GIVING IN NUMBERS

2010 Edition

Corporate Giving Standard

An in-depth analysis of 2009 corporate philanthropy data from 171 leading companies, including 61 of the Fortune 100.

COMMITTEE
ENCOURAGING
CORPORATE
PHILANTHROPY

ABOUT CECP

The Committee Encouraging Corporate Philanthropy is the only international forum of CEOs and chairpersons pursuing a mission exclusively focused on corporate philanthropy. The Committee's membership consists of more than 180 executives who lead the business community in raising the level and quality of corporate giving.

CECP hosts CEO conferences, publishes best practice articles, conducts extensive research with corporate giving data, and offers corporate giving professionals tools to help refine and expand their strategic giving programs. A current membership list and information about CECP's events and research is available at CorporatePhilanthropy.org.

CORPORATE GIVING STANDARD

The data featured in *Giving in Numbers* is derived from the Corporate Giving Standard (CGS) benchmarking tool. By completing CECP's annual philanthropy survey, participating giving officers gain access to a customizable online benchmarking database containing over $70 billion in comparative data since 2001. If you are interested in accessing better metrics and accurate peer-to-peer reporting to serve your company's corporate giving, contact CECP to join the CGS: Info@CorporatePhilanthropy.org or 212.825.1000.

Download additional copies of this report at: CorporatePhilanthropy.org/research

When referencing findings from this report, please list the source as: Committee Encouraging Corporate Philanthropy.

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PREFACE

To say 2009 was a turbulent year would be an understatement. The housing market collapsed, unemployment rates rose to staggering highs, and new regulations were imposed on volatile financial markets. The interconnectedness of national economies felt more palpable than ever, as local shifts caused ripple effects around the globe. The results of closely watched, historic elections and the assumption of new leadership in the U.S., Germany, and Japan manifested the public outcry for new policy directions. Faced with increasing demand, nonprofits encountered continued challenges in securing funds sufficient to maintain the status quo—let alone to increase services. Among so much financial, political, and social change, there was also a mounting sense of urgency to address the social problems plaguing communities worldwide.

A rare articulation of the story behind corporate giving in an economic downturn, the analyses in this edition of *Giving in Numbers* are based on 171 responses to CECP's annual Corporate Giving Standard (CGS) survey—a prominent respondent pool including 61 of *Fortune* Magazine's top 100 companies. Sequenced from macro to micro, the report begins with a review of economic conditions and corporate financial performance and ends with a snapshot of management and program costs. In addition to summarizing trends of giving over time, the report provides a current profile of corporate philanthropy, detailing current practices in employee engagement, corporate giving structures, and staffing. Qualitative survey responses, further informed by CECP's longtime relationships with corporate giving officers, make it possible for CECP to offer a nuanced answer to the critical question: Why did companies increase or decrease giving?

As we look to this upcoming decade, already burdened with tremendous financial and social inequalities, we must anticipate that our needs will become only greater and our problems more complex. According to a recent CECP opinion poll, the majority of CEOs *and* corporate giving officers agree that their companies are in a unique position to make a difference in solving social problems important to their businesses (see page 19). CECP urges companies to continue to reflect and act upon this conviction. Going beyond cash grants, strategic product donations, and contributions of employee talent and expertise, corporations have the potential to inspire as leaders, innovators, and tireless advocates for causes impacting the long-term success and health of their businesses and the communities they serve.

CECP offers this report to the corporate giving community and other interested parties as a testament to the respondents' philanthropic commitment and innovation in solving social problems. We welcome feedback and discussion to make the metrics and analyses contained herein as useful and relevant as possible.

Alison P. Rose

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Report Author
Manager, Standards and Measurement
Committee Encouraging Corporate Philanthropy

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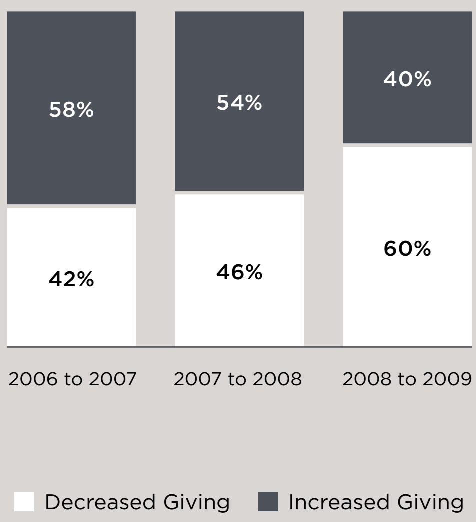


PARTICIPANTS

One hundred and seventy-one companies participated in CECP's Corporate Giving Standard (CGS) survey on 2009 giving, including 61 of *Fortune* Magazine's 100 largest American public companies. Reported contributions totaled over $12.1 billion in cash and product giving.

GIVING TRENDS IN AN ECONOMIC DOWNTURN

More Companies Gave Less
Within a matched set of 95 companies, the majority gave less in 2009 than they did the year before. Many giving professionals cited company-wide spending constraints as a reason for decreased giving. Companies with pass-through/hybrid foundation structures noted reduced corporate fund transfers to the foundations and companies with endowed foundations reported declines in the value of investments. *See page 14.*

Some Gave A Lot More
While a majority of companies gave less in 2009 than in 2008, aggregate total giving rose 7%. Increased donations of medicine from pharmaceutical companies and compounded giving budgets arising from mergers and acquisitions were two main factors driving this shift. (In fact, when the data from Health Care companies is omitted, the 2008-to-2009 trend in aggregate total giving shifts directions: giving falls by 2%.) *See page 12.*

Non-Cash Fluctuated Widely
Among direct cash, foundation cash, and non-cash giving, non-cash emerged as the most volatile. More than half of companies reported percentage changes in non-cash giving outside the range of -25% to +25%. Foundation cash emerged as the most stable giving source. *See page 20.*

Giving Levels Not Explicitly Dictated by Changes in Profit
A look at year-over-year data supports a one-year time delay between financial performance and total giving changes. Sixty-seven percent of companies reported decreased profit from 2007 to 2008, while 60% decreased giving in 2009. However, CECP's regression analyses did not identify a consistent mathematical connection between the two variables, likely due to the limitations of a small sample size and the elimination of cases with negative profits. *See page 16.*

THE IMPACT ON GRANT RECIPIENTS AND CORPORATE GIVING

Increased Funding to Programs Serving Basic Needs
The typical company increased funding to programs serving basic needs, such as Health and Social Services and Community and Economic Development. Over the past few years, companies have reported an increased focus on a particular program area rather than spreading corporate funding across multiple disciplines. *See page 26.*

Matching Gifts Impacted by the Economy
Companies cited increased participation in matching-gift programs as one reason for increased giving; this is supported by the fact that 46% of companies in a matched set increased matching contributions from 2008 to 2009. However, at other companies, employee workforce reductions and the uncertain economy negatively impacted employee matching-gift participation. *See pages 32 and 33.*

Manufacturing Companies Lead International Giving
The typical Manufacturing company dedicated almost one quarter of its total giving budget to grants for international recipients. Across all companies, more than half decreased their funding for international recipients in 2009, yet aggregate total giving to international recipients rose. *See page 28.*

Paid-Release Volunteer Time Programs Gain Popularity
The percentage of companies offering paid-release time for employee volunteers increased from 46% in 2007 to 64% in 2009. *See page 36.*

Administrative Costs Reduced
From 2008 to 2009, 53% of companies reduced their management and program costs, the majority of these by 10% or more. Companies often try to reduce their own operating costs before resorting to curtailing grant-funding. *See page 45.*

BENCHMARKING TABLES

The four benchmarking tables on the next two pages display commonly analyzed metrics of corporate giving. The tables are sorted by industry, pre-tax profit range, revenue range, and the number of employees.

To use the tables, first determine your company's revenue, pre-tax profit, and number of employees. In the Appendix of this report, a template is provided to help companies create a high-level snapshot of year-over-year contributions. CECP members and subscribers can access a pre-populated report in the Corporate Giving Standard (CGS) system.

Once equipped with a profile of your company's philanthropic contributions, select a benchmarking table and identify the row that best describes your company in 2009. Reading across that row will provide another snapshot of key 2009 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.

In these tables, 2009 revenue, pre-tax profit, and employee figures are used in all calculations.

In addition, 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.

INDUSTRY

Companies in the same industry often share philanthropic goals and focus areas, have overlapping stakeholders, and face similar business challenges. Moreover, certain industries have historically high profit margins while others expect more modest annual returns.

To preserve confidentiality due to a small sample size, data for the Telecommunication Services Industry are not shown.

One company did not provide full data on its total giving, so it is not included in these benchmarking tables, bringing the total number of reported companies to 170.

		Median Total Giving (in millions)	Median Total 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=170	$19.26	0.10%	1.12%	0.78%	13.38%	$556
Fortune 100 Companies	N=61	$56.03	0.09%	1.13%	0.69%	12.29%	$528
Consumer Discretionary	N=21	$18.07	0.16%	2.35%	0.89%	13.59%	$292
Consumer Staples	N=17	$53.93	0.18%	1.17%	0.59%	7.31%	$815
Energy	N=6	$50.83	0.06%	0.80%	0.78%	9.53%	$1,684
Financials	N=40	$21.22	0.11%	1.12%	1.12%	12.99%	$704
Health Care	N=20	$33.03	0.18%	1.17%	0.55%	12.90%	$583
Industrials	N=20	$18.68	0.08%	1.08%	0.97%	10.54%	$180
Information Technology	N=18	$15.61	0.14%	1.36%	0.87%	22.92%	$481
Materials	N=10	$3.66	0.06%	0.57%	0.57%	13.53%	$406
Utilities	N=15	$9.67	0.10%	0.80%	0.75%	12.65%	$879

PRE-TAX PROFIT

While revenue provides a clear expression of a company's financial size, pre-tax profit indicates a company's discretionary funds for reinvestment into the business. Corporate philanthropy, as one way of investing a company's long-term health, competes with other departments for profit dollars.

An individual company's profit can change substantially from one year to the next. While expenses like the rising price of oil may affect all peer companies, other factors may affect just one company, such as the closure of an overseas office or the renegotiation of a vendor contract.

Companies that did not report pre-tax profit are included in the "all companies" aggregate but excluded from the rows of pre-tax profit analysis.

		Median Total Giving (in millions)	Median Total 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=170	$19.26	0.10%	1.12%	0.78%	13.38%	$556
Fortune 100 Companies	N=61	$56.03	0.09%	1.13%	0.69%	12.29%	$528
Pre-Tax Profit > $10 bn	N=17	$195.86	0.14%	1.12%	0.57%	17.54%	$2,141
$5 bn < Pre-Tax Profit < $10 bn	N=20	$82.20	0.23%	1.02%	0.64%	10.83%	$847
$3 bn < Pre-Tax Profit < $5 bn	N=12	$55.11	0.20%	1.43%	0.66%	7.56%	$669
$2 bn < Pre-Tax Profit < $3 bn	N=19	$21.90	0.07%	0.93%	0.90%	18.00%	$387
$1 bn < Pre-Tax Profit < $2 bn	N=32	$15.07	0.09%	1.03%	0.79%	12.90%	$657
$0 < Pre-Tax Profit < $1 bn	N=42	$5.12	0.09%	1.94%	0.94%	14.91%	$356
Pre-Tax Profit < $0	N=19	$18.01	0.10%	N/A	N/A	9.95%	$445

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.

Therefore, actual revenues are a stronger benchmark than reputation. Even companies within the same industry and with similar brand recognition may have very different revenue levels.

Companies that did not supply revenue data are included in the "all companies" aggregate but excluded from the revenue band analysis.

		Median Total Giving (in millions)	Median Total 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=170	$19.26	0.10%	1.12%	0.78%	13.38%	$556
Fortune 100 Companies	N=61	$56.03	0.09%	1.13%	0.69%	12.29%	$528
Revenue > $100 bn	N=12	$92.81	0.06%	0.78%	0.78%	12.90%	$420
$50 bn < Revenue < $100 bn	N=23	$45.05	0.05%	1.12%	0.42%	14.38%	$414
$25 bn < Revenue < $50 bn	N=30	$51.10	0.13%	1.67%	0.84%	9.05%	$838
$15 bn < Revenue < $25 bn	N=28	$18.60	0.09%	0.83%	0.72%	13.58%	$449
$10 bn < Revenue < $15 bn	N=20	$19.76	0.17%	1.36%	0.87%	7.59%	$949
$5 bn < Revenue < $10 bn	N=27	$10.72	0.16%	1.12%	0.83%	19.74%	$470
Revenue < $5 bn	N=27	$2.53	0.10%	0.79%	0.75%	18.00%	$465

EMPLOYEES

Many philanthropic strategies are designed to mesh with 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, the skill mix among the employee base, and the workforce's geographical distribution.

Although each of these factors is relevant, benchmarking by number of employees especially helps to define the relevant peer landscape.

One company did not provide data on the size of its workforce; it was included in the "all companies" aggregate, but excluded from the breakdown by number of employees.

		Median Total Giving (in millions)	Median Total 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=170	$19.26	0.10%	1.12%	0.78%	13.38%	$556
Fortune 100 Companies	N=61	$56.03	0.09%	1.13%	0.69%	12.29%	$528
Employees > 100,000	N=35	$62.66	0.10%	1.12%	0.86%	11.96%	$245
50,001 ≤ Employees ≤ 100,000	N=37	$34.61	0.12%	1.76%	0.79%	12.83%	$583
30,001 ≤ Employees ≤ 50,000	N=21	$21.00	0.09%	0.95%	0.64%	12.90%	$602
20,001 ≤ Employees ≤ 30,000	N=24	$16.75	0.16%	0.93%	0.71%	10.24%	$601
10,000 ≤ Employees ≤ 20,000	N=26	$9.67	0.14%	0.93%	0.83%	13.80%	$848
Employees < 10,000	N=27	$2.53	0.08%	0.63%	0.60%	17.02%	$748

CHANGES IN GIVING

Because 2009 was a year in which many businesses struggled to emerge from the economic recession, analyzing their giving for that year yields an especially vivid look at corporate priorities and values.

In this section, CECP focuses its analysis on a matched set of companies that provided data to the CGS survey for their 2006 through 2009 giving. A profile of this matched set of companies appears in the Appendix on page 47.

KEY FINDINGS IN THIS SECTION:

- Stock markets sharply declined and then rebounded, corporate profits declined and then climbed back, and unemployment rose.
- While corporate profits were not a foregone conclusion at the beginning of the year, more than half of the companies within the matched set reported increased profit from 2008 to 2009.
- The majority of companies gave less; aggregate total giving rose.
- Reasons cited by companies for increases and decreases in giving reflect the unique ways in which corporate giving budgets are impacted year-over-year.
- The trends support a one-year time delay between financial performance and changes in giving, but a consistent mathematical connection did not emerge, probably because of the limitations of calculations with negative pre-tax profits and a relatively small sample size.

SELECTING ECONOMIC INDICATORS

In September of 2010, the National Bureau of Economic Research, which definitively declares the beginning and end of all economic shifts, confirmed that the recession that began in December 2007 officially ended in June 2009. Thus, the brighter economic news that emerged in the second half of 2009 and the beginning of 2010 were consistent with signs of economic recovery from an 18-month recession.

Corporate giving professionals tend to cite market conditions, workforce adjustments, and corresponding profit fluctuations as the most influential factors in determining philanthropic budgets. As such, the story of corporate giving in a concluding recession and ongoing recovery begins with a review of these economic findings.

TIMING OF MARKET FLUCTUATIONS

Figure 1, below, depicts the percentage changes in select world stock market indices, using January 3, 2007 as a starting date. The sharpest declines occurred at the end of 2008 and into the beginning of 2009. However, by the third and fourth quarters of 2009, markets began to ascend, approaching pre-downturn levels.

The timing of this economic downturn is a critical aspect of the overall corporate giving story, because many companies establish their giving budgets before the year begins. Financial performance is factored into all corporate budget-setting; the extent to which it is relied upon varies. Understanding the market conditions in 2008 and 2009, as well as the timing of such pressures, provides important context for understanding how corporate giving responded to the downturn.

WORKFORCE CONTRACTIONS

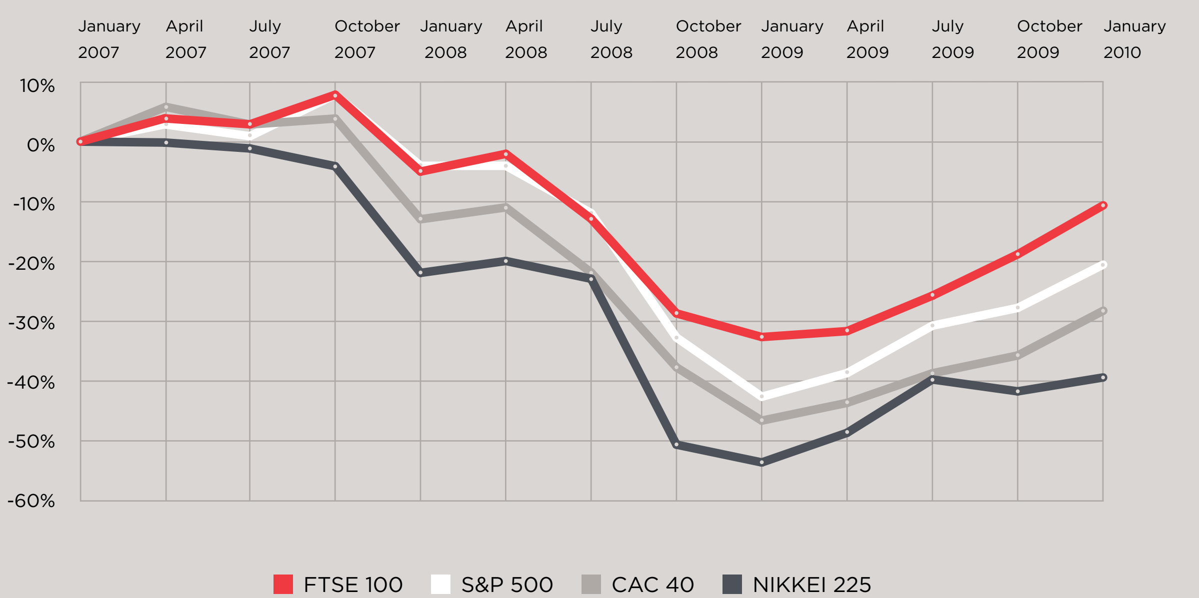
According to data from the U.S. Bureau of Labor Statistics, global unemployment rates rose sharply from the third and fourth quarters of 2008 into the middle of 2009. The U.S. faced the sharpest spikes, reporting an unemployment rate of 6.1% in August 2008 and 10.0% in December 2009.

These workforce reductions were also apparent in the CECP sample. Within a matched set of companies, nearly half reported workforce reductions from 2008 to 2009 (N=95):

From 2007 to 2008:
- 30% decreased workforce.
- 30% remained flat.
- 40% increased workforce.

From 2008 to 2009:
- 48% decreased workforce.
- 25% remained flat.
- 27% increased workforce.

FIGURE 1 Changes in Major World Stock Market Benchmarks, 1/3/2007 through 1/4/2010



CORPORATE PROFITS

CHANGES IN FINANCIAL PERFORMANCE

In early 2009, many companies did not expect to report a corporate profit for the year. By year-end, however, economic conditions had begun to improve and corporate financial performance rose accordingly.

Figure 2 illustrates changes in corporate profits from 2006 to 2007, 2007 to 2008, and 2008 to 2009 for a matched set of companies. To assemble this figure, CECP calculated each company's year-over-year percentage change in pre-tax profit, then separated each company into one of nine categories based on the magnitude to which pre-tax profit increased or decreased. The "losses" category includes companies that reported positive pre-tax profit one year and negative pre-tax profit the next. Accordingly, the "increases" category includes companies that reported negative pre-tax profit one year and positive pre-tax profit the next.

MAJORITY INCREASE PROFITS

The results presented in Figure 2 show that while the majority of companies reported decreased profit in 2008, the situation reversed in 2009, with more than half of companies reporting increased profit. To provide an overall summary of major trends in Figure 2 (N=90):

From 2006 to 2007:
- 53% increased pre-tax profit.
- 9% remained flat.
- 38% decreased pre-tax profit.

From 2007 to 2008:
- 28% increased pre-tax profit.
- 5% remained flat.
- 67% decreased pre-tax profit.

From 2008 to 2009:
- 52% increased pre-tax profit.
- 5% remained flat.
- 43% decreased pre-tax profit.

MAGNITUDE OF CHANGES

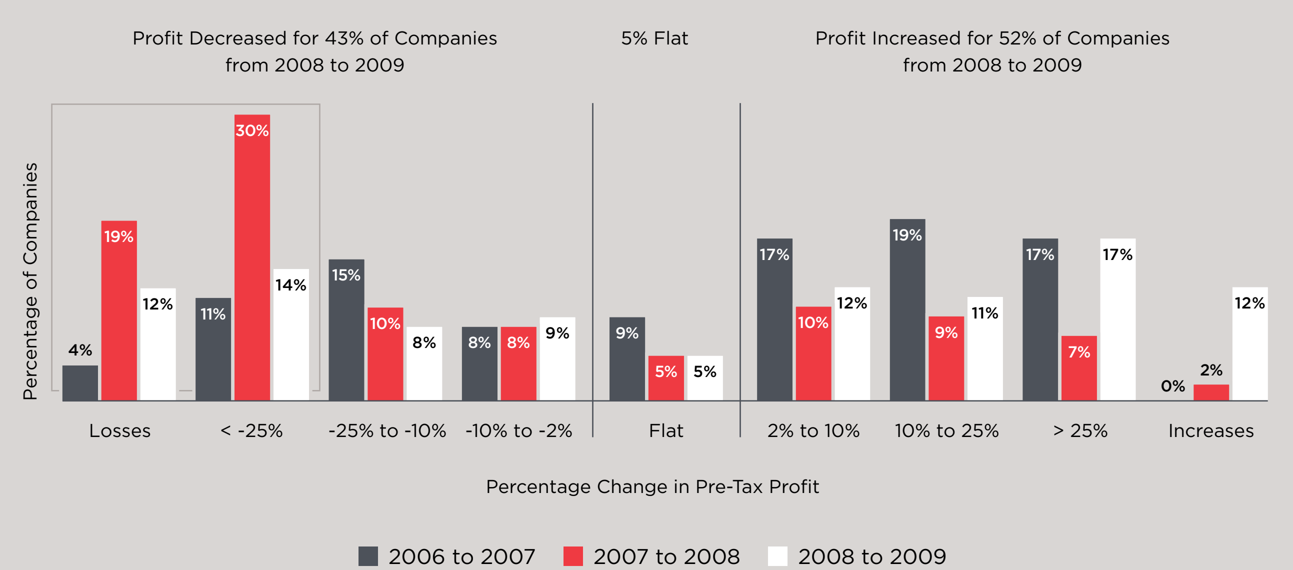
As highlighted in the box below, in 2008, 49% of companies reported either pre-tax profit reductions greater than 25% or outright financial losses. In 2009, only 26% reported declines of that magnitude.

In the far right of Figure 2, note that 12% of companies reported "increases" in 2009, signifying a change from negative pre-tax profit in 2008 to positive pre-tax profit in 2009.

In short: while companies may not have predicted profits at the beginning of 2009, by the end of the year, more than half of companies within this matched set reported increased profits. By this point, however, it was likely too late for this eventuality to affect the year's giving budgets.

FIGURE 2 Distribution of Companies by Pre-Tax Profit Change, Inflation Adjusted

N=90 MATCHED-SET DATA



DEFINING TOTAL GIVING

Equipped with a brief overview of corporate financial performance in 2009, we can now ask: How has total giving changed?

In the CGS survey, total giving is defined as the sum of three giving types: direct cash (corporate cash), foundation cash, and non-cash contributions. Non-cash contributions include product donations, donations of land/facility space, and pro bono service, all assessed at Fair Market Value (FMV). Employee volunteerism, management and program costs, and any non-corporate contributions are not included in the total giving figures.

Aggregate calculations are frequently employed to quantify year-over-year changes in total giving. From 2008 to 2009, aggregate total giving rose by 7%, reaching the highest value in four years. *See Figure 3.*

COMPOSITION OF TOTAL GIVING

Figure 3 reinforces that the rise in aggregate total giving was driven by increased non-cash contributions; in 2009, such contributions increased 16% over 2008 levels, reversing a three-year decline. Aggregate cash contributions dropped to the lowest point in four years.

The drawback to aggregate calculations is that they are susceptible to changes at the extremes. An analysis of the 2008-to-2009 changes revealed that, in fact, a handful of companies combined to give almost $900 million more than in the year before:

- Pharmaceutical companies increased non-cash contributions of medicine through their Patient Assistance Programs (PAPs).
- Corporate mergers and acquisitions considered significant by industry standards resulted in combined corporate giving that exceeded the individual companies' prior corporate giving levels.

ISOLATING THE HEALTH CARE INDUSTRY

Because the Health Care industry was influential in the rise of aggregate giving, Figure 4 details aggregate cash and non-cash giving for a four-year matched set of non-Health Care companies. The striking differences between Figures 3 and 4 reveal that, in the CECP sample, the Health Care industry alone accounts for more than half of aggregate total giving in any one year. In fact, isolating the non-Health Care companies reveals that, without Health Care, the trend in aggregate total giving is reversed, with giving falling by 2% from 2008 to 2009.

While non-cash is a significant percentage of the Health Care industry's total giving (see page 19), the Health Care industry still gives the highest median cash total of any industry.

FIGURE 3 N=95 MATCHED-SET DATA

Cash and Non-Cash Giving for All Companies, Aggregates, Inflation-Adjusted

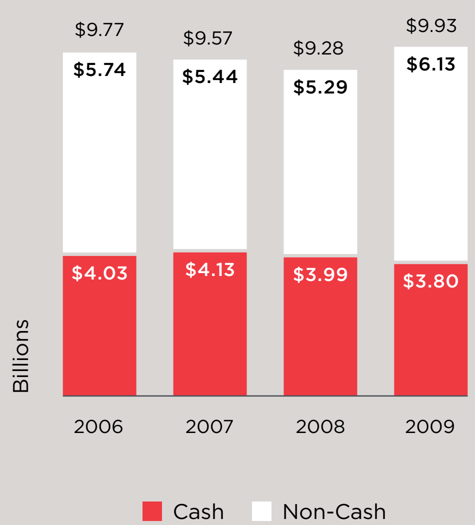
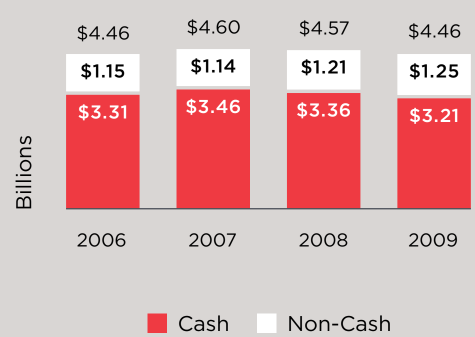


FIGURE 4 N=82 MATCHED-SET DATA

Cash and Non-Cash Giving for All Non-Health Care Companies, Aggregates, Inflation-Adjusted



AGGREGATE GIVING RISES

Giving USA estimated a 5.9% increase in aggregate giving from 2008 to 2009, compared to the 7% increase in CECP's data. *See Figure 5.*

Despite drastic differences in sample size (95 companies in CECP's matched set and over 5.8 million corporate tax returns in *Giving USA*'s estimate), CECP's aggregate giving was almost two-thirds of *Giving USA*'s. Not only does CECP's sample contain many of America's largest companies, but non-cash reported to CECP also has a significantly higher valuation than non-cash reported to the IRS. CECP values non-cash giving at Fair Market Value (FMV), whereas most instances of inventory donations are reported to the IRS as the difference between inventory's FMV and its ordinary income if sold. Additionally, CECP includes pro bono service in non-cash, whereas the IRS does not consider it a deduction.

PRE-TAX PROFIT RATIO CHANGES

In Figure 6, CECP's aggregate ratios of giving as a percentage of pre-tax profit appear almost double *Giving USA*'s aggregate ratios for the past four years. CECP's median calculations are more in line with *Giving USA*'s findings, but still higher.

The aggregate ratios are calculated by dividing aggregate total giving by aggregate pre-tax profit. For the reasons discussed in the previous column, aggregate total giving for the CECP sample represents approximately two-thirds of *Giving USA*'s total. However, the aggregate profits for the CECP sample are less than two-thirds of *Giving USA*'s aggregate profit figures, which represent the sum of all reported U.S. corporate profits. The magnitude difference between the denominators helps to explain why the CECP aggregate ratios are higher.

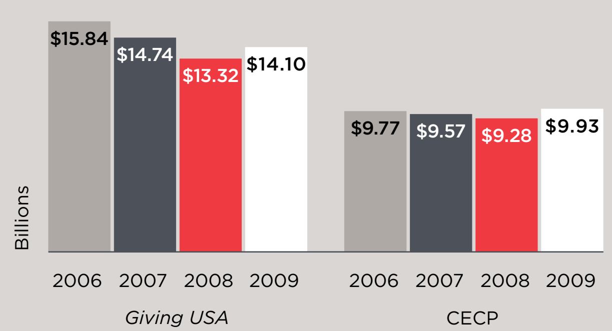
GIVING USA METHODOLOGY

Giving USA is a comprehensive reference for understanding the history and current state of all sources of American philanthropy.

Giving USA estimates corporate giving for all U.S.-headquartered companies up to 24 months before the official IRS release and then revises the estimate over the next two years. To estimate 2009 giving, *Giving USA* used the corporate itemized contributions as reported to the IRS from 1948 through 2007 and applied a forecasting model to account for the effects of pre-tax profit, tax rates, and GDP. To account accurately for changes in foundation contributions during 2009, *Giving USA* replaced the IRS-estimated corporate foundation contribution with the Foundation Center's 2009 estimate of corporate foundation giving. *Giving USA* uses corporate profit data from the Bureau of Economic Analysis.

In order to protect anonymity, CECP did not isolate and exclude the few internationally headquartered companies from the figures below. The overall directional findings do not change in either case.

FIGURE 5 Aggregate Total Giving Over Time, Inflation-Adjusted



N for 2007, 2008, 2009 = Number of corporate tax returns filed in 2007 (5,868,849 tax returns), not all of which included a deduction for gifts.

N=95 Matched-Set Companies

FIGURE 6 Changes in Giving as a Percentage of Pre-Tax Profit

	2006	2007	2008	2009
Giving USA Aggregates	0.82%	0.80%	0.91%	0.99%
CECP N=67, Matched-Set Aggregates	1.67%	1.70%	1.98%	2.31%
CECP N=67, Matched-Set Medians	0.93%	0.98%	1.25%	1.13%

MEDIAN TOTAL GIVING FALLS

Median calculations, another method for analyzing changes in giving, indicate the typical company's contributions. The median is the middle number, or the average of the two middle numbers, in a sorted list. While medians prevent extreme values from affecting the outcome, median calculations depend entirely on the order of a sorted list. Increments between companies' giving are uneven by nature and jumps in median values from year to year reflect these shifts.

Inflation-adjusted median total giving levels for a matched set of companies were as follows (N=95):

- $30.35 million = 2006.
- $32.91 million = 2007.
- $30.08 million = 2008.
- $26.30 million = 2009.

As shown above, in 2009, median total giving fell 13% below 2008's level, sinking to its lowest point in four years.

CALCULATING A DISTRIBUTION

Given the drawbacks of aggregate and median calculations, CECP prefers to use distributions that accurately portray the magnitude of changes in total giving at a company level. Figure 7 below details the inflation-adjusted change in total giving among companies from 2006 to 2007, 2007 to 2008, and 2008 to 2009. To provide an overall summary of the major trends in Figure 7 (N=95):

From 2006 to 2007:
- 52% increased total giving.
- 10% remained flat.
- 38% decreased total giving.

From 2007 to 2008:
- 44% increased total giving.
- 17% remained flat.
- 39% decreased total giving.

From 2008 to 2009:
- 36% increased total giving.
- 5% remained flat.
- 59% decreased total giving.

MAGNITUDE OF CHANGES

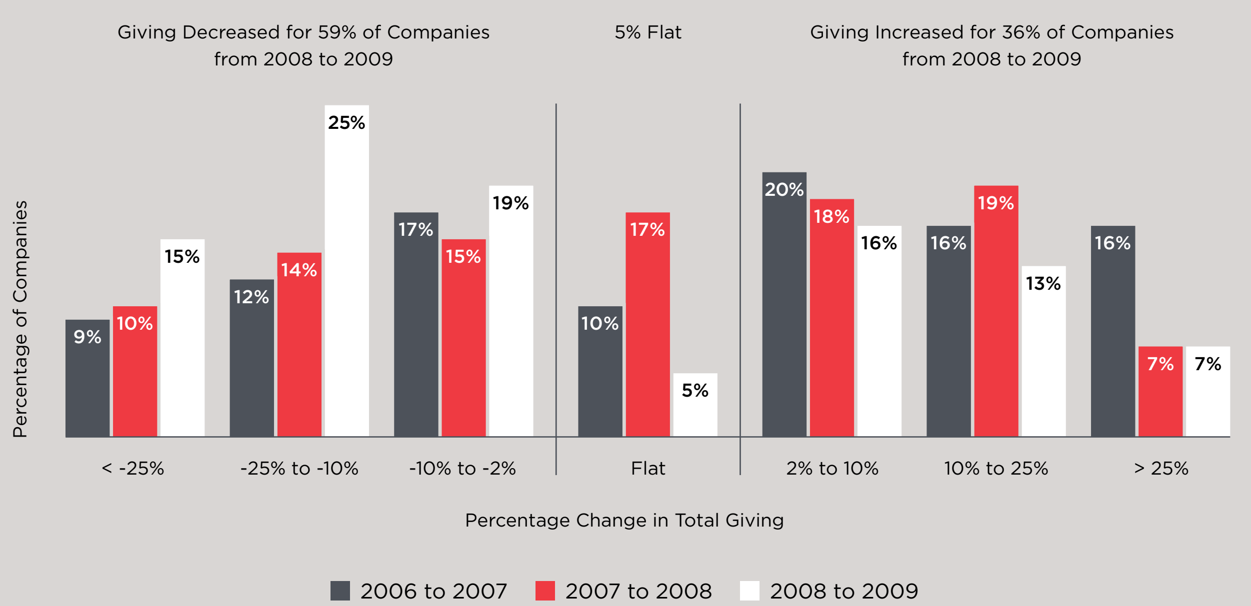
Not only did the majority of companies decrease giving in 2009: most of those companies decreased giving by a considerable amount. From 2008 to 2009, 40% of companies decreased giving by 10% or more, in comparison with 24% that decreased giving by that magnitude the year before.

The "flat" category is a new addition to the distribution, intended to demonstrate the percentage of companies that experience negligible changes in year-over-year giving levels. From 2007 to 2008, 17% of companies fell into this category, compared to only 5% from 2008 to 2009. From 2008 to 2009, most companies fit very clearly on the distribution's "increase" or "decrease" side.

Companies cited myriad reasons for increased or decreased levels of total giving. *See page 15.*

FIGURE 7 Distribution of Companies by Changes in Total Giving, Inflation-Adjusted

N=95 MATCHED-SET DATA



REASONS FOR INCREASED GIVING

Funding for Basic Needs
Several companies approved beyond-budget support for programs addressing basic health and community needs, focusing attention on domestic populations adversely affected by the economic downturn. *See page 26.*

More Medicine to Those in Need
Pharmaceutical companies increased contributions of medicine through their Patient Assistance Programs (PAPs). PAPs provide free or low-cost medications to people who have no insurance, inadequate insurance, or financial difficulties. In 2009, some pharmaceutical companies also lowered their PAP eligibility requirements, allowing more participants to join and benefit from the program. *See page 22.*

Combined Giving Budgets
Corporate mergers or acquisitions considered significant by industry standards often resulted in combined giving levels that exceeded historical corporate contributions. It remains to be seen whether and how these compound giving levels will be maintained. *See page 12.*

Improved Administration of Grants
Corporate giving professionals continue to invest in technology solutions that streamline grantmaking and reporting. As grant-tracking improves, contributions typically increase. Some respondents specifically noted improved efficiencies in tracking non-cash donations. In addition, contributions FTEs are now responsible for fewer but larger grants. *See pages 43 and 44.*

Increased Matching Gifts
Employees also looked for ways to support their communities; as such, some companies experienced increased participation in matching-gift programs. In an attempt to incentivize these programs further, some companies raised the dollar limit for matching programs, thereby allowing employees to donate a greater "matchable" amount. *See pages 32 and 33.*

Inception of Multi-Year Grants
When multi-year grant programs are approved, they are typically added on top of existing levels of funding. Accordingly, the first year of a multi-year grant commitment often causes a company's total giving level to rise. The higher total giving level tends to be maintained for the duration of the grant, but the first and last years of the commitment often result in total giving fluctuations.

REASONS FOR DECREASED GIVING

Mandated Spending Decreases
Among widespread economic uncertainty, corporate-wide spending restrictions limited corporate giving budgets. *See page 10.*

One-Time Donations
Large, one-time donations of land or product made in 2008 but not in 2009 reduced giving levels. *See page 21.*

Fewer Disasters in 2009
There were fewer large-scale disasters in 2009 than in previous years. However, the first half of 2010 has already brought the earthquake in Haiti, the Deepwater Horizon oil spill, and floods in Pakistan. Almost certainly, there will be little reduction in Disaster Relief funding over the next few years, as many companies that support immediate relief efforts will remain engaged to rebuild the affected communities. *See page 26.*

Less Product Available for Donation
Within this economic environment, companies were producing less due to lower demand. Companies tightened inventory to control overhead and carrying costs. *See page 21.*

Staff Reductions
From 2008 to 2009, 48% of companies reduced their workforce (N=95). In some cases, such staff reductions resulted in decreased participation in matching-gift programs. Thus, while some companies saw increased participation in matching-gift programs (as referenced above), others saw staff reductions negatively impact their programs. *See page 10.*

Changing Strategy
When companies adjust giving programs to be more strategic, there often follows a transitional period during which spending is reduced to prepare for new programs.

Conclusion of Multi-Year Grants
Just as the first year of multi-year grants can reflect an increase in giving, the conclusion of a multi-year grant can temporarily reduce a corporate giving budget until the next strategic initiative is identified and approved.

Reduced Transfers to Foundations
The most prevalent corporate foundation structure is a pass-through foundation, in which the foundation is largely dependent on an annual transfer of funds from the company. In 2009, several companies cited a reduction of such transfers. *See page 40.*

Foundation Endowments Decline
As a result of the economic downturn, foundation endowments were shaken and, in some cases, considerably depleted. *See page 40.*

THE RELATIONSHIP BETWEEN PROFIT AND GIVING

RATIO OF GIVING TO SAME-YEAR PROFIT

While CECP does not advocate the use of any one metric to define appropriate corporate giving levels, total giving as a percentage of pre-tax profit is a commonly discussed ratio. Depending on how corporate budgets are set, giving levels may be influenced by same-year or previous-year financial results. Therefore, CECP explores results for both.

Median ratios of total giving to same-year pre-tax profit spiked in 2008 due to decreased profit and then retreated in 2009 as profits rose again (N=67, Matched-Set Data).

Fortune 100 Companies (N=35):
- 0.80% = 2006.
- 0.88% = 2007.
- 1.40% = 2008.
- 1.12% = 2009.

All Other Companies (N=32):
- 1.04% = 2006.
- 1.07% = 2007.
- 1.21% = 2008.
- 1.15% = 2009.

ONE-YEAR DELAY

Median ratios of total giving to previous-year pre-tax profit increased largely on account of reduced 2008 profits (N=71):

- 1.02% = 2007 giving/2006 profit.
- 0.99% = 2008 giving/2007 profit.
- 1.21% = 2009 giving/2008 profit.

One logical assumption is that previous-year profit is related to current-year giving. However, Figures 8 and 9 reinforce that not all companies with increased profit give more (and vice versa).

To test the relationship between previous-year financial performance and current-year giving levels, CECP conducted a full set of regression analyses. Overall, however, no consistent mathematical relationship emerged. (The methodology, limitations, and results of these analyses are discussed in the Appendix.)

EFFECTS OF PRE-TAX PROFIT ON GIVING

CECP's continued investigation of a relationship between financial performance and giving is driven by the possible result: if a direct relationship existed, corporate giving levels could be predicted. However, over the past two years, mathematical necessity dictated the removal of companies with negative pre-tax profit, thereby presenting significant limitations to the analysis.

Beyond whether there is a relationship between profit and giving, the question arises as to whether there *should* be a connection. Giving budgets set by arbitrary percentages of pre-tax profit may restrict innovation and collaboration. In addition, too tight a link between financial performance and giving creates fluctuations that nonprofits find difficult to withstand.

CECP will continue to explore this relationship as profits stabilize.

FIGURE 8 Changes in 2007-to-2008 Giving Based on Changes in Previous-Year Profit, Inflation-Adjusted

N=90 MATCHED-SET DATA

	2007 to 2008: Total Giving Decreased	2007 to 2008: Total Giving Increased	
2006 to 2007: Pre-Tax Profit Increased	26%	34%	60% Increased Pre-Tax Profit from 2006 to 2007
2006 to 2007: Pre-Tax Profit Decreased	22%	18%	40% Decreased Pre-Tax Profit from 2006 to 2007
	48% Decreased Giving from 2007 to 2008	52% Increased Giving from 2007 to 2008	

FIGURE 9 Changes in 2008-to-2009 Giving Based on Changes in Previous-Year Profit, Inflation-Adjusted

N=90 MATCHED-SET DATA

	2008 to 2009: Total Giving Decreased	2008 to 2009: Total Giving Increased	
2007 to 2008: Pre-Tax Profit Increased	16%	16%	32% Increased Pre-Tax Profit from 2007 to 2008
2007 to 2008: Pre-Tax Profit Decreased	44%	24%	68% Decreased Pre-Tax Profit from 2007 to 2008
	60% Decreased Giving from 2008 to 2009	40% Increased Giving from 2008 to 2009	

COMPARING SOURCES: *THE CHRONICLE OF PHILANTHROPY*

GIVING TO PREVIOUS-YEAR PROFIT

One of the benchmarks cited each year in *The Chronicle*'s discussion of corporate giving trends is giving as a percentage of previous-year profit. As shown in Figure 10, both CECP and *The Chronicle* observed an increase in median total giving as a percentage of previous-year profit, largely due to sharp declines in 2008 corporate profit levels.

A sample-size difference of just a few companies can account for the discrepancies in the two sources' results. Removing four companies from *The Chronicle*'s matched set (i.e., companies that did not participate with CECP) brings the ratios almost equal.

LOOKING AHEAD

The Chronicle's survey results showed that most companies expect 2010 giving to remain flat (N=103):

- 15% expected increases.
- 73% expected no change.
- 12% expected reductions.

By removing the category "not able to estimate at this time," CECP found that fewer companies anticipated that 2010 giving would remain flat (N=106):

- 44% expected increases.
- 45% expected no change.
- 11% expected reductions.

Timing may also be a factor. *The Chronicle*'s survey closed in Summer 2010, whereas CECP's survey closed in April 2010. In addition, CECP offered respondents a fourth option ("not able to estimate"), thus inhibiting direct comparisons between the results.

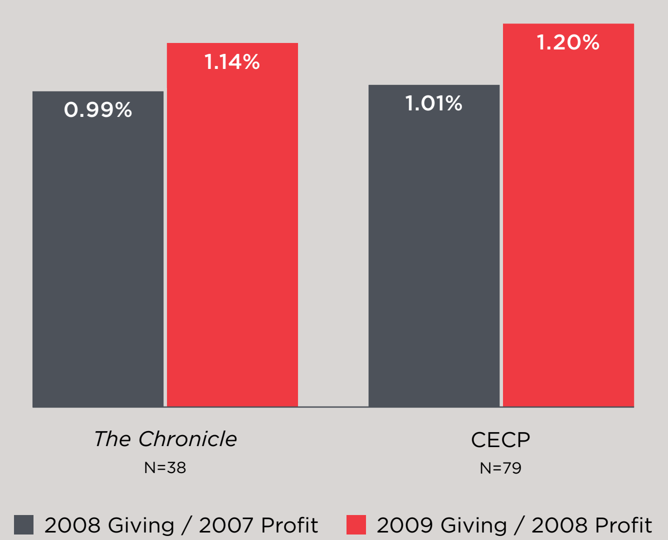
THE CHRONICLE OF PHILANTHROPY METHODOLOGY

An important source for individual corporate giving figures and projected estimates, *The Chronicle of Philanthropy* also conducts an annual corporate giving survey. Administered in partnership with *USA Today*, the survey on 2009 contributions was sent to the 300 largest companies, based on rankings by *Fortune* Magazine.

The Chronicle's online database includes the 2009 total giving figures for 117 companies based on either a participating company's self-reported survey response or on *The Chronicle*'s research of corporate tax returns detailing corporate foundation giving. Figure 10 below displays the results for a matched set of companies providing 2008 and 2009 total giving, as well as 2007 and 2008 positive pre-tax profit in response to *The Chronicle* survey.

FIGURE 10 Changes in Giving as a Percentage of Previous-Year Pre-Tax Profit, Medians, Inflation-Adjusted

MATCHED-SET DATA



TRENDS IN CASH AND NON-CASH GIVING

Each corporate giving budget reflects a unique allocation of contribution types in the form of direct cash, foundation cash, and non-cash. A nuanced understanding of how giving types have changed over the past few years provides insight into the story of corporate giving in an economic downturn.

KEY FINDINGS IN THIS SECTION:

- Among direct cash, foundation cash, and non-cash giving, non-cash is the most volatile. Companies that increased giving as well as those that decreased giving reported dramatic changes in their non-cash donations.
- Foundation cash is the most stable giving type, likely due to the governance of expenditures by foundation structures.
- Approximately two-thirds of companies reduced their cash contributions in 2009, with many of those reductions exceeding 10%. However, aggregate foundation cash giving rose.
- More than half of the companies reported changes in non-cash giving of greater than 25% or less than -25%.

A MIX OF GIVING TYPES

DEFINING TYPES OF GIVING

When giving budgets are tight, companies look for ways to fulfill their existing commitments to nonprofit partners by stretching their contributions as far as possible. This section details the year-over-year trends within each type of giving that in turn influenced company-level changes in total giving.

The three types of giving defined in the CGS survey are:

- **Direct Cash:** Cash giving from corporate headquarters or regional offices.
- **Foundation Cash:** Cash contributions from the corporate foundation. For many companies, this includes the corporate side of employee matching-gift programs.
- **Non-Cash:** Product donations, pro bono service, and other non-cash contributions (computers, land, etc.) assessed at Fair Market Value (FMV).

CONTRIBUTIONS UNIQUE TO COMPANIES

In 2010, when CECP polled leading CEOs and corporate giving officers, a clear majority in both groups reported that they proactively address social problems important to their business because they believe that, as corporate citizens, they are in a unique position to make a difference. *See Figure 11.*

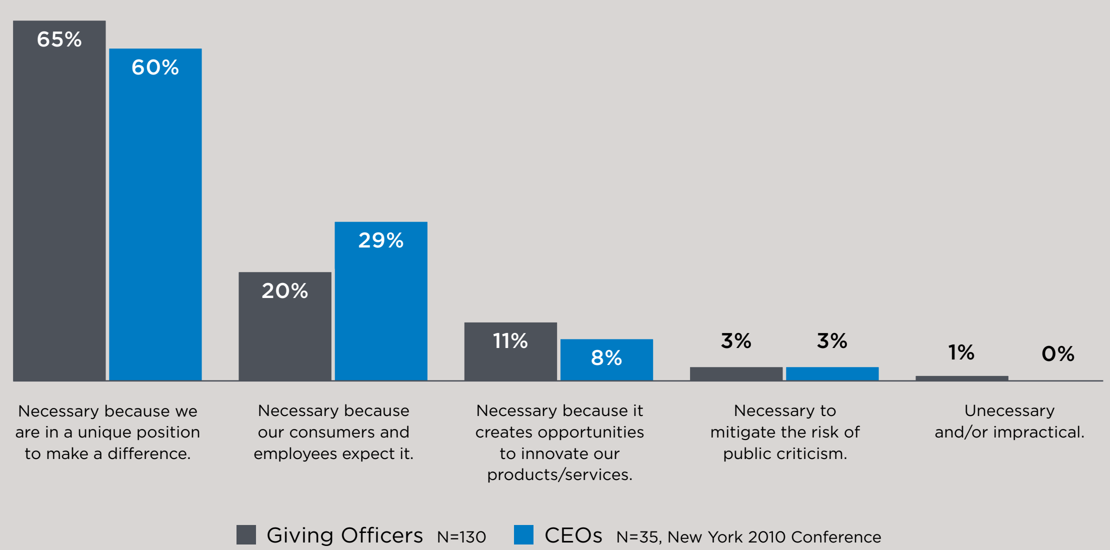
One distinctive aspect of corporate giving is the tremendous potential value of its non-cash contributions. While cash grants remain critical to nonprofit partners, non-cash donations often represent valuable products and services for which nonprofits would otherwise have to pay. However, to ensure that non-cash donations are most effectively utilized, corporate and nonprofit partners need to communicate openly about timing and the nonprofits' capacity to make the most of donations received.

ALLOCATIONS OF TYPES OF GIVING

For Service companies, non-cash includes donations of office equipment, space, pro bono service, or one-time donations of land. Manufacturing companies are better equipped to donate the products they produce. Influenced by a mix of Manufacturing and Service companies, 2009 industry average allocations are:

- Consumer Discretionary = 41% non-cash; 59% cash (N=21).
- Consumer Staples = 40% non-cash; 60% cash (N=17).
- Energy = 5% non-cash; 95% cash (N=6).
- Financials = 2% non-cash; 98% cash (N=40).
- Health Care = 46% non-cash; 54% cash (N=20).
- Industrials = 7% non-cash; 93% cash (N=20).
- Information Technology = 21% non-cash; 79% cash (N=18).
- Materials = 6% non-cash; 94% cash (N=10).
- Utilities = 4% non-cash; 96% cash (N=15).

FIGURE 11 Question: "Taking a *proactive* approach in solving social problems that are important to my business is: ______________"



VOLATILITY OF GIVING TYPES

CHANGES BY GIVING TYPE

To facilitate a more sophisticated understanding of how companies increase and decrease giving, Figure 12 illustrates changes in direct cash, foundation cash, and non-cash giving over three periods: 2006 to 2007, 2007 to 2008, and 2008 to 2009.

Analysis for Figure 12 involved separating companies based on whether their total giving increased or decreased in each time period. Then, CECP calculated each company's individual percentage change in the three giving types. For each giving type, the median percentage change is displayed on the chart. Thus, Figure 12 illustrates the swings in each giving type dependent on whether the company's total giving increased or decreased.

COMPARING GIVING TYPES OVERALL

Among the three giving types, non-cash contributions are the most volatile, shifting widely year-to-year for companies that both increase and decrease giving. A more detailed analysis of these fluctuations and the underlying causes appear on page 21.

From 2006 to 2009, foundation cash emerged as the most stable giving type. The structure of corporate foundations largely dictates this stability, as most foundations—whether pass-through, endowed, hybrid, or operating—are required to disburse a specific amount of funding each year, preventing drastic swings in funding on an annual basis.

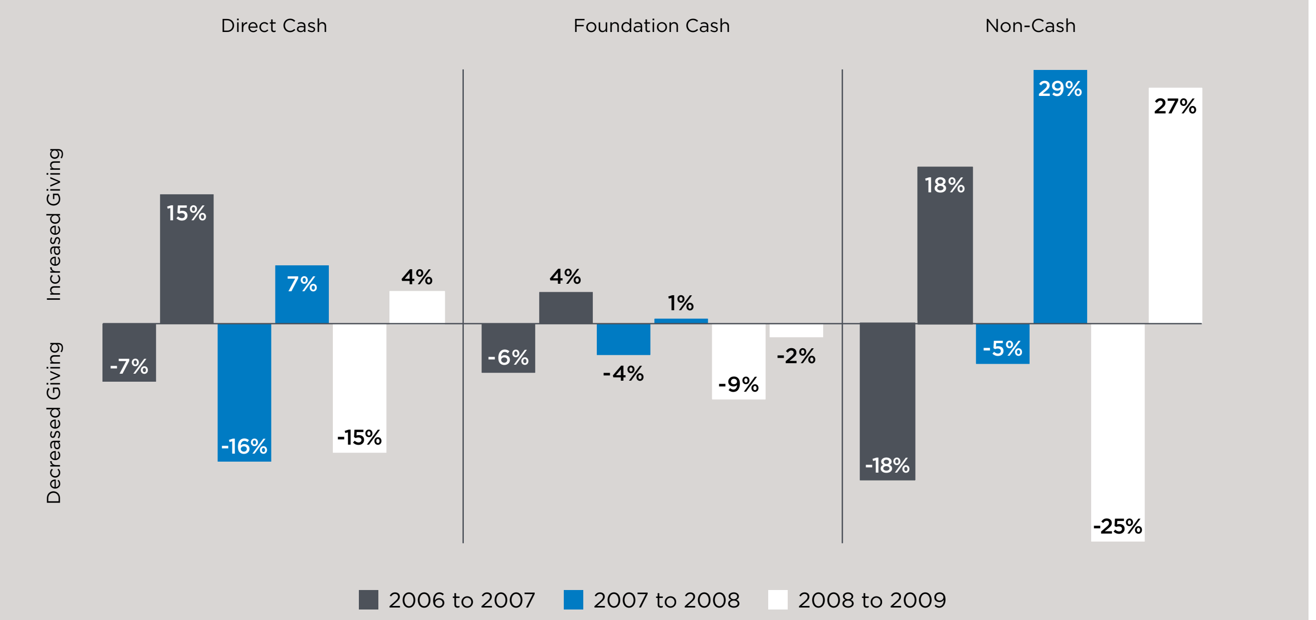
EVEN BROADER SWINGS

A picture of even wider variability emerges when the same data is analyzed from a different perspective. By separating companies based on whether they increased or decreased direct cash, foundation cash, or non-cash giving, and then calculating the median percentage change for the increasers and decreasers, one sees swings that are even further exaggerated. The resulting ranges are 10% to 20% wider and each giving type fluctuates more broadly.

However, of the three types of giving, non-cash is still the most volatile and foundation cash the most stable.

FIGURE 12 Changes by Giving Types, 2006 to 2009, Median Percentages, Inflation-Adjusted

N=95 MATCHED-SET DATA



TRENDS IN NON-CASH CONTRIBUTIONS

CHANGES IN NON-CASH

Figure 13 shows the distribution of companies based on the magnitude of non-cash changes year-over-year. In each of the time periods, more than half of the percentage changes in non-cash giving exceeded 25% or were less than -25% (N=57).

The *movement* of companies along this distribution from one year to the next is critical to understanding the volatility of non-cash. To compare percentage changes in non-cash on a company-specific level: 86% of companies reported greater than 15% changes in non-cash from 2007 to 2008 in either direction from the change in non-cash the year before, whereas 74% of companies reported a percentage change of that magnitude in 2009 (N=57). This shows that the majority of companies are likely moving more than one category to the right or left in the distribution each year.

REASONS FOR NON-CASH FLUCTUATIONS

At the Corporate Philanthropy Summit in June 2010, CECP posed a question to the audience of senior corporate giving professionals: What was the primary reason for non-cash fluctuations at their companies from 2008 to 2009? With respondents that self-identified as making only cash contributions eliminated, the following percentages cited these reasons for changes in non-cash giving in 2009 (N=90 corporate giving officers):

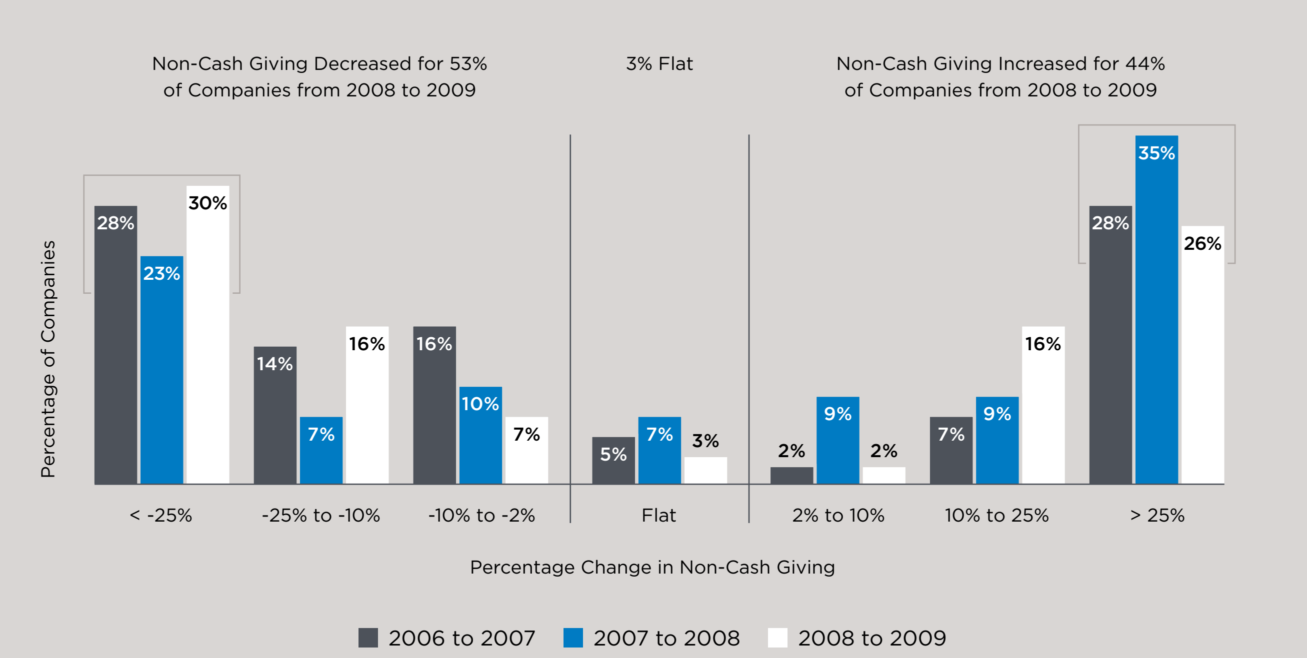
- 22% = Amounts of product available for donation.
- 17% = Non-cash contributions to Disaster Relief.
- 15% = Pro bono service program offerings.
- 12% = Non-cash contributions to those in need.
- 11% = One-time donations of land or product.
- 23% = Other reason not listed above.

A DIVERSITY OF CAUSES

The lack of a majority response reaffirms the diversity of non-cash donations and how companies utilize products and services to serve communities. Almost a quarter of respondents felt that the standardized responses did not adequately describe their reasons for non-cash adjustments, reinforcing that non-cash giving is unique to a company's priorities, products, and workforce.

The second-most common reason for changes in non-cash giving was the amount of product available for donation. According to data from the U.S. Bureau of Economic Analysis, the only negative quarterly percentage changes in Gross Domestic Product since 2000 occurred in the fourth quarter of 2008 and the first and second quarters of 2009. With less product being produced, companies likely retained more control of existing inventory.

FIGURE 13 Distribution of Companies by Changes in Non-Cash Giving, Inflation-Adjusted N=57 MATCHED-SET DATA



CASE STUDY

PHARMACEUTICAL COMPANIES QUICK TO RESPOND TO THE DOWNTURN

MOBILIZING TO HELP THE UNINSURED

In 2009, millions of Americans lost their health insurance due to unemployment; the U.S. Census Bureau reported that the uninsured population increased from 46.3 million in 2008 to 50.7 million in 2009. Over the same period, the nation's poverty rate increased from 13.2% to 14.3%.

Pharmaceutical companies were in a unique position to provide these growing disadvantaged populations with continued prescription drug coverage through their Patient Assistance Programs (PAPs), which provide free or low-cost medicine to people with inadequate insurance and/or financial hardship. In 2009, many pharmaceutical companies adapted existing programs or created new ones in order to extend assistance to reach more people in need.

CECP highlights PAPs in this edition of *Giving in Numbers* for two very important and timely reasons. First, the rise in aggregate giving from 2008 to 2009 was largely attributable to increased non-cash contributions to PAPs as well as combined giving budgets resulting from corporate mergers and acquisitions, some of which occurred in the health care industry (see Figure 3). Second, these efforts reflect the scale and speed of corporate responsiveness to the downturn. The forthcoming examples highlight swift program implementation and execution and exemplify executive leadership's encouragement and approval of these important initiatives.

ALLOWING WIDER PARTICIPATION

In the beginning of 2009, Eli Lilly observed an increase of approximately 20% in applications to their PAPs and noticed that the profile of the applicants had shifted. Applications were arriving not only from low-income patients, but also from applicants in higher-income thresholds, representing those who had lost jobs, were in-between jobs, or had been affected in other negative financial ways by the economic downturn.

This new set of circumstances prompted an internal discussion around how to adjust the program's requirements to meet the needs of a changing population. As such, Lilly's PAP office formally proposed changing the income eligibility from 200% of the poverty level to 300%, thereby allowing more people to qualify for free medicines. The proposal was elevated and quickly approved by the Lilly Cares Foundation; Lilly's CEO, Dr. John Lechleiter; and the Lilly executive leadership team. Current eligibility requirements will remain in place for the foreseeable future.

> *"The key objective in our work is to ensure access to medication, ultimately to improve patient outcomes. Relaxing eligibility requirements allowed us to reach a new population in need."*
>
> *David Garza, Director of the Lilly Grant Office and Patient Assistance Programs*

ASSISTING THE NEWLY UNEMPLOYED

Keenly aware of the impact the financial crisis was having on their communities, Pfizer employees unrelated to the Patient Assistance program discussed what their company could do to help. The result was the premise for the MAINTAIN program (Medicines Assistance for Those who Are In Need).

Under the new program, recently unemployed individuals can apply for a continuance of their Pfizer prescriptions, provided they were taking Pfizer medicines for at least three months prior to losing their insurance. There is no income eligibility requirement other than the applicant's confirmation that the medicine would have been unaffordable otherwise. The prescription coverage extends until twelve months have elapsed or until health insurance is regained, whichever happens first. Originally intended to run through 2009, the program has been extended to continue through 2010.

> *"I am particularly proud of MAINTAIN for two reasons: 1) It exemplifies the Pfizer tradition of wanting to help out in a crisis. This specific program was driven by Pfizer colleagues who looked for a way to help provide assistance to friends, family, and neighbors struggling to make ends meet after losing their jobs. 2) The entire process of ideation to implementation took one month, demonstrating how quickly the Pfizer team and executive leadership, including CEO Jeff Kindler, mobilized to help make a difference."*
>
> *Gary Pelletier, Executive Director, Pfizer Patient Assistance Foundation*

In addition, Pfizer's recent acquisition of Wyeth also impacted PAP donations. Pfizer is maintaining all of Wyeth's previous PAPs and many Wyeth medicines were also added to the MAINTAIN program.

TRENDS IN CASH CONTRIBUTIONS

CASH CONTRIBUTIONS DECLINE

Figure 14 below shows a distribution of companies according to the company-level changes in total cash giving over three time periods. Total cash giving includes both foundation cash and direct cash.

To provide an overall summary of the major trends in Figure 14 (N=95):

From 2006 to 2007:
- 56% increased total cash giving.
- 8% remained flat.
- 36% decreased total cash giving.

From 2007 to 2008:
- 44% increased total cash giving.
- 9% remained flat.
- 47% decreased total cash giving.

From 2008 to 2009:
- 23% increased total cash giving.
- 11% remained flat.
- 66% decreased total cash giving.

CHANGES IN FOUNDATION CASH GIVING

When citing reasons for decreased giving, companies noted declining foundation endowments and reduced annual transfers. The timing of company-to-foundation transfers is particularly important, because many companies transfer funds at the beginning of the year, which in 2009 was when the effects of economic decline were at their worst. See page 40 for a more detailed discussion of how corporate foundation structures and corporate transfers impacted foundation cash giving.

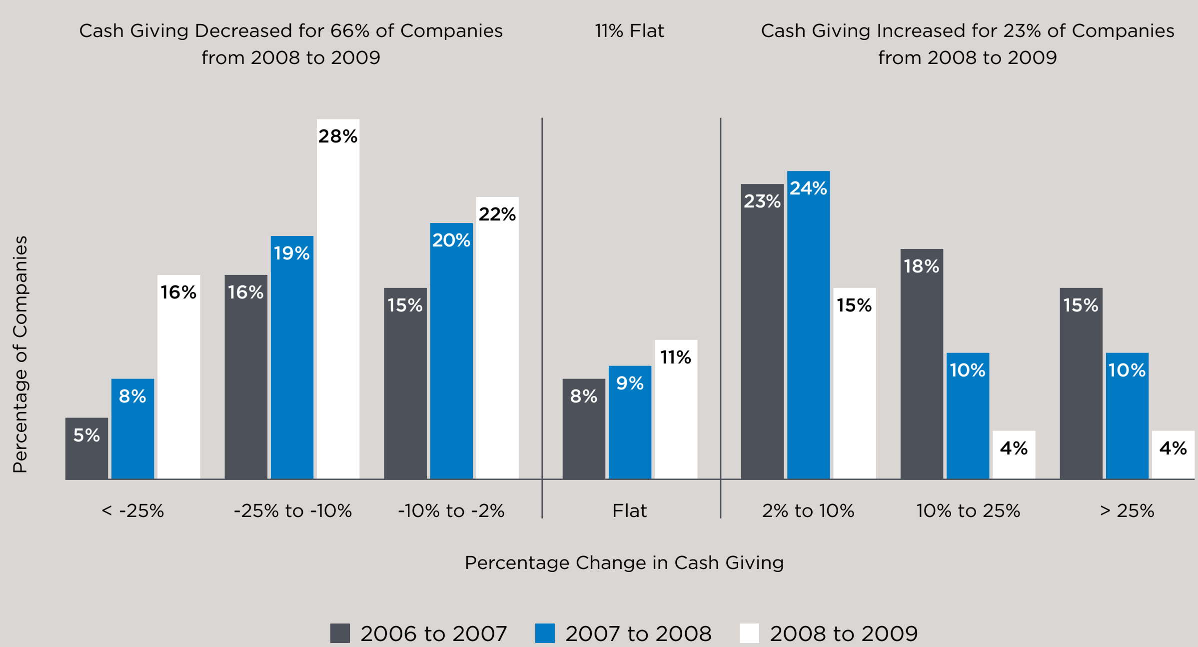
Shifts (in either direction) of foundation cash are also likely influenced by changes in matching-gift contributions, because many companies run matching-gift programs exclusively through their foundations. In 2009, 57% of Fortune 100 companies and 44% of non-Fortune 100 companies operated their matching-gift programs exclusively through corporate foundations (N=52 and 89 companies, respectively).

CHANGES IN DIRECT CASH GIVING

Among reasons for decreased giving, companies referenced company-wide spending mandates that arose as a result of the uncertain economic climate.

In addition, among the matched set of companies included in Figure 14, 7% reported divestitures considered significant by industry standards. Of that group, all but one company reported decreased direct cash giving from 2008 to 2009, with the median percentage change in direct cash at -18%.

FIGURE 14 Distribution of Companies by Changes in Total Cash Giving, Inflation-Adjusted N=95 MATCHED-SET DATA



COMPARING SOURCES: THE FOUNDATION CENTER

FOUNDATION TRENDS

As shown in Figure 15, the Foundation Center estimated $4.4 billion in 2009 corporate foundation grant dollars, representing an estimated 3.3% reduction from 2008 levels. The CECP data showed aggregate foundation cash increased by approximately 6% since 2008. Thus, in the CECP sample, aggregate foundation cash giving rose, despite almost two-thirds of companies reducing cash contributions from 2008 to 2009. *See Figure 14.*

Looking more closely at the company-specific changes within CECP's results, one sees that a handful of corporate foundations increased funding to programs serving basic needs—and, in doing so, caused the rise in aggregate foundation cash giving in 2009. Presented alone, the aggregate result would mask the underlying trend that the typical corporate foundation reduced contributions.

LOOKING AHEAD

In response to the Foundation Center's Giving Forecast Survey of anticipated 2010 foundation giving levels (N=115):

- 43% expected increases.
- 17% expected no change.
- 40% expected reductions.

While the CGS survey captured projections for 2010 total cash giving rather than foundation cash specifically, the results show that fewer companies anticipated reductions. Removing the category "not able to estimate at this time" in order to compare similar responses, CECP found that (N=104):

- 40% expected increases.
- 50% expected no change.
- 10% expected reductions.

Survey timing might be responsible. The Foundation Center survey results were collected in January 2010, whereas the CECP survey closed in April 2010. Three additional months may have encouraged corporate foundations to make more optimistic projections.

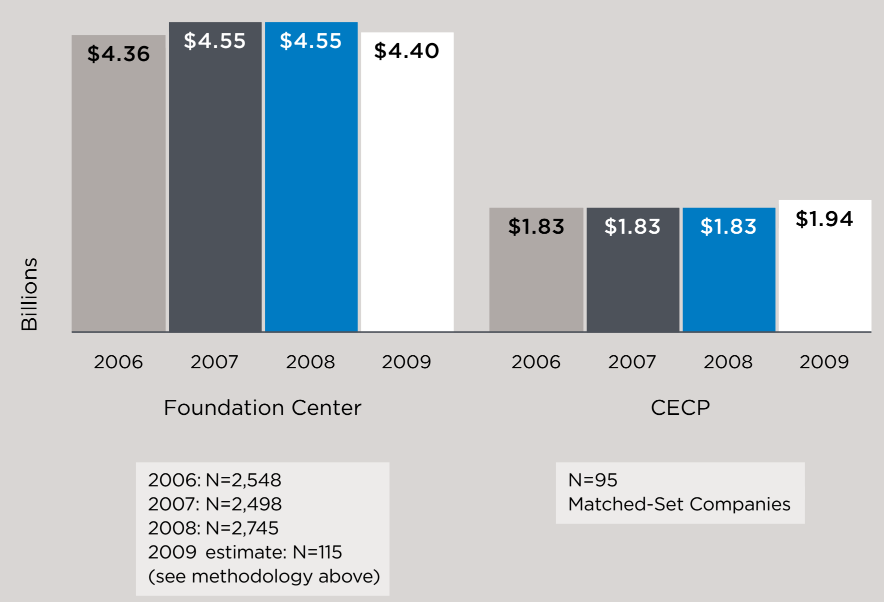
FOUNDATION CENTER METHODOLOGY

The Foundation Center maintains a comprehensive database with grantmaking data on more than 95,000 foundations, corporations, and public charities. The organization's 2010 edition of *Key Facts on Corporate Foundations* draws from two sources:

- Actual 2008 giving figures for grantmaking corporate foundations taken from the Center's 2009 survey of private and community foundations, foundation websites, annual reports, and IRS 990-PF submissions.
- 115 corporate foundation responses to the January 2010 "Foundation Giving Forecast Survey," which most recently collected 2009 giving and 2010-2011 self-reported estimates.

As with *Giving USA*, the 2009 Foundation Center figures are estimates, derived by using a forecasting model to translate the 115 corporate foundation survey responses into giving estimates for all corporate foundations in 2009.

FIGURE 15 Changes in Corporate Foundation Giving, Aggregates, Inflation-Adjusted



GRANT RECIPIENTS

In the CGS survey, respondents report corporate contributions to 501(c)(3) organizations or the international equivalent along with grants to public schools. Accordingly, the beneficiaries of corporate philanthropy are the populations served by charitable organizations.

Grant recipients vary not only by the types of programs funded but also by geography, gender, and ethnicity. Understanding how industries select and support certain grant recipients is an important aspect of benchmarking. The following pages provide opportunities for companies and other organizations to identify potential collaborations along similar interests.

KEY FINDINGS IN THIS SECTION:

- Companies are becoming increasingly focused on a particular program area rather than spreading corporate funding across multiple programs.
- The typical company increased funding to programs serving basic needs, such as Health and Social Services and Community and Economic Development programs.
- Manufacturing companies continue to lead the way in international giving.
- Companies with a priority focus on Education appear more likely to report total giving by ethnicity and gender.

TYPICAL PROGRAM AREA ALLOCATIONS

Survey respondents classify their total giving into nine program areas defined in the "Calculations and Definitions" section beginning on page 52.

As shown in Figure 16, the average allocation to programs providing Health and Social Services, as well as those providing Community and Economic Development and Environmental programs, increased in 2009, as allocations to all other program areas either remained flat or decreased.

Further analysis shows that corporate giving programs are continually becoming more targeted, focusing on one or two social issues intrinsically related to the business. Within a matched set of companies from 2008 to 2009, the percentage of companies reporting 50% or more in total giving to one program area (N=93) was:

- 18% of companies in 2008.
- 27% of companies in 2009.

FORTUNE 100 PROGRAM PRIORITIES

Figure 16 below shows the average allocation of funding for a typical company in the CECP sample. However, a closer analysis of Fortune 100 (F100) companies in comparison to non-F100 companies reveals some interesting distinctions. From 2008 to 2009, the typical F100 company increased contributions to Community and Economic Development programs from 15% to 21% (N=31). As a result, the typical F100 company reduced funding to all other program categories evenly across the board.

Non-F100 companies experienced a different shift regarding program area allocation. The percentage given to Community and Economic Development actually declined slightly, from 12% to 11%, while the percentage attributed to Health and Social Services increased, from 25% to 28% (N=62).

IMPACT OF CASH DECLINE

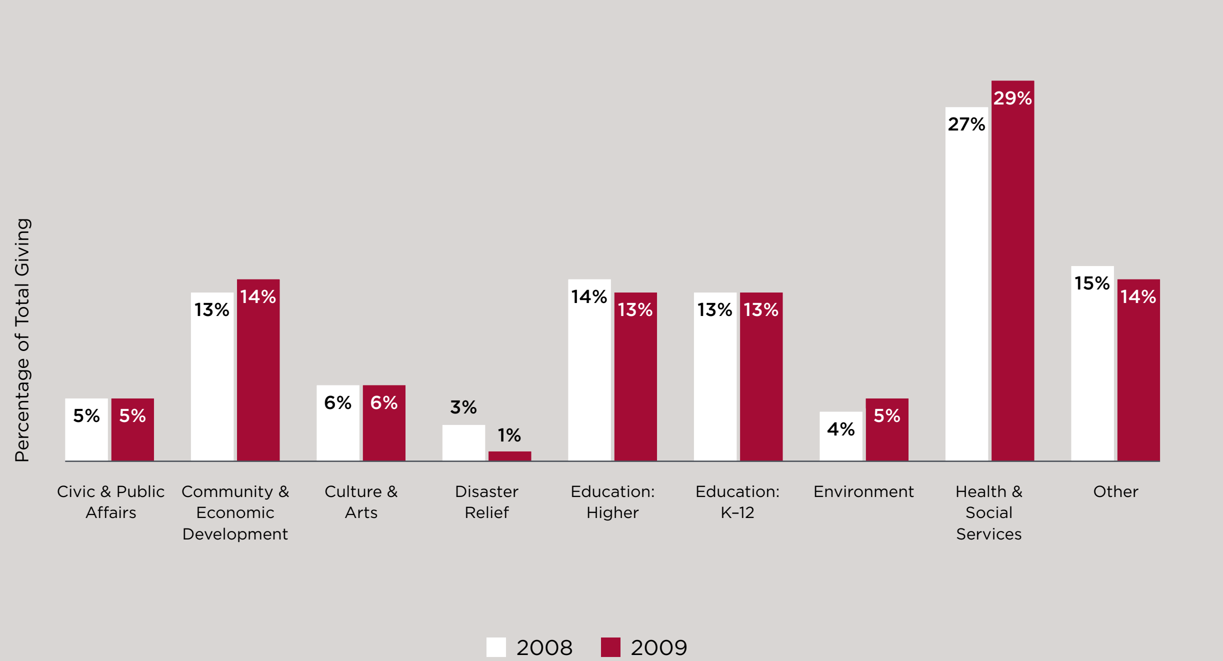
From 2008 to 2009, aggregate cash contributions were reduced to all program areas except programs serving basic health and community needs. The aggregate percentage change in total cash giving by program area from 2008 to 2009 (N=60) was:

- -48% = Disaster Relief.
- -37% = Civic & Public Affairs.
- -17% = Environment.
- -11% = Culture & Arts.
- -11% = Education: K–12.
- -6% = Education: Higher.
- -4% = Other.
- 1% = Health & Social Services.
- 34% = Community & Economic Development.

Because nonprofits acutely feel the impact of a cash decline, CECP encourages companies to communicate proactively with their nonprofit partners to help them prepare for reduced or withdrawn funding.

FIGURE 16 Typical Program Area Allocations, Average Percentages

N=93 MATCHED-SET DATA



TOP FUNDERS BY PERCENTAGE

For nonprofit organizations and corporate grantmakers, an understanding of the largest funders by percentage of total giving and dollar value helps to identify potential funders and/or collaborators among corporate industry peers.

Figure 17 details the percentage breakdown of total giving to each program area by industry. Relative to industry peers, the industry providing the highest percentage of giving to a particular program area is highlighted. For example, on average and among the listed industries, the Information Technology sector provided the highest percentage of 2009 total giving to Higher Education programs.

The figure excludes data for the Energy, Materials, and Telecommunication Service industries, due to small sample sizes. Therefore, the largest funder might actually be an industry that is not displayed.

TOP FUNDERS BY DOLLAR VALUE

The industries providing the highest median dollar amounts for each program area are shown below (sample sizes follow Figure 17). While an industry is not always the largest funder by percentage and dollar value, in some cases it is, as indicated by an asterisk:

- Civic & Public Affairs = Health Care companies, $1.11 million.
- Community & Economic Development = Financial companies*, $3.38 million.
- Culture & Arts = Industrial companies, $1.28 million.
- Disaster Relief = Consumer Staples* companies, $0.38 million.
- Education: Higher = Information Technology companies*, $4.37 million.
- Education: K–12 = Information Technology companies*, $2.24 million.
- Environment = Consumer Staples companies, $2.30 million.
- Health & Social Services = Health Care companies*, $19.30 million.

INDUSTRY DIFFERENCES

Often Financial institutions, particularly those with retail segments, are ardent supporters of Culture and Arts institutions and Community and Economic Development programs, as both areas are highly visible to customers and staff. Domestic and environmentally conscious Utility companies tend to support programs that address Civic and Environmental concerns.

Supporting K–12 and Higher Education is a natural fit for Information Technology companies. The future of their workforce depends on recruiting well-trained graduates, while their current employees, many of whom hold post-baccalaureate degrees, appreciate corporate matching of their annual gifts. Moreover, non-cash donations of IT products can facilitate and improve classroom learning.

Finally, Health Care companies utilize their products, services, and expertise to align with programs serving Health and Social Services.

FIGURE 17 Program Area Allocations by Industry, 2009, 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=122	5%	13%	6%	1%	12%	11%	4%	29%	19%
Consumer Discretionary	N=14	4%	9%	4%	1%	7%	9%	4%	30%	32%
Consumer Staples	N=11	1%	10%	2%	3%	11%	10%	5%	32%	26%
Financials	N=33	6%	19%	9%	1%	10%	16%	1%	16%	22%
Health Care	N=15	2%	3%	4%	2%	3%	3%	0%	73%	10%
Industrials	N=12	3%	4%	7%	1%	12%	11%	4%	36%	22%
Information Technology	N=12	5%	16%	4%	2%	28%	18%	2%	17%	8%
Utilities	N=14	12%	10%	8%	0%	13%	8%	13%	19%	17%

The industry providing the highest percentage of giving to a program area relative to peers is highlighted.

GIVING DOMESTICALLY AND ABROAD

In the CGS survey, domestic and international recipients are defined as follows:

- **Giving to Domestic Recipients:** Corporate giving that benefits domestic recipients within the corporate headquarters country.
- **Giving to International Recipients:** Corporate giving to recipients outside the corporate headquarters country.

Internationally headquartered companies responded to this survey question for the first time in 2009. Due to a small sample, however, this section focuses on U.S.-headquartered companies only.

CECP hopes to report more extensively on global funding flows in a future edition.

CHANGES OVER TIME

Within a matched set of companies reporting international contributions, Figure 18 shows that, while more than half decreased international contributions from 2008 to 2009, aggregate total giving rose above 2008 levels by 15%. This increase can be attributed to a handful of companies that significantly increased their international giving for some of the following reasons:

- Pharmaceutical companies increased donations of medicine to international populations in need.
- Companies with signature programs benefitting international populations reported increased contributions.
- Several large, multi-year grant commitments benefitting international end-recipients began in 2009.

MANUFACTURING AND SERVICE COMPANIES

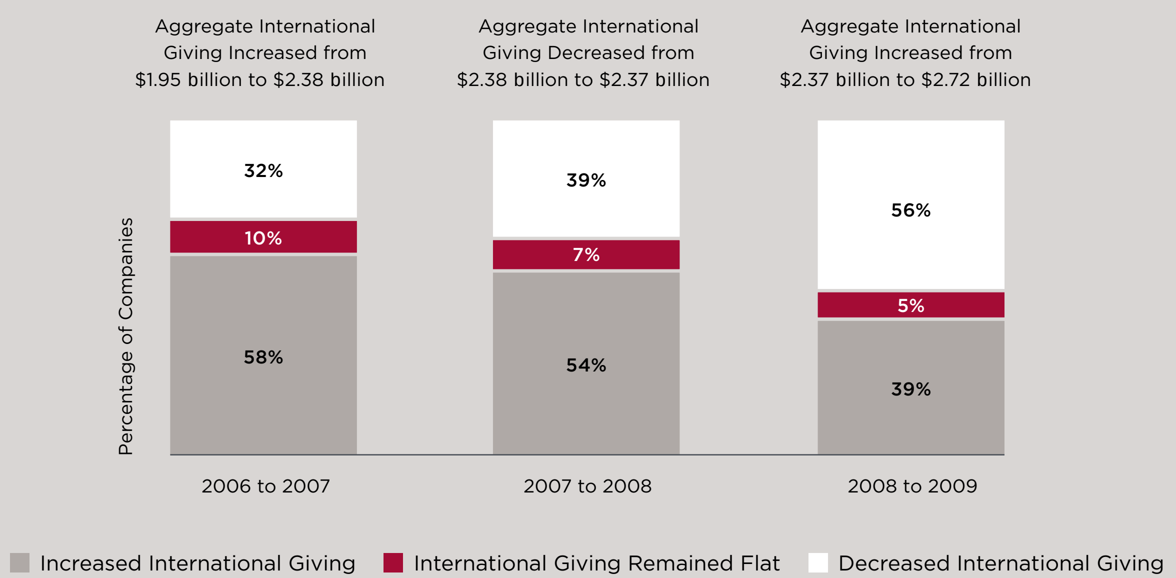
On average, Manufacturing companies dedicated close to a quarter of total giving budgets to international end-recipients. Service companies, on the other hand, allocated significantly less to international causes. The average percentage of total giving provided to international recipients was:

Manufacturing companies (N=27):	Service companies (N=36):
▪ 2006 = 21%.	▪ 2006 = 4%.
▪ 2007 = 25%.	▪ 2007 = 5%.
▪ 2008 = 26%.	▪ 2008 = 6%.
▪ 2009 = 25%.	▪ 2009 = 7%.

When operating abroad, Manufacturing companies often utilize larger amounts of raw materials, consume greater space with factories and production centers, and rely on local infrastructure. They also reported that an average of 38% of total revenue is generated abroad, while Service companies reported an average of 16% (N=27, N=36, respectively).

FIGURE 18 Percentage of Companies Increasing/Decreasing Funding to International Recipients and Changes in Aggregate International Giving, Inflation-Adjusted

N=41 MATCHED-SET DATA



ALLOCATIONS BY INDUSTRY

International giving as a percentage of total giving varies by industry. 2009 average percentages are:

- 12% = All Companies (N=123).
- 18% = Consumer Staples (N=10).
- 10% = Consumer Discretionary (N=17).
- 6% = Financials (N=30).
- 16% = Health Care (N=15).
- 10% = Industrials (N=10).
- 24% = Information Technology (N=13).
- 18% = Materials (N=7).
- 0% = Utilities (N=14).

In 2009, the Information Technology sector provided the highest average percentage of total giving to international recipients. In previous years, the Health Care industry provided the highest percentage, but since then more regionally based Health Care services companies with domestic grantmaking priorities have participated in the survey. Similarly, most Utility companies in the survey operate solely within the U.S.; accordingly, their giving is primarily domestic.

GIVING BY GEOGRAPHIC REGION

For the first time in 2009, the CGS survey asked respondents to categorize total giving by geographic regions, to understand better the amounts provided to end-recipients in each part of the world. The five geographic regions detailed in Figures 19 and 20 are explicitly defined in the CGS Valuation Guide.

Informed by a relatively high response rate for a new question (N=58), Figures 19 and 20 detail the average allocation provided to each geographic region for Manufacturing and Service companies. As shown in Figure 19, Manufacturing companies, which typically give a greater percentage of total giving to international end-recipients, provided considerably more to the non-North American regions, particularly Asia and the Pacific. By contrast, Figure 20 shows that Service companies are more focused on North America and Europe.

GIVING TO THE DEVELOPING WORLD

Beyond separating total giving by geographic region of end-recipient, CECP also asks respondents to report the amount of contributions that benefit the developing world (as defined on page 53 in the Appendix). Analysis of a matched set of companies responding to this question in 2008 and 2009 reveals that contributions to the developing world have increased by 8% (N=26). In fact, 69% of respondents were Manufacturing companies; perhaps they have operations in these areas and are supporting local communities.

As both Haiti and Pakistan are categorized as part of the developing world, CECP expects the number of companies reporting giving of this kind to increase in 2010 as they report donations to the relief and recovery efforts for the earthquake in Haiti and the floods in Pakistan.

FIGURE 19 Typical Allocation of Giving by Geographic Region for Manufacturing Companies, 2009, Average Percentages

N=34

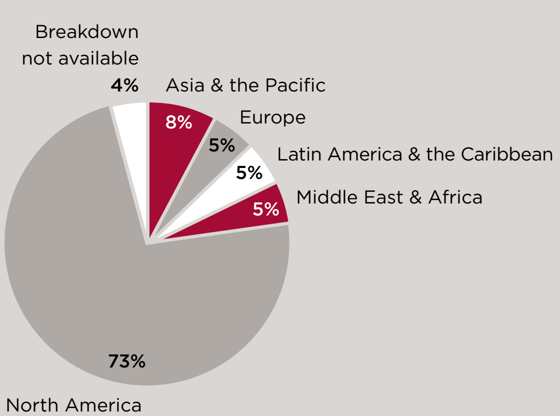
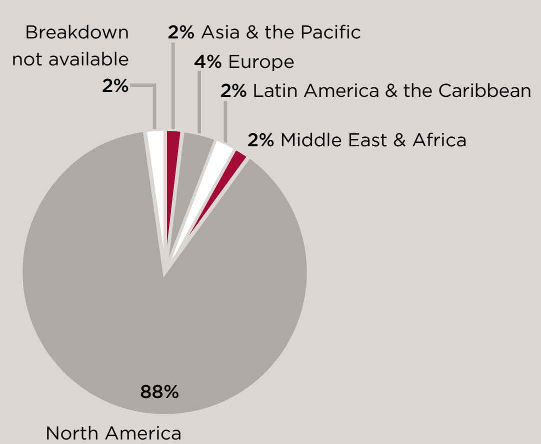


FIGURE 20 Typical Allocation of Giving by Geographic Region for Service Companies, 2009, Average Percentages

N=24



GIVING BY ETHNICITY AND GENDER

RECIPIENT ETHNICITY AND GENDER

In the CGS survey, U.S.-headquartered companies provide a breakdown of their domestic giving according to end-recipient ethnicity. Grants and contributions with no ethnic focus are labeled "Breakdown not available." In 2009, 27 companies responded. As shown in Figure 21, among those that reported, the highest percentage of total giving was allocated to "Minorities in General" rather than a specific ethnic group.

Prior to 2009, the survey question on recipient gender focused exclusively on giving by U.S. companies to U.S. recipients. Beginning this year, the question extended to all companies, including those headquartered and/or giving abroad. This change, however, did not catalyze responses; in 2009, only 23 companies provided this breakdown, as detailed in Figure 22.

RESPONSES OVER TIME

The percentage of companies responding to these questions has declined:

Gender:

- 2007 = 24 of 154 companies (16%).
- 2008 = 23 of 137 companies (17%).
- 2009 = 23 of 171 companies (13%).

Ethnicity:

- 2007 = 29 of 154 companies (19%).
- 2008 = 26 of 137 companies (19%).
- 2009 = 27 of 171 companies (16%).

In 2009, the majority of respondents to the giving by ethnicity and gender survey questions were Service companies (61% and 67%, respectively). On average, these companies provided 88% of total 2009 giving in the form of direct or foundation cash (N=95), which suggests that tracking cash grants by ethnicity or gender may be more accessible than tracking large non-cash contributions by such categories.

RESPONDENT GEOGRAPHY AND FOCUS

A geographical analysis reveals that the majority of respondents to both questions have corporate headquarters in the Northeast, particularly New York. Californian companies comprise the second-largest group of respondents to these questions.

Another connection among respondents is the priority focus area of the company's philanthropy. Of those responding to the ethnicity question, 55% reported a priority focus area related to Education. Of respondents to the gender question, 48% reported a priority focus on Education. The finding implies that grants to Educational programs are better suited to tracking this sort of data, likely due to the reporting requirements for Educational institutions and programs receiving federal funding.

FIGURE 21 U.S. Giving by Recipient Ethnicity, Average Percentages

N=27

	Average % of Total Giving
No Ethnic Focus	78.3%
African American	5.2%
Asian	1.6%
Hispanic	4.7%
Minorities in General	9.7%
Native American	0.5%

FIGURE 22 Giving by Recipient Gender, 2009, Average Percentages

N=23

	Average % of Total Giving
No Gender Focus	93.9%
Female	4.8%
Male	1.3%

EMPLOYEE AND STAKEHOLDER ENGAGEMENT

Corporate philanthropy programs mobilize their employees around social issues that are important to the company and the community. Most companies now offer a plethora of ways for employees to donate time, money, and expertise to addressing social problems that are also important to the business.

KEY FINDINGS IN THIS SECTION:

- From 2008 to 2009, 46% of companies increased matching contributions—and increased participation in matching-gift programs was among the reasons cited for increased total giving.
- Annual employee matching-gift contribution limits appear to be increasing based on the program specifics shared by respondents.
- The number of companies offering pro bono service programs continues to grow, but the tracking of these hours lags behind.
- More than 90% of companies offered a formal, domestic, employee-volunteer program.
- Within a three-year matched set of companies, the percentage of companies offering paid-release time for employee volunteers increased from 46% in 2007 to 64% in 2009.
- In 2009, through formal philanthropic campaigns, companies reported raising a median of $1.33 million through employee payroll deductions and a median of $0.78 million from other employee contributions, all of which benefitted nonprofit partners.

MATCHING GIFT PROGRAMS

The corporate side of matching gifts is included in total giving; the employee portion is reported separately in the survey. The types of matching-gift programs are detailed below:

- **Workplace Giving Campaigns:** Include fundraising drives, such as United Way campaigns, that occur for a defined time period.
- **Year-Round Policy:** Giving that is not driven by a specific corporate campaign and benefits nonprofits.
- **Dollars for Doers:** Include corporate or foundation giving to nonprofits in recognition of employee-volunteer service to that organization.
- **Disaster Relief:** Matching programs benefitting nonprofits assisting with disaster-related crisis relief, recovery, rebuilding, and/or preparedness.
- **Other:** Any matching program not specified in the categories above.

Figure 23 displays the matching-gift program allocation for a typical company in 2009.

PROGRAM POLICIES AND SPECIFICATIONS

Frequently implemented policies for the three most common matching programs are detailed below, based on corporate responses:

Year-Round Policy:

- *Eligibility:* Often limited to full-time employees who have worked at least one year. Retiree participation is often allowed, although sometimes with reduced caps and matching ratios.
- *Median percentage of employees participating:* 7.5% (N=16).
- *Ratio:* Most offer a 1:1 match.
- *Caps:* Most programs require a $25–50 minimum gift and have a per-employee maximum donation of $5,000. There were companies reporting annual matching limits as high as $50,000. Separately, some companies specify higher caps for Board of Directors and Senior Executives.
- *Mission:* Some companies match contributions only to Education, Health, or Culture & Arts.

Workplace Giving Campaigns:

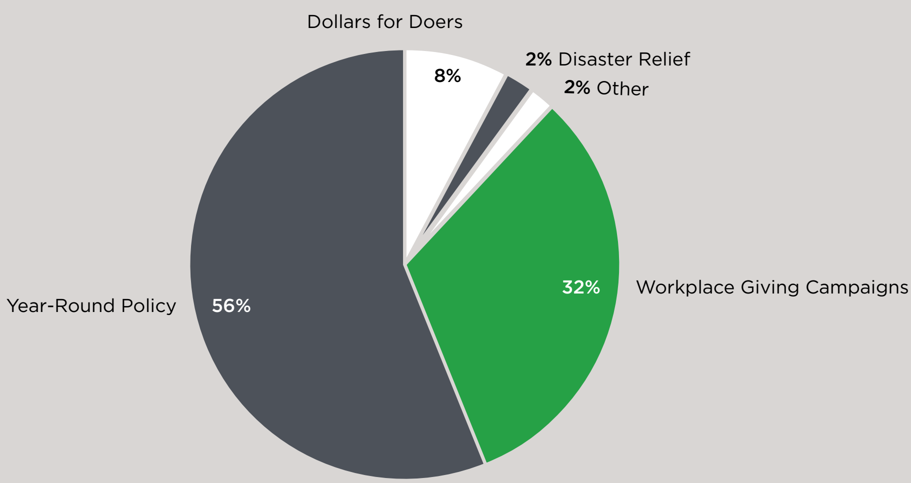
- *Eligibility:* Participation is generally limited to full-time employees. Some companies match only to United Way.
- *Median percentage of employees participating:* 43% (N=18).
- *Ratio:* Most offer a 1:1 match, with 2:1 matches cited for particular campaigns.
- *Caps:* A common limit is $10,000 per employee.
- *Mission:* Typically limited to non-religious, non-fraternal, 501(c)(3) organizations.

Dollars for Doers:

- *Median percentage of employees participating:* 3% (N=14).
- *Ratio:* Approximately $10 per every eligible hour of volunteer service, usually at a fixed amount (e.g., $500 for 50 hours). As companies encourage employee volunteerism, it is increasingly common to see corporate matches of $20 per hour of service.
- *Caps:* While an annual limit of $500 per employee is common, the range was $250–10,000.

FIGURE 23 Typical Matching-Gift Program Allocation, 2009, Average Percentages

N=142



MATCHING AS A PERCENTAGE OF GIVING

In 2009, 93% of companies responding to this question offered at least one matching-gift program, with median total matching of $1.68 million (N=153). In line with previous years, matching gifts comprised a median of 9% of a typical company's total giving.

As matching-gift programs compete with other cash grantmaking budgets, Figure 24 illustrates the percentage of total cash giving allocated for these programs. Matching gifts comprise a slightly greater percentage of cash giving at non-Fortune 100 companies, but median matching dollar amounts remain lower:

- $4.99 million = F100 (N=52).
- $1.16 million = Non-F100 (N=90).

The Information Technology industry provided the highest cash percentage to matching employee contributions. Materials, Energy, and Telecommunications sectors are excluded due to small sample sizes.

YEAR-OVER-YEAR CHANGES

Adjusting for inflation, year-over-year trends show that (N=85):

- 59% of companies increased matching contributions from 2006 to 2007. Median matching increased from $3.05 million to $3.14 million.
- 45% of companies increased matching contributions from 2007 to 2008. Median matching increased from $3.14 million to $3.35 million.
- 46% of companies increased matching contributions from 2008 to 2009. Median matching increased from $3.35 million to $3.69 million.

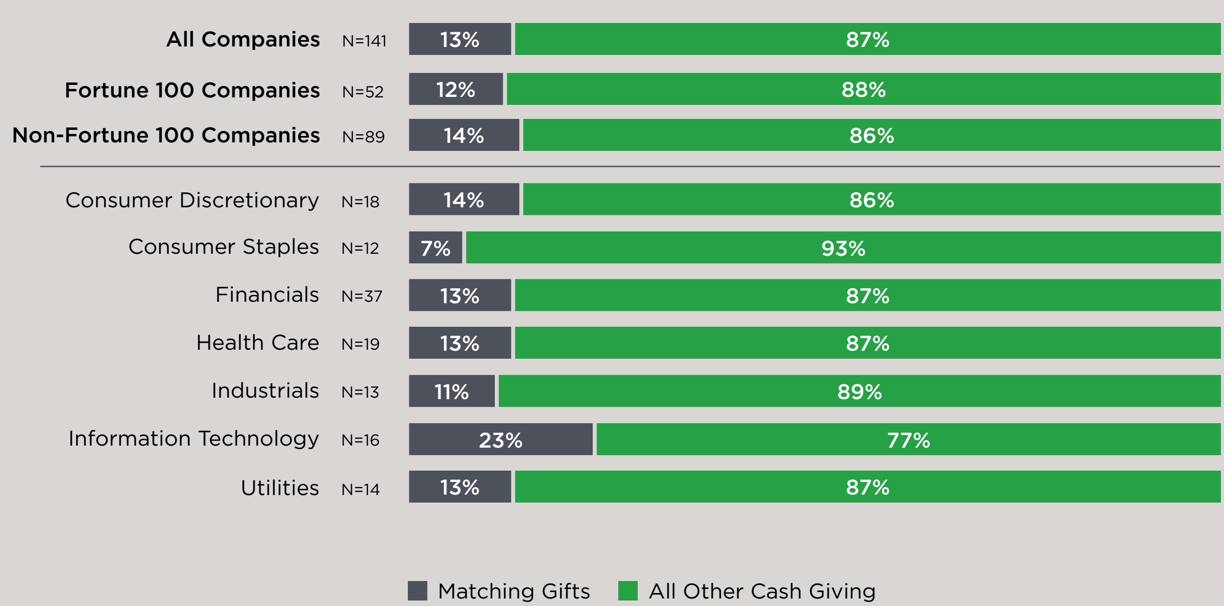
Thus, if 46% of companies increased their matching contributions from 2008 to 2009, more than half of companies reduced matching contributions. Such reductions could be attributed to workforce contractions and a decrease in employee donations because of the economy.

VALUE OF MATCHING-GIFT PROGRAMS

Historically, two mentalities engender corporate perspectives towards matching-gift programs. On the one hand, matching-gift programs can be instrumental in attracting and retaining employees, because these programs foster goodwill and increase an employee's sense of engagement. On the other hand, matching-gift programs may be considered insufficiently strategic, diverting corporate funding from identified priorities.

As seen in the policy descriptions on the previous page, some companies limit matching-gift programs to eligible nonprofits working in a certain program area. Other companies maintain that while matching gifts may not be focused on a strategic issue, supporting the community at large and furthering employee engagement is good business.

FIGURE 24 Matching Gifts as a Percentage of Cash Giving, 2009, Medians



PRO BONO SERVICE

DEFINING PRO BONO SERVICE

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

- **Commitment:** The company is responsible for staffing the project, ensuring its completion and quality, and applying the highest professional standards to the engagement.
- **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.
- **Indirect Services:** All services must be provided through a 501(c)(3) organization or the international equivalent.

Based on the inherent differences between pro bono service and other forms of employee engagement, pro bono service is reported in the CGS survey as non-cash and is valued at Fair Market Value.

PRO BONO OFFERINGS

In 2009, 44 companies reported offering a pro bono service program:

- 29 with domestic programs only.
- 13 with domestic and international programs.
- 2 with international programs only.

CAPTURING PRO BONO SERVICE HOURS

The number of companies providing their pro bono service hours has increased from 13 companies in 2008 to 17 companies in 2009. In 2009, respondents reported a median of 2,990 hours (N=17).

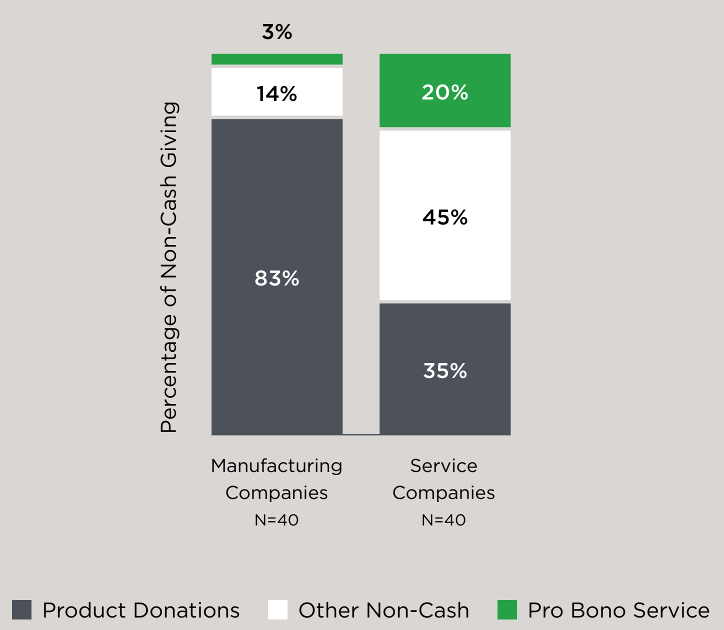
Capturing pro bono hours can be challenging, especially for companies with relatively new programs. To help companies with this process, the Taproot Pro Bono Action Tank designed an hour-reporting and value-tracking system. Implementation instructions are available for free download from their website: www.taprootfoundation.org/docs/hour_tracking_and_valuation_tool.pdf.

PRO BONO SERVICE VALUATION

To help companies quantify the value of pro bono service hours, CECP and the Taproot Foundation published a dollar-valuation matrix based on average billing rates for varying skill sets and seniority levels. This matrix was the first step in measuring progress towards the Corporation for National and Community Service's Billion + Change campaign, which aspires to generate $1 billion of pro bono service by 2011.

Figure 25 reveals that pro bono service comprised a greater percentage of non-cash donations at Service companies, which makes sense, as Service companies have employees with billable service hours and thus are more likely to report a higher percentage of pro bono skills. However, it must also be noted that only 19 companies provided a non-cash valuation for their pro bono hours (10 Service companies and 9 Manufacturing companies).

FIGURE 25 Breakdown of Non-Cash Giving, 2009, Average Percentages



TYPES OF VOLUNTEER PROGRAMS

The CGS Valuation Guide defines a formal employee-volunteer program as a planned, managed effort that seeks to motivate and enable employees to volunteer under their employer's sponsorship and leadership.

In 2009, 92% of companies reported having a formal domestic employee-volunteer program while 50% reported at least one formal international volunteer program (N=151):

- 73 companies offered both domestic and international programs.
- 66 companies offered domestic programs only.
- 3 companies offered international programs only.

Figure 26 presents the number of companies offering each type of employee-volunteer program. Dollars for Doers, Employee Recognition Awards, Flexible Scheduling, and Paid-Release Time surface as the most frequently offered domestic and international programs.

TRENDS IN OFFERINGS

In a matched set of 131 companies responding to this question in 2008 and 2009, the following programs saw the largest increase in the number of companies offering it:

Domestic Offerings:
- Family Volunteering (10 additional companies).
- Paid-Release Time (5 additional companies).
- Pro Bono Service (4 additional companies).

International Offerings:
- Paid-Release Time (7 additional companies).
- Dollars for Doers (5 additional companies).
- Team Grants (4 additional companies).

In 2009, among those companies offering domestic employee-volunteer programs, the median number of domestic programs offered was 5 (N=139). Among those offering international programs, the median number of international program offerings was 4 (N=76).

MOST SUCCESSFUL PROGRAMS

The CGS survey asks respondents to indicate the top three most successful domestic and international programs. The most successful domestic employee-volunteer programs included, in order:

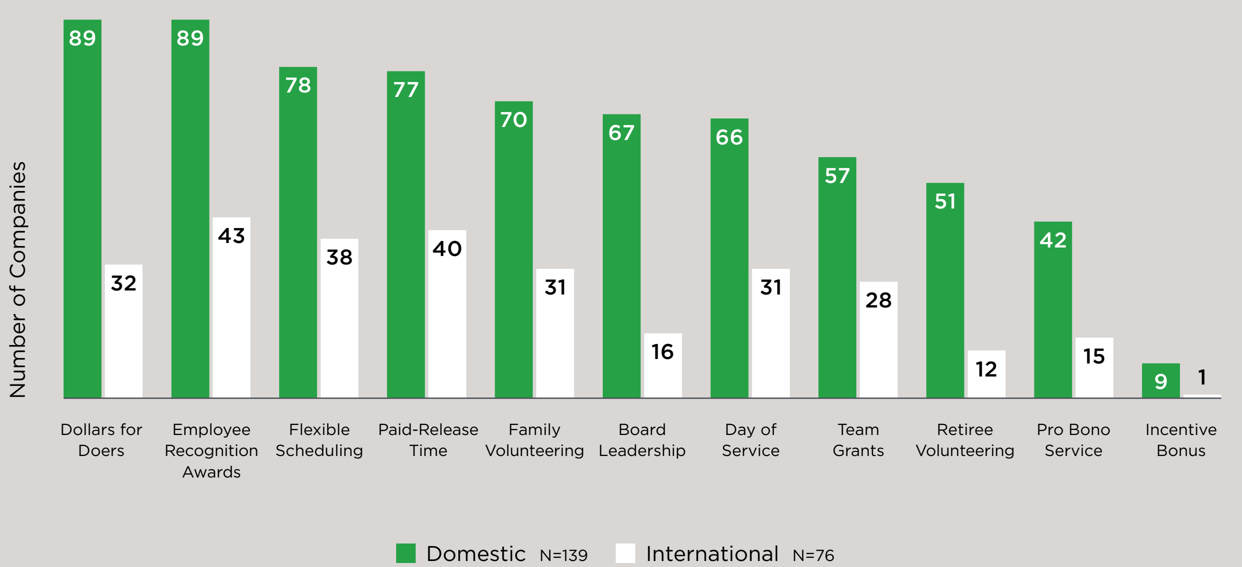
- Dollars for Doers.
- Paid-Release Time.
- Company-Wide Day of Service.

Also listed in order, the three most successful international employee-volunteer programs were:

- Paid-Release Time.
- Company-Wide Day of Service.
- Dollars for Doers and Employee Recognition Awards (Tie).

Clearly, this metric is skewed to favor programs offered more widely, but the results do not exactly reflect the programs offered most frequently. CECP continues to analyze this data to improve its assessment of the programs' perceived value.

FIGURE 26 Corporate Volunteer Opportunities, 2009, Number of Companies Offering Each Program



PAID-RELEASE TIME VOLUNTEERISM

Within what is defined as a formal employee-volunteer program, the CGS survey differentiates between two types of volunteer offerings: paid-release time and "off-the-clock" or outside-company-time volunteerism.

Paid-release time programs allow employees to volunteer with a 501(c)(3) organization during a normal paid work schedule; accordingly, their employer incurs costs for the time they spend away from the office.

- 62% of companies offered a formal paid-release time program (N=112).
- 45% of companies had a formal system in place to track paid-release time hours (N=112).
- The median number of paid-release time hours was 21,537 (N=79).

In 2009, the median percentage of employees volunteering on company time was 20% (N=75).

YEAR-OVER-YEAR CHANGES

Figure 27 shows that paid-release time programs are becoming more popular: within a matched set from 2007 to 2009, the percentage of companies offering these programs increased by almost 18%. However, the percentage of companies with a formal system in place to track these hours continues to be less than the percentage of those offering a paid-release option.

Companies are encouraged to invest resources in this area, especially as they implement or enhance their paid-release volunteer programs and policies. Although these hours are excluded from the total giving figures in the CGS survey, the fact that they subtract hours from employees' normal work days suggests that managers and human resources professionals should make monitoring and evaluating their efficacy a priority.

OFF-THE-CLOCK PROGRAMS

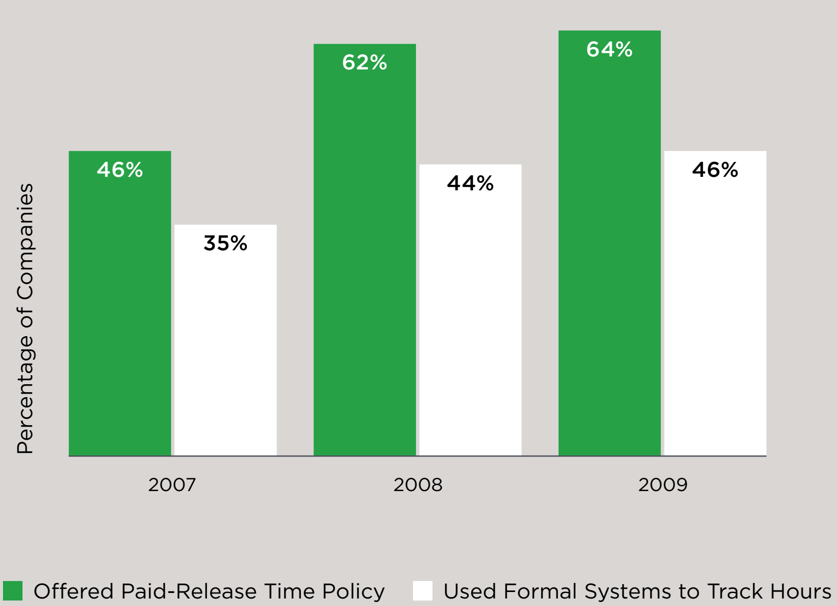
"Off-the-clock" or outside-company-time volunteer programs are organized or sponsored by the volunteer's employer but occur outside the normal work schedule, so the employer incurs no hourly costs. One example of such a program is a Habitat for Humanity weekend project for employees.

The following statistics were reported for outside-company-time programs in 2009:

- 54% of companies offered a formal program (N=112).
- 52% of companies had a formal system in place to track these hours (N=112).
- The median number of outside-company-time hours was 14,789 (N=78).

FIGURE 27 Percentage of Companies with Paid-Release Time Volunteer Programs and Formal Tracking Systems

N=78 MATCHED-SET DATA



DEFINING LEVERAGE

Companies are in a unique position to leverage their relationships with customers, vendors, suppliers, and employees to raise additional funds for nonprofit partners. In 2009, CECP added a new question to the CGS survey, allowing companies to report dollar amounts raised through formal campaigns, as these figures are not captured elsewhere in the survey.

To qualify, a campaign must meet the following criteria:

- **Corporate Commitment:** Formal 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 excluded.
- **Nonprofit Beneficiaries:** Fund recipients must be 501(c)(3) organizations or the international equivalent.
- **What to Exclude:** Any contribution provided by the company.

COMPANIES AS FUNDRAISERS

The CGS survey distinguishes between two types of corporate fundraising campaigns:

- Money raised from non-employees, such as customers, vendors, and suppliers.
- Money raised from employees through payroll deductions or other contributions.

As Figure 28 shows, the highest median dollar amount raised originated in employee payroll deductions, a majority of which were probably through matching-gift programs. Money raised from non-employees represented the next-highest median dollar value, despite having been reported by significantly fewer respondents. Analysis reveals that Service companies and Manufacturing companies with prevalent customer-facing products are more likely to report funds raised from non-employees. The question remains whether more traditional Manufacturing companies with little-to-no immediate customer presence have such programs or simply don't track such contributions because they are infrequent.

MEASUREMENT LAGS BEHIND

While fundraising efforts generate critical funds for nonprofit partners, the corporate measurement of these campaigns lags behind the number of offerings. Figure 28 shows that 26 respondents provided the number of campaigns that occurred within the 12-month survey period, but only 21 provided the total dollar amount generated, while even fewer (N=15) reported the marketing and administrative dollars associated with such efforts.

CECP hopes that, going forward, companies will continue to apply the same rigorous measurement standards to these programs as they do to all other aspects of corporate giving.

FIGURE 28 Philanthropic Leverage: Money Raised from Corporate Fundraising Campaigns, 2009, Medians

Money Raised from Non-Employees		Median
Number of Fundraising Campaigns Offered Per Year	N=26	1
Total Number of Campaign Days (Across All Campaigns)	N=22	43
Total Marketing/Administrative Dollars Spent	N=11	$0.06 million
Number of Nonprofit Partners Supported	N=15	4
Total Dollar Amount Generated for Nonprofit Partners	N=21	$1.02 million
Money Raised from Employees		**Median**
Total Dollar Amount Raised from Employee Payroll Deductions	N=58	$1.33 million
Total Dollar Amount Raised from Other Employee Contributions	N=50	$0.78 million
Number of Nonprofit Partners Supported	N=40	260

CASE STUDY

GOING BEYOND THE CORPORATE BUDGET

FUNDRAISING FOR CAUSES IMPORTANT TO THE BUSINESS

In 2009, when competition for corporate cash resources was fierce, corporate giving departments looked for other ways to support nonprofit partners working to address issues also important to the business. In addition to donating product, employee time, and talent, corporations acted as philanthropic catalysts, engaging customers, vendors, suppliers, and employees in new or updated formal fundraising efforts. (See page 37 for a definition of "formal campaign.")

The following two examples highlight how companies integrated campaigns into their core philanthropic strategies, offered new and creative ways to attract constituent engagement, and increased fundraising efforts in response to the economic downturn.

EMPOWERING STAKEHOLDERS AS FUNDRAISERS

A longtime supporter of programs that keep children safe and help them in times of need, Toys"R"Us, Inc. created a new campaign in 2009 to provide assistance to some of the most impoverished parts of the U.S. The goal of the company's *Bundled in Hope®* campaign was to raise funds to enable the nonprofit Save the Children to distribute baby blankets to new parents in these regions and to offer early childhood development programs within the communities.

The fundraising campaign was multi-faceted, including at-register and online options for customer donations, as well as a dedicated website encouraging any and all contributions, regardless of whether a purchase was also made at the time.

In addition to enacting these more traditional fundraising methods, Toys"R"Us gave expecting parents the option to add "Donate to Save the Children" as a gift selection on their registry, encouraging friends and family to contribute a donation in addition to, or in lieu of, a traditional gift. To raise awareness, Toys"R"Us dedicated portions of the new parent registry events to promoting this option. During the campaign, several thousand expectant families opted to include the new feature on their registries, demonstrating their willingness to act as facilitators for a fundraising campaign they support as new parents, customers, and citizens.

The nine-week campaign ultimately raised $1 million for Save the Children.

FACILITATING NEIGHBOR-TO-NEIGHBOR SUPPORT

As a result of the economic downturn, utility costs imposed an even greater burden on low-income, elderly, and disabled energy consumers. While many utility companies are monopolies, operating as the only service provider in their respective market, their operations and pricing are closely regulated by local and often also federal boards. Accordingly, pricing adjustments are subject to review and approval, thereby limiting how much customer rates can change—including how much they can be lowered, even in response to a distressed economy.

Over 30 years old, Entergy's The Power to Care program is one way in which the company and the community join forces to support a population in need. Customers, employees, and retirees contribute financially to the program in the form of monthly payments, individual donation forms, or paycheck deductions. One hundred percent of these donations goes to regional nonprofit agencies that distribute the funds to residents in need of assistance to afford their utility bills. Entergy shareholders match customer contributions up to $500,000 and employee donations dollar-for-dollar.

In 2009, Entergy took additional steps to bolster the program. To promote awareness of the program and other services for low-income customers, Entergy conducted significantly more direct outreach through phone and mail to notify residents of the options available if they needed assistance or were in a position to support their neighbors. To facilitate ease and speed of donation, the company designed a new online system, accepting credit or debit card contributions. To engage new constituents, the company scheduled multiple fundraising events exclusively for Entergy vendors of technology solutions or supplemental services related to the delivery of electricity. The company also continued collaborative efforts with low-income advocates, government agencies, and lawmakers to seek long-term solutions necessary for sustainable assistance.

Thanks to these efforts—and despite the foundering economy—the 2009 year-round campaign was able to raise $2.3 million: only 1% less than what was raised the previous year, in 2008.

MANAGEMENT STRUCTURES AND PROGRAM COSTS

Each company brings a distinct mix of resources and challenges to operating corporate giving programs. The structure, policies, staffing, and costs to facilitate corporate philanthropic activities are critical to its success. The following sections detail these components, providing companies with actionable data with which to contextualize their own programs and identify opportunities for growth.

KEY FINDINGS IN THIS SECTION:

- The Information Technology, Utility, Industrial, and Financial sectors have the most centralized corporate giving budgets.
- 82% of companies reported having a corporate foundation. 43% reported a predominately pass-through foundation structure, 23% reported a predominately endowed structure, and the remaining companies reported either a hybrid or operating structure.
- The median dollar value of giving per contributions FTE rose from 2007 through 2009. The number of grants per FTE decreased, but the dollar value of these grants increased.
- From 2008 to 2009, 53% of companies reduced their management and program costs, the majority of these by 10% or more.

FOUNDATION STRUCTURES

In 2009, 82% of companies reported having a corporate foundation (N=165). Respondents classified their foundation structures as follows:

- **Predominately Endowed:** Funded primarily from returns on an endowment. Typically, an endowed foundation disburses 5% of the total value of assets held, as a legal minimum.
- **Predominately Pass-Through:** Funded annually by the company, with 100% of those funds distributed throughout the year. Occasionally, pass-through foundations reserve funds for lean times.
- **Hybrid/Other:** Combination of endowed and pass-through foundation models, with neither structure dominating.
- **Operating:** Functions as a stand-alone nonprofit, granting at least 85% of its assets in programming or services directly to end-recipients.

As displayed in Figure 29, predominately pass-through foundations were most common (N=136).

CORPORATE TRANSFERS OF FUNDS

The number of companies transferring funds to a corporate foundation in 2009 is given here, according to foundation structure (N=123):

- **Endowed:** 9 of the 29 companies (31%) with an endowed foundation transferred funds.
- **Pass-Through:** 49 of the 56 companies (88%) with a pass-through foundation transferred funds.
- **Hybrid/Other:** 16 of the 31 companies (52%) with a hybrid/other foundation type transferred funds.
- **Operating:** 4 of the 7 companies (57%) with an operating foundation transferred funds.

In a year of economic uncertainty, those companies with pass-through foundations that did not receive a corporate transfer must have relied on reserve funds.

YEAR-OVER-YEAR CHANGES

Among the reasons cited for decreased giving was declining foundation endowments. Figure 30 details the median percentage change from 2008 to 2009 in foundation cash, sorted by foundation type. CECP separated companies according to their 2009 foundation structure and then calculated each company's individual percentage change in foundation cash.

Figure 30 shows that companies reported reductions in foundation cash regardless of foundation type. Predominately endowed and predominately pass-through foundations experienced median declines of 6.9%, reinforcing respondents' claims that endowments had been reduced.

Companies also cited reduced company-to-foundation transfers as a reason for decreased giving. Matched-set data for companies with a foundation show that 23% decreased transfers, 33% remained flat, and 44% increased transfers (N=108).

FIGURE 29 Corporate Foundation Structures, 2009, Average Percentages N=136

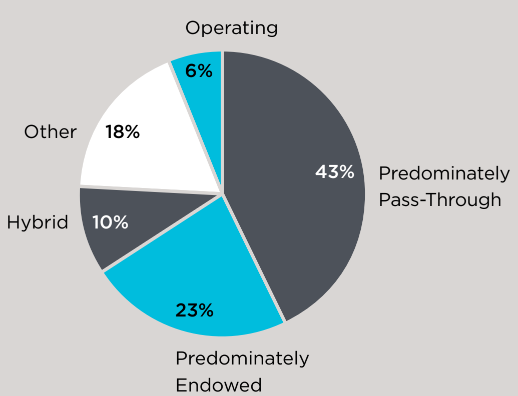
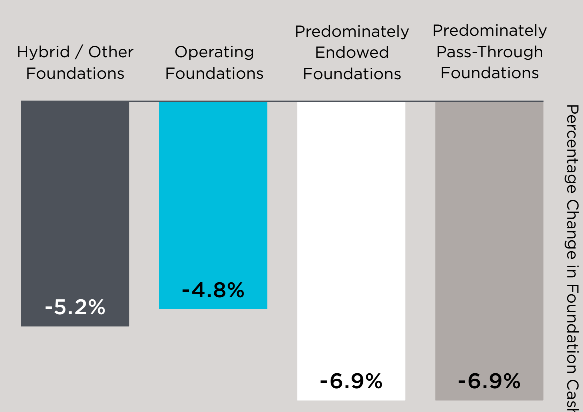


FIGURE 30 Changes in Foundation Grantmaking, 2008 to 2009, Medians, Inflation-Adjusted N=108 MATCHED-SET DATA



MOTIVATIONS FOR GIVING

DEFINING THE MOTIVATIONS

While all corporate giving in the CGS survey provides societal benefit by supporting 501(c)(3) organizations or the international equivalent, the business benefits vary, depending on specific grant intentions:

- **Charitable:** Reactive community giving for which little or no business benefit is expected. Examples include Disaster Relief, matching-gift programs, raffle donations, and undirected bulk gifts to an in-kind distributor.
- **Community Investment:** Proactive grants that simultaneously aid long-term business goals and serve a critical community need. (Multi-year grants and signature programs are typically strategic in nature.)
- **Commercial:** Philanthropy in which benefit to the corporation is the primary motivation. Examples include cause marketing and giving to organizations as requested by clients or customers.

MOTIVATIONS BY GIVING TYPE

Figure 31 shows the changes in giving motivations for Manufacturing and Service companies over time. In seeking to understand the underlying causes for differences in motivation, a closer analysis of motivations by giving types lends insight (2009, averages):

Manufacturing companies (N=47):

- *Direct Cash:* 46% categorized as Charitable; 44% Community Investment; 10% Commercial.
- *Foundation Cash:* 58% categorized as Charitable; 42% Community Investment; 0% Commercial.
- *Non-Cash:* 45% categorized as Charitable; 51% Community Investment; 4% Commercial.

Service companies (N=68):

- *Direct Cash:* 52% categorized as Charitable; 38% Community Investment; 10% Commercial.
- *Foundation Cash:* 56% categorized as Charitable; 44% Community Investment; 0% Commercial.
- *Non-Cash:* 62% categorized as Charitable; 35% Community Investment; 3% Commercial.

WHAT DOES IT MEAN?

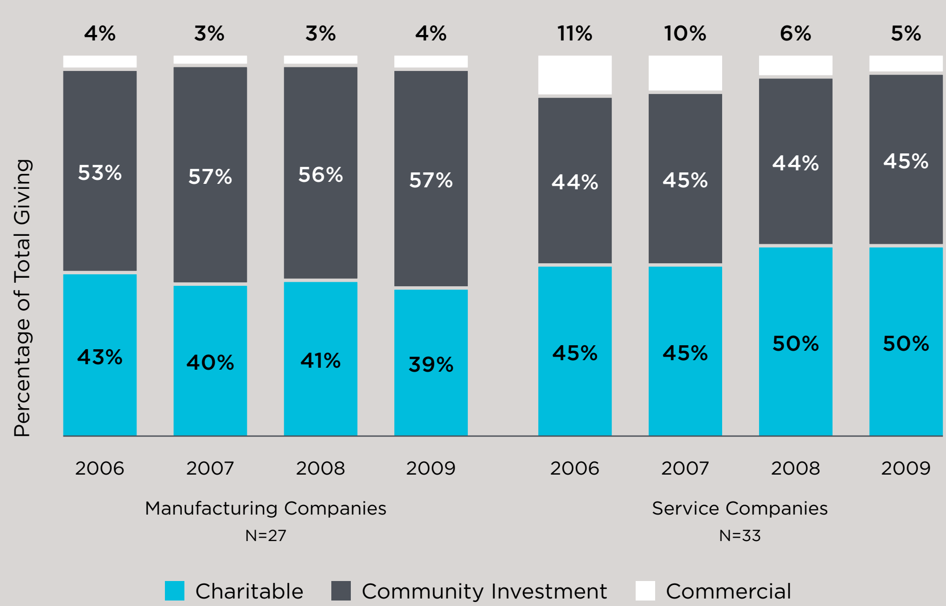
While Service companies designated twice as many grants to Commercially motivated initiatives in 2006 than their Manufacturing peers, by 2009, the disparity diminished with both company types allocating 5% or less to commercially motivated funding.

In 2009, Manufacturing companies, on average, gave 27% of total giving in the form of non-cash (N=75), which, as shown in the previous column, is predominately categorized as Community Investment. Manufacturing companies appear better able to utilize non-cash contributions in a strategic fashion, making proactive donations of product that further both business goals and nonprofit needs.

Service companies, on the other hand, utilized their corporate foundation to a greater extent, reporting an average of 46% of total giving from foundation grants (N=95). Foundation cash is predominately labeled as Charitable.

FIGURE 31 Changes in Giving Motivations, Average Percentages

MATCHED-SET DATA



BUDGET OVERSIGHT

BUDGET TERM DEFINITIONS

An analysis of giving by budget source reveals the extent to which corporate headquarters has control over a company's total giving portfolio. In the CGS survey, companies separate their total giving into three budget source designations, each indicating the group from which the gift was drawn:

- **Corporate Community Affairs:** Giving from one centralized philanthropy budget. This represents giving by the corporate headquarters contributions department (Corporate Community Affairs, Community Relations, External Affairs, etc.).
- **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 the corporate headquarters contributions department or corporate foundation.

DIFFERENCES BY INDUSTRY

Figure 32 shows that the typical company depends on staff outside the corporate foundation and contributions department for an average of 25% of its grantmaking.

The Information Technology, Utility, Industrial, and Financial sectors have the most centralized giving budgets, with less than 20% of total giving from All Other Groups. Industries like Consumer Discretionary and Consumer Staples, which have individual store networks, often use non-centralized budgets for a larger percentage of annual grantmaking.

In 2009, Health Care companies reported the largest percentage of giving from All Other Groups. For pharmaceutical companies, this designation captures donations through Patient Assistance Programs (PAPs).

The Materials, Telecommunications, and Energy industries are not displayed, as there were too few respondents to meet the minimum sample size requirements.

INDIVIDUAL BUDGET AUTHORITY

The largest grant dollar value that the senior-most person in the corporate giving department and/or foundation can award independently (i.e., without the review of a committee or board) is often considered a measure of autonomy for the corporate giving department or foundation.

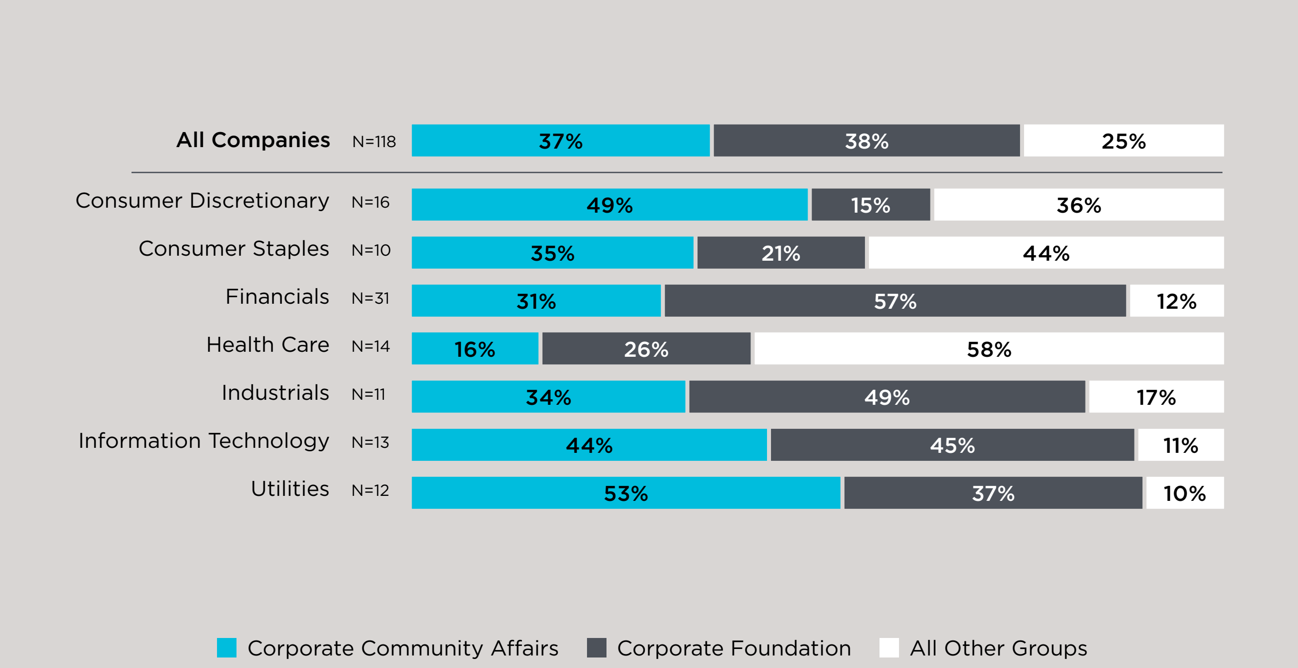
Corporate Side (N=70, Matched Set):

- $100,000 = Median approval level in 2007, 2008, 2009.
- 24% of companies increased the approval level from 2007 to 2009; 66% remained flat; 10% decreased.
- Maximum approval level = $1,000,000 in 2007; $5,000,000 in 2008, 2009.

Foundation Side (N=61, Matched Set):

- $50,000 = Median approval level in 2007, 2008, 2009.
- 18% of companies increased the approval level from 2007 to 2009; 70% remained flat; 12% decreased.
- Maximum approval level = $1,000,000 in 2007, 2008, 2009.

FIGURE 32 Total Giving by Budget Source, 2009, Average Percentages



DEFINING CONTRIBUTIONS FTEs

Successful implementation of a company's philanthropic strategy is largely dependent on the personnel resources dedicated to managing corporate giving departments, corporate foundations, and employee-volunteer programs.

In the CGS survey, Full-Time Equivalent (FTE) contributions staff oversee, manage, and/or directly administer a corporate giving, corporate foundation, or employee-volunteer program. To be counted, a contributions FTE 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. A staff member spending a fraction of his or her time in such a capacity is recorded as the decimal equivalent of that fraction.

Contributions FTEs are explained in detail on page 54 in the Appendix.

STAFFING DIFFERENCES BY INDUSTRY

Figure 33 details median contributions FTEs by industry for a matched set of companies. The Materials, Telecommunications, and Energy industries are not displayed, as there were too few respondents to meet the minimum sample size requirements.

Over this period, there have been some noticeable shifts within industries. The Financial, Health Care, and Information Technology industries all reported increased median contributions FTEs of at least one. However, the median number of contributions FTEs for the Consumer Discretionary sector has decreased since 2007. In the matched set of Consumer Discretionary companies, 38% decreased contributions FTEs from 2008 to 2009, changing the order of the set and reducing the median value (N=13). The reductions in contributions FTEs reflect the impact of the economic downturn, corporate divestitures, and departmental reorganizations.

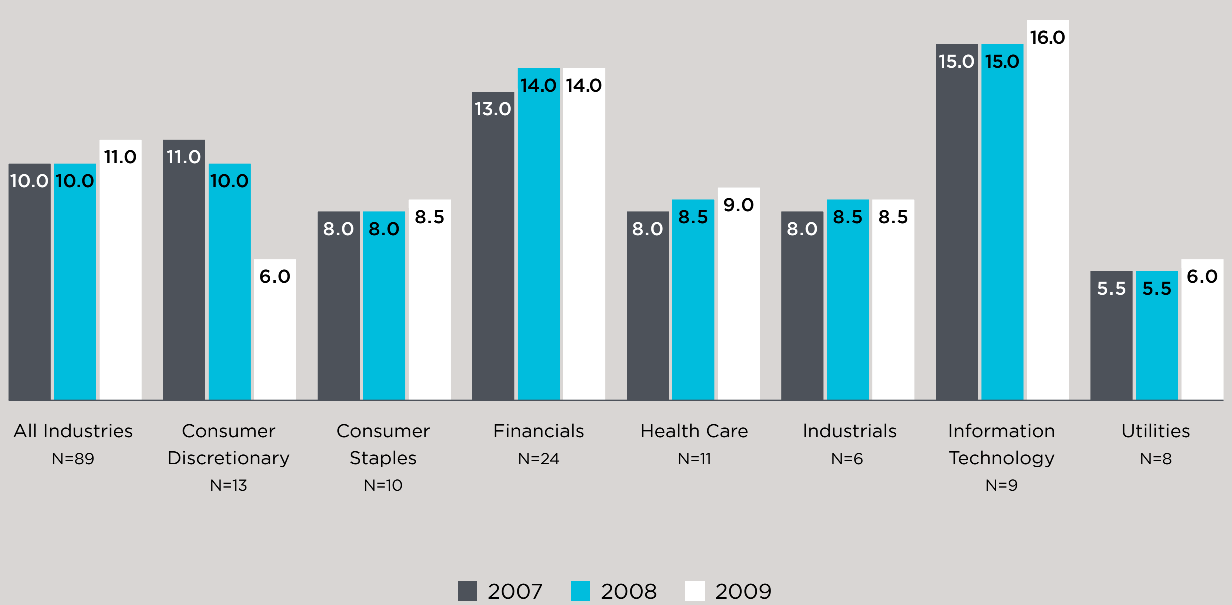
STAFFING BY TYPES OF PROGRAMS

An assessment of appropriate personnel levels for a company's philanthropic efforts depends on whether the company aims to operate high-touch or low-touch programs.

Typically less involved in the life of the grant over time, a low-touch program might require the recipient nonprofit to report formally how funds were used, but otherwise it would have minimal involvement. By contrast, high-touch programs are very involved in the work of their grantees; sometimes they even nominate their own staff to the nonprofit's directorial board, provide employee volunteers, and conduct regular status meetings. Accordingly, a high-touch program requires more staff than a low-touch program.

FIGURE 33 Corporate Contributions FTEs by Industry, 2007 to 2009, Medians

N=89 MATCHED-SET DATA



STAFFING AND TOTAL GIVING

CECP asks companies to report the number of grants made annually, including non-cash donations and foundation grants. Checks issued as part of the employee matching-gift program are excluded.

Figure 34 sorts companies by the size of their total giving budgets and displays several important grant-making statistics. In this table, 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.

With respect to median FTEs: Figure 34 shows that companies with larger giving budgets tend to have more contributions staff to help coordinate these efforts.

GRANTS AND FUNDS DISBURSED PER FTE

In 2009, each contributions FTE made a median of 74 grants (N=144) (see Figure 34). To elaborate:

- 62% = Percentage of companies at which each philanthropy FTE makes 100 or fewer grants annually.
- 27% = Percentage of companies at which each philanthropy FTE makes 101-250 grants annually.
- 11% = Percentage of companies at which each philanthropy FTE makes more than 250 grants annually.

Total funds disbursed per contributions FTE indicate the size of the portfolio that a contributions FTE might facilitate. At companies with giving budgets larger than $100 million, each giving officer is responsible for almost nine times the grantmaking dollar value as is a staff member at companies with annual giving budgets of less than $5 million.

GRANT SIZE

In 2009, as shown in Figure 34, median grant size for all companies was $21,367. To evaluate year-over-year trends, analysis of a matched set of companies from 2007 to 2009 showed that the median number of grants per FTE has decreased (N=57):

- 2007 = 112 grants/FTE.
- 2008 = 106 grants/FTE.
- 2009 = 80 grants/FTE.

CECP is encouraged by this trend, as it shows that contributions staff are responsible for fewer grants, providing these staff with more time to monitor and evaluate the full extent of the funding relationship.

Within the same matched set, the median grant dollar value has increased, implying that contributions FTEs are responsible for fewer but larger grants (N=57, Inflation-Adjusted):

- 2007 = $18,946.
- 2008 = $20,059.
- 2009 = $21,942.

FIGURE 34 Grantmaking, 2009, Medians

2009 Total Giving	Contributions FTEs	Grants per Contributions FTE	$ Disbursed per Contributions FTE	Grant Size
All Companies N=144	7	74	$1.86 million	$21,367
Over $100 million N=23	19	130	$7.74 million	$47,164
$50+ to $100 million N=15	16	59	$3.97 million	$57,943
$25+ to $50 million N=23	7	74	$4.86 million	$34,068
$15+ to $25 million N=28	11	85	$1.71 million	$19,045
$5 to $15 million N=29	6	66	$1.39 million	$17,133
Under $5 million N=26	2	67	$0.91 million	$14,678

MANAGEMENT AND PROGRAM COSTS

GRANTMAKING COSTS

In the CGS survey, respondents reported management and program costs associated with giving in 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, contracting outside vendors, and membership fees like those for CECP.

Respondents noted the following challenges in capturing these costs: decentralized budgets, staffing structures, and confidentiality of compensation information within a department. Based on these comments and the lower response rate (N=51), CECP believes the true costs of administering such programs are underreported.

CHALLENGES IN CAPTURING COSTS

To compare management and program costs, CECP calculates the ratio of costs to total giving. In 2009, the median management and program costs as a percentage of total giving for all companies was 8.8%, which is consistent with previous years' results (N=51).

Companies with smaller giving budgets often have a higher percentage of administrative costs than companies with larger budgets (see Figure 35). Larger companies are likely to have significant investments in technology and grant-management software that improves their efficiency. Larger companies may also have more multi-year grant commitments, which often require less overhead and operating funds. Finally, this trend may be overstated, as larger companies are more likely to have multiple offices and departments, which makes reporting such costs more challenging.

YEAR-OVER-YEAR TRENDS

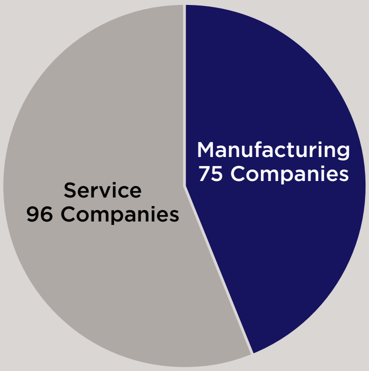
From 2008 to 2009, 53% of companies reduced their management and program costs, the majority by 10% or more (N=40, Inflation-Adjusted). Decreasing the number of contributions FTEs is one method for cutting costs; 38% of companies that reduced costs also reported reductions in the number of contributions FTEs. Cutting management and program costs in response to new budget pressures represented one way to lower costs without actually reducing funding to nonprofits.

Changes in total giving may dictate whether a company needs to reduce or increase management and program costs. Of those companies that decreased costs, 62% reported decreased giving. Similarly, among those companies that increased costs, 58% reported increased total giving.

FIGURE 35 Management and Program Costs as a Percentage of Total Giving, 2009, Medians

2009 Total Giving	Management Costs as a % of Total Giving
All Companies N=51	8.8%
Over $100 million N=8	5.0%
$25+ to $100 million N=12	4.7%
$10 to $25 million N=17	10.4%
Under $10 million N=14	13.7%

2009 SURVEY RESPONDENT PROFILE



Industry	Number of Companies
Consumer Discretionary	21
Consumer Staples	17
Energy	6
Financials	41
Health Care	20
Industrials	20
Information Technology	18
Materials	10
Telecommunication Services	3
Utilities	15

Number of Employees	Number of Companies
Over 100,000	35
50,001 to 100,000	37
30,001 to 50,000	21
20,001 to 30,000	24
10,000 to 20,000	26
Under 10,000	27
Not Reported	1

Classification: Of the 171 survey respondents, there were more Service companies than Manufacturing companies, due in part to the large number of participating Financials companies (which are all Service companies).

Industry: CECP uses the Global Industry Classification Standard (GICS) developed by Morgan Stanley Capital International and Standard & Poor's to classify companies in distinct industry groups. The GICS recognizes ten sectors, all of which are represented in the annual CGS survey. To be included in an industry-specific figure, six or more companies must provide responses. Thus, throughout the report, industries with fewer than six responses were not separated out.

Employees: The total number of employees at participating companies ranged from under 500 to 2.10 million. The median number of employees in the 2009 CGS sample is 35,145.

Total Giving	Number of Companies
Over $100 million	26
$50+ to $100 million	16
$25+ to $50 million	27
$15+ to $25 million	31
$10+ to $15 million	12
$5 to $10 million	24
Under $5 million	34
Not Reported In Full	1

Revenue	Number of Companies
Over $100 billion	12
$50+ to $100 billion	23
$25+ to $50 billion	30
$15+ to $25 billion	28
$10+ to $15 billion	20
$5 to $10 billion	27
Under $5 billion	27
Not Reported	4

Pre-Tax Profit	Number of Companies
Over $10 billion	17
$5+ to $10 billion	20
$3+ to $5 billion	12
$2+ to $3 billion	19
$1+ to $2 billion	32
$0 to $1 billion	42
Under $0	19
Not Reported	10

Giving: Total giving per company ranged from under $600,000 to over $2.30 billion. Median total giving in the 2009 CGS survey sample was $19.26 million.

Revenue: 2009 revenue for survey participants ranged from under $425 million to over $405 billion. Privately held companies were not required to submit revenue data. The median revenue among participants was $19.12 billion, which is slightly under the Fortune 100 revenue threshold.

Pre-Tax Profit: 2009 pre-tax profit ranged from losses to profit of more than $34.78 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 $1.67 billion.

FOUR-YEAR MATCHED-SET PROFILE

In order to illustrate the year-over-year trends, CECP employed a four-year matched set of 95 companies for many of the analyses in this report. Each of the 95 companies provided 2006, 2007, 2008, and 2009 giving data. Forty-two of the Fortune 100 companies were included in this four-year set. The combined total giving for all 95 companies was $9.93 billion.

Industry	Number of Companies
Consumer Discretionary	15
Consumer Staples	10
Energy	3
Financials	23
Health Care	13
Industrials	6
Information Technology	12
Materials	3
Telecommunication Services	2
Utilities	8

Total Giving	Number of Companies
Over $100 million	20
$50+ to $100 million	14
$25+ to $50 million	15
$15+ to $25 million	20
$10+ to $15 million	7
$5 to $10 million	9
Under $5 million	10

FORTUNE 100 RESPONDENTS

In 2010, *Fortune* Magazine's ranking of the top 100 U.S. public companies included those with 2009 revenues greater than $24.5 billion. This ranking excludes privately held companies. Sixty-one Fortune 100 companies participated in the CGS survey on 2009 giving.

Median profile statistics (N=61):

- $45.19 billion = Revenue.
- $4.28 billion = Pre-tax profit.
- 88,214 = Number of employees.

The 61 Fortune 100 companies that completed the CGS survey are:

- Abbott Laboratories
- Aetna Inc.
- Allstate Insurance Company
- American Express
- Bank of America Corporation
- Best Buy Co., Inc.
- The Boeing Company
- Cardinal Health, Inc.
- Caterpillar Inc.
- Chevron Corporation
- Cisco
- Citigroup Inc.
- The Coca-Cola Company
- ConocoPhillips
- CVS Caremark Corporation
- Dell Inc.
- The Dow Chemical Company
- DuPont
- Express Scripts, Inc.
- Exxon Mobil Corporation
- Fannie Mae
- FedEx Corporation
- General Electric Company
- The Goldman Sachs Group, Inc.
- The Hartford Financial Services Group, Inc.
- HCA Inc.
- Hess Corporation
- Hewlett-Packard Company
- The Home Depot, Inc.
- Humana Inc.
- IBM Corporation
- Intel Corporation
- Johnson & Johnson
- JPMorgan Chase & Co.
- Kraft Foods
- Lockheed Martin Corporation
- Lowe's Companies, Inc.
- McKesson Corporation
- Merck
- MetLife, Inc.
- Microsoft Corporation
- Morgan Stanley
- New York Life Insurance Company
- Northrop Grumman Corporation
- PepsiCo
- Pfizer Inc
- Philip Morris International
- The Procter & Gamble Company
- Prudential Financial, Inc.
- Sprint Nextel Corporation
- State Farm Mutual Automobile Insurance Company
- Target
- Time Warner Inc.
- The Travelers Companies, Inc.
- UnitedHealth Group
- United Technologies Corporation
- Verizon Communications Inc.
- Wal-Mart Stores, Inc.
- The Walt Disney Company
- WellPoint, Inc.
- Wells Fargo & Company

RESPONDENT LISTING BY INDUSTRY

2006 to 2009 Matched-Set Companies are in **Boldface**.

CONSUMER DISCRETIONARY (N=21)

ArvinMeritor, Inc.
Best Buy Co., Inc.
Carlson
DIRECTV, Inc.
Gap Inc.
Hasbro, Inc.
The Home Depot, Inc.
J. C. Penney Company, Inc.
Levi Strauss & Co.
Limited Brands, Inc.
Lowe's Companies, Inc.
Macy's, Inc.
Mattel, Inc.
The McGraw-Hill Companies
Ogilvy & Mather
Perkins+Will
Target
Time Warner Inc.
Toyota Motor North America, Inc.
Toys"R"Us, Inc.
The Walt Disney Company

CONSUMER STAPLES (N=17)

Alberto Culver Company
Altria Group, Inc.
Campbell Soup Company
Cargill
The Coca-Cola Company
Colgate-Palmolive Company
ConAgra Foods, Inc.
CVS Caremark Corporation
General Mills, Inc.
The Hershey Company
Kimberly-Clark Corporation
Kraft Foods
PepsiCo
Pepsi Bottling Company
Philip Morris International
The Procter & Gamble Company
Wal-Mart Stores, Inc.

ENERGY (N=6)

Chevron Corporation
ConocoPhillips
Exxon Mobil Corporation
Hess Corporation
Peabody Energy Corporation
Shell Oil Company

FINANCIALS (N=41)

Allstate Insurance Company
American Express
AXA Equitable
Banco Bilbao Vizcaya Argentaria, S.A.
Bank of America Corporation
Bloomberg
BNP Paribas
BNY Mellon
Capital One Financial Corporation
Citigroup Inc.
Citizens Financial Group, Inc.
Deloitte LLP
Deutsche Bank
Discover Financial Services
Fannie Mae
First Data Corporation
Genworth Financial, Inc.
The Goldman Sachs Group, Inc.
The Guardian Life Insurance Company of America
The Hartford Financial Services Group, Inc.
HSBC Bank USA, N.A.
ING Americas
JPMorgan Chase & Co.
KPMG LLP
Legg Mason, Inc.
MBIA Inc.
MetLife, Inc.
Moody's Corporation
Morgan Stanley
New York Life Insurance Company
NYSE Euronext
The PNC Financial Services Group, Inc.
Popular, Inc.
Principal Financial Group
Prudential Financial, Inc.
State Farm Mutual Automobile Insurance Company
State Street Corporation
The Travelers Companies, Inc.
UBS
Wells Fargo & Company
Zurich Financial Services Ltd.

HEALTH CARE (N=20)

Abbott Laboratories
Aetna Inc.
BD
Bristol-Myers Squibb Company
Cardinal Health, Inc.
CIGNA
Eli Lilly and Company
Express Scripts, Inc.
GlaxoSmithKline plc
HCA Inc.
Humana Inc.
Johnson & Johnson
McKesson Corporation
Medtronic, Inc.
Merck
Pfizer Inc
Quest Diagnostics Incorporated
sanofi-aventis
UnitedHealth Group
WellPoint, Inc.

INDUSTRIALS (N=20)

3M
The Boeing Company
Caterpillar Inc.
Crane Co.
Eaton Corporation
Emerson Electric Co.
FedEx Corporation
General Electric Company
Illinois Tool Works Inc.
ITT Corporation
Lockheed Martin Corporation
Masco Corporation
Mitsubishi International Corporation
Northrop Grumman Corporation
Pitney Bowes Inc.
Rockwell Collins, Inc.
RR Donnelley
Ryder System, Inc.
Siemens Corporation
United Technologies Corporation

INFORMATION TECHNOLOGY (N=18)

Accenture
Agilent Technologies, Inc.
Applied Materials, Inc.
BMC Software
Cisco
Dell Inc.
Hewlett-Packard Company
IBM Corporation
Intel Corporation
MasterCard Worldwide
Microsoft Corporation
Motorola, Inc.
Qualcomm Incorporated
Sabre Holdings
salesforce.com
Texas Instruments Incorporated
The Western Union Company
Xerox Corporation

MATERIALS (N=10)

Alcoa Inc.
Arch Chemicals, Inc.
Ashland Inc.
The Dow Chemical Company
DuPont
FMC Corporation
The Lubrizol Corporation
Mosaic Company
Praxair, Inc.
Vulcan Materials Company

TELECOMMUNICATIONS SERVICES (N=3)

Sprint Nextel Corporation
Verizon Communications Inc.
Vodafone Group Plc

UTILITIES (N=15)

American Electric Power Company, Inc.
Consolidated Edison, Inc.
Constellation Energy Group, Inc.
Duke Energy Corporation
Entergy Corporation
National Grid
NextEra Energy, Inc.
OGE Energy Corp.
PG&E Corporation
PNM Resources, Inc.
Progress Energy, Inc.
Public Service Enterprise Group Incorporated
Sempra Energy
Southern California Edison
TECO Energy, Inc.

BENCHMARK WITH CGS DATA

ASSESS YOUR GIVING PROGRAM

This section is designed to help giving professionals leverage the findings featured in this report. By completing these steps, giving professionals will gain a contextualized portrait of their company's philanthropic program, including an overview of key metrics as well as an analysis of the significance of those findings.

STEP 1: COLLECT BASIC FACTS ON YOUR COMPANY

Many of the tables and figures in *Giving in Numbers* categorize companies based on five descriptive criteria, so it is helpful to have the following data about your company on hand, ideally for both 2008 and 2009:

- Revenue
- Pre-Tax Profit
- Number of Employees
- Industry
- Classification: Manufacturing or Service

STEP 2: INPUT YOUR 2008 AND 2009 CONTRIBUTIONS

The template on page 51 is intended to serve as a high-level snapshot of year-over-year corporate contributions. Companies that participate in CECP's annual Corporate Giving Standard survey have free access to an online report pre-filled with this data. The report is titled "My Company – Numbers Snapshot" in the CGS system.

Those not participating may access the Excel template on CECP's website. The CGS survey, survey guide, and a blank copy of this template are available online as a free download: CorporatePhilanthropy.org/measurement.

STEP 3: IDENTIFY INTERNAL TRENDS

Once completed, the giving overview template provides an efficient way to spot changes in your own company's philanthropy.

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

Total Giving: *Are some types of giving on the rise while others are steady or declining?* Lines 4–7 of the template address which types of giving 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; direct cash has no limitations on how it can be contributed, while foundation cash is subject to IRS self-dealing regulations and non-cash gifts require logistical coordination.

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.

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. In broad strokes, lines 24–28 show where giving originates as well as the geographical location of its end-recipients.

STEP 4: BENCHMARK AGAINST THIS REPORT

The results from STEP 3 form the basis of a comparison of your company's giving against the findings in *Giving in Numbers*. Use your completed template to answer the following questions:

Total Giving *(Lines 4–7)*

- Where does your company's change in giving from 2008 to 2009 locate it within the larger distribution of companies? *See Figure 7.*
- Is the total dollar value of your company's giving above or below the median? Is there an opportunity to make the case for a budget increase? *See Benchmarking Tables.*
- What type of giving at your company changed the most and how does that relate to other companies that increased or decreased giving? *See Figure 12.*

Matching Gifts *(Line 8, 12)*

- How does your company's ratio of matching gifts/total giving compare to the median across all companies? Within your industry? *See Figure 24.*

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? *See Figure 17.*
- Do your company's allocations synch with your company's corporate culture?

Motivations for Giving *(Lines 29–32)*

- Is your company's giving becoming more or less reactive over time? *See Figure 31.*
- How has the changing economy affected the mix of giving motivations at your company?

BENCHMARK WITH CGS DATA CONTINUED

CORPORATE PHILANTHROPY NUMBERS SNAPSHOT

Use the following template to create a high-level snapshot of your company's year-over-year philanthropic contributions. Download this form as a free Excel template from CECP: CorporatePhilanthropy.org/measurement/tools/assess-your-program.html.

	CORPORATE FINANCIAL INFORMATION	2008	2009	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 Giving	%	%	
13	Total Giving per Employee	$	$	
	CONTRIBUTIONS BY PROGRAM AREA			
14	Civic & Public Affairs			
15	Community & Economic Dev			
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	$	$	
	GIVING BY MOTIVATION			
29	Charitable			
30	Community Investment / Strategic			
31	Commercial			
32	TOTAL	$	$	

CALCULATIONS

SAMPLE SIZE MATTERS

Throughout the report, the convention "N=" indicates the number of companies used in each calculation. 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 the company does not have the data needed to respond.

In order to analyze specific trends from one year to the next, CECP relies on *matched-set data*, which is the data from companies that participate in CGS surveys over multiple consecutive years. The sample sizes for figures based on matched sets are always lower than the total number of companies responding in 2009 because companies completing the survey for the first time in 2009 cannot 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 2009 was $19.26 million (based on 171 surveys), while the same data point across the 2006 to 2009 matched set was $26.30 million (based on 95 surveys). For this reason, it is helpful to note which years (and how many surveys) are included in the computations behind each figure.

Aggregate 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 Energy, Telecommunication Services, and Materials), 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.

REGRESSION ANALYSES

Process: To explore the relationship between profits and giving, as referenced on page 16, CECP ran 20 separate regression analyses to determine whether a statistical relationship between financial performance and giving exists.

The following elements were tested:

- 1 Independent Variable: Year-over-year percentage changes in individual company pre-tax profit.
- 4 Dependent Variables (tested separately): Year-over-year percentage changes in total giving, direct cash, foundation cash, and non-cash giving.

These variables were tested under the following three budgeting scenarios:

No Time Delay:
- 2006 to 2007 percentage changes used for the financial and giving variables.
- 2007 to 2008 percentage changes used for the financial and giving variables.
- 2008 to 2009 percentage changes used for the financial and giving variables.

One-Year Time Delay:
- 2006 to 2007 percentage changes used for the financial variables; 2007 to 2008 percentage changes used for the giving variables.
- 2007 to 2008 percentage changes used for the financial variables; 2008 to 2009 percentage changes used for the giving variables.

Results: Of the 20 completed regressions, only the following upheld a relationship between profits and giving:

- 2007 to 2008 percentage changes in foundation cash and 2006 to 2007 changes in pre-tax profit.

Limitations: While the tests conducted were statistically valid, CECP's regression analysis was limited to a sample of less than 150 companies within a four-year time period. In addition, any company reporting negative pre-tax profit had to be removed from the analysis, further reducing the sample size.

CALCULATIONS CONTINUED

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 2009 CGS survey, this amounted to over $12.1 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.

Distributions

Figures 2, 7, 13, and 14 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, CECP 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 the rare instances when this does occur, CECP 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 CGS calculations because they are less sensitive to extreme values than averages, which can be skewed by very high or very low values.

WHAT'S IN, WHAT'S OUT?

Only giving to 501(c)(3) organizations or the international equivalent is recorded in the Corporate Giving Standard (CGS) 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 included. Giving to political action committees, individuals, or any other non-501(c)(3) organization is not recorded.

In the CGS 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. 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.

CECP 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 gifts.
- **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 CGS Survey Guide:
CorporatePhilanthropy.org/surveyguide

DEFINITIONS

DEVELOPING WORLD

As defined by the Hudson Institute, the developing world excludes North America, Western Europe, and Russia, but includes the following:

- All of Africa.
- Asia (except Australia, Japan and Singapore, New Zealand, Hong Kong, Macau, Brunei, Taiwan, and South Korea).
- Latin America and the Caribbean (except Aruba, Bermuda, French Guiana, Guadeloupe, Martinique, Puerto Rico, St. Martin, Turks and Caicos, St. Croix, British Virgin Islands, and Cayman Islands).
- Middle East (except Saudi Arabia, Israel, Kuwait, Qatar, and United Arab Emirates).
- Central Asia.
- Eastern Europe (except Lithuania, Estonia, Latvia, Bulgaria, Romania, and Slovenia).
- Turkey.

FAIR MARKET VALUE (FMV)

The CGS 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 sold to the wholesaler (as FMV is based upon the next point of sale). Reference the CGS Survey Guide for further detail on special circumstances affecting Fair Market Valuations.

FORTUNE 100 (F100)

Compiled and published by *Fortune* Magazine, the Fortune 100 is an annual ranking of the top 100 American public corporations as measured by gross revenue.

FULL-TIME EQUIVALENT (FTE) STAFF

CECP defines contributions FTE staff as those who contribute, through oversight or direct involvement, to at least one of the following initiatives:

- 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.

MOTIVATIONS

To determine which motivation label suits a grant, ask: "What was the primary anticipated outcome?" Each category is simply a way of categorizing grantmaking intent so that a company may determine whether its giving goals are being met.

Charitable: Reactive or input-driven giving. A company expects little or no business benefit in return for its giving, except perhaps in acknowledgement that the business is responsive and cares about its community. The money is not aligned with a particular giving objective, the results of the giving are rarely tracked, and frequently this giving is distributed to a local group. In Charitable giving, the company is not seeking to play any kind of advisory or management role; once the gift is delivered, the transaction is over. Short-term, one-off grants typically fall into this category.

Community Investment: Proactive and primarily outcome-driven giving in which a corporation makes gifts that are simultaneously important to the long-term success of the business and serve a critical community need. Establishing a meaningful, long-term relationship with nonprofit partners that have mission statements in line with a company's philanthropic priority areas distinguishes Community Investment from Charitable giving. Often the company seeks to measure the outcome or positive result achieved and also likes to participate in the design and execution of the initiative or program. Multi-year grants typically have a Community Investment motivation.

Commercial: Philanthropy in which benefit to the corporation is the primary reason for giving; the good it does the cause or community is secondary. The goal may be to entertain a client or donate to a cause that is important to a key vendor or customer. Unless initiated by a client, this giving is typically proactive on the company's part and justified by a clear tie to business success. Cause marketing falls into this category.

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.

For detailed examples of types of campaigns, please refer to the CGS Valuation Guide.

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 CECP 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 CGS Valuation Guide.

PROGRAM AREAS

CECP counsels respondents to help them categorize their contribution's ultimate end-recipient, rather than the general organization type.

Civic & 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 (such as American Enterprise Institute and The Brookings Institution).

Community & 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 & 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 project, 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 and conservancies, zoos and aquariums.

Health & 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.

ABOUT THE CORPORATE GIVING STANDARD

WHAT MAKES THE CGS UNIQUE?

The Corporate Giving Standard (CGS) is a peer benchmarking tool for corporate giving professionals. Through its annual survey, CECP collects and reports data on numerous aspects of corporate giving programs internationally. Launched in 2001, the CGS now accounts for over $70 billion in corporate giving data.

ACTIONABLE DATA

CECP takes great care to ensure that survey questions and results are interpreted consistently across companies. In addition to providing training sessions, documentation, and one-on-one support, CECP reviews each survey to ensure accurate reporting. The result is a reliable data repository that serves as a solid foundation for strategy development and program evaluation.

DEPTH OF RESEARCH

The CGS is unrivaled in its granularity and its targeted, robust participation. CECP's detailed corporate survey embraces the full scope and scale of leading companies' community involvement.

GIVING IN NUMBERS REPORT

Understanding the impact of the significant flow of resources from the private sector to areas of social need requires an assessment of what precisely companies have contributed. Toward that end, CECP offers its annual *Giving in Numbers* report as a free resource containing the most comprehensive and up-to-date analyses of trends in corporate giving. CECP encourages readers to review the survey and survey guide, also available as free downloads, and to contact the authors with any questions or comments about the findings in this and past editions of the report.

UNLIMITED CUSTOM ANALYSIS

The Corporate Giving Standard reporting website provides 24/7 access to peer-to-peer company comparisons, aggregated industry benchmarks, and internal year-over-year spending analyses. Giving professionals define their own peer groups to create online customized reports, which are particularly valuable in planning giving strategies and presenting the business case for corporate philanthropy to senior management.

The CGS data can be calculated in myriad ways, producing more than 40 reporting options with the click of a button. A list of available CGS reports can be previewed online at CorporatePhilanthropy.org/cgs.

ONE-ON-ONE SUPPORT

Join forces with CECP research staff to contextualize year-over-year changes within broader trends in corporate giving. Prepare for upcoming senior leadership or board meetings by collaborating with CECP to design custom presentations and reports tailored to feature your company's contributions alongside the broader industry or peer company trends.

The Corporate Giving Standard (CGS) is unsurpassed as corporate philanthropy's most comprehensive measurement initiative. No other tool in the industry offers immediate, on-demand reporting and benchmarking while preserving the anonymity of each company's giving data.

JOIN US!

Interested companies are invited to join this groundbreaking campaign. To schedule an online demonstration of the Corporate Giving Standard, contact:

Committee Encouraging Corporate Philanthropy

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ACKNOWLEDGEMENTS

CECP thanks the 171 companies who participated in the 2009 Corporate Giving Standard survey for their ongoing commitment to the CGS measurement initiative.

The Corporate Giving Standard framework, used as the basis for the survey, was adapted from the London Benchmarking Group model. Certain definitions within the CGS survey are based on the Conference Board's Annual Survey of Corporate Contributions and related research report. CECP is grateful to both organizations for their collaboration in making these materials available. CECP would also like to acknowledge the Center for Corporate Citizenship at Boston College, the Points of Light Institute for its input to the volunteerism section of the survey and survey guide, and the Taproot Foundation's Pro Bono Action Tank for its leadership and expertise in the area of pro bono service.

CECP is grateful to *The Chronicle of Philanthropy*, *Giving USA*, and the Foundation Center for reviewing and providing important insights for the "Comparing Philanthropy Data Sources" pages herein. CECP looks forward to continued collaboration on corporate philanthropy research methodologies and findings.

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