VALUATION GUIDE *GIVING IN NUMBERS*™ SURVEY

Providing in-depth, question-by-question guidance and definitions for the *Giving in Numbers* Survey on corporate social investments

CECP is the unrivaled leader in benchmarking on corporate social investments, in partnership with companies. More information is available at http://cecp.co/gin.

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Survey Eligibility

The *Giving in Numbers* Survey is open to participation by any company with at least US$2 billion in annual revenue. CECP discourages subsidiary and regional reporting. Regarding companies with subsidiaries, we encourage reporting from the parent company and reporting from a subsidiary only in instances when that is the sole option. Two subsidiaries of the same company may not both participate in the survey.

What to Include and Exclude

Eligibility. The survey defines a qualified contributions recipient using CECP's Global Guide Standard, which applies to all types of community investments recorded in the CECP Survey. "Qualified recipients" are organizations that meet all three of the following Global Guide criteria:

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

For more information, refer to details of the Global Guide Standard, on page 7 of this document.

- Do not include community investments made with expectation of full or partial repayment or direct benefit to the company.
- Do not include community investments to political action committees, individuals, or any other non-charitable organizations.
- Do not include distributions from employee assistance funds (EAFs) or impact investments to organizations without a charitable purpose.

Survey Scope. CECP asks companies to report their full dollar totals on the corporate side and foundation side. We encourage companies to "roll up" community investments from subsidiaries, regional groups, and/or international divisions; this means reporting community investments from the highest possible structural level, preferably the parent company.

Currency. Report all amounts in U.S. dollars. For grants, use the conversion rate at the time of the grant.

Report Corporate Community Investments Only. In all questions where you are reporting a monetary figure for corporate or foundation community investments, do not include contributions from employees, vendors, or customers; the primary community investment questions of the survey are intended to capture only community investments tied directly to your company's financial assets. If your company runs a foundation that receives contributions from other stakeholders (e.g., employees, clients, and vendors), record only the contributions given by your company.

- All management and program costs (including foundation costs) that your company incurs should be included in Question V.D. (Management and Program Costs) and not in Question II.A.
- If your company contributes to other grantmaking institutions, include only the portion of your contribution that was disbursed to charitable causes during the survey year.
- CECP acknowledges that some companies raise money from others for nonprofit organizations and while these funds may not be included in the primary community investment questions, the amount generated, along with related costs, can be included in section VII., on Total Social Investment.

Multi-Year Grants and Pledges. For multi-year grants, include only the portion of the grant actually paid during the fiscal year examined by the survey, not its total, multi-year value. Include only contributions that have been disbursed, not contributions that remain set aside for future disbursal.

Events and Sponsorships. If your company sponsored an event (e.g., a dinner table, a golf tournament, or a museum exhibition), record only the portion of the contribution that went toward serving the nonprofit's mission. **Any funds that directly benefited the company**, company employees, and/or their guests (e.g., the food they ate at a dinner, an employee reception at a golf tournament, or a special night at the museum for employees and their families) **should be subtracted**. Essentially, for U.S. companies, this calculation yields the tax-deductible portion of the grant (i.e., the contribution minus the Fair Market Value of the benefit that the company, company employees, or their guests received).

Nonprofits should be able to advise you on what portion of your grant went toward serving their mission. In the U.S., the Internal Revenue Code provides guidance on disclosure statements and payment thresholds for the charitable organizations that have an obligation to provide donors with the Fair Market Value of the benefits provided. If they cannot provide this, CECP advises companies to estimate the charitable portion for the purposes of the CECP Survey, with 80% of the total donation as charitable.

Data Sharing

What Does "Sharing" Data Mean? The MyCECP online system is a password-protected environment accessible only by corporate CECP-affiliated survey participants and not by the media, academia, nonprofit organizations, or any other public non-participant. The system allows respondents either to share all their responses or to indicate that they will share their responses with respect to certain questions only. Sharing means that, within the CECP community, you authorize your company-specific information to be included in the secure online system or customized benchmarking reports created by CECP staff. Revenues, pre-tax profits, and employee numbers will automatically be shared for publicly traded companies, as this is public information by law and private companies are encouraged to share those data points in this survey.

Preserving Trust. Participating companies must abide by the limitations on data sharing agreed by the system's user community. More details on the sharing preferences above and the rights and guidelines of participation are outlined in the Data Sharing Policy. Data supplied by other companies are not to be shared with the media or published in outward-facing documents, including but not limited to services and materials for clients and customers.

The Importance of Sharing Data. Users log in to the system regularly to access reports that will help them prepare for strategic planning and internal presentations—and many of those users believe that the system's greatest value is in its head-to-head benchmarking potential. Benchmarking is a critical means by which companies can persuade internal stakeholders to increase budgets and staffing levels, or to try new initiatives such as Pro Bono Service, or to increase their international community investments. Accordingly, CECP strongly encourages companies to share their survey responses—even those available in the public domain.

Process for Sharing Data. CECP encourages companies to share all or as many survey responses as possible. However, as mentioned above: To accommodate the possibility of some answers requiring confidentiality, CECP offers the option of sharing all responses or question-by-question control over which responses are sharable. If a company elects to share all its survey responses, then it eliminates the need to answer "Yes" with respect to each question thereafter. You will make this selection right away before you begin completing the survey in the "Share within the CECP community" initial question.

- **Selecting "Yes, willing to share all data within the CECP community" means that you will allow other survey respondents within the CECP community to view your answers to all questions.** A checkmark also indicates that you are willing for all your company's responses to all questions in previous years to be shared as well.
- **Selecting "Decide question by question on whether to share" indicates that you will not allow other survey respondents within the CECP community to view your company's responses to all questions.** Thereafter, you will have to decide whether to share or not share your answers to each of the subsequent survey sections. Each section contains several questions. Whichever sharing decision you make in each section will apply to the questions of that section for all previous years for which your company has supplied data. Regardless of sharing decisions, all your company's community investment information will be included in all totals in the report analysis (e.g., aggregate, industry, peer group, etc.).

I. COMPANY INFORMATION

Question A.: Data Sharing

This required question asks respondents to indicate their preference for sharing their survey responses. Sharing occurs only among other survey respondents that are part of the CECP community, as noted on page 4. Question A. also requires companies to indicate their acceptance of CECP's Data Sharing Policy.

Question I.A.: Company Information

Answering this question comprehensively and to the best of the respondent's ability is required.

Company Name: In the "Company Name" field, enter your company's name as you would like it to appear to other survey respondents. The company field should be the entity on which you are reporting in the survey responses. CECP discourages subsidiary and regional reporting, but if that is the only option, **make sure the company's name as you enter it in the "Company Name" field clearly indicates the scope of your survey response.**

Parent Company Name (if different): As noted above, CECP discourages subsidiary reporting. However, if you have no other option, this field should be the entity that owns the company on which the data are reported. For example, if it is impossible to report community investments beyond one region, the Company Name may be "Acme Corporation North America" while the Parent Company name may be "Acme Corporation."

Company Headquarters Location (City, State/Province/Region, and Country): Enter the city, state/province/region, and country based on the location of your company's corporate headquarters.

Contact Person Name and Email, Contact Title, Contact Department: Please list the primary person whom CECP should contact with any questions regarding your survey. The email address provided will receive confirmation of survey completion.

Company Status: Please select whether your company is publicly traded or has private ownership. If your company is private, please enter the gross revenue, pre-tax profit, and employee headcount of the company for which you are reporting for this survey for the most recent completed fiscal year. Providing this information allows us to develop peer company benchmarking.

II. COMMUNITY INVESTMENTS

Question II.A.: Total Community Investments

This is the most important question in the CECP Survey because analysis of this question results in a high volume of benchmarking activity yearlong. It asks for the total dollar value of charitable contributions from your company for the survey year in question. Answering this question is required.

Survey Instructions:

- Before completing this section, review:
  - —the "What to Include and Exclude" section of this guide,
  - —the "Total Giving by Global Guide Criteria" section of this guide,
  - —the "Valuing Non-Cash Contributions" section of this guide, and
  - —the "Defining and Valuing Pro Bono Service" section of this guide.
- **Include** the value of corporate and foundation matching contributions identified in Question IV.A. Doing so will not cause them to be double-counted by the system; entering corporate match data here is the only way to be "credited" for it.
- **Do not include** the corporate or foundation compensation, overhead, or additional program costs associated with managing your philanthropic or volunteer programs. These totals should be entered only in Question V.D. (Management and Program Costs).
- **Do not include** the value of employee volunteer hours. These totals should be entered only in Question IV.B. (Employee Volunteer Programs and Hours).
- **Do not include** community investments from the company to your own foundation. This is recorded in Question V.B. (Foundations), but not counted in Question II.A. (Total Community Investments).
- **Do not include** any community investments from employees, including to your own foundation.
- **Do not include** donations of tax credits or tax liability waivers received from governmental programs to qualified recipients.
- **Include** the below three community investment types as defined here, regardless of whether ancillary vehicles are ultimately used. For example, a company might maintain a trust that deploys direct cash investments or contribute to a donor advised fund (DAF) using direct cash or foundation cash.

What to include in the field for "additional contributions" that you cannot break down:

If you are unable to categorize any of the direct cash, foundation cash, and non-cash contributions, put that amount in the "additional contributions" field:

- Reduce your direct cash, foundation cash, and non-cash community investment figures by the amount that you will not be able to categorize in the questions on program area, international, and country breakdowns. For example, if you gave US$10 million but will be able to categorize only US$8 million of it consistently throughout the survey, then reduce your direct cash, foundation cash, and non-cash community investment figures so that they sum to US$8 million.
- Then, include the un-categorizable amount (in this example, US$2 million) in the "additional contributions" field. Note that any community investments entered in this field will not be "credited" to your company's "total community investments" (which is defined as the sum of direct cash, foundation cash, and non-cash) in the system.
- The online system will perform a check on linked questions and will not save answers that do not match the corresponding totals in Question II.A.
- While we do not advocate entering data in which you have low confidence, we do encourage you to provide reasonable approximations of figures whenever possible, as this will help to ensure that your company's community investment is recorded in its entirety.

Total Community Investments by Global Guide Criteria

The *Giving in Numbers* Survey uses Global Guide criteria to define qualified recipients. The criteria hold for all types of community investment recorded in the CECP Survey.

Background: Before *The Global Guide to What Counts* was published, there was no international consensus based in tax law on how to define a charitable institution. Without such a definition, companies used different standards to determine what grantees to include in total community investments. Therefore, companies were unable to consistently track and benchmark total global community investment to these institutions around the world. In 2012, CECP, in association with Deloitte LLP, published The Global Guide to What Counts to define criteria for determining which recipients to include when reporting corporate charitable community investment. The Global Guide criteria are not biased toward any one country and thus afford new opportunities for sharing information across borders.

COMMUNITY INVESTMENT TYPES

Direct Cash: Cash community investments from corporate headquarters or regional offices. Funds must be disbursed in the 12 months of the survey year.

Foundation Cash: Cash contributions from the corporate foundation. For many companies, this includes the corporate side of employee matching-gift programs. Funds must be disbursed in the 12 months of the survey year.

Non-Cash: Product donations, Pro Bono Service, and other non-cash contributions (e.g., computers, office supplies, etc.) assessed at Fair Market Value and given during the 12 months of the survey year.

Global Guide Criteria: Based on the aforementioned company support, CECP uses Global Guide criteria for determining which recipients to include when reporting corporate charitable community investment in the survey. Using the Global Guide criteria requires survey respondents to assess whether to include grant recipients in a new way. This transition began in 2013. During the transition, 90% of companies reported that moving from our previous definition to adopting the Global Guide criteria did not affect their total community investments number.

Below is the full text of the three criteria for determining recipient (institution, organization, or entity) eligibility in accordance with the Global Guide criteria. Please note that all three criteria must be met:

1. The recipient must be formally organized.

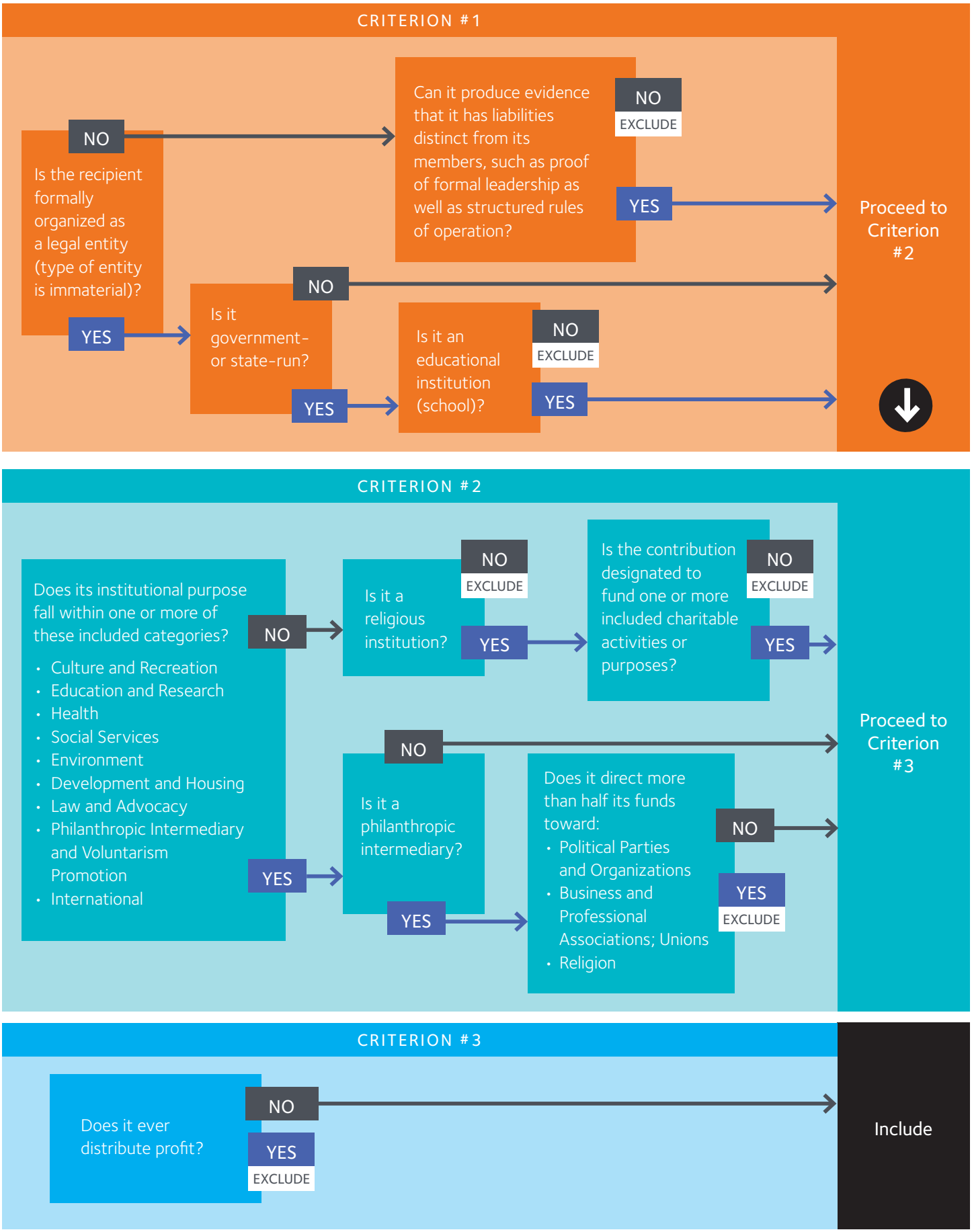
- The primary method by which to satisfy this criterion is through recognition as a legal entity by the standard of the country in which it is headquartered.
- In the absence of legal recognition, a recipient must produce evidence that it has liabilities that are distinct from those of its members, such as proof of formal leadership (e.g., the presence of a governing board) as well as structured rules of operation (e.g., a charter or bylaws).
- Government or state-run recipients must be excluded, except for charitable purposes via grant agreement, "friends of" charity, or community trust.

2. The recipient must exist for a charitable purpose.

- Include recipients whose institutional purpose falls within one or more of the major purpose and activity categories listed (defined by the International Classification of Non-Profit Organizations (ICNPO), a global standard endorsed and promoted by the United Nations):

APPLYING THE GLOBAL GUIDE

Which of your grant recipients would be included?



—Included: Culture and Recreation, Education and Research, Health, Social Services, Environment, Development and Housing, Law and Advocacy, Philanthropic Intermediaries and Voluntarism Promotion, and International Activities.

—Not included: Political Parties and Organizations, Business and Professional Associations, Unions, and Religious Congregations and Associations (exception: contributions coordinated or implemented by a religious institution, but that fund one or more included charitable activities or purposes; these are included).

3. The recipient must never distribute profits.

- The purpose of this criterion is to distinguish commercial motives from non-commercial motives as the purpose for which a recipient is formally organized.
- To satisfy this criterion, a recipient's finances must be managed exclusively to produce a charitable benefit:

  —Sources of revenue must always be reinvested in achievement of the organization's mission.

  —Surplus revenue must not be distributed to entities or individuals. An example of this is when those with a financial share in the organization, such as owners, members, founders, investors, shareholders, or a governing board receive dividends based on the institution's performance.

  —Excessive salaries or perquisites are grounds for excluding a recipient.

Breakdown of Non-Cash Community Investments

With this question, CECP seeks to understand better the different types of a company's non-cash community investments. Using the dollar value of non-cash community investments reported in Question II.A. (already reported at FMV; see below), please break down your non-cash total into the three community investment categories below. You may bypass this part of the question if the data are unavailable.

- **Product Donations:** Intended primarily for use by manufacturing companies, this designation seeks to capture any donations of product(s) or inventory typically sold by your company.
- **Pro Bono Service:** Please see the definition of Pro Bono Service outlined in the "Defining and Valuing Pro Bono Service" section of this guide.
- **Other:** Intended for non-cash gifts other than products or Pro Bono Service. This includes written-down office equipment, use of company facilities, real estate, and patents.

Valuing Non-Cash Contributions

Value Products at Fair Market Value (FMV): The survey values non-cash gifts (also known as in-kind or product donations) at FMV, which is defined by the IRS as the price that inventory, products, or certain professional services would sell for on the open market between a company and its direct customers/clients. FMV is the price that a willing, knowledgeable buyer would pay a willing, knowledgeable seller when neither is required to buy or sell. If a restriction is applied to the use of inventory or products donated, the FMV must reflect that restriction. Products and services should not be included as community investments if the company is financially compensated for the contribution in any way. As an example, tiered pricing for schools or nonprofit organizations should not be reported as total community investments in the survey (including the difference between the reduced price and the FMV). This research guidance is designed to advance the field. CECP is not a legal or tax advisor. Companies are encouraged to consult the United States Internal Revenue Code (IRC) and their tax and legal advisors.

Guidelines for Valuing Products at FMV:

- If your customers are end-consumers, use the retail price of the product.
- If your customers are wholesalers, use the price for which the item was sold to the wholesaler.
- If your company is a manufacturing company that uses an in-kind distributor (e.g., Good360 or TechSoup) to donate to "qualified recipients" (see details of "eligibility" on page 3), use the retail price of the product. The transfer price of cross-border product donations by a company may be considered the FMV.
- If a company can no longer sell its goods on the open market (e.g., the product is time-dated, slightly damaged, or end-of-range), use your best estimate of the goods' value if sold second-hand or in a "used" marketplace. In such cases, the FMV would be slightly above the product's original cost.
- If a company donates written-down equipment and goods, including any goods, stocks, or assets held by the company but written-down in its books for any reason, use company procedures for calculating depreciation. Examples of such written-down products include office equipment and computers that are surplus to what is required (or approaching obsolescence), perishable food and beverages approaching their sell-by date, and equipment removed from refurbished premises (e.g., old offices or hotel rooms).

- If a value is not available, make a reasonable estimate or apply a "rule of thumb" rate of 20% of the products' sale price. However, if you are making such estimates with respect to major or regular contributions, you should instead seek a professional valuation to substantiate your figures.

Company Facilities: Cost to Company:

- When the use of company facilities or technology is made available at zero or reduced cost, record only genuine additional costs to the company (e.g., refreshments, photocopy paper, etc.). Value them at your standard internal rates, such as those used by your catering or graphic design departments.
- When a company incurs genuine losses or costs by choosing to support a community organization or project, the full income lost should be counted. For example, if you donate the use of training facilities that could otherwise be let, or an entire office block that could otherwise be sold or re-rented, value the donation at the current commercial rates of the prospective let or sale.

Intellectual Property, Real Estate, Other Corporate Resources/Assets. Use "book value." If a book value is not available, then a professional valuation should be sought.

Patient Assistance Programs (PAPs) for Health Care Companies. Health care companies may record community investment of free products or services to PAPs regardless of whether those programs are run through a designated 501(c)(3) organization or international equivalent established by the company. As with all other non-cash contributions, pharmaceutical drugs and health care services should not be included as corporate contributions if the company is financially compensated (at a reduced cost or otherwise) by any source. If a company provides the product or service donations through its corporate foundation, the donation must be counted only once.

Public Service Announcements (PSAs) for Media Companies. For each announcement, use the dollar rate at which the particular time slot (or placement, for print media) of its airing would have been billed based on the time/date it aired and the exposure level associated with that time slot. Note that if the time slot is "leftover" or "unsaleable," it should be recorded at a discounted rate that reflects its low market value. Also note that the time must be given to a "qualifying" nonprofit organization. General messages (e.g., regarding general nutrition or fitness) unaffiliated with a nonprofit should not be included.

Defining and Valuing Pro Bono Service

Summary:

- On the spectrum of skills-based volunteering, Pro Bono Service is the most concerted use of a volunteer's professional skills and therefore its monetary value is counted as part of total community investments (Question II.A.), whereas the monetary value of other types of volunteering is not.
- If companies know the actual hourly rates for employees performing Pro Bono Service, they should use these monetary values. Alternatively, companies can use the suggested value on the following page.

Value Pro Bono Hours at Fair Market Value (FMV): Pro bono work should be valued at FMV and recorded as non-cash community investments. FMV is defined by the IRS as the price that inventory, products, or certain professional services would sell for on the open market between a company and its direct customers/clients. Products and services should not be included as community investment if the company is financially compensated for the contribution in any way. Companies are encouraged to consult the three scenarios below in determining the FMV of services rendered, which is a national average accounting for geographic differences. CECP is currently unable to provide dollar-value assistance for non-U.S. Pro Bono Service. This research guidance is designed to advance the field. CECP is not a legal or tax advisor. Companies are encouraged to consult the United States Internal Revenue Code (IRC) and their tax and legal advisors.

SCENARIO 1...
For companies with minimal pro bono tracking...

In the absence of employee skill-area data and internal billing rates, you use an estimate of US$195 per hour for Pro Bono Service projects. This number, at the bottom of the chart on page 11, is based on an average billing rate across the eight most commonly offered skills areas for Pro Bono Service.

SCENARIO 2...
For companies with moderate pro bono tracking...

Companies that track the seniority level or skills deployed in pro bono projects should use the following chart to value pro bono hours if internal rates are not available:

Making Budget	"Extra Hands" to Deliver Services/Programs		Infrastructure and Leadership	
		Skills-Based Volunteering		
Financial Support	Hands-On Volunteering	General Skills	Board Service	Pro Bono Professional Expertise
› Cash grants › Dollars for Doers › Matching gifts	› Playground cleanup › Soup kitchen › Planting a garden	› Tutoring › Job skills training › Event coordination	› Board placement › Board member training	› IT assistance › HR consulting › Legal counsel

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As the above diagram produced by Taproot illustrates, there are inherent differences between Pro Bono Service and other forms of employee engagement. Therefore, Pro Bono Service is reported in the Giving in Numbers Survey as non-cash in Question II.A.

Pro Bono Monetary Valuation			
Professional Service	Average Hourly Rate by Career Level (In US$)		
	Early Level	Mid-Level	Executive Level
Accounting	$125	$190	$335
Advertising and Marketing	$115	$135	$250
Design	$120	$145	$215
Financial Services	$130	$185	$395
Human Resources	$90	$115	$230
IT Services	$155	$210	$335
Legal	$140	$175	$250
Public Relations	$100	$160	$245
Average for Above Services	$120	$160	$285
Weighted Average*	$195		

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**Note: Released September 2019. *WEIGHTED AVERAGE: Weights were applied to account for the composition of early, mid-, and executive career level professionals who typically do pro bono.*

SCENARIO 3...
For companies with robust pro bono tracking...

Companies should use their best internal billing information to determine the FMV of services rendered. These valuations should be adjusted to reflect billing differences by geography, seniority level, rate discounting, and employee skill area. To do this, companies must track project metrics that affect billing rates so that an accurate, defensible valuation for pro bono contributions can be recorded. *CECP strongly encourages companies to track pro bono to this level of specificity whenever possible.*

The Need for Conservatism

Companies must ensure that their pro bono projects meet the criteria established in this guide and that any hourly rate is defensible. When in doubt, err on the side of conservatism in determining a valuation rate, which must withstand sharing in your sustainability report or in benchmarking with peer companies.

Source Data and Acknowledgments

CECP gratefully acknowledges the Taproot Foundation for its leadership and collaboration in developing the 2019 standard for the average per-hour value of Pro Bono Service. See more: https://taprootfoundation.org/.

Question II.B.: Totals by Program Type

This question asks that you break down the cash and non-cash amounts listed in Question II.A. by nine program types (Civic & Public Affairs, Community & Economic Development, Culture & Arts, Disaster Relief, Education: Higher, Education: K-12, Environment, Health & Social Services, or Other).

Survey Instructions:

- To begin, ask: "Which category best describes the ultimate end-recipient of the contribution?" The intent of the gift is important, as the category should reflect the "purpose" and impact of the grant, not the "type" of nonprofit.
- If your contribution is a general operating gift to an organization, select the program type that best describes the overall mission of that organization.
- If you categorize any contributions as "Other," please briefly describe these contributions or programs in the "Notes" field. CECP asks that you attempt to minimize the selection of "Other," as it limits benchmarking with your peers. If you need advice in categorizing, please contact CECP.
- The totals in the cash and non-cash columns on this question must match the corresponding values in Question II.A. exactly.

Examples:

- ✔ If the intent of a gift to the YWCA was to support an HIV-prevention program, the contribution should be categorized in "Health & Social Services."
- ✔ If the intent of the YWCA gift was to encourage neighborhood engagement, those funds should be categorized as "Community & Economic Development."
- ✔ If the intent of a gift to Lincoln Center was to plant trees to enhance the complex aesthetically, those funds should be categorized as "Environment" (because it is urban beautification) instead of "Culture & Arts."

For additional guidance on what to include in each of these categories, refer to the Nonprofit Program Classification (NPC) System, developed by the National Center for Charitable Statistics (NCCS). This system was intended to "classify the actual activities of each organization" (https://nccs.urban.org/). Guidestar offers an online search tool for organizations registered in the United States: https://www.guidestar.org/search. For further assistance, please contact CECP.

- **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 The American Enterprise Institute and The Brookings Institution).
- **Community & Economic Development:** Includes contributions to community development (e.g., 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, television, radio, dance groups, music groups, heritage foundations, and non-academic libraries.
- **Disaster Relief:** Contributions that support preparedness or relief, recovery, and/or rebuilding efforts in the wake of a natural or civil disaster or other emergency hardship situation.
- **Education, Higher:** Includes contributions to higher educational institutions (including departmental, special project, and research grants); education-related organizations (e.g., 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 educational institutions (including departmental, special projects, and research grants); education-related organizations (e.g., 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. Also includes contributions to programs that support pre-K education.
- **Environment:** Includes contributions to environmental and ecological groups or causes including parks and conservancies, zoos, aquariums, and environmental research.
- **Health & Social Services:** Includes contributions to United Way and grants to local and national health and human services agencies (e.g., The Red Cross or American Cancer Society), hospitals, agencies for youth development, senior citizens, food banks, and any other health and human services agencies, including those concerned with safety, family planning, and drug abuse.
- **Other:** Includes contributions that do not fall into any of the above main beneficiary categories or for which the recipient is unknown. CECP asks that you attempt to minimize the selection of "Other," as it limits benchmarking with your peers. If you need advice in categorizing, please contact CECP.

After the table there is a question asking for total community investments (cash + non-cash) allocated to issues particularly relevant in 2023: Relief for Israel/Palestine, Climate Change Mitigation, and STEM. Please use the definitions below when determining these allocations:

- **Humanitarian Relief in the Israel/Palestine Crisis:** Contributions to qualified recipient organizations to support Israeli and Palestinian civilians and communities impacted by violence since the October 7th attack.
- **Climate Change Mitigation:** Contributions to qualified recipient organizations that conduct research or advocate for or take action to avoid or reduce the impact of the climate crisis through greenhouse gas emission reduction.
- **STEM:** Contributions to qualified recipients that work in areas related to the advancement of Science, Technology, Engineering, and Math education. Includes STEM education in K-12 as well as in post-secondary education and workforce development. There is an additional question regarding how STEM community investments would be categorized according to the program types above. Please mark any program types that align with the impact of your STEM allocations.

Question II.C.: Priority Focus Areas by Program Types

The goal of these questions is to capture more detail than what is captured in II.B: Totals by Program Type. The additional detail will help clarify which social issues companies' community investments are impacting. List them in order of priority, with those of highest priority first.

They are organized from most broad to most specific:

1. Categorization by Program Area

- To facilitate reporting across companies, select from the following drop-down: Civic & Public Affairs, Community & Economic Development, Culture & Arts, Disaster Relief, Education: Higher, Education: K-12, Environment, and Health & Social Services. For explanations of what is included in each category, please review the valuation guidance for Question II.B., on Totals by Program Type.

2. Focus Area

- Please share focus area descriptions using one or two words (e.g., STEM, Youth Development, Entrepreneurship, Financial Literacy, Diversity, Teen Self-Esteem, Reading, Public Safety, Nutrition, Domestic Violence, Africa, Water Purification, Community Building, etc.).

3. Strategic Program

- Once you identify your focus area, include information about a strategic program at your company that ties to the focus area. Strategic programs receive the most time, strategy, money, and management resources from your company. This type of program is often named and used in external communications. If you have multiple strategic programs, select the one you believe has the most impact. This may be social impact, business impact, or a combination of the two.
- Please then enter the strategic program's cash and non-cash dollar amount.

As a last step for this table, please include one key performance indicator (KPI) for each focus area and/or strategic program. This KPI can include a programmatic goal, societal outcomes (e.g., changes in graduation rates in local schools), business outcomes (e.g., improvements in employee-retention rates), or any other aspiration as identified by your philanthropic programs.

Survey takers can enter up to four focus area and strategic programs. A company may enter a focus area and leave the strategic program area fields blank. Last year, we found that most companies had at least one signature program, with many companies reporting that they have three to five strategic programs. This question does not imply that every focus area must have one strategic

program. If a company had more than one strategic program for a focus area, they may list the focus area more than once in order to report another high priority strategic program.

After the focus area and strategic program area question, there is a multiple-choice question. The multiple-choice question delves into some of the most cited focus areas in recent years. Please select one or multiple priority focus area(s) that your company considers highly important.

- "Cybersecurity/Data Privacy" refers to initiatives related to company and client data protection and cybersecurity efforts.
- "Disaster Response" refers to initiatives oriented towards relief from natural disasters.
- "Future of Work" refers to social programs that support the development of an inclusive workforce for the future, whether through adult education, job training, or other programs.
- "Healthy Lifestyles or Related" refers to initiatives pertaining to wellness, health, nutrition, and other related topics.
- "Mental Health" refers to companies with social programs that provide mental health services and related educational resources.
- "STEM" refers to Science, Technology, Engineering, and Math education. If your company includes Arts for "STEAM," please check the box as well.

III. INTERNATIONAL

Question III.A.: International Breakdown

There are two parts to this question:

Part 1: Funding International Impact

This required yes/no question captures the percentage of companies that contributed at least one grant that had **international impact**. "Impact" refers to where the program occurred (had an impact), not to where the check was cut or which division's budget paid for the community investments.

International Scope

CECP's goal is to make the survey and resultant benchmarking tools relevant to all companies, regardless of where they are headquartered. "Headquarters" refers to community investments made to benefit a recipient within the country of the company's corporate headquarters. In previous years, only the term "domestic" was used to refer to the company's corporate headquarters country (as reported in Question I.A.). "International" referred and refers to any country outside the headquarters country. CECP discourages subsidiary and regional reporting; however, if you are reporting only for U.S. operations, please indicate "U.S." as your corporate headquarters country and refer to all non-U.S.-based operations of your company as "International."

Survey Instructions:

- Please indicate whether your company contributed at least one grant that had international impact.
- If the breakdown between headquarters country and international grants is unavailable, we advise you to rely on your judgment and general knowledge of your company's priorities.
- If you provided a significant unallocated grant to an organization that supports both headquarters country and international, and if the grantee expects the funds to have international impact, select "Yes."

Part 2: Break Down Total Community Investments Based on Two Dimensions

- This question requests total community investments (including corporate cash, foundation cash, and non-cash), as reported in Question II.A., by the geography of where the impact occurred.
- Where is the person who ultimately benefitted from the donation? With this question, CECP seeks to better understand whether total community investments impact the headquarters country (domestic) and international countries.
- "Geography" refers to the location of the impact, not the location of the nonprofit or where the check was cut.

Example: If a U.S.-based company provides a grant to the "Friends of Malaysia Afterschool Education" organization, which is headquartered in the U.S. but will provide the funding to Malaysia, this would be considered a gift benefitting Malaysia, i.e., a location outside the headquarters country and therefore international.

Question III.B.: Country Breakdown

Break down your company's total community investments in Question II.A. by country. As advised for Question III.A., the country reported should be the location of where the contribution had impact and not the location of the recipient organization or where the check was cut. Here is an example of determining geography: If your company gave to an NGO headquartered in Germany but benefiting a Bangladeshi education program, this contribution should be categorized as going to Bangladesh.

The country table includes the field "Breakdown Not Available." This field should be used for all contributions for which the location of the end-recipient is unknown. Please minimize use of "Breakdown Not Available," as it limits benchmarking with your peers.

For international reporting, you may see the word...	What it means:	Relevant survey section:
"Impact"	Where the program or grant had its effect or where it created its value or outcome, not where the check was cut. In past years, the term "end-recipient" was used to refer to the grantee/organization that ultimately benefitted.	III. International and III.A. International Breakdown
"Headquarters Country (Domestic)"	Community investments made to benefit a recipient within the country of the company's corporate headquarters country entered in Question I.A. under "Company Information." The fund source of community investments can be either international or domestic budgets.	
"International"	Community investments that had international impact outside the company's "domestic" or headquarters country. The fund source of community investments can be either international or domestic budgets.	

There are many cases in which a contribution has impact in more than one country and the specific end-recipient cannot be defined. Companies are advised to use their best judgment in assigning these contributions. If the country list is known and the contribution is approximately equally applied, divide the contribution total among the countries where end-recipients are located. If there is not enough information about where the impact of the grant occurs to estimate, CECP will allocate the remaining contribution as "Unknown (Breakdown Not Available)."

To ensure that the total in III.B matches the total in II.A., take care to include a total value in your headquarters country's field.

IV. EMPLOYEE ENGAGEMENT

Question IV.A.: Matching Gifts

This question has three parts:

Part 1: Matching-Gift Program Offering

This yes/no question captures whether your company offered any program that matched the personal donations of employees (example program types include Workplace Giving Campaign, Year-Round Policy, Dollars for Doers, Disaster Relief, or Other). Answering this yes/no question is required.

Part 2: Matching-Gift Program Values

This question captures corporate funding for matching-gift programs (paid as direct cash or foundation cash), as well as program policies and employee-participation rates.

Survey Instructions:

- As in all areas of the survey, it is important not to double-count funds. Each match may go into only one of the categories. If you feel a matching gift belongs in more than one category, you must determine which category is most appropriate.
- There is a field for providing an overall total (US$). After that, there is a table for providing totals by program type if you have that breakdown available.
- In the **Direct Cash** and **Foundation Cash** columns, record only the corporate or foundation dollars of the match; do not include funds given by employees. In the **Domestic** and **International** columns, record the value of the matches based on whether the impact of the dollars was within or outside the company's headquarter country (see table above).
- In the **Match Ratio and Program Caps** column, please detail the company-to-employee matching ratio that applies (e.g., 1:1, 2:1, etc.) and the contribution limits that apply to the program if your company puts a cap on the amount matched per employee per year.
- If your company has a cap and ratio that applies regardless of program, enter that in the "Year-Round Policy" line. In the program details field for that line, indicate "cap and ratio does not differ by program."
- In the **Program Details** column, please include the types of nonprofit organizations that are eligible or any other unique aspects of the program.

› If available, please provide the total dollar amount that employees contributed through corporate programs (matched and non-matched).

Part 3: Matching-Gift Program Participation Rates

This question captures program-specific employee-participation rates regarding matching-gift programs.

› For **Employee Participation Rate**, record the estimated percentage of eligible employees donating money through each of these programs within the 12-month period of this survey. The percentage should account only for those employees who contribute funds; non-monetary participation in these programs should not be counted. For the Dollars for Doers program, report the percentage of employees participating during the 12 months of this survey. The field will accept only a number between 0 and 100.

TYPES OF MATCHING-GIFT PROGRAMS

Workplace Giving Campaigns: Fundraising drives, such as the United Way, which occur for a defined time period in which the company expends time/effort in organizing and obtaining participation. If the campaign includes opportunities for employees to pledge payroll deductions throughout the year, include the total match to these payroll deductions here. Also known as "federated funds."

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

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

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

Other: This category is intended for any type of corporate or foundation matching of employee community investment not included in the categories above.

Workplace Giving Campaigns and Year-Round Policies may both include matches for employee payroll deductions throughout the year. Below are two scenarios to illustrate how to distinguish between these two types of programs:

	Matching-Gift Categorization
Scenario 1: A company runs an October United Way campaign and matches both one-time gifts (US$1M) and year-round payroll deductions (US$3M) as a part of that campaign.	Workplace Giving Campaign: US$4M Year-Round Policy: NA
Scenario 2: A company runs an October United Way campaign and matches one-time gifts only (US$1M). As a separate matching program, this company also matches year-round payroll deductions (US$3M) to select organizations.	Workplace Giving Campaign: US$1M Year-Round Policy: US$3M

Part 3: Employee Choice

This question captures the level of choice employees have in corporate matching-gift programs. Please select the response that best describes your company's approach to employee choice in matching-gift programs. If each individual program is different, please select the response that describes the matching-gift program yielding the largest contribution in the survey year.

Question IV.B.: Employee Volunteer Programs and Hours

In this question, record whether different types of employee-volunteerism programs and initiatives are in effect at your organization. For this section we ask whether your company offers each of the following employee-volunteer programs to domestic (headquarters country) or international employees (employees working at your company's offices in countries outside your company's headquarters country). We also ask whether these same programs are offered directly through corporate or via a corporate foundation.

Survey Instructions:

› Your company must incur costs (which might be in the form of expended staff time only) as a result of these programs.

› Estimated value of volunteer time (traditional volunteering) is US$31.80, as indexed by Independent Sector in April 2023.

EMPLOYEE-VOLUNTEER PROGRAM DESCRIPTIONS

Paid-Release Time: Paid-Release-Time volunteerism is also referred to as "On-Company-Time" or "Volunteer-Time-Off" volunteerism. This includes time spent by employees during a normal paid work schedule to donate time to a "qualifying" organization (see details of "eligibility" on page 3), within corporate policies. With such a policy, the employee does not make up hours missed and, consequently, the company incurs salary costs for the missed hours. For example, a company-wide day of service is a subset of paid time off; paid time off, however, may also include other time off granted to employees during a normal paid work schedule. It is one of the most commonly offered employee volunteer programs by companies.

Flexible Scheduling: Flexible Scheduling is not included as Paid-Release-Time volunteerism because no costs are incurred by the company. For example, an employee may leave a few hours early to attend a nonprofit meeting yet will make up the time by coming in early the next day.

Dollars for Doers: This is corporate or foundation community investment to nonprofits in recognition of employee-volunteer service. The ratio varies by company, but a common policy is approximately US$10 per every eligible hour of volunteer service, usually at a fixed amount (e.g., US$500 for 50 hours).

Employee-Volunteer Awards: These awards may include cash grants to a nonprofit of the winner's choice, company-wide recognition, or invitations to recognition events. Employee-Volunteer Award winners are chosen through different criteria and nomination processes specific to each company (examples might include eligibility based on the number of volunteer hours or peer nominations).

Team Grants: These grants are set up specifically to fund teams of employee volunteers usually as a one-time grant. Team grants are different from Dollars for Doers, which rewards individual, ongoing volunteer hours.

Company-Wide Day of Volunteer Service: Many companies designate a day or multiple days dedicated to volunteer service to encourage participation across the company.

Volunteer Sabbatical: Volunteer Sabbaticals offer extended periods of paid or unpaid time off for pursuing a volunteer experience. These programs may include international travel or local support for a minimum of one week at a time.

Board Leadership: Board Leadership programs assist nonprofit organizations by placing corporate leaders on their boards of directors. To offer a program, the company must provide resources for employees to identify board opportunities.

Pro Bono Service: Pro Bono Service must meet three criteria: 1) formal commitment; 2) employee is performing their professional function; and 3) the commitment is made to an end-recipient that is formally organized, has a charitable purpose, and never distributes profits. Please see more information about Pro Bono Service on page 9.

Virtual Volunteering: Virtual volunteering allows employees to commit their services and time to volunteer at a qualified recipient organization away from its physical site. This type of volunteering is executed through working over the Internet via personal computers, laptops, tablets, phones, or any other electronic device that allows employees to provide their skilled services virtually.

› **HOURS OFFERED:** This section also seeks to understand the number of hours offered by your company to your employees to volunteer at a qualified recipient organization. If your company's policy is based on days, multiply the number of days by eight (e.g., 3 days, enter 24). The time period is one year. If your company's policy is based on quarters, multiply by four (e.g., 4 hours/quarter, enter 16). Please respond to this question even if the policy does not apply to all employees. If there are different numbers of hours for different groups of employees, share whichever number is highest.

› **TOTAL HOURS VOLUNTEERED:** Provide a consolidated total number of hours employees volunteered. To better reflect how companies track their volunteer time, we have consolidated the previous set of questions (e.g., on or off company time) into one for companies to indicate a single, consolidated total number of hours employees volunteered. There is also an opportunity to share your company's full VTO policy, which may contain more details on whom is offered the policy or any differences based on employee type.

› **VOLUNTEER PROGRAM ACCESS:** The last question of this section aims to understand whether other stakeholder groups of non-full-time employees have access to your company's volunteer programs. Companies often ask CECP how their peer companies have extended or adjusted volunteering programs to

reach these groups.

Question IV.C.: Employee Volunteer Participation Rate

Provide the total participation-rate percentage of employees that volunteered at least one hour of on-company time through corporate programs during the fiscal year covered by the survey. The participation rate is calculated by dividing the number who volunteered by the total number of eligible employees.

There is also a table to share the participation rates of specific types of volunteer programs, if able. These participation rates also require at least one hour of on-company time.

While we do not advocate entering data in which you have low confidence, we do encourage you to try to provide a reasonable estimate of the percentage of employees who volunteered.

Survey Instructions:

Enter the percentage as a whole number between 0 and 100. The system will add a percentage sign once you save your response. This field will not accept decimals.

Please also share which specific program achieved the highest participation rate. Provide details about this program as a case example, as this survey is a free-text field.

We also ask about the metrics your company uses to determine the impact of employee volunteering. As the nature of employee engagement evolves, traditional metrics such as the number of volunteered hours and participation rate are not always the best reflection of the impact of your company's programs. Please share any metrics that are used by your company for internal or external reporting as it relates to employee volunteerism.

Question IV.D.: Social, Environmental, and Civic Employee Engagement

The concept of employee engagement is expansive and inclusive of the myriad ways employees can engage with their corporate and personal communities. To gauge the prevalence of social efforts outside matching-gift and volunteer programs, we ask you to select which of the following programs your company supports for its employees:

- **Employee Resource Groups (also known as Affinity Groups):** Community spaces for employees with common identities to share resources, have dialogues, and host events. These groups must be supported by the company.
- **Acts of Kindness:** Individual employee initiatives to do good deeds for individual members of their community. Though the company may or may not provide support for these programs, it may collect data about acts of kindness conducted by employees.
- **Learning or development related to DEI, racial justice, or societal issues:** When the company shares readings, podcasts, or videos; hosts speakers; or offers training to increase employee understanding of social justice and societal challenges.
- **Reduction in waste or energy consumption or similar sustainability efforts:** Incentive programs from the company for employees to adopt sustainable practices in the office or at home.
- **Voter registration or Election Day initiatives:** Any initiative to encourage employee participation in civic responsibilities. Can include registration drives and PTO for voting in countries where voting is not a national holiday.

V. ADMINISTRATION

Question V.A.: Organization Structure

Merger, Acquisition, or Divestiture:

Indicate whether, during the 12-month period covered by the survey, your company has undergone a merger, acquisition, or divestiture considered significant by your industry's standards. The goal of this question is to understand better whether and how such corporate activities alter a company's composition and community investment priorities.

End-Date for 12 Months of Data:

For most companies, this is 12/31/2023. If the corporate or foundation community investment year ends before the end of the calendar year, enter the earlier date. If the last day of the corporate community investment year is different from the last day of the foundation community investment year, enter the latter date of the two.

Corporate Structure:

CECP aims to understand the changes your organization may have undergone over the past year, as well as where your unit sits within your organization's structure. Consider which executive in the C-Suite is accountable for your department's work. Please select the option that is closest to where you report, even if the terminology is slightly different. If you feel none of the options work for you, please select "Other" and specify.

Community Investment Team Size: FTEs

The goal of this question is to capture the personnel resources dedicated to managing community investments. This includes corporate philanthropy, corporate foundation,

and employee-volunteer programs. While the question has the structure of a table to provide a breakdown, we encourage all companies to provide their total team size regardless of whether they have a breakdown. The "Breakdown Not Available" line in the table is available for this purpose.

Survey Instructions:

- A staff member spending a fraction of their time in such a capacity is recorded as the decimal equivalent of that fraction. For example, someone who spends half of their working time (20 hours per week) on corporate or foundation community investment is "0.5" of a Contributions FTE. Someone who spends one-quarter of their time is "0.25" of a Contributions FTE, and so on. The field will accept up to two decimal places. Therefore, possible final answers include: "5.75," "2.2," "8," etc.
- Record the number of staff in Corporate Community Affairs, the Corporate Foundation, and/or All Other Groups (see descriptions below). If a breakdown is not available, as noted above please use the "Breakdown Not Available" field to enter your response. If a single person has a primary role in both the Corporate Foundation and Corporate Community Affairs, do not double-count that individual; instead, use the "Breakdown Not Available" field.
- Whether an FTE is considered international or domestic depends on the employee's physical location in relation to company headquarters, not on the portfolio of their projects. For example, if a U.S.-based company has an employee living and working in the U.S. but supporting charitable giving in another country, that employee would be considered a domestic FTE.
- The fund source of the FTE position (corporate or foundation) is less important than the type of work the FTE supports. For example, an FTE may be associated with the corporate foundation, even if their salary is paid directly by the company.

Question V.B.: Foundations

With this section, CECP aims to capture the prevalence of different foundation models and the movement of money between your company and its foundation.

Survey Instructions:

- The first part is a required yes/no question and simply asks whether your company operates a corporate foundation (of any type). This does not include trusts or DAFs, as there is a separate question asking about those ancillary giving vehicles.
- Second, if you have more than one foundation, please specify how many. This may include foundation equivalents in non-headquarters countries in which your company has operations.
- Third and fourth questions ask for foundation type, first in the tax status of the foundation and secondly in the fund source. See below for descriptions of types. Please share the number of foundations of each type your

Full-Time Equivalent (FTE) Community Investment Staff. CECP defines FTE Community Investment Staff as those who oversee, manage, or directly administer at least one of the following initiatives or programs:

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

To be counted, an FTE must spend **at least 20% of their time** either:

- Working for the "Corporate Foundation(s)."
- Working directly in "Corporate Community Affairs" or a similarly named department such as "Community Relations," "External Affairs," "Corporate Contributions," "Corporate Affairs," "Corporate Sustainability/ESG," etc.
- Working in a branch office, retail store, local or regional business unit, or other non-headquarters/non-foundation location, but having corporate community investments or volunteer coordination included in their job description.

Additional Eligibility:

- Include managerial staff (e.g., those who may have permanent or periodic supervisory responsibilities in each area).
- Include executive assistants and any year-round paid interns who support and make meaningful contributions to the functions listed above.

FOUNDATION STRUCTURES: TAX STATUS

Private foundation - Operating: This foundation structure is rare for corporations. It functions as a nonprofit organization by meeting IRS-designated tests and offering charitable, educational, or other exempt services and programs directly to end-recipients. It is often referred to as a "private operating foundation" and while it may make grants as part of its programs, that is not its primary purpose.

Private foundation - Grantmaking: This foundation structure is more common for corporations and makes grants to charitable recipients (e.g., nonprofits, equivalent charitable entities) and other charitable purposes. These charitable recipients must be eligible using the total community investments criteria on page 6.

Corporate public charity: Also known as a public foundation, a public charity is a charitable organization created by a company that often shares the company's name. A public charity is a nonprofit funded by multiple public sources and must meet a public support test to ensure that the company does not fund too much of its operations, which would tip it toward becoming a private foundation. In general, public charities must be able to demonstrate that at least 33.33% of their annual support over a rolling five-year period was received from public sources. Donors could be the general public, foundations, other charities, and individuals such as the company's employees, customers, and vendors.

Other: Your corporate foundation may be structured in a way other than the types listed above, including corporate foundation-equivalents based internationally. If this is the case, please choose the "Other" designation and use the appropriate field to provide CECP with a more specific description so that we may refine future surveys accordingly.

FOUNDATION STRUCTURES: FUND SOURCE

Endowment (restricted foundation assets): Endowed foundations have asset reserves (cash, stocks, bonds, etc.) that they invest to make a return, with some permanently restricted in perpetuity or quasi-endowed with board-designated assets. Funds to distribute derive from the returns on assets each year and endowed foundations have qualifying distributions that they are required to make with minimum values, defined periods of time, and calculations on investment asset returns as defined by IRC. The minimum payout calculations are intricate yet often referred to as a minimum 5% payout requirement for corporate foundations, although this is not exactly the calculation over time. There is a limit on the asset type of investments and a maximum of company shares that may be held.

Investment income from unrestricted foundation assets: Like an endowed foundation, some foundations operate solely from income generated from assets held by the foundation. But. unlike endowment funding, the asset reserves that are invested to produce income for these foundations are not restricted in perpetuity or quasi-endowed as board-designated. These funds do not have as many qualifications on them and have less restrictive IRC guidelines than endowed foundations do.

Pass-through: This corporate foundation receives reliable annual, or planned, periodically transferred funds from the company. The funds from the company are typically cash, but could be stock or bonds, and may be transferred from the company to the foundation once or incrementally over the course of a year or longer. Though many foundations are referred to as pass-through, this definition is not aligned with the IRS's reference to conduit.

Hybrid: Some companies blend the endowment, investment income, and pass-through fund sources, with no model dominating. The endowed funds are disbursed per their requirements and additionally the foundation receives reliable annual or planned periodically transferred funds from the investment income and from the company as additional pass-through for use as designated and within the timeframe identified.

company has. The total for each question should equal the total number of foundations your company has.

- Finally, when reporting the total dollar amount of corporate funds transferred to your foundations, record only funds that come from the company's budget. Never include gifts made by individuals, such as employees or even senior management; record only the amount of the gift from the company to the foundation.

  —In this question, record the amount of money transferred from the company to the foundation; the amount of money disbursed by the foundation in a given year to a "qualifying" organization (see details of "eligibility" on page 3) will be recorded in Questions II.A.-IV.A. The distinction between the amount transferred from the company to the foundation and the amount disbursed by the foundation is critical; for example, a company can transfer more money to its foundation than the foundation actually disburses that year (and vice versa).

- For more information on corporate foundations and the below definitions, please see CECP's *Corporate Foundations: Designing for Impact* report.

Ancillary Giving Vehicles: In addition to foundations, companies use other mechanisms for charitable giving, including trusts and donor-advised funds (DAFs). Trusts and DAFs are not required to be registered in the same way as foundations.

Employee Resources: Some companies create specific programs to support employees and their families, such as Employee Assistance Funds and scholarship programs. CECP is interested in understanding the prevalence of these programs.

Question V.C.: Recipients

This section asks that you report the number of recipient organizations that benefitted from grants made during the survey year. Companies use different terms internally, such as partners, alliances, and many more. This section excludes matching gifts.

Survey Instructions:

- Number of Recipient Organizations: This is the number of qualifying organizations (see details of "eligibility" on page 3) receiving grants from your company. Do not

TYPES OF COSTS TO INCLUDE

Compensation: Staff salaries and benefits for all Contributions FTEs listed in Question V.B.

Programmatic expense: Funds used to support specific grants, not including the grant contribution itself. These costs include office supplies, postage, travel, promotional items (e.g., banners, T-shirts, catering, facilities, and equipment rental) and any other money spent to conduct a specific program or initiative. Include the cost of freelancers, consultants, or other outsourced employees hired to assist with specific grants by contributing services such as writing, researching grant effectiveness, project management, etc. Include marketing costs associated with specific grants. These costs can include cash and non-cash contributions.

Operating expense/overhead: Costs of day-to-day operations, such as electricity, telephone, computer software, printing, attendance at industry events, internal communications, and facilities charges. These are your general "costs of doing business" and are not associated with specific grants. Include subscription or membership fees to "qualifying" organizations (see details of "eligibility" on page 3), where the primary membership benefit goes to the company. You may also include the cost of freelancers, consultants, or other outsourced employees whose services aid the general operation of your philanthropic programs. This might include the costs of implementing or customizing software, processing grant applications or checks, or strategic consulting. Any fees paid to vendors for grants-management software and grants-processing (e.g., Benevity, Blackbaud) should also be included here.

BUDGET-SOURCE DESIGNATIONS

Foundation: Note spending from your foundation (if applicable).

Corporate Community Affairs: Note your Corporate Community Affairs (or similarly named) department.

All Other Groups: Use this column for costs incurred by offices, regions, business units, or groups outside the corporate headquarters' community investment office and the foundation (in other words, from budgets not included in the category above).

- For retail businesses, this can be community investment by stores.
- For other businesses, community investment can be at the discretion of regional offices, manufacturing plants, etc.

Volunteerism: These are the costs specifically related to the management of volunteer initiatives and can be incurred by either of the groups above ("Foundation" or "Corporate Community Affairs" or "All Other Groups"). To avoid double-counting, do not include volunteerism costs in the "Foundation," "Corporate Community Affairs," or in the "All Other Groups" column.

double-count organizations.

—Please specify the breakdown of the number of domestic (within headquarters country) or international (within all other countries) grant recipients.

› International Community Investment Options: For U.S.-based companies that have non-U.S. based, international recipient organizations, please share the options your company uses to perform due diligence. Equivalency determination is an IRS-defined process whereby the recipient is evaluated to be equivalent to a U.S. public charity. Expenditure responsibility is the IRS-defined process whereby the recipient is assured to use the funds for specifically charitable purposes, regardless of the status of the organization.

Question V.D.: Budget: Management and Program Costs

The goal of the first part of this question is to capture how much it costs to operate the community investments and employee engagement programs. These costs are not included in "total community investments," yet they are an important statistic to compare across companies.

VI. EVALUATION

Please use the following descriptions as a guide for responding to the questions that refer to outcomes and impact in this section:

CECP believes that measuring outcomes and/or impact relies on the measurement of the earlier stages of a logic model, including inputs, activities, and outputs (in that order). Thus, the logic model is a continuum of levels for measurement. Please use the following Logic Model Continuum as a guide for answering all questions in section V.I.:

Question VI.A.: Outcomes Measurement

This multiple-choice question has options that show ranges of measurement depth. Select the response that best describes your company's approach.

Question VI.B.: Measuring to Manage

The first multiple-choice question assesses the breadth of use across companies. The specific term used by your company might not be strictly "dashboard" or "scorecard." These terms are intended to encompass all tools that afford multiple measures, are applied with a particular cadence, and that are used by the team or department. "Long time" should be interpreted to mean multiple years. "Relatively new" should be interpreted to mean less than one or two years of use.

The second multiple-choice question assesses the prevalence of how the team uses its metrics on the dashboard or scorecard management tool. Key Performance Indicators (KPIs) are the most commonly used term; please assume alternate terms that mean

Logic Model Elements	Metric Description	Example: Malaria Prevention
Inputs	The human, financial, organizational, and community resources a program has available to direct toward doing the work	Gave US$10 million to malaria-prevention project
Activities	The processes, tools, events, technology, and actions that are an intentional part of the program's implementation to bring about the intended changes or results	Educating the community and distributing bed nets
Outputs	The direct products of program activities; these may include types, levels, and targets of services to be delivered by the program	Percentage of program participants with knowledge of malaria prevention and number of bed nets delivered
Outcomes	The specific changes in program participants' behavior, knowledge, skills, status, and level of functioning	Percentage of children and pregnant women sleeping under a bed net
Impacts	The change occurring in organizations, communities, or systems as a result of program activities over the long term	Decrease in malaria-related mortality levels

essentially the same thing would be relevant here as well if your company does not use the term KPI. However, there must be a quantitative element of measuring results. A list of goals or objectives that do not have a numeric or measurable component would not apply.

This third multiple-choice question assesses whether teams consider trends related to investor demand and objectives when reporting on social KPIs in the company's sustainability report. The Sustainability Accounting Standards Board (SASB) is used as an example of an organization that has built the investor perspective into their approach. "Investors" refers to traditional investors for public companies, as well as stakeholders in other capital markets who review your company.

Question VI.C.: Measuring Business ROI

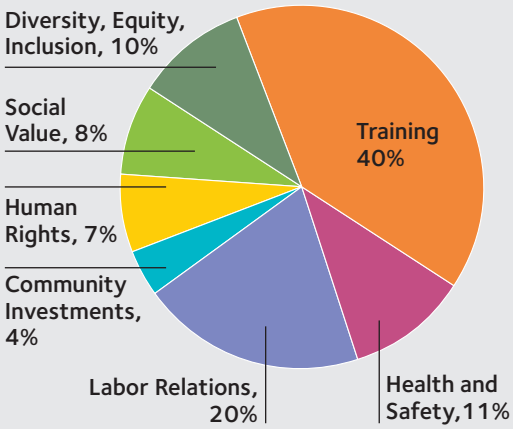
This section seeks to understand whether your company measures the business value of your community investments regarding employees and brand/customers metrics. The section includes a series of three questions for each, with the option to provide some related KPIs on each. The second two questions apply only if a company responds "yes" to the first.

For the yes/no question, please answer on behalf of the company, not just your department. For example, the social investment team may not have a KPI around increasing customer loyalty, but the marketing department may assess whether the community investments influence customers, which would mean you would respond "yes." For the activities and metric selection question, if your company's actions and priorities vary, please respond with your best answer to represent the priorities of the last fiscal year.

VII. THE "S" IN ESG: TOTAL SOCIAL INVESTMENT

In an effort to understand multiple categories of Total Social Investment that go beyond community investment, CECP uses this section to understand your company's integration of Social Value into business strategies and efforts oriented towards external stakeholders. This section is a ground-breaking effort to represent how these initiatives are taking shape across large companies. To do this, this section first asks for the total Social Value efforts for FY2023 in monetary terms, then asks multiple-choice questions about these external Total Social Investment categories: Diversity, Equity, and Inclusion, impact investing, "shared value" initiatives, digital assets donations, and workforce development. The selection of multiple-choice questions is intended to encourage as many companies as are able to respond as we continue to develop definitions that would underlie future monetary reporting on these areas.

Total Social Investment (US$), Category Breakdown, 2020



Total Social Investment Definition

Total Social Investment (TSI) sums up a company's resources used for "S" in ESG efforts. It is an input metric reported in monetary terms (US$). Using a monetary unit of measurement allows for ease of comparison across companies, making the metric well-suited for benchmarking. TSI spans all social efforts and is therefore compatible with the differences that result when companies set strategy based on their materiality assessment. As an example of the differences because of materiality, an energy company is likely to have a much higher proportion of TSI on safety efforts compared to that of a financial services company. As another example of differences based on materiality, industries where the labor force is changing because of automation are more likely to have a high percentage of TSI in training to upskill or reskill people currently working for the company.

The pie chart above is an example to help explain TSI in context. It's a fictitious snapshot that could be pulled from a company's sustainability report, provided here to help illustrate what TSI reporting could look like.

What to Include and Exclude

The **Total Social Investment** (TSI) metric is reported in monetary terms. The metric sums up all the company's resources used for "S" in ESG efforts from the year (or whatever period is covered by the reporting term). It's important to note companies' strategy and resource allocation for these "S" in ESG efforts, which are made based on their materiality and stakeholder assessment. Large companies do extensive amounts of work that affect social capital and respond to social issues, and these decisions are not influenced by TSI; they are summed up as

the company's TSI value (US$). Categories can help break down what is included in the "S" in ESG. There are seven well-documented categories of social efforts, though there is a gap in current documentation, which we will address in the following paragraph. "Well-documented" refers to the fact that these categories are covered in more than one reporting standard or framework. These categories suggest a way of breaking down corporate, sector-wide efforts that should be included in a company's TSI value (US$). Determined from an extensive landscape review of current, widely used standards and guidance, the seven categories include 1) Communities, 2) Human Rights, 3) Diversity, Equity, and Inclusion-internal, 4) Diversity, Equity, and Inclusion-external, 5) Training, 6) Health and Safety, and 7) Labor Relations. Major standards and frameworks cover each of these even when their wording is not an exact match.

Companies that have conducted efforts across these seven categories, as defined by the reporting standard(s) or framework(s) that they use (e.g., GRI or SASB), should include those efforts' resources in their TSI total (US$).

The current knowledge gap is in relation to **Social Value**. The types of innovative efforts within Social Value can be divided into two groups: broader partnerships and shared strategies. Broader partnerships are expansions of community investment partnerships with nonprofit organizations that are excluded from the community investments definition on pages 6 and 8. Shared strategies are business strategies that materially and significantly incorporate social outcomes. Data from recent years show that some examples of these Social Value activities are quite active—such as socially driven internships, donation of digital assets, shared value, and impact investment.

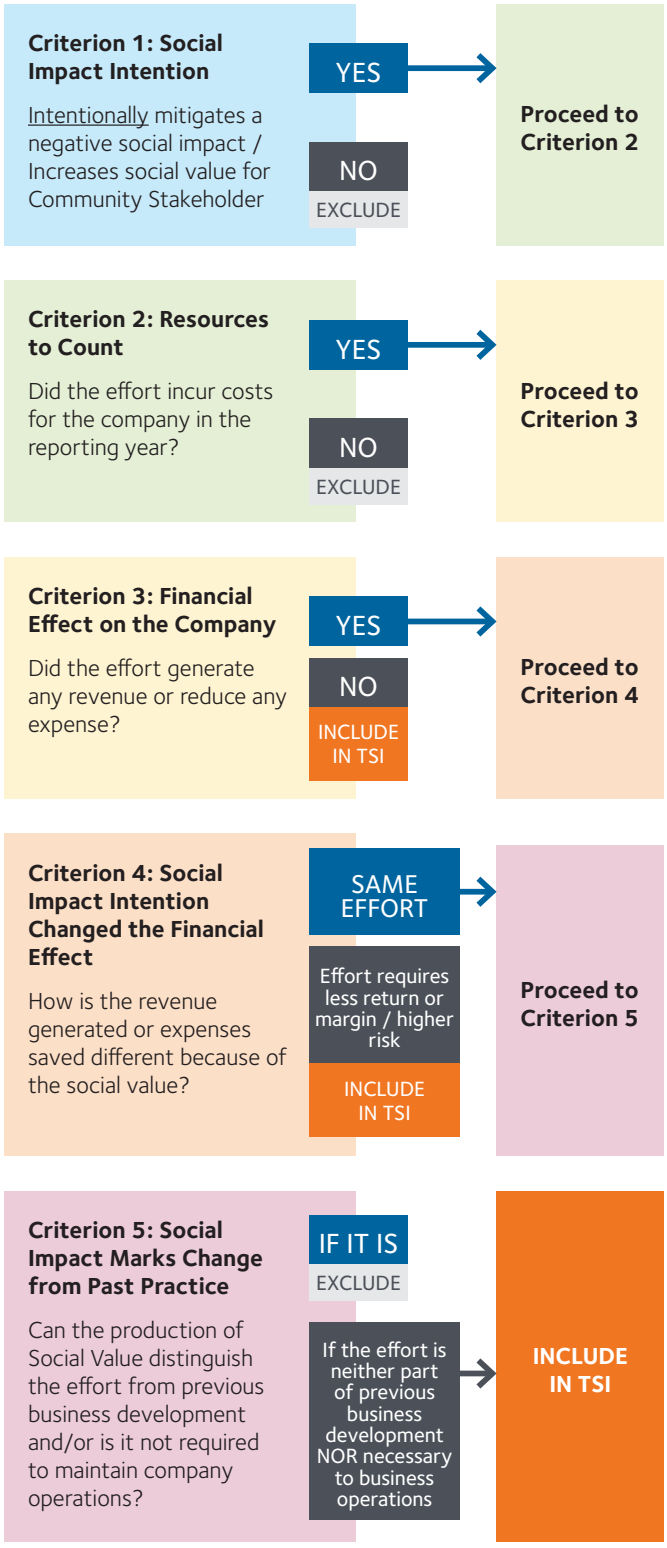
Begin by identifying an effort that your company believes is a social investment. Read the criteria with the effort in mind. Each of the criteria indicates whether you should include the effort in TSI, proceed to the next criterion, or exclude the effort from TSI.

Criterion One: Social Impact Intention

Was the effort designed in part or in whole to mitigate a negative social impact of the company or to increase the Social Value produced by the company for a relevant community stakeholder? If yes, proceed to the next criterion. If no, exclude.

› "Community stakeholder" as defined by GRI: Stakeholder: any entity or individual that can reasonably be expected to be significantly affected by the reporting organization's activities, products, and services, or whose actions can reasonably be expected to affect the ability of the organization to successfully implement its strategies and achieve its objectives. Local community: persons or groups of persons living and/or working in any areas that are economically, socially, or environmentally impacted (positively or

Criteria to Decide Whether to Include or Exclude



negatively) by an organization's operations.

- Employees and customers are accepted stakeholders as well.
- Social issue areas are referenced in Global Guide Criterion #2 (see page 7), sourced from the International Classification of Non-Profit Organizations (ICNPO): Education and Research, Culture and Recreation, Health, Social Services, Development and Housing, Law and Advocacy, Philanthropic Intermediaries and Volunteerism Promotion, and International.
- The Social Value cannot be an accident; the company should be able to identify the specific Social Value that the effort intended to produce. They do not have to have data that it did actually occur. How do you know if your company can identify the Social Value? Here are some examples:

  —When colleagues describe the effort, the description frequently includes the Social Value produced.

  —It is documented in whatever tools are used internally to document the decision-making and goals of the company—strategic plan, annual performance targets, or meeting agendas.
- Social issue areas refer to what happens as a result of the effort; they do not refer to the partner or other organization(s) involved. The fact that a partner involved in the effort has an independent focus on a qualified social issue does not automatically indicate that this specific effort will count.
- In contrast, the definitions for community investment do determine inclusion based on recipient's efforts and impact.
- "In part" should be interpreted as an explicit, material intention to produce Social Value. It does not include Social Value produced incidentally.

Criterion Two: Resources to Count

Did the effort incur costs for the company in the reporting year? If yes, proceed. If no, exclude.

- Establishing the existence of costs ensures there is something to count. If there are no costs, there are not any resources used for the effort that can be added to the amount reported for the Social Value component of Total Social Investment. This criterion is in place to filter out efforts for which it would be impossible to calculate a monetary value. As Total Social Investment is an input metric, some resource allocation is needed to contribute to the summed-up value.
- Costs can include the value of significant use of staff time.

  —Significance will vary based on the size of the company.

  —Consider the cost-benefit of staff time spent to track an effort as TSI as one way to assess significance. It is likely insignificant if the cost of time spent to track the effort(s) is more than the benefit of reporting it.
- Setting a goal or joining an alliance (membership) are likely to fail this criterion, but the efforts conducted to achieve the goal or work for the alliance are more likely to pass.

Criterion Three: Financial Effect on the Company

Did the effort generate any revenue or reduce any expense?

- "Generating revenues" means that this effort generates or is reasonably expected to generate cash inflows or is an essential part of a cash-generating activity. For example: Veteran hiring is expected to contribute indirectly to cash inflows in the future; Education programs that benefit the learners regardless of purchase behavior but could lead to purchasing is an activity that could lead to revenue in the short- or long-term.
- Direct connection (e.g., purchasing a service) to revenue counts but is not required if indirect connection to revenue is expected (e.g., "brand halo").
- There is no threshold for revenue; any amount would result in proceeding.

  —If the effort does not generate revenue or reduce any expenses, you do not have to proceed through further criteria; include the investment under Total Social Investment.

  —If the effort does, proceed to the next criterion.

Criterion Four: Social Impact Intention Changed the Financial Effect

How is the *revenue* generated or how are expenses saved different because of the Social Value?

- Remind yourself of the Social Value(s) identified in Criterion #1. Could you confidently say the decision-making that allowed the project or effort to proceed was different in terms of typical expected profit or typical tolerated risk?

  —If unsure, pick a similar project(s) or effort(s) that did have Social Value (said another way: a similar project that would not meet Criterion #1). Similar means both are newly developed products, both are product modifications, both are hiring methods, or both optimize supply chain processes. The examples might not be the same size or scale (e.g., one might be in only one market, whereas one might be in 15 markets). Depending on what information you have available, you might have to collaborate with colleagues to compare risks or profits. Ask colleagues from other departments for information if needed.

  —If a comparative example is unavailable, review this

criterion with a group of a minimum of three internal executives to compare individual judgment calls.

—Example: If the cost of goods increased US$1.00 per item, what other business project has a similar increase? If the comparable business project intended to bring in 5% growth in new customers, the Social Value project might receive a green light even with an expectation of 3% growth.

- If the effort requires less in returns or profit margin (when compared with other business projects with similar risks) or bears higher risks (when compared with other business projects with similar returns) when making investment decisions, you do not have to proceed to the next criterion to include the investment under Total Social Investment.
- If the effort is the same (not less or higher), proceed to the next criterion.

Criterion Five: Social Impact Marks Change from Past Practice

Can the *production* of Social Value distinguish the effort from previous business development and/or is it not required to maintain company operations?

- "Maintain company operations" refers to activities necessary to keep the business running as usual. Consider the likelihood that the company could choose not to make this effort, or if the company would still make the investment if community stakeholders had not been considered.

  —For example, privacy agreement, information security system, compliance, company culture development, regular new hiring, and regular internships will fail this criterion because they are necessary to sustain regular business operation.
- "Previous business development" refers to the core products and services that a company provides to produce revenue.
- Mandates and regulation would be excluded because they are necessary to maintain business operations.
- The value of most efforts is included for one to three years.
- Efforts with highly significant social impact and those that mark significant changes from past practices may be included for one to five years. The longer inclusion period acknowledges the larger amount of social impact.
- An effort included in its first year, considered a social impact roll-out, and that produced significant revenue would be included for three years.

  —A company could make the case to count the resources invested for up to five years. For example:
- The first 18 months produced no revenue before purchases began
- The scale of the effort was so large and wide-reaching that even in its fifth year it is influencing business development decisions for social impact
- If the effort is neither part of previous business development NOR necessary to business operations, then include the investment under Total Social Investment.
- If the effort is, then it is excluded.

Once Included, How to Count

This section is a guide to determine the monetary value (US$) of included efforts. As a reminder: Total Social Investment is a metric applied to sum up the resources a company used for "S" in ESG efforts. Internal data and costs calculated in an individualized way are the best source of determining a value for those resources. That means if you know the monetary (e.g., US$) value of resources that went into the included effort, you do not need to review further! Use that amount.

If you are questioning what value to count, then proceed. General principles that always apply are 1) determining a value that is conservative, and 2) does not double-count an amount in other ESG data/metrics.

Based on the size of the effort, the data available, and future potential to replicate the effort, select one of three methods to determine the value your company will report.

- Cost; OR
- Standardized; OR
- Customized.

In all cases, ensure your company documents the method used to define the monetary value. Documentation is important, as companies are increasingly seeking assurance of their reported ESG metrics.

Cost

Cost is a good way to value efforts that do not involve direct revenue generation. Costs must include at least one of the following:

- Staff time
- Materials
- Distribution
- Research and development expenses

Staff time is ideally calculated based on the actual amount of time spent and each individual's salary data. When that is not feasible, an estimate can be made using the salary chart made by the Taproot Foundation that CECP uses to value the hours for Pro Bono Service, whether by category or the overarching average. If the staff members involved were not well-represented by this table, we encourage companies to determine their own average, making sure to

document both the amount and the rationale. Anticipate that the company will seek assurance on the value and document it accordingly.

Materials and distribution should again be calculated based on the actual usage and expense amounts. Estimates are second best and should be done in partnership with colleagues in finance who have the expertise to produce a credible estimate.

Standardized

Each standardized method provided a percentage that can be applied to a company's efforts. Method #1 is for donations that do not qualify as community investments. Method #2 is for discounted products. Method #3 is for efforts for which the company is questioning how to value forgone revenue.

Standardized Method #1:

One example of Social Value within the subcategory "broader partnerships" is donating company products with social intent but to a recipient that does not meet the Global Guide criteria within community investments. An example of an effort that would count is donating to an individual person. In that case, count the Fair Market Value (FMV) of the products donated.

- If a company is donating products to customers because of a time of national or global economic duress (e.g., the COVID-19 pandemic) but the product does not directly mitigate the cause of the duress, they should count 40% of the FMV because the market has contracted.

  —During COVID-19 pandemic response, examples of donations that do not directly mitigate duress are training, software, intellectual property, and consulting services to customers.

  —During COVID-19 pandemic response, an example of a donation that does directly mitigate the cause of duress would be masks or other personal protective equipment.

Standardized Method #2:

One example of Social Value is discounted company products or services for recipients that do meet the Global Guide criteria within community investments. In the case of discounted products, it is especially important to have a clearly articulated intention for Social Value (Criterion #1) to avoid the over-counting of discounted products or services. We encourage companies to consider only discounted products in which the discount was significant, as is likely considering the social impact intention of providing the product at reduced cost.

A company should:

- Calculate Fair Market Value (FMV)
- Subtract the discounted amount paid
- Count 40% of remaining FMV

Standardized Method #3:

There are many Social Value examples where companies made a strategic choice for reasons of Social Value that resulted in their making less money than they could have—for example, making intellectual property public or adding a service at no extra charge. It would be difficult to determine whether, if the company had made an alternate choice, more revenue might have been made, and how much. When projecting what revenue might have been, companies should count 20% of their projected forgone revenue. The revenue might not have been realized if customers or clients would not have actually purchased what was "given away," or if the effort reflects an act unrelated to the company's current revenue streams, making test pricing with customers impossible.

Customized

The customized value calculation method is best when the effort is complex, high value, and the other two methods are ruled out: the cost method is an inadequate representation of the company's efforts and there is enough internal information to deem the standardized thresholds (e.g., 40% of FMV) unnecessary. It is suited for the many examples of Social Value efforts that are complex business strategies implemented by multiple departments, draw on multiple budgets, and use a wide variety of resources. For example, bringing to market a never-before-seen blood test that reaches poor families in rural areas. Or: providing upskilling training (e.g., hiring a private company to perform technical training) for highly vulnerable people working at companies within your company's supply chain.

Another reason to use the customized method to determine what amount to count is that the company may need to reuse the calculation. It may be reused because the effort will be done multiple times or will be the basis of future planning for new or expanded activities.

Customized calculations are informed by the company's internal data and information. As the name suggests, the calculation is different each time in order to suit the details of the effort the company is counting. It is common for the efforts using the customized calculation to have high revenue generation. Companies are seeking to figure out how much is acceptable to count because they are also acknowledging that the company is making money.

Begin by gathering information on resources used and, if any, revenue earned or expenses saved. The list of what to gather can include the number of people involved, their salary level, how much time they spent, budget amounts allocated by different departments, customer usage (if a product/service), and more. As a reminder, TSI sums resources spent for "S" in ESG efforts. Therefore, while the first step is gathering information, the second step is often determining how much of the sum of resources to count

as "S" in ESG resources. This is because the company is also directly benefiting through revenue, profit, or both. If a reduction is needed, seek data on relevant comparative efforts within the company in order to isolate the proportion of resources for the Social Value component. For example: the costs of a typical product roll-out or a typical internship program. Instead of applying the percentages from "standardized" discounts like 20% or 40%, you can specifically identify how the effort was different because of its Social Value. To put that another way: instead of assigning an assumption (20% forgone revenue), the company will determine the amount based on the calculated figures and analysis of internal data. The more data available, the more accurate the monetary (e.g., US$) value of resources used to produce Social Value will be. The calculation will require judgment calls, and these should return to the basic definition of TSI: the resources/input of the company for the effort that produced additive Social Value. Documentation of the calculation will be helpful should an external firm seek to provide assurance of how the monetary amount was determined.

TSI Survey Questions

We have expanded our DEI questions. For the question asking for the percentage of community investments budget allocated toward funding DEI programs and initiatives for qualified recipient organizations, do not include efforts internal to your company. This percentage may include funds previously reported as supporting social justice and racial equity in section II.B.

The next questions cover categories that are less common, for which the question asks very simply whether your company did any of them in the last year:

- Impact investing: seeks to understand whether your company incorporated ESG factors into its investing decisions.

  —If so, there are sub-questions related to impact investing that follow and that seek to understand how much of your company's assets under management (AUM) are allocated toward impact investing and the approaches used. The approach definitions are:

  > Direct investments: Corporate acquires (or merges with) a social enterprise

  > Self-managed funds: Entity created inside the corporation that invests in business and social enterprises

  > Third-party funds: Corporate funds transferred to a fund that then deploys money to social enterprises

  > Strategic alliances: Partnerships among companies to create innovative market-based social benefits

  > Incubators and accelerators: Companies deploying financial and non-financial assets to spur growth of small social enterprises

  > Corporate foundations: Foundation budget deployed to social enterprise, expected to be paid back

- Socially driven business strategy: Sometimes called "shared value" initiatives, socially driven business strategies are described in detail in CECP's report *Business at its Best*.

- Digital donation: This question refers to whether your company made any donations in the form of anything digital (e.g., data, bitcoin, cryptocurrency, digital assets) over the past year. It does not refer to donations that were executed digitally but instead that the donation itself was something digital.

- Socially driven internships: This question asks that you provide the number of internships that integrated social goals at your company (e.g., a workforce program specifically for at-risk students that includes on-the-job experience).

Lastly, there is a field to provide feedback for next year's survey. It asks for a suggestion of what to add. You could indicate anything you may wish to benchmark, thinking holistically about the field of ESG. Because companies value the ability to benchmark against their peers, we recommend that your suggested addition refer to something quantitative, whether that be a percentage or monetary. Total Social Investment has been driven by company input and that will continue as we enter future phases with this metric.

VIII. CORPORATE PURPOSE

The evolution of corporate purpose has been underway for many years. In 2019, CECP redefined its acronym to Chief Executives for Corporate Purpose. Our research will continue to explore this evolution.

Companies are increasingly looking to set forth or adjust their corporate purpose in alignment with long-term value creation. Hermes EOS and Bob Eccles define a Statement of Purpose as one "that clearly articulates the company's purpose to profitably achieve a solution for society. It specifies within that purpose the few stakeholders most critical to long-term value creation and sustainability."

In this new section, companies are encouraged to provide their corporate purpose statements, as well as answer multiple-choice questions that aim to assess the knowledge and value of purpose statements across the organization.

The *Harvard Business Review* differentiates among a corporate vision, mission, and purpose, stating that a corporate purpose should "inspire your staff to do good work for you, find a way to express the organization's impact on the lives of customers, clients, students,

patients—whomever you're trying to serve. Make them feel it."

CECP defines "senior management" as a group of high-level executives that actively participate in the daily supervision, planning, and administrative processes required by a business to help meet its objectives. The senior management of a company is often appointed by the corporation's board of directors and approved by shareholders.

For questions asking when the corporate purpose is referenced for decision-making, "social investment" decisions are those pertaining to grant-making, community investment, and employee engagement, while "business" decisions are those pertaining to corporate operations and revenue generation.

The questions in this section should be answered "from your perspective." As such, responses are not expected to be data-driven but opinion-based.

As stated in the survey, please note that this section will not be shared in any way; rather, all responses will remain anonymous regardless of your preferences expressed in the Data Sharing questions. Results will be shared only at the aggregate level.

For any further assistance, please contact CECP (insights@cecp.co).