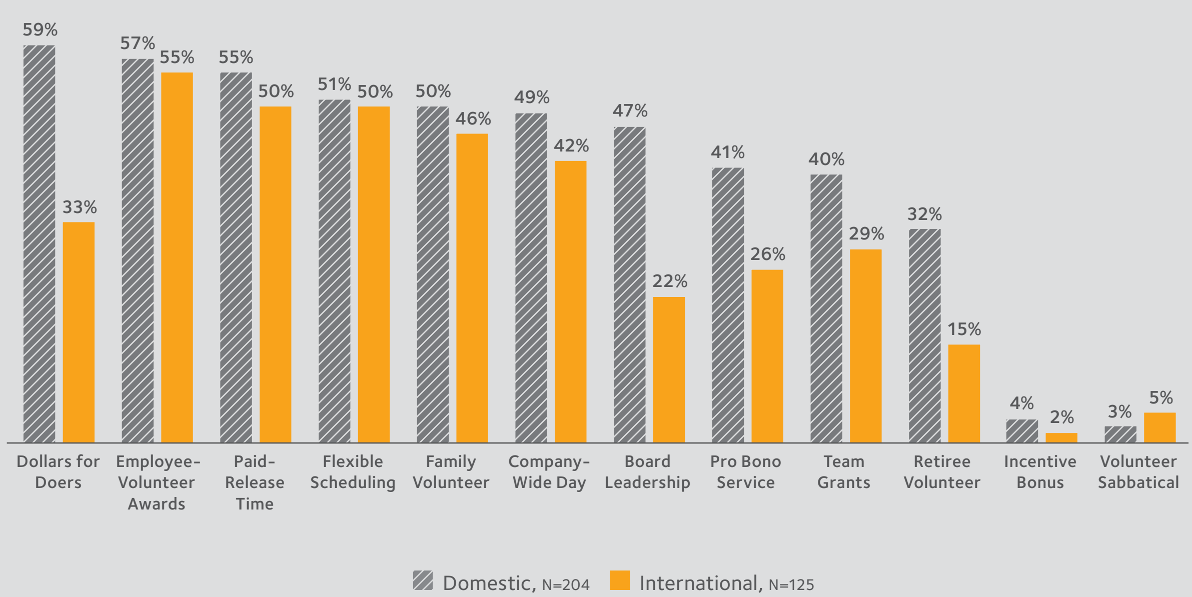
In 2013, the average percentage of employees volunteering at least one hour on company time over the course of the year was 30.7% (N=112). The median number of hours per participating employee was six (n=60). The top quartile had a minimum of 48.5% of employees volunteering on company time. Among industries, Utilities employees volunteered the most often.

Average Percentage of Employees Volunteering At Least One Hour On Company Time in 2013	
All Companies, N=112	30.7%
Utilities, n=9	42.2%
Health Care, n=9	34.9%
Financials, n=36	31.1%
Consumer Discretionary, n=16	31.1%
Materials, n=5	29.6%
Consumer Staples, n=6	28.0%
Technology, n=14	25.2%
Industrials, n=8	24.5%
Energy, n=5	21.0%

Communications was excluded due to a small sample size.

FIGURE 11

Corporate Volunteer Opportunities, 2013, Percentage of Companies Offering Each Program



MEASURING THE VALUE OF EMPLOYEE VOLUNTEERISM

In 2013, 22% of companies reported that their company measured the business value of employee volunteerism, often partnering with Human Resources to include questions about job satisfaction in employee surveys.

Employee volunteerism is crucial to helping leading companies engage staff, boost morale, and improve overall job satisfaction. Corporate leaders attending the CECP Summit in May 2014 recognized Paid-Release-Time policies as the top socially motivated tactic for effectively increasing employee satisfaction with their company, compared to other types of programs like matching gifts. The breakdown of responses from 135 giving professionals asked about the most effective socially motivated tactic for increasing employee satisfaction was:

1. Volunteer Time Off: 47%
2. Year-Round Matching Gifts: 22%
3. Communicating (Internally) About Signature Programs or Large Grants: 21%
4. Matching-Gift Events (e.g., United Way Campaigns): 9%

PAID-RELEASE TIME EXPANSION

Outside of Pro Bono Service, Paid-Release-Time volunteer programs were the fastest-growing engagement program in 2013. Not surprisingly, employee participation rates grew from 31.97% in 2010 to 36.56% in 2013 (n=36) and median hours volunteered on company time increased by 37% from 45,211 in 2010 to 61,938 in 2013 (n=28).

Figure 12 shows the percentage of companies giving employees time away from work to volunteer. Financials and Consumer Discretionary companies were the most likely to offer Paid-Release-Time programs.

The following table reveals which types of Financials companies offered paid time off to volunteer most often:

Percentage of Companies Offering Paid-Release Time	
All Other Financial Companies, n=10	80%
Institutional Financial Services, n=9	79%
Insurance, n=15	73%
Banking, n=12	67%

MOST SUCCESSFUL PROGRAMS

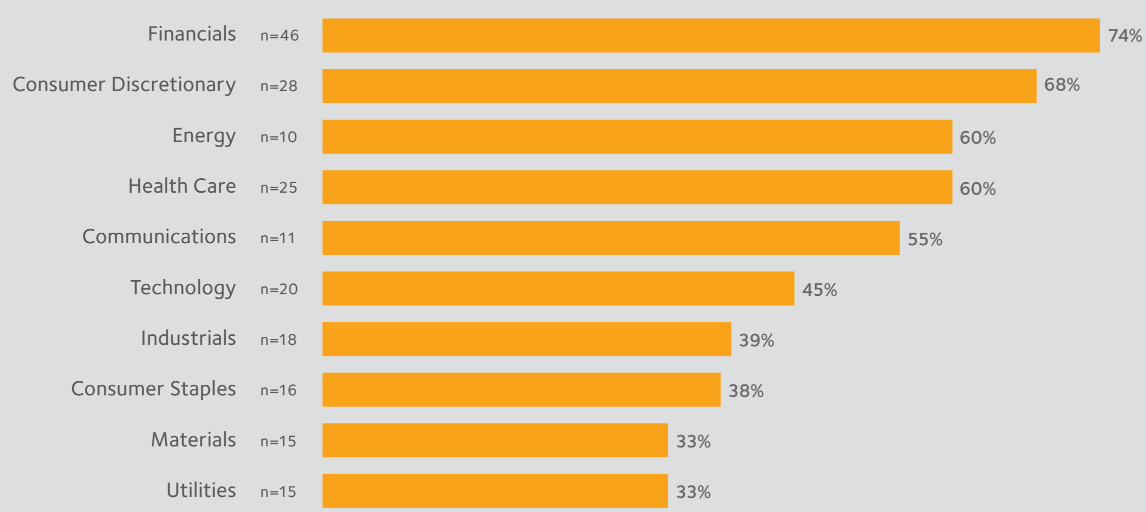
The *Giving in Numbers* Survey asks respondents to rate the most successful volunteer programs for domestic employees and those based outside of their headquarters country. Successful volunteer programs are supported and understood organization-wide and have specific, measurable goals that are tracked. Please find the full description of successful programs in CECP's Valuation Guide.

In 2013, among companies offering a Company-Wide Day of Service to domestic employees, 80% identified this program as among its most successful (N=95). This 80% success rate was higher than that of any other domestic volunteer program. Dollars for Doers was second, with a success rate of 71% (N=103), while Paid-Release-Time volunteer programs ranked third, with a success rate of 68% (N=102).

Among companies offering volunteer programs to international employees, Flexible Scheduling programs had the highest success rate (53%, N=57), followed by Employee-Volunteer Awards (52%, N=66) and Paid-Release Time (37%, N=104).

FIGURE 12

Industry Breakdown of Percentage of Companies Offering Paid-Release-Time Volunteer Programs, 2013



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 501(c)(3) organization or an international equivalent.

Based on the inherent differences between Pro Bono Services and other forms of employee engagement, Pro Bono Service is reported in the *Giving in Numbers* Survey as non-cash and valued at Fair Market Value (FMV). CECP's Valuation Guide includes instructions for reporting Pro Bono Service hours at FMV.

INDUSTRY COMPARISONS

Figure 13 shows the average percentage breakdown of non-cash giving by industry for 2013. As with past years, Service companies provided a greater percentage than Manufacturing companies did of non-cash contributions in the form of Pro Bono Service and "Other Non-Cash" donations (e.g., office equipment, real estate, or the use of company facilities). Manufacturing companies provided the majority of non-cash contributions through product donations.

The number of companies reporting Pro Bono Services has increased each year since 2010, with companies from industries like Energy, Industrials, and Utilities creating new programs during that time. It is clear that Pro Bono Service is no longer just for lawyers, accountants, and financiers, as every industry was represented in the 2013 pro bono analysis for the first time since *Giving in Numbers* began reporting on employee engagement programs.

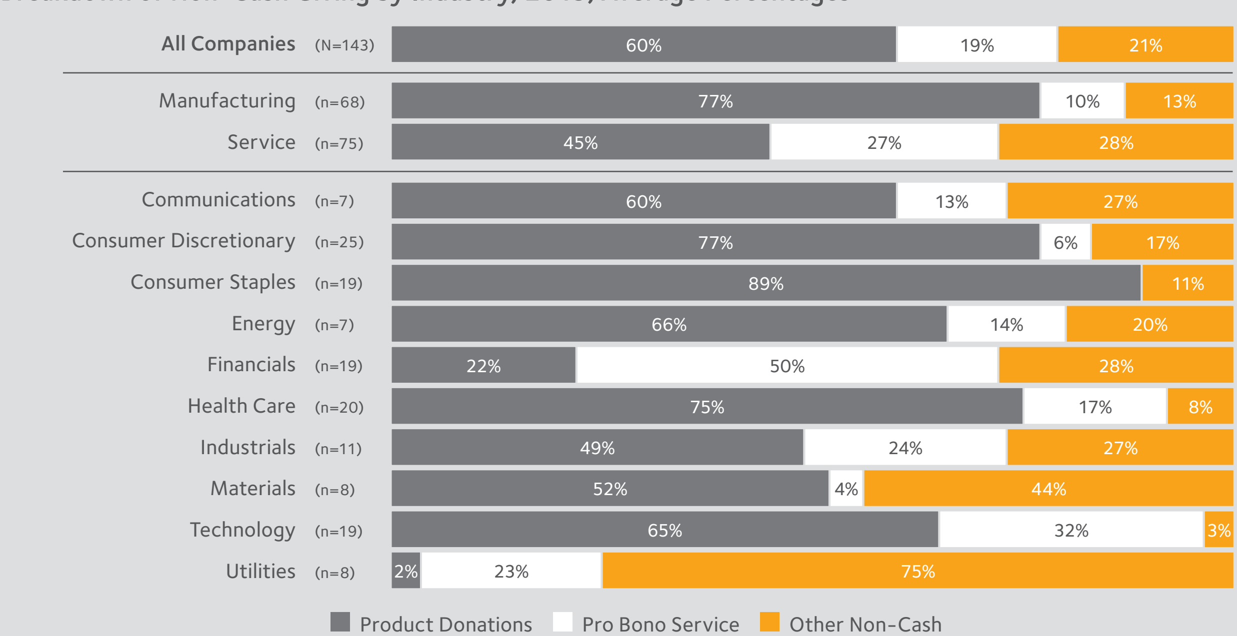
PRO BONO SERVICE TRENDS

Pro Bono Service is the fastest-growing employee engagement program, with half of all companies in the matched-set analysis offering programs in 2013, compared to 34% of companies in 2010. A majority of new offerings (20 companies, or 87% of new offerings) were added in 2012 and 2013, driven by significant growth across a variety of industries.

In addition, the number of companies reporting a dollar value for pro bono programs increased from 23 companies in 2010 to 47 companies in 2013 (30 Service companies and 17 Manufacturing companies). In 2013, the median value of Pro Bono Services was $300,000 (N=47). It does not appear that the growth in pro bono offerings offsets cash contributions. Among companies reporting a dollar value for pro bono support in 2013, 67% increased cash contributions from 2010 to 2013 (N=30).

FIGURE 13

Breakdown of Non-Cash Giving by Industry, 2013, Average Percentages



MATCHING GIFTS

MATCHING-GIFT PROGRAMS

In 2013, 86% of companies offered at least one matching-gift program to employees. Eighty percent of companies offered at least two types of matching programs (N=184).

Year-Round Policy:

- **Percentage of Companies Offering Program To (N=98):**
  - Full-Time Employees: 97%
  - Part-Time Employees: 44%
  - International Employees: 36%
  - Retirees: 36%
  - Corporate Board Members: 67%
- **Median Percentage of Employees Who Participated:** 9.0% (N=36).
- **Ratio:** A majority of companies (87%) offered a 1:1 match, while some multiply employee investments with a 1.5x or 2.0x match to specific strategic partners or cause areas (N=69).
- **Caps:** The median cap was $5,000 per employee (n=68), 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, 49% targeted matches to predetermined strategic partners or cause areas (n=79).

Workplace Giving Campaigns:

- **Percentage of Companies Offering Program To (N=87):**
  - Full-Time Employees: 99%
  - Part-Time Employees: 63%
  - International Employees: 29%
  - Retirees: 32%
  - Corporate Board Members: 30%
- **Median Percentage of Employees Who Participated:** 30.5% (N=38).
- **Ratio:** The majority (67%) of companies made a 1:1 match. Another common approach is to match 50% of every dollar contributed by employees (N=49).
- **Caps:** The median cap was $10,000 per employee (n=21).
- **Employee Choice:** Among companies giving predominantly through a Workplace Giving Campaign, 66% targeted matches to predetermined strategic partners or cause areas (n=65).

Dollars for Doers:

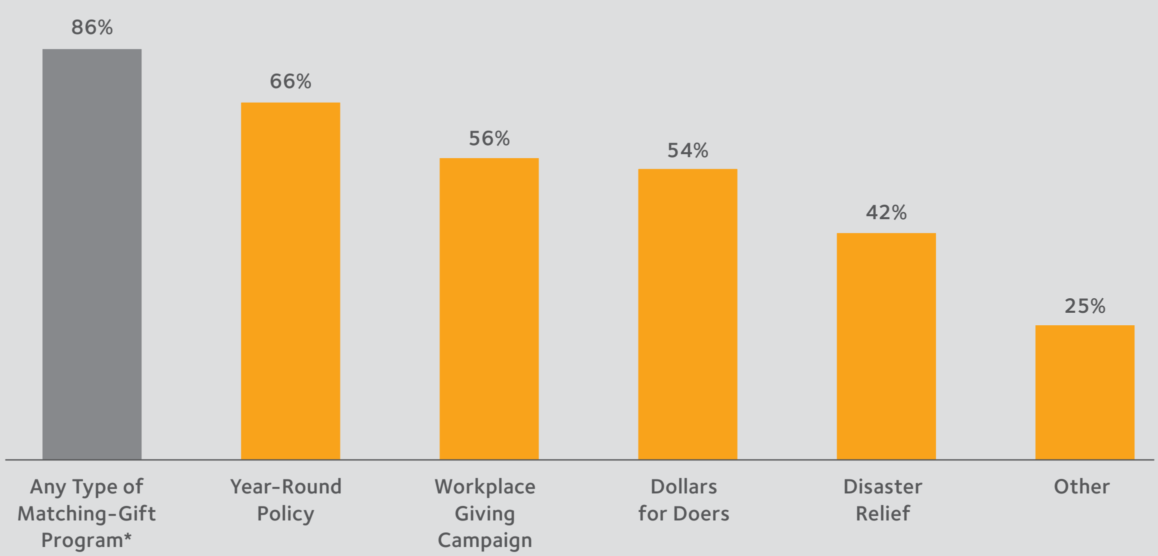
- **Percentage of Companies Offering Program To (N=82):**
  - Full-Time Employees: 98%
  - Part-Time Employees: 49%
  - International Employees: 39%
  - Retirees: 22%
  - Corporate Board Members: 15%
- **Median Percentage of Employees Who Participated:** 3.0% (n=23).
- **Ratio:** The median match in 2013 was $10 per hour volunteered (n=37).
- **Caps:** Most companies capped Dollars for Doers at $500 per employee.
- **Employee Choice:** Among companies matching predominantly through Dollars for Doers programs, 57% targeted matches to predetermined strategic partners or cause areas (n=7).

Disaster-Relief Matching Programs:

- **Percentage of Companies Offering Program To (N=71):**
  - Full-Time Employees: 97%
  - Part-Time Employees: 59%
  - International Employees: 55%
  - Retirees: 13%
  - Corporate Board Members: 35%
- **Median Percentage of Employees Who Participated:** 4.5% (n=14).
- **Ratio:** Most programs offered a 1:1 match, with some companies offering more depending on the severity of the disaster.
- **Caps:** Annual caps were typically $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.

FIGURE 14

Percentage of Companies Offering Matching Gifts by Program Type, 2013



**Note: The 86% of companies offering any type of matching-gift program is based on the full* Giving in Numbers *sample of 261 companies. Descriptions of each program type can be found in CECP's Valuation Guide.*

N=184

MATCHING GIFTS BY INDUSTRY

In 2013, companies delivered a median 12.32% of total cash contributions through matching gifts (N=184). As illustrated in Figure 15, Technology companies gave the highest proportion of matching-gift contributions as a percentage of total cash gifts (17.31%). Often, these companies allowed employees to donate to a nonprofit of the employee's choice: 65% of Technology firms did not limit which nonprofit organizations are eligible to receive a matched grant (n=23). Only 20% of Industrials companies, the industry that gave the next-highest amount in terms of matching percentages, left the program open to the discretion of employees (n=20).

Consumer Staples and Consumer Discretionary companies were least likely to offer matching gifts in 2013, probably due to the difficulty of managing matching-gift programs among a decentralized workforce. While 69% of retailers matched employee gifts in 2013, 87% of all other companies offered matching gifts that same year (N=261).

YEAR-OVER-YEAR TRENDS

The median contribution to each program type changed between 2010 and 2013 by the following amounts (including only companies providing each program type in each year):

- Year-Round Policy: +8% (n=61)
- Workplace Giving Campaigns: +1% (n=48)
- Dollars for Doers: -33% (n=57)

The way in which matching-gift trends affect the overall contributions budget differs between companies, but it appears that higher levels of employee participation through these programs increases the total contributions made. Among companies that increased matching gifts from 2010 to 2013, 72% increased total giving in the same period and 74% of those companies increased total cash contributions as well (N=46).

ENHANCING EMPLOYEE ENGAGEMENT

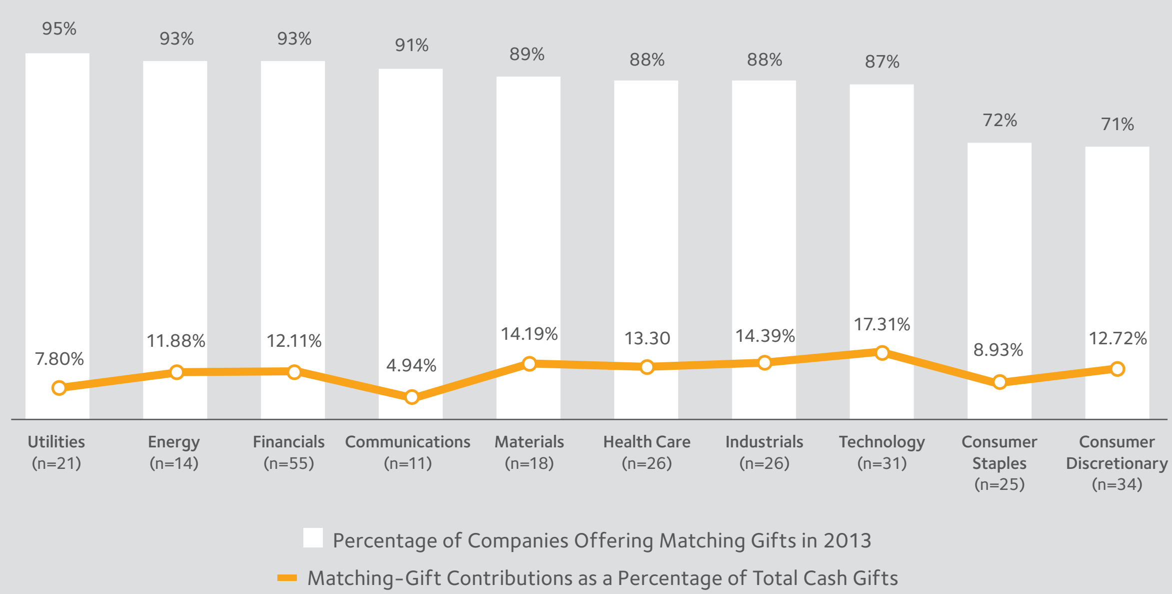
At its 2014 CEO roundtable, the annual Board of Boards, CECP asked CEOs which stakeholder group's encouragement would matter most to a decision to expand their company's investment in the community. The breakdown of responses was:

- Employees: 36%
- Customers: 22%
- Board of Directors: 22%
- Shareholders: 14%
- Nonprofit/Community Leaders: 3%
- Media: 3%
- Government: 0%

These findings echoed *The Conference Board CEO Challenge® 2014*, a research report that rated Human Capital and Customer Relationships as the top two challenges facing CEOs around the world. CEOs clearly value the input of their employees and matching-gift programs offer a unique opportunity to give a company's staff a voice in determining funding priorities.

FIGURE 15

Percentage of Companies Offering Matching Gifts and Median Matching-Gift Contributions as a Percentage of Total Cash Giving, Industry Breakdown, 2013



PHILANTHROPIC LEVERAGE

DEFINING PHILANTHROPY LEVERAGE

In an effort to understand the full reach of a company's investment into communities around the globe, CECP, in association with The Conference Board, collects data on the funds leveraged for nonprofits through company relationships with customers, vendors, suppliers, and employees.

To be included as 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. Campaigns that occur only in particular offices, regions, or stores are excluded.
- **Nonprofit Beneficiaries:** Fund recipients must be 501(c)(3) organizations or the international equivalent.

Any contribution provided by the company is excluded.

INDUSTRY COMPARISONS

Figure 16 shows that the median total dollar amount raised from employees, often through matching-gift programs, was $1.9 million in 2013 (N=95).

The median dollar amount donated per corporate employee was $69 in 2013, although results differed by industry:

Industry	Median Dollar Amount Donated per Employee
All Companies, N=115	$69.27
Communications, n=6	$50.45
Consumer Discretionary, n=18	$26.59
Consumer Staples, n=10	$30.19
Energy, n=6	$95.29
Financials, n=24	$131.85
Health Care, n=8	$49.26
Industrials, n=16	$55.10
Materials, n=7	$64.77
Technology, n=11	$62.99
Utilities, n=9	$187.32

Consumer Discretionary and Consumer Staples companies raised the most funds from non-employees, including "at the register" fundraising from retailers.

YEAR-OVER-YEAR TRENDS

In the matched set, the median dollar amount raised from employees decreased by 8% from 2010 ($4.86 million) to 2013 ($4.49 million), with 55% of companies raising *less* from employees since 2010 (N=33). However, 58% of companies increased the number of nonprofit organizations receiving funds from employee-leverage campaigns from 2010 to 2013 (N=17), indicating that companies are allowing wider breadth in choice for determining how donations are used.

As shown on page 24, matching-gift fundraising events received the lowest number of votes from corporate giving professionals asked to rank socially motivated employee engagement tactics at CECP's 2014 Summit. This lends insight into why employee-raised funding has decreased in recent years. While matching programs are an important benefit, volunteer activities appear to be in higher demand for many of the companies participating in this study.

FIGURE 16

Philanthropic Leverage: Money Raised from Corporate Fundraising Campaigns, 2013, Medians

MONEY RAISED FROM NON-EMPLOYEES		Median
Number of Fundraising Campaigns Offered per Year	N=44	1
Total Number of Campaign Days (Across All Campaigns)	N=35	72
Total Marketing/Administrative Dollars Spent	N=16	$38,257
Number of Nonprofit Partners Supported	N=33	8
Total Dollar Amount Generated for Nonprofit Partners	N=38	$1,450,000
MONEY RAISED FROM EMPLOYEES		
Total Dollar Amount Raised from Employee Payroll Deductions	N=95	$1,901,602
Total Dollar Amount Raised from Other Employee Contributions	N=87	$500,000
Number of Nonprofit Partners Supported	N=83	300

Administration Practices and Program Costs

KEY FINDINGS IN THIS SECTION:

Majority Have Corporate Foundations

In 2013, 79% of companies operated a corporate foundation, the most common of which is a predominately pass-through structure that receives funds from the company and distributes those funds over the course of the same year.

See page 30.

American Northeast Leads Foundation Endowments

The American Northeast (as defined by the U.S. Census Bureau) had the highest proportion of companies operating a predominately endowed foundation. A pass-through structure was most common among all other regions.

See page 30.

Corporate Community Affairs Departments Increase Giving

Corporate Community Affairs departments took more control over corporate giving, as the average corporate contribution increased by 28% from 2010 to 2013, compared to a 2% growth from foundations.

See page 31.

Companies Increase Team Size

From 2010 to 2013, 63% of companies increased the number of full-time equivalent (FTE) staff on grantmaking and employee engagement teams. Despite the growth in team size, management and program costs declined from 2010 to 2013.

See page 32.

Most Companies Measure Societal Outcomes and/or Impacts

76% of companies reported that they measured societal outcomes and/or impacts in 2013, primarily related to Education, Health and Social Services, and Community and Economic Development initiatives.

See pages 34 and 35.

CORPORATE FOUNDATIONS

FOUNDATION STRUCTURES

In 2013, 79% of companies operated a corporate foundation (N=261). Respondents classified their foundation structures as follows:

- **Predominately Endowed:** Funded primarily from returns on an endowment (asset reserves invested to make a return).
- **Predominately Pass-Through:** Funded annually by the company, with typically 100% of those funds distributed throughout the year.
- **Hybrid:** A combination of endowed and pass-through models, with neither structure dominating.
- **Operating:** A stand-alone nonprofit, granting at least 85% of its assets in programming or services directly to end-recipients.
- **Other:** A structure different from the types listed.

As displayed in Figure 17, the majority of industries most commonly operated predominately pass-through foundations (N=205).

CORPORATE TRANSFER OF FUNDS

Just over half (55%) of the 205 companies with a foundation transferred funds to the corporate foundation in 2013:

Foundation Classification	Percentage of Companies Transferring Funds in 2013	Median Transfer Amount
Predominately Endowed (n=41)	27%	$1.0 Million
Predominately Pass-Through (n=93)	70%	$8.4 Million
Hybrid (n=34)	50%	$13.5 Million
Operating (n=15)	87%	$6.0 Million
Other (n=22)	32%	$3.1 Million

Some endowed foundations make contributions based on levels of investment income, which may result in considerable year-over-year differences. Corporate foundations often also have access to principal dollars with approval from the board of directors.

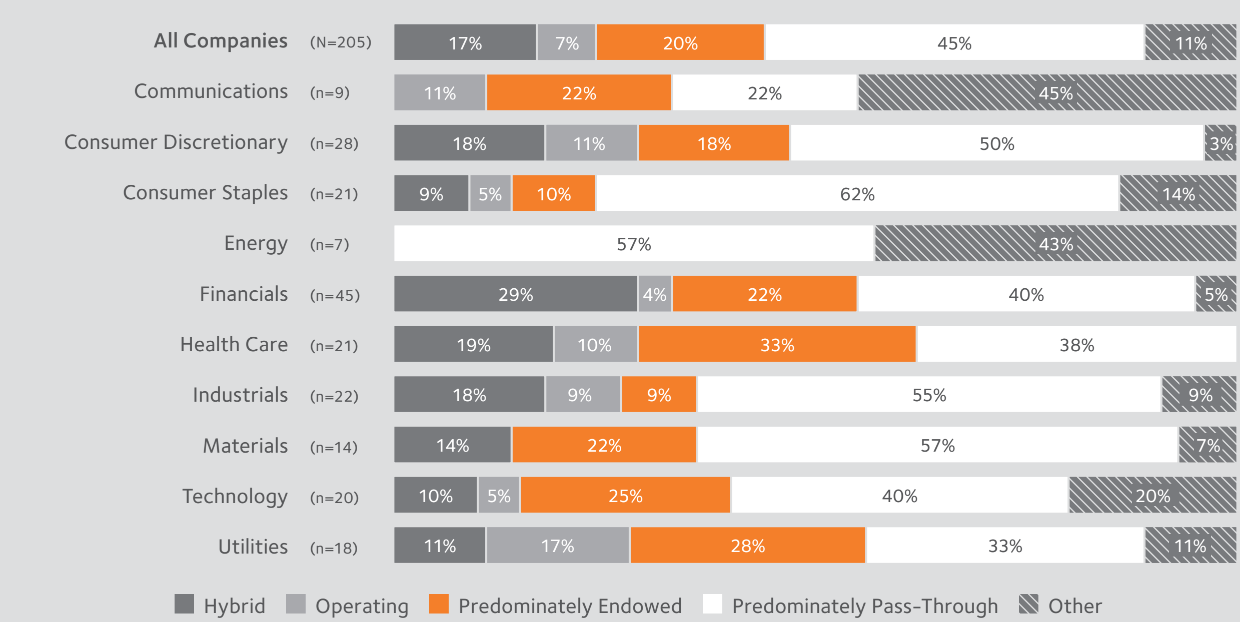
REGIONAL FOUNDATION GRANTMAKING

The culture and norms of the company's headquarter region influence how it manages philanthropic functions. Among all U.S. Census Bureau regions, as well as the international regions considered, the American Northeast (n=57) had the highest proportion of companies operating a predominately endowed foundation. A predominately pass-through model was most common in each of the other regions. Among companies based outside of the United States, only 6% of corporate foundations were predominately endowed (n=16).

A primary benefit of endowing a foundation is to continue consistent levels of grantmaking during slow business cycles, although endowments are not immune to market downturns as they often lose value during recessions. From 2010 to 2013, the median percentage change in foundation giving was +0.41% for endowed foundations (n=24) and -5.44% for pass-through foundations (n=42).

FIGURE 17

Percentage of Companies by Corporate Foundation Structures, Industry Breakdown, 2013



BUDGET OVERSIGHT

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, inclusive of 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 one 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.

INDUSTRY DIFFERENCES

Figure 18 displays the average allocation by budget source for each industry in 2013. A company, on average, provided 76% of total contributions (81% of cash contributions) from the Corporate Community Affairs department or Corporate Foundation (N=196).

INDIVIDUAL BUDGET AUTHORITY

The list below shows 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: $50,000 (N=127)
- From 2010 to 2013, 38% of companies increased their corporate approval level, 14% decreased, and 48% kept the approval level the same (n=65).

Foundation Side:

- Median Approval Level: $50,000 (N=122)
- From 2010 to 2013, 29% of companies increased foundation approval levels, 11% decreased, and 60% kept the approval level the same (n=62).

YEAR-OVER-YEAR CHANGES

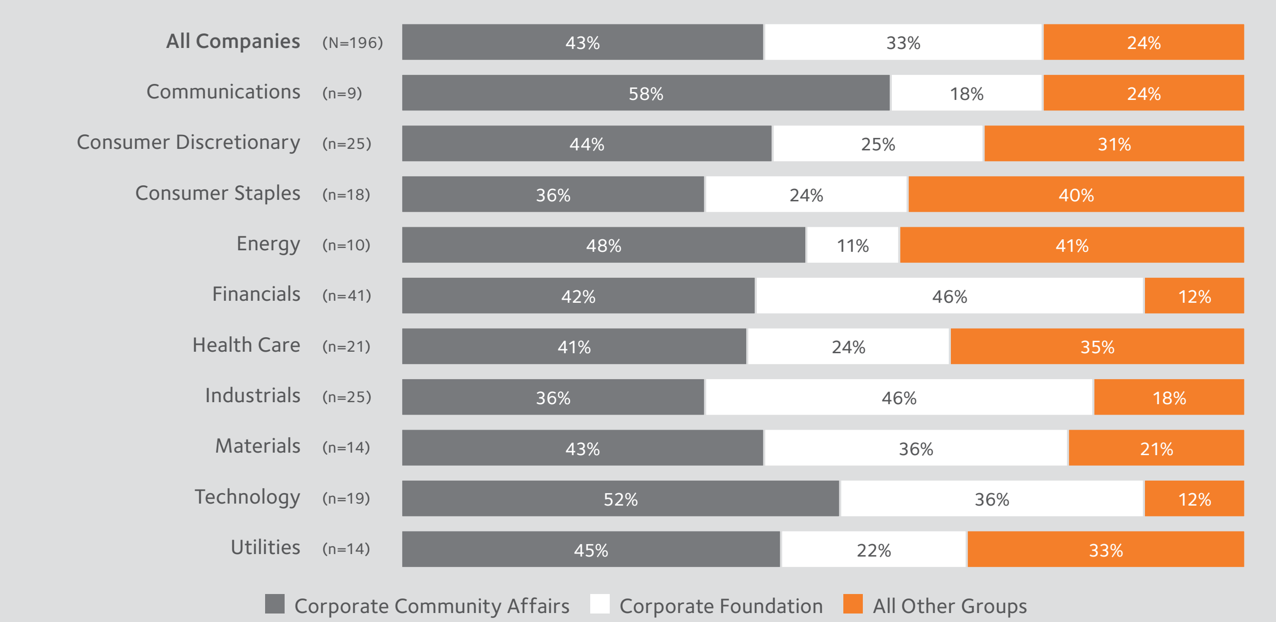
In 2013, companies on average increased the percentage of total giving that they allocated from Corporate Community Affairs departments and scaled back on allocations from foundations (N=84):

	Corporate Community Affairs	Corporate Foundation	All Other Groups
2010	42.5%	33.7%	23.8%
2011	42.9%	33.7%	23.4%
2012	42.3%	33.5%	24.2%
2013	43.5%	32.2%	24.3%

Whereas the average Corporate Community Affairs cash contribution increased by 28% from 2010 to 2013, average foundation cash contributions increased by only 2% (N=84). The proportion of giving from decentralized corporate budgets (i.e., all other groups) increased slightly from 2010 (23.8%) to 2013 (24.3%), resulting from increased non-cash giving, often from stores or distribution centers. The average non-cash contribution from all other groups increased by 42% from 2010 to 2013.

FIGURE 18

Total Giving by Budget Source, 2013, Average Percentages



STAFFING TRENDS

DEFINING CONTRIBUTIONS FTEs

Full-Time Equivalent (FTE) contributions staff 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.

Figure 19 displays the median growth in FTE counts segmented by cash giving tiers. Teams have grown in recent years as 63% of companies in the matched set increased their number of FTEs from 2010 to 2013 (N=90), perhaps related to companies developing research and evaluation teams (see page 34). As illustrated by the cash tiers in Figure 19, companies that gave higher cash contributions typically had larger teams in 2013.

INDUSTRY DIFFERENCES

The median numbers of contributions FTEs for each industry in 2013 are:

Median Number of Contributions FTEs	
All Companies, N=193	8
Communications, n=8	14
Consumer Discretionary, n=27	7
Consumer Staples, n=17	9
Energy, n=8	14
Financials, n=43	10
Health Care, n=20	9
Industrials, n=23	7
Materials, n=11	8
Technology, n=21	5
Utilities, n=15	11

Whereas the majority of companies are increasing the size of their team, some companies may choose to run smaller teams because of the emergence of community foundations, like the Silicon Valley Community Foundation, offering outsourced support for grantmaking, which is particularly attractive to companies seeking support and expertise on giving outside of the United States.

GRANTMAKING TRENDS

The median number of grants approved by companies decreased from 1,000 in 2010 to 701 in 2013 (N=63), not including matching gifts. Companies are clearly making fewer grants and contributions staff likely have greater bandwidth to monitor and evaluate grants on an ongoing basis.

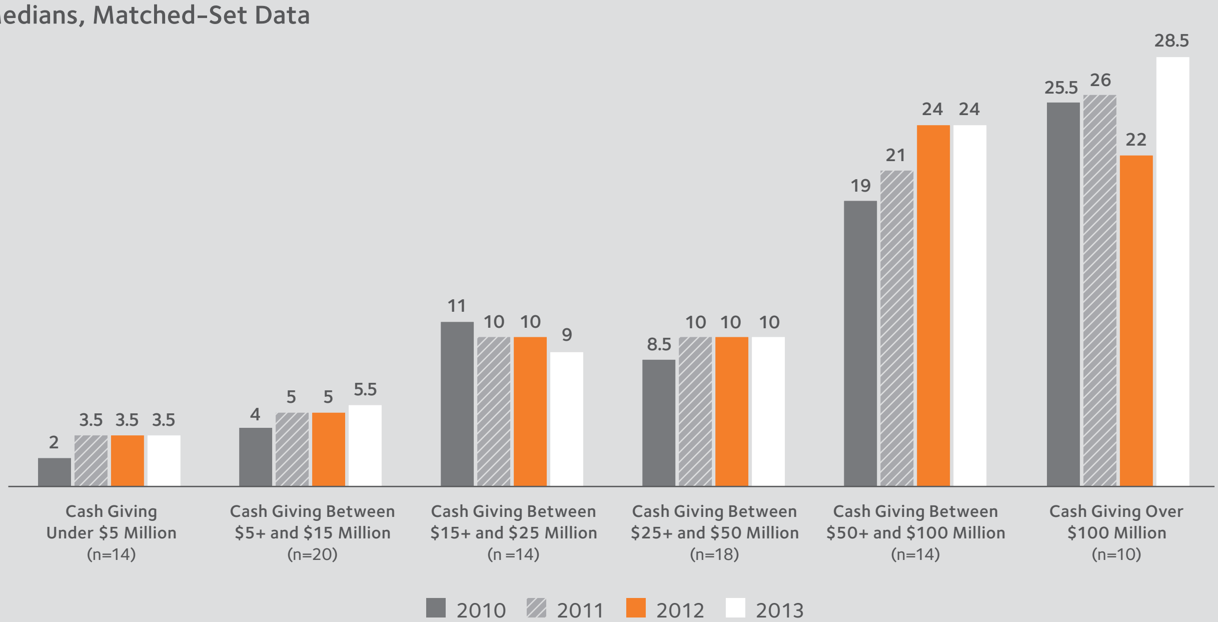
In 2013, each contributions FTE worked with a median of 53 recipient organizations, although results differ by industry:

Industry	Median # of Recipient Organizations per Grantmaker FTE
Consumer Discretionary, n=20	45
Consumer Staples, n=11	62
Energy, n=5	73
Financials, n=34	45
Health Care, n=16	34
Industrials, n=17	75
Materials, n=8	85
Technology, n=13	40
Utilities, n=9	53

Communications companies are excluded due to a small sample size.

FIGURE 19

Corporate Contributions FTEs by 2013 Cash Contribution Tier, 2010 to 2013, Medians, Matched-Set Data



MANAGEMENT AND PROGRAM COSTS

GRANTMAKING COSTS

In the *Giving in Numbers* Survey, respondents reported management and program costs associated with three categories:

- **Compensation:** Staff salaries and benefits for all contributions FTEs.
- **Programmatic Expenses:** Funds used to support specific grants, such as office supplies, postage, travel, printing, and catering.
- **Operating Expenses/Overhead:** The cost of day-to-day operations for philanthropy at the company or foundation and not associated with specific grants. Examples include software fees, travel to industry conferences, and contracting outside vendors.

In 2013, the median management and program costs were 7.6% of a company's giving (N=81). These costs are not included in total giving and full descriptions can be found in CECP's Valuation Guide.

YEAR-OVER-YEAR TRENDS

Median management and program costs for the matched set of companies participating in this study were (N=22):

- 2010: $2,230,603
- 2011: $2,020,395
- 2012: $2,030,000
- 2013: $1,849,694

The general decline in management and program costs reflects a desire among corporate grantmaking teams to reduce operating costs rather than cut back on contributions due to financial pressures. Corporate budget cutbacks accounted for a significant amount of giving declines in 2013. *See page 13.*

Program costs may increase in the future as companies become more sophisticated in tracking and reporting employee engagement programs; the median volunteer costs as a percentage of total program costs was 19% in 2013 (N=28). Among companies reporting volunteer costs in 2012 and 2013, the median percentage change was +9% (n=15).

RUNNING A CORPORATE FOUNDATION

Companies engaging in corporate grantmaking are faced with a choice: run grants through a corporate foundation or manage grantmaking activities through the business. Traditional benefits of running a foundation include:

- Endowing a foundation allows for **consistent funding during periods of slow business performance**. Companies can make a gift to the foundation and receive tax benefits in a strong year and then have funds available if business slows in subsequent years.
- Nonprofit foundation status provides an **appearance of arms-length separation** between business interests and grantmaking priorities.

Managing a corporate foundation involves increased compliance regulations and reporting requirements. Administrative costs were slightly higher for companies managing a foundation in 2013. In 2013, among companies giving between $5 million and $100 million in cash, management and program costs were 7.26% for companies with a foundation (N=45), compared to 6.63% for companies without a foundation (N=11).

FIGURE 20

Median Management & Program Costs as a Percentage of Cash and Total Giving by Cash Giving Tier, 2013

CASH GIVING TIER		Management Costs as a % of Total Giving	Management Costs as a % of Cash Giving
Under $5 Million	n=17	13.08%	23.15%
$5 to $15 Million	n=26	7.50%	10.86%
$15+ to $25 Million	n=25	8.10%	8.10%
$25+ to $50 Million	n=13	5.97%	6.81%
$50+ to $100 Million	n=8	4.49%	5.24%
Over $100 Million	n=6	3.67%	3.70%

FIGURE 21

Median Management & Program Costs as a Percentage of Cash and Total Giving by Industry, 2013

INDUSTRY		Management Costs as a % of Total Giving	Management Costs as a % of Cash Giving
Consumer Discretionary	n=11	7.50%	10.86%
Consumer Staples	n=10	7.14%	9.09%
Financials	n=15	7.69%	8.24%
Health Care	n=5	0.42%	5.65%
Industrials	n=10	9.28%	9.75%
Materials	n=8	6.14%	7.47%
Technology	n=8	4.27%	6.66%

Note: Communications, Energy, and Utilities companies were excluded due to small sample sizes.

PROGRAM EVALUATION

EMERGING EVALUATION CULTURE

The *Giving in Numbers* Survey asked about grantmakers' impact-evaluation practices. In 2013, 76% of corporate giving departments measured the outcomes and/or impacts of their grants.

The survey asked to use the following logic model definitions when categorizing evaluation efforts:

- **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 results 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.

MEASURING THE VALUE

In 2010, CECP released *Measuring the Value of Corporate Philanthropy,* by Terence Lim, as a part of the Goldman Sachs Public Service Program. The report is free for download at cecp.co and illustrates three primary measurement techniques for evaluating the societal and business value of community engagement programs:

1. **Formal Impact Evaluation:** Measure evaluation points before, during, and after interventions to prove causality. Independent evaluators are usually engaged.
2. **Outcome Measurement Evaluation:** Track intermediate changes used to estimate ultimate impact. May include before and after assessments but does not use random designs or control groups. Uses models to estimate overall impact.
3. **Assessing Impact-Achievement Potential:** Focus on nonprofit capabilities and performance to increase funder's confidence that the organization is achieving the outcomes it claims.

EVALUATION PRACTICES

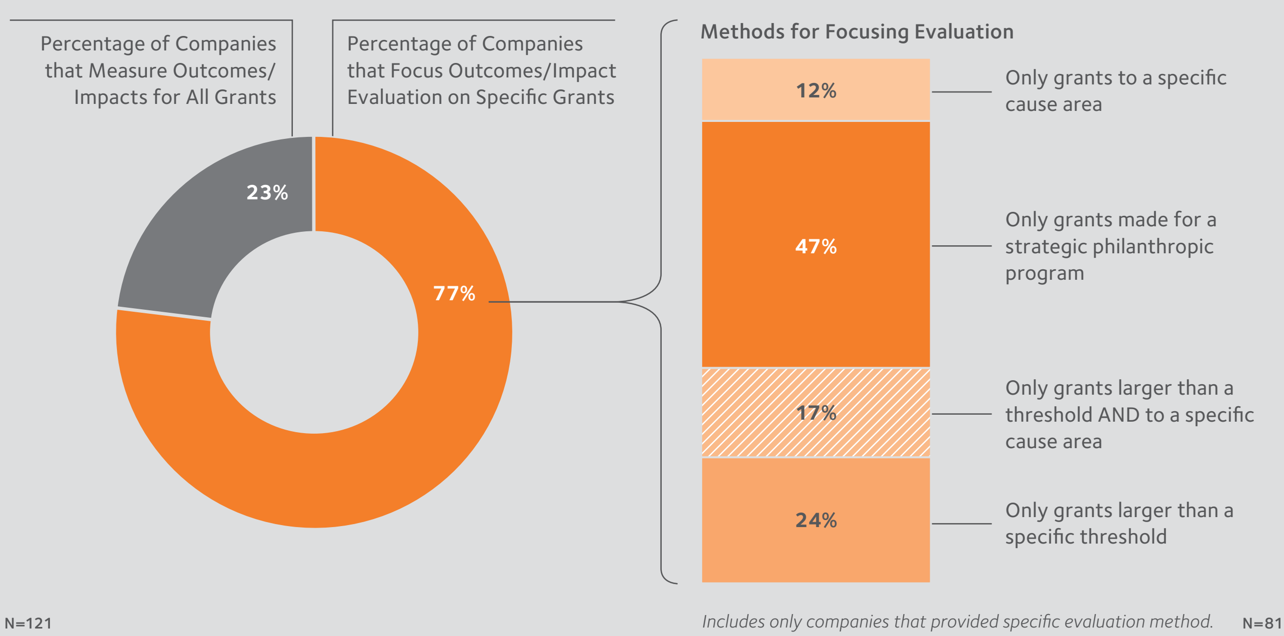
Among companies measuring the societal outcomes and/or impacts of their grantmaking, 77% of companies focused their measurement efforts on a set number of grants. Most corporations are not evaluating societal outcomes for every single grant, but rather focusing on those that either align with corporate priorities or meet a specific threshold amount. Among companies identifying a threshold for measuring outcomes, the range ran from $5,000 to $1 million grants, with the most common being $100,000 (n=19).

Companies measuring outcomes and/or impacts for all contributions typically worked with fewer nonprofits and approved fewer grants in 2013, indicating that evaluation processes influence program administration procedures:

	Companies Measuring Outcomes/ Impacts for All Grants	Companies Measuring Outcomes/ Impacts for Select Grants
Median # of Grants	446 (n=19)	603 (n=64)
Median # of Recipient Organizations	198 (n=19)	499 (n=72)

FIGURE 22

Evaluation Techniques Among Companies Measuring Outcomes and/or Impacts, 2013



Includes only companies that provided specific evaluation method.

STRATEGIC FOCUS AREAS

Among 102 companies evaluating strategic philanthropic programs in 2013, the majority of evaluations were focused on one of the following areas:

- Education (41% of strategic programs)
- Health and Social Services (26%)
- Community and Economic Development (16%)

Some of the most cited metrics measured by companies in 2013 include:

Education: Graduation rates, third grade reading test scores, college readiness indicators, Bachelor's degree attainment rates, racial disparity rates (achievement gaps in test scores), teacher retention rates, and the number of students obtaining access to technology.

Health and Social Services: Hospital recidivism rates, level of patient engagement, health resiliency metrics, and the number of children receiving immunizations.

Community and Economic Development: Credit score changes, net worth changes, number of jobs created, and business growth metrics.

CHALLENGES TO IMPACT EVALUATION

The top impact-evaluation challenges identified by survey respondents include:

- Lack of common metrics for a particular program area (education, energy, etc.).
- Inability to capture impacts across a diverse grant portfolio.
- General lack of standard measurement tactics or scorecards.
- Inability to measure long-term/longitudinal investment impact.

Figure 23 details the percentage of companies measuring outcomes and/or impacts by industry. The measurement field is relatively new to corporate grantmaking, as 82% of companies have fewer than five years of evaluation experience (n=119). Whereas 26% of companies have developed an internal resource (entirely in-house) to evaluate grants, the majority of companies partner with consultants, research institutions, universities, or other types of organizations to address challenges to impact evaluation.

PROGRAM EVALUATION FROM THE NONPROFIT PERSPECTIVE

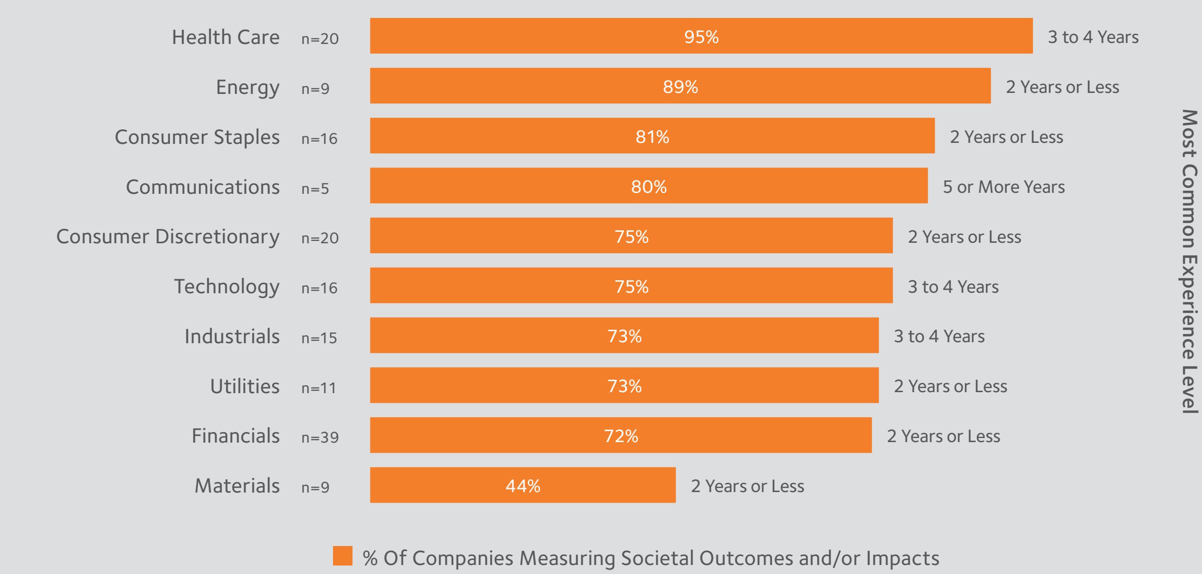
It is clear that measuring the societal impact of grantmaking activities is a priority for many companies. CECP recommends embedding evaluation discussions, including measurement expectations, into initial conversations with nonprofit partners. Nonprofit partners should play an integral role in the development of goals, measurement processes, and even transition plans if a program has a clear end-date.

According to The Nonprofit Finance Fund's 2014 State of the Nonprofit Sector Survey, the top barriers to impact measurement for nonprofits include:

1. Insufficient staff or time.
2. Insufficient resources to hire outside consultants to help collect data.
3. Inability to track clients over long enough period of time.

FIGURE 23

Percentage of Companies Measuring Outcomes and/or Impacts and Most Frequently Cited Experience Level in Evaluation, 2013



PROGRAM EVALUATION CASE STUDIES

GSK: IDENTIFYING AND EVALUATING IMPACT METRICS

Identifying Meaningful Metrics: The GSK IMPACT Grant Program began in 2011 with a series of town hall-like meetings called "Conversations on Community Health." These meetings aimed to identify where and why community health needs existed, so that it could contribute to healthier communities and a healthy America. IMPACT is an acronym that characterizes the qualities of GSK's nonprofit partners: *Innovative*, *Measured*, *Partnered*, *Accountable*, *Community-Centered*, and *Transformative*.

From the beginning, the IMPACT Grant Program focused on identifying meaningful metrics to measure progress on health initiatives. It continues to rely on program evaluation at each stage of program development in order to inform the tactics used to improve community health.

In 2012, the first of four IMPACT Grants was launched in Denver, Colorado. This $500,000, eighteen-month program has nine partners that became a single entity, "The Youth Driven Healthy Recreation Center Collective," or "The Denver Collective."

Using feedback from community conversations, the collective determined that one of Denver's greatest opportunities was to engage youth as leaders for promoting healthy eating and active living (HEAL) throughout a targeted community. This *Collective Impact (CI)* approach engages multi-sector partners in all programs to address social problems.

Tiered Evaluation Approach: Goals are identified and supported with individual-, organizational-, and community-level objectives. CI benefits from rigorous evaluation leveraging different types (developmental, formative and summative evaluation) depending on the stage of the CI initiative.

The Denver Collective is applying an ongoing developmental evaluation approach to guide adaptation and learning as they build and strengthen their collective effort. The collective identified nine objectives that are tracked through a formative evaluation and encompass both quantitative and qualitative metrics, such as increasing the number of youth attending recreation centers by 15% and creating a sustainable and replicable model of increasing participation at recreation centers. All goals are connected to the mission of building a healthier community.

Program flexibility is supported by this evaluation approach. When an opportunity for additional funding from the Denver City Council arose, the collective agreed to adjust the timeline of the program to carry out additional HEAL programs and made changes to some of its program goals accordingly.

> "This evidence-based, collective impact work is ensuring that we have a tremendous amount of quantitative and qualitative data with which to measure impact and inform our future philanthropy."
>
> –Katie Loovis, Director, U.S. Community Partnerships & Stakeholder Engagement, GSK

All lessons in Denver will help inform the collectives of the other three cities, as well as drive accountability for future reporting. The Denver Collective's twelve-month report will use a *formative evaluation* to determine how well its HEAL programming is working (and will react accordingly), whereas its eighteen-month report will use a *summative evaluation* to determine what kind of difference the programs made.

Evaluating the Evaluations: In the spirit of continued evaluation, GSK will partner with an independent national organization to conduct an overall evaluation of the IMPACT Grant Program. This organization will assess the evaluations to identify key progress indicators, measure true impact, and create a framework to help inform GSK's overall philanthropic efforts in the U.S. going forward.

As GSK prepares to launch additional collectives in St. Louis, Missouri, Philadelphia, Pennsylvania, and one additional city, its spirit of honest transparency and accountability serves as a model of how other businesses can foster a learning community.

VERIZON: BUILDING AN EVALUATION CULTURE

Building a Measurement Culture: In 2011, Rose Stuckey Kirk became President of the Verizon Foundation. Later that same year a new Chairman and CEO, Lowell McAdam, came on board. Together, they agreed that Verizon's CSR work was due for an overhaul and that it should align with its P&L businesses, thus defining the corporate culture it embodies today.

Measuring with Transparency: Verizon's company website publically tracks both the business and social goals of its programs and activities. The Verizon CR (Corporate Responsibility) Framework identifies the key performance indicators that Verizon uses to evaluate its performance. There is a list of "What We Did" juxtaposed with "What We Said We'd Do" across five categories: Ethics & Governance, Community Impact, Empowering Employees, Accessibility, and Sustainability. Furthermore, Verizon's annual report integrates financial performance with corporate responsibility initiatives. The entire Foundation and CSR team also have specific and measurable outcomes of their programs integrated into their annual performance agreements, thus ensuring accountability for results.

Building an Effective Team: Verizon Foundation's strength is in its team. Each of Verizon's three programmatic focus areas—education, health care, and energy—has its own team of experts who can apply their rich knowledge and personal experiences in developing goals for their respective programs. For example, the education team is comprised of Verizon employees including an engineer, a former teacher, and a former principal from an underserved school in New York City.

Verizon's focus on social responsibility is driven by an internal scorecard that is rigorously evaluated within the Foundation three times a year, led by a dedicated employee who manages the full range of evaluation. As an objective evaluator, this employee works with program managers and nonprofit partners to determine short-term, mid-term, and long-term goals. The purpose is also to ensure that each team has the appropriate measurement systems in place—both qualitative and quantitative. Team members are naturally motivated to discuss program results because their annual performance is evaluated by these metrics.

Evaluating the Scorecard: Verizon's CSR scorecard is shared across the company and is scrutinized in annual operations reviews with C-suite executives of key business units. The scorecard first assesses how each of the three key programs has progressed in meeting its respective objectives. It then indicates how larger goals, such as corporate responsibility, community partnerships, external communications, and employee engagement are integrated to give further support to Verizon's CSR strategy. The combination of an up-close review with a summary overview holds Verizon accountable for leveraging all of its technology assets to produce, measure, and strengthen its social impact.

Moving Forward: Across all of Verizon's work, there are two underlying principles: impact and scale. Verizon's disciplined approach to measurement addresses the impact component, but now the team is working on scale. It is currently focusing on introspective questions such as: How do we continue to grow our programs while still maintaining their integrity? And: How can we use what we learn to inform the business, so that the next round of programs can be even more impactful?

> "We don't measure ourselves by how much money we give away; we measure our success by the social impact we are making."
>
> –Rose Stuckey Kirk, President, Verizon Foundation

As Verizon continues with its long-term vision to demonstrate the role technology can play in creating positive social impact, the ongoing combination of a bold vision, CEO support, and a disciplined approach to measurement is undoubtedly a key component of Verizon's leadership in corporate social responsibility.

Tools for Benchmarking

USING THIS REPORT

Giving in Numbers **is a powerful reference tool that equips corporate giving professionals with accurate contextual data and methods for assessing the scope and scale of their philanthropic programs.**

Section Contents

This section of the report includes:

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

The Benefits of Benchmarking

Benchmarking corporate contributions enables giving professionals to do the following:

- Present the 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.

Opportunities to Use Benchmarking

Benchmarking can be used year-round, but companies tend to benchmark prior to:

- Foundation or corporate leadership meetings
- Strategy or senior leadership meetings
- Meetings with a newly appointed CEO

GETTING STARTED WITH BENCHMARKING

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

The template on page 39 is intended to help create a high-level snapshot of year-over-year corporate contributions. The template does not have to be complete to be informative, as different sections of the report correspond to different sections of the template.

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?* Lines 1-3 capture your company's financial performance and employee workforce. Depending on how philanthropy budgets are crafted at your company, a rise or fall in these figures can affect contributions this year or in future years.

Total Giving: *Are some types of giving on the rise while others are steady or declining?* Lines 4-7 of the template show the types of giving that are increasing or decreasing at your company. This level of detail is useful because each giving type carries with it a distinct degree of flexibility. There are no limitations on how direct cash can be contributed, while foundation cash is subject to self-dealing IRS regulations. Non-cash gifts require logistical coordination.

International Giving: *Is giving abroad rising as your company expands globally?* Many companies direct a portion of their philanthropy toward international end-recipients. Even those who do not typically direct money abroad may do so when a natural disaster strikes overseas. Lines 24-28 show where giving originates as well as the geographical location of its end-recipients.

STEP 3. Build Comparisons from the Benchmarking Tables

The four benchmarking tables on pages 6 and 7 display commonly analyzed metrics of corporate giving. The tables are sorted by industry, pre-tax profit range, revenue range, and the number of employees. In these tables, 2013 revenue, pre-tax profit, and employee figures are used in all calculations. Medians are calculated on a column-by-column basis for each row; therefore, the data in each row are not necessarily from the same company. Page 8 displays statistics on quartiles for the most ambitious of companies.

Using your year-over-year giving profile as a reference, select a benchmarking table and identify the row that best describes your company in 2013. Reading across that row will provide key 2013 metrics for companies of similar size or industry. Moving from one table to the next, you will generate multiple values for the same metric based on the different categorizations of your company.

Multiple values for these data points should not be seen as contradictory; rather, multiple values are useful in determining an applicable range of data. Ultimately, using a data range is a more practical approach to setting a multi-year corporate contributions strategy than linking giving to one definitive benchmark.

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? Is there an opportunity to make the case for a budget increase?

Giving Metrics (Lines 9-13)

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

STEP 4. Benchmark with the Other Findings in this Report

MORE KEY QUESTIONS:

Total Giving (Lines 4-7)

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

Program Area Giving (Lines 14-23)

How is your company's allocation across program areas similar to or different from the allocations in your industry?

Do your company's allocations sync with its corporate culture?

Giving by Geography (Lines 24-28)

Does your company give in international regions in which you do business?

Should international program areas align with domestic focus areas?

YEAR-OVER-YEAR GIVING TEMPLATE

Member companies that participate in the *Giving in Numbers* Survey have free access to an online report pre-populated with this data. The report is entitled "My Company – Numbers Snapshot" in CECP's online system. Other companies can use the following template to create a high-level snapshot of their year-over-year philanthropic contributions. Download this form as a free Excel template from CECP: http://cecp.co/measurement/tools/assess-your-program.html.

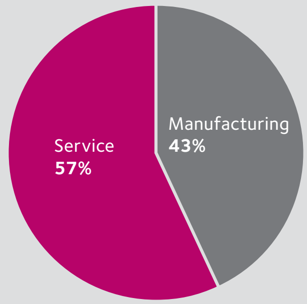
LINE #	CORPORATE FINANCIAL INFORMATION	2012	2013	Change
1	Revenue	$	$	%
2	Pre-Tax Profit	$	$	%
3	Number of Employees			%
	TOTAL GIVING			
4	Direct Cash	$	$	%
5	Foundation Cash	$	$	%
6	Non-Cash	$	$	%
7	TOTAL	$	$	%
	MATCHING EMPLOYEE GIVING			
8	Matching Contributions	$	$	%
	GIVING METRICS			
9	Total Giving ÷ Revenue	%	%	%
10	Total Giving ÷ Pre-Tax Profit	%	%	%
11	Total Cash ÷ Pre-Tax Profit	%	%	%
12	Matching Gifts ÷ Total Cash Giving	%	%	%
13	Total Giving per Employee	$	$	%
	CONTRIBUTIONS BY PROGRAM AREA			
14	Civic & Public Affairs	$	$	%
15	Community & Economic Development	$	$	%
16	Culture & Arts	$	$	%
17	Disaster Relief	$	$	%
18	Education: Higher	$	$	%
19	Education: K-12	$	$	%
20	Environment	$	$	%
21	Health & Social Services	$	$	%
22	Other	$	$	%
23	TOTAL	$	$	%
	GIVING BY GEOGRAPHY			
24	Domestic to Domestic	$	$	%
25	Domestic to International	$	$	%
26	International to Domestic	$	$	%
27	International to International	$	$	%
28	TOTAL	$	$	%

Appendices

2013 SURVEY RESPONDENT PROFILE

TOTAL GIVING	Number of Companies
Over $100 Million	39
$50+ to $100 Million	29
$25+ to $50 Million	42
$15+ to $25 Million	35
$10+ to $15 Million	34
$5 to $10 Million	38
Under $5 Million	44

Giving: Total giving per company ranged from $246,467 to $4.14 billion. Median total giving in the 2013 sample was $18.46 million.



Classification: Of the 261 survey respondents, there were more Service companies (150) than Manufacturing companies (111), reflecting the large number of participating Financials companies.

INDUSTRY	Number of Companies
Communications	11
Consumer Discretionary	34
Consumer Staples	25
Energy	14
Financials	55
Health Care	26
Industrials	26
Materials	18
Technology	31
Utilities	21

Industry: The *Giving in Numbers* Survey uses the ten sectors 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	26
$5+ to $10 Billion	32
$3+ to $5 Billion	24
$2+ to $3 Billion	34
$1+ to 2 Billion	43
$0 to $1 Billion	64
Under $0	13
Not Reported	25

Pre-Tax Profit: 2013 pre-tax profit ranged from losses to profit of $57.71 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 $1.95 billion.

REVENUES	Number of Companies
Over $100 Billion	15
$50+ to $100 Billion	28
$25+ to $50 Billion	43
$15+ to $25 Billion	38
$10+ to $15 Billion	35
$5 to $10 Billion	45
Under $5 Billion	37
Not Reported	20

Revenue: 2013 revenues for survey participants ranged from $1.30 billion to $476.29 billion. Privately held companies were not required to submit revenue data. The median revenue among participants was $16.05 billion.

NUMBER OF EMPLOYEES	Number of Companies
Over 100,000	51
50,001 to 100,000	39
30,001 to 50,000	40
20,001 to 30,000	17
10,000 to 20,000	45
Under 10,000	56
Not Reported	13

Employees: The total number of employees at participating companies ranged from 1,563 to 2.20 million. The median number of employees in the 2013 sample was 31,750.

2013 DATA SNAPSHOT: PHARMACEUTICALS INDUSTRY

Twenty-six companies in the Health Care sector responded to the *Giving in Numbers* Survey. These included seven Pharmaceuticals and nineteen Non-Pharmaceuticals. See "Respondent Listing by Industry" on pages 44 and 45 for a list of companies in each grouping. Non-Pharmaceutical companies include Biotechnology, Health Care Providers and Services, and Health Care Equipment and Supplies companies.

Within the Health Care sector, Pharmaceuticals traditionally have the largest non-cash giving budgets by a substantial margin. Given the effect this trend has on the data, these tables allow Pharmaceuticals and Non-Pharmaceuticals to benchmark against their peers in the larger Health Care sector with more accuracy. Only survey questions with a sufficient number of Pharmaceutical respondents are shown.

BENCHMARKING TABLE EXCERPT		Median Total Giving (in Millions)	Median Total Giving as a % of Revenue	Median Cash Giving as a % of Revenue	Median Total Giving as a % of Pre-Tax Profit	Median Total Cash Giving as a % of Pre-Tax Profit	Median Matching Gifts as a % of Total Cash Giving	Median Total Giving per Employee
All Health Care Companies	N=26	$39.02	0.23%	0.08%	1.58%	0.70%	13.30%	$681
Health Care: Pharmaceuticals	n=7	$937.55	3.25%	0.22%	19.42%	1.27%	12.44%	$24,453
Health Care: Non-Pharmaceuticals	n=19	$20.07	0.05%	0.05%	0.70%	0.55%	14.91%	$407

TOTAL GIVING BY FUNDING TYPE (AVERAGE PERCENTAGES)		Direct Cash	Foundation Cash	Non-Cash
All Companies	N=261	48%	33%	19%
Health Care: Pharmaceuticals	n=7	8%	2%	90%
Health Care: Non-Pharmaceuticals	n=16	42%	31%	27%

BREAKDOWN OF TOTAL NON-CASH GIVING (AVERAGE PERCENTAGES)		Product Donations	Pro Bono Service	Other Non-Cash
All Companies	N=143	60%	19%	21%
Health Care: Pharmaceuticals	n=7	100%	0%	0%
Health Care: Non-Pharmaceuticals	n=13	62%	26%	12%

CASH GIVING BY PROGRAM AREA (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=181	4%	14%	6%	3%	12%	16%	4%	27%	14%
Health Care: Pharmaceuticals	n=7	4%	10%	4%	2%	6%	3%	0%	71%	0%
Health Care: Non Pharmaceuticals	n=16	3%	7%	3%	2%	11%	5%	0%	63%	6%

TOTAL GIVING BY BUDGET SOURCE (AVERAGE PERCENTAGES)		% Corporate Community Affairs	% Corporate Foundation	% All Other Groups
All Companies	N=196	43%	33%	24%
Health Care: Pharmaceuticals	n=5	41%	2%	57%
Health Care: Non-Pharmaceuticals	n=16	41%	31%	28%

2013 DATA SNAPSHOT: FINANCIALS INDUSTRY

In 2013, fifty-five Financials companies responded to the *Giving in Numbers* Survey. These included 21 insurance companies, 13 banks, 10 institutional financial services firms, and 11 other types of financials organizations, including real estate, specialty, and asset management companies. See "Respondent List by Industry" on pages 44 and 45 for a list of all Financials companies participating in this year's study.

Banks provided the highest median total giving among the Financials sector's industry groups, predominantly through the foundation funding model. Whereas only 38% of banks supported international end-recipients, 70% of institutional financial services companies contributed to organizations abroad. Insurance companies provided the highest average level of support for Health and Social Services, in line with supporting the wellbeing of the people they insure. Insurance was the only sub-group with a majority of funds controlled by the Corporate Community Affairs team.

BENCHMARKING TABLE EXCERPT		Median Total Giving (in Millions)	Median Total Giving as a % of Revenue	Median Cash Giving as a % of Revenue	Median Total Giving as a % of Pre-Tax Profit	Median Total Cash Giving as a % of Pre-Tax Profit	Median Matching Gifts as a % of Total Cash Giving	Median Total Giving per Employee
All Financials Companies	N=55	$15.41	0.14%	0.14%	0.96%	0.95%	12.11%	$941
Banks	n=13	$64.09	0.30%	0.22%	1.30%	1.11%	8.69%	$856
Institutional Financial Services	n=10	$38.84	0.19%	0.17%	1.30%	1.10%	10.24%	$1,005
Insurance	n=21	$10.23	0.07%	0.07%	0.88%	0.80%	14.92%	$861
Other Financials	n=11	$11.26	0.12%	0.12%	0.63%	0.57%	16.61%	$1,069

DOMESTIC VERSUS INTERNATIONAL CONTRIBUTIONS			Includes Only Companies That Gave To International End-Recipients	
		% of Companies Giving to International End-Recipients	Average % of Giving to Domestic End-Recipients	Average % of Giving to International End-Recipients
All Financials Companies	N=55	56%	80%	20%
Banks	n=13	38%	69%	31%
Institutional Financial Services	n=10	70%	72%	28%
Insurance	n=21	48%	95%	5%
Other Financials	n=11	82%	78%	22%

CASH GIVING BY PROGRAM AREA (AVERAGE PERCENTAGES)		Civic & Public Affairs	Community & Economic Development	Culture & Arts	Disaster Relief	Education: Higher	Education: K-12	Environment	Health & Social Services	Other
All Financials Companies	N=39	5%	22%	8%	3%	9%	19%	2%	16%	16%
Banks	n=11	3%	27%	7%	0%	9%	17%	2%	10%	25%
Institutional Financial Services	n=5	6%	31%	11%	3%	7%	26%	1%	10%	5%
Insurance	n=15	7%	16%	9%	5%	11%	14%	1%	23%	14%
Other Financials	n=8	4%	22%	6%	4%	7%	25%	1%	14%	17%

TOTAL GIVING BY BUDGET SOURCE (AVERAGE PERCENTAGES)		% Corporate Community Affairs	% Corporate Foundation	% All Other Groups
All Financials Companies	N=41	42%	46%	12%
Banks	n=11	29%	56%	15%
Institutional Financial Services	n=7	38%	36%	26%
Insurance	n=15	51%	44%	5%
Other Financials	n=8	49%	41%	10%

RESPONDENT LISTING BY INDUSTRY

2010 to 2013 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=11)

AOL (2)
AT&T Inc.† (3)
DIRECTV, LLC† (7)
Discovery Communications, Inc. (2)
Ogilvy & Mather (8)
Pearson plc (9)
Sprint Corporation (8)
Time Warner Inc. (13)
Verizon Communications Inc.† (11)
Vodafone Group Plc (4)
The Walt Disney Company† (9)

CONSUMER DISCRETIONARY (N=34)

ADT Corporation (1)
Amway Global (2)
Apollo Education Group (3)
Best Buy Co., Inc.† (8)
Carlson (12)
CarMax, Inc. (1)
Darden Restaurants, Inc. (4)
eBay Inc. (4)
Ecolab Inc. (3)
Gap Inc. (11)
General Motors Company† (2)
Hasbro, Inc. (13)
The Home Depot, Inc.† (12)
Honda North America (3)
J. C. Penney Company, Inc. (8)
JM Family Enterprises, Inc. (4)
Johnson Controls, Inc.† (5)
KPMG LLP (11)
Macy's, Inc. (8)
Marriott International, Inc. (3)
Masco Corporation (4)
Mattel, Inc. (10)
MGM Resorts International (1)
Mitsubishi Corporation (Americas) (9)
Newell Rubbermaid Inc. (4)
PricewaterhouseCoopers LLP (4)
Sabre Holdings (5)
Southwest Airlines Co. (3)
Starbucks Coffee Company (4)
Starwood Hotels & Resorts Worldwide, Inc. (6)
Toyota Motor North America, Inc. (12)
Under Armour, Inc. (1)
United Stationers Inc. (1)
Yum! Brands, Inc. (3)

CONSUMER STAPLES (N=25)

Altria Group, Inc. (12)
Anheuser-Busch InBev (3)
BJ's Wholesale Club, Inc. (1)
Brasil Foods (1)
Cargill (9)
The Clorox Company (2)
The Coca-Cola Company† (12)
Colgate-Palmolive Company (7)
CVS Health† (10)
FEMSA (1)
General Mills, Inc. (9)
The Hershey Company (10)
The Hillshire Brands Company (2)
Kellogg Company (2)
Kimberly-Clark Corporation (8)
The Kroger Co.† (2)
Land O'Lakes, Inc. (1)
McCormick & Company, Incorporated (4)
Newman's Own Foundation (2)
PepsiCo† (9)
Philip Morris International† (5)
The Procter & Gamble Company† (5)
S.C. Johnson & Son, Inc. (2)
Target† (12)
Wal-Mart Stores, Inc.† (10)

ENERGY (N=14)

Chesapeake Energy Corporation (4)
Chevron Corporation† (13)
CITGO Petroleum Corporation (4)
ConocoPhillips† (8)
Devon Energy Corporation (1)
Exxon Mobil Corporation† (8)
Halliburton (8)
Hess Corporation† (7)
Peabody Energy Corporation (5)
Phillips 66† (1)
Shell Oil Company (11)
Spectra Energy (2)
Total S.A. (2)
TransCanada Corporation (2)

FINANCIALS (N=55)

Allstate Insurance Company† (9)
American Express† (9)
Ameriprise Financial, Inc. (3)
AXA Equitable (6)
Banco Bilbao Vizcaya Argentaria, S.A. (6)
Bank of America Corporation† (13)
Barclays (4)
BNY Mellon (9)
Capital One Financial Corporation (6)
The Charles Schwab Corporation (2)
Citigroup Inc.† (11)
Citizens Bank (8)
Credit Suisse (3)
CSAA Insurance Group (2)
Deutsche Bank (9)
First Niagara Financial Group, Inc. (2)
Genworth Financial, Inc. (7)
The Goldman Sachs Group, Inc.† (11)
The Guardian Life Insurance Company of America (5)
The Hartford (7)
HSBC Bank USA, N.A. (10)
JPMorgan Chase & Co.† (13)
KeyCorp (3)
Lincoln Financial Group (3)
Macquarie Group (3)
Marsh & McLennan Companies, Inc. (4)
Massachusetts Mutual Life Insurance Company† (6)
MasterCard (9)
MetLife, Inc.† (10)
Morgan Stanley† (12)
Mutual of Omaha Insurance Company (1)
Nationwide Insurance† (3)
Neuberger Berman (3)
New York Life Insurance Company† (6)
Northern Trust Corporation (2)
Northwestern Mutual (4)
NYSE (9)
PIMCO (1)
The PNC Financial Services Group, Inc. (9)
Popular, Inc. (5)
Principal Financial Group (8)
Prudential Financial, Inc.† (10)
Royal Bank of Canada (4)

State Farm Mutual Automobile Insurance Company† (10)

Thrivent Financial for Lutherans (1)

The Travelers Companies, Inc. (8)

U.S. Bancorp (3)

UBS (7)

Unum Group (1)

Vanguard (2)

Visa Inc. (1)

Voya Financial, Inc. (7)

Wells Fargo & Company† (12)

The Western Union Company (8)

Weyerhaeuser Company (3)

HEALTH CARE – NON-PHARMACEUTICALS (N=19)

Abbott (8)

Aetna Inc.† (12)

Agilent Technologies, Inc. (10)

Amgen Inc. (4)

BD (8)

Boston Scientific Corporation (3)

Cardinal Health, Inc.† (7)

CIGNA† (5)

DaVita Inc. (5)

Express Scripts, Inc.† (5)

HCA Inc.† (9)

Humana Inc.† (5)

Kaiser Permanente (3)

McKesson Corporation† (10)

Medtronic, Inc. (5)

Quest Diagnostics Incorporated (5)

Sabin (1)

UnitedHealth Group† (8)

WellPoint, Inc.† (8)

HEALTH CARE – PHARMACEUTICALS (N=7)

Bristol-Myers Squibb Company (13)

Eli Lilly and Company (13)

GSK (12)

Johnson & Johnson† (11)

Merck† (10)

Novo Nordisk A/S (2)

Pfizer Inc† (11)

INDUSTRIALS (N=26)

BAE Systems, Inc. (2)

The Boeing Company† (7)

Caterpillar Inc.† (6)

CH2M Hill Companies, Ltd. (1)

Crane Co. (10)

CSX Corporation (5)

Cummins Inc. (3)

Eaton Corporation (5)

Emerson Electric Co. (9)

FedEx Corporation† (6)

Fluor Corporation (2)

General Electric Company† (12)

Itron (1)

John Deere† (4)

Lockheed Martin Corporation† (7)

Meritor, Inc. (8)

Northrop Grumman Corporation (7)

PACCAR Inc. (4)

Raytheon Company (4)

Rockwell Automation, Inc. (3)

Rockwell Collins, Inc. (4)

Union Pacific Corporation (4)

United Technologies Corporation† (11)

UPS† (3)

Votorantim Group (2)

Xylem (3)

MATERIALS (N=18)

3M (10)

Alcoa Inc. (9)

Ashland Inc. (4)

Bemis Company, Inc. (2)

The Dow Chemical Company† (10)

DuPont† (6)

FMC Corporation (5)

Gerdau (2)

International Paper Company (2)

MeadWestvaco Corporation (3)

Monsanto Company (2)

The Mosaic Company (5)

Novelis, Inc. (1)

Owens Corning (3)

Praxair, Inc. (5)

The Sherwin-Williams Company (2)

Vale (3)

Vulcan Materials Company (4)

TECHNOLOGY (N=31)

Accenture (9)

Adobe (7)

Alcatel-Lucent (1)

Applied Materials, Inc. (5)

Autodesk, Inc. (2)

BMC Software (10)

Booz Allen Hamilton Inc. (1)

CA Technologies (7)

Cisco Systems† (13)

Corning Incorporated (3)

Dell Inc. (8)

EMC Corporation (4)

Google Inc.† (4)

IBM Corporation† (13)

IHS Inc. (1)

Intel Corporation† (7)

McGraw Hill Financial (12)

Microsoft Corporation† (7)

Moody's Corporation (9)

Motorola Solutions, Inc. (2)

NVIDIA Corporation (2)

Pitney Bowes Inc. (7)

Qualcomm Incorporated (8)

salesforce.com (9)

Samsung Electronics America, Inc. (4)

SAP AG (2)

Symantec Corporation (5)

Synopsys, Inc. (2)

Texas Instruments Incorporated (6)

Toshiba America, Inc. (2)

Xerox Corporation (9)

UTILITIES (N=21)

Ameren Corporation (1)

American Electric Power Company, Inc. (4)

Arizona Public Service Company (3)

CenterPoint Energy, Inc. (1)

Consolidated Edison, Inc. (13)

Dominion Resources, Inc. (4)

DTE Energy Company (2)

Duke Energy Corporation (9)

Entergy Corporation (9)

Exelon Corporation (7)

FirstEnergy (5)

NRG Energy (1)

Pepco Holdings, Inc. (2)

PG&E Corporation (9)

PNM Resources, Inc. (7)

PPL Corporation (2)

Public Service Enterprise Group Incorporated (6)

Sempra Energy (8)

Southern California Edison (9)

Southern Company (3)

TECO Energy, Inc. (5)

FOUR-YEAR MATCHED-SET PROFILE

In order to illustrate year-over-year trends, the study employed a four-year matched set of 144 companies for many of the analyses in this report. These companies are shown in boldface in the respondent listing on pages 44 and 45. Each of the 144 companies provided 2010, 2011, 2012, and 2013 giving data. The combined total giving for all 144 companies in 2013 was $17.56 billion and the median was $26.21 million.

Industry	Number of Companies
Communications	6
Consumer Discretionary	17
Consumer Staples	12
Energy	8
Financials	35
Health Care	21
Industrials	11
Materials	6
Technology	19
Utilities	9

2013 Total Giving Tier	Number of Companies
Over $100 Million	31
$50+ to $100 Million	21
$25+ to $50 Million	23
$15+ to $25 Million	21
$10+ to $15 Million	17
$5 to $10 Million	15
Under $5 Million	16

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 2013 because companies that have not completed the survey each year from 2010 to 2013 will not be used to identify year-over-year trends.

In some cases, identifying specific trends requires the exclusion of certain data, resulting in different outcomes for the same data point. For example, median total giving across all companies in 2013 was $18.46 million (based on 261 surveys), while the same data point across the four-year matched set was $26.12 million (based on 144 surveys). 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. While some underrepresented industries are excluded from the specific breakdowns (such as Telecommunication Services), the companies within these industries are included in the "all companies" aggregate. This causes the sample sizes for the breakdown to sum to a lower number than the sample size for the "all companies" aggregate.

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 2013 *Giving in Numbers* Survey, this amounted to more than $25.0 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

Several figures in this report show companies grouped into categories based on how much their pre-tax profit or total giving changed from one year to the next. To sort companies into these categories most accurately, this study calculates percentage changes to six decimal points. 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.

CALCULATIONS CONT.

Quartiles

When numbers are sorted from highest to lowest, the first (or top) quartile is the group of numbers in the list higher than 75% of other values in the list (i.e., the 75th percentile). The bottom quartile is the group of numbers in the list higher than 25% of other values in the list (i.e., the 25th percentile).

WHAT'S IN, WHAT'S OUT?

Only giving to 501(c)(3) organizations or the international equivalent is recorded in the *Giving in Numbers* Survey. 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 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, which often includes the corporate side of employee matching-gift contributions.
- **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 Valuation Guide:
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). Reference the Valuation Guide for further detail on special circumstances affecting Fair Market Valuations.

FISCAL YEAR

The *Giving in Numbers* Survey asks companies to report revenues, pre-tax profits, employees, and total contributions on a fiscal year basis (end date for 12 months of data). For most companies, this is 12/31/2013 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.

To include funds in this survey question, funds must be raised from formal campaigns meeting the following criteria:

- **Corporate Commitment:** These campaigns must be company-sponsored, organized by a professional giving officer, and run nationally (at least). Campaigns that occur only in particular offices, regions, or stores are not included.
- **Nonprofit Beneficiaries:** Recipient organizations of the funds raised must be 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.

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 Number*s 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.

DEFINITIONS CONTINUED

REGIONAL ANALYSIS

The *Giving in Numbers* Survey asks companies where their corporate headquarters is located by country, state, and city. Each company is classified according to the following U.S. Census Bureau Regional Breakouts:

Midwest: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin.

Northeast: Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont.

South: Alabama, Arkansas, Delaware, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia.

West: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

Non-U.S.: Includes all companies based outside of the United States.

PROGRAM EVALUATION

The *Giving in Numbers* Survey asks companies which levels of a 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.

ABOUT CECP RESEARCH AND MEASUREMENT: TRACKING TRENDS, GUIDING STRATEGIES

PUBLIC REPORTS

CECP's Research and Measurement Team oversees the organization's annual research study of corporate giving data. In 2014, nearly 300 leading corporations participated. This company-reported dataset results in CECP's *Giving in Numbers* and *Giving Around the Globe* reports, irreplaceable tools used by corporate giving staff to strengthen and elevate their programs. CECP research is unrivaled in its depth, granularity, and robust participation.

DATA SOLUTIONS

CECP Data Solutions are analytics services exclusive to CECP-affiliated companies, putting the powerful dataset that produces *Giving in Numbers* to work for your company's community relations strategy. Data Solutions are an unlimited, year-round service that allows companies to:

- Evaluate programs and policies for improvement
- Present key metrics to senior leadership in context
- Advocate for adjustments to budget or staffing levels
- Benchmark programs year-over-year or against relevant peers

Online

- Confidential, password-protected system
- 24/7 access
- Draws from a dataset of more than US$250 billion in corporate giving
- Allows users to select specific peer groups and run customized reports
- Allows users to compare company-specific giving and employee-volunteer information

CECP Data Solutions Staff

- Tailor requests beyond what is available online:
  - Receive customized slides for upcoming meetings
  - Access insights and support for your strategy or proposal
  - Request in-person trend presentations and fast-track consulting for your company's strategy development

CECP

Join Us!

Interested companies are invited to join this landmark campaign. To schedule a consultation with CECP's Research and Measurement team, contact:

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mstroik@cecp.co
212-825-1000

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