

# 2010

## CORPORATE CITIZENSHIP REPORT

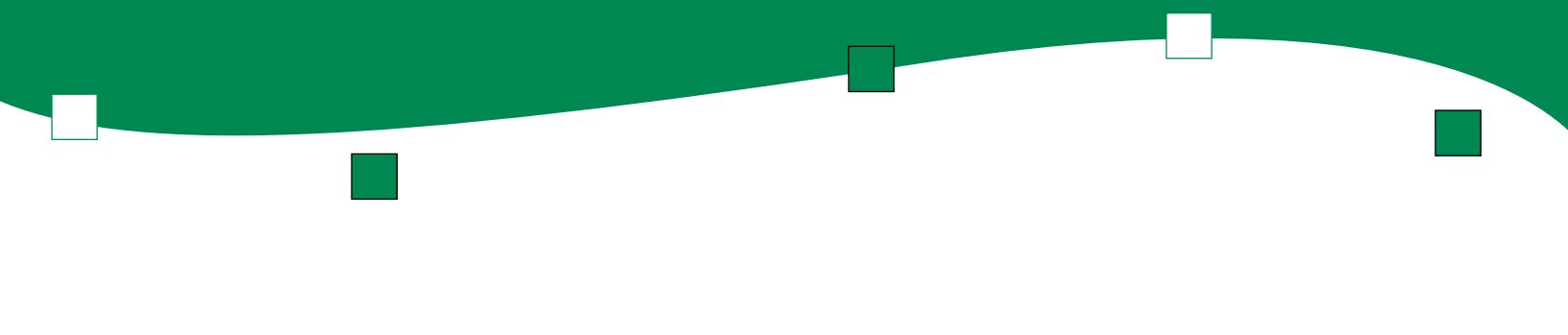


ENTREPRENEURS  
FOUNDATION™

SILICON VALLEY | **community**<sup>®</sup>  
**foundation**  
SERVING SAN MATEO AND SANTA CLARA COUNTIES

# 2010

## CORPORATE CITIZENSHIP





## CORPORATE CITIZENSHIP IN SILICON VALLEY: 2010 FINDINGS

### *Building Community: Silicon Valley Corporations Play a Vital Role*

Throughout Silicon Valley, companies both large and small have remained committed to donating money and helping their employees get involved in community programs. This study, published by Entrepreneurs Foundation and Silicon Valley Community Foundation, examines how and why local companies participate in these philanthropic and community initiatives.

Drawing on past research and comparable national studies, the Corporate Citizenship study examines whether our companies are following national trends or, in typical Silicon Valley fashion, creating their own brands of citizenship.

Silicon Valley is an undisputed leader in innovation, a place that is constantly reinventing itself. Companies here operate globally and must respond quickly to changes in technology and the marketplace. They must be focused, nimble and creative. However, despite our reputation as a center of innovation, corporate philanthropy in our region has remained fairly traditional.

We applaud the commitment that Silicon Valley companies have shown to corporate citizenship, particularly during a challenging economic environment. We know that if Silicon Valley's collective ingenuity were applied to solving social problems, new resources and solutions could be developed to meet today's critical needs.

Our region has a desperate need to improve its educational system, create new employment opportunities and help people survive an economic crisis in a valley with one of the highest costs of living in the nation. Corporations today understand that philanthropy is no longer nice to have. It is an essential element of sustaining and rebooting our civic and economic infrastructure.

We believe that the best and most successful companies include the surrounding community as a critical part of their business strategies. With this study, we challenge companies to examine the role they can play in building better communities and in making Silicon Valley a center of innovative corporate citizenship.

**Diane Solinger, Executive Director, Entrepreneurs Foundation**

**Emmett D. Carson, Ph.D., CEO and President, Silicon Valley Community Foundation**



## TABLE OF CONTENTS

Executive Summary: Key Findings.....	1
Overview of the Research.....	3
Program Focus Areas.....	4
Sustainability as a Key Driver.....	5
Business Benefits of Programs.....	7
Employees Working on Citizenship Programs.....	11
Trends in Corporate Giving.....	13
Benchmarking Against Other Research.....	25
Developing a Corporate Philanthropy and Community Involvement Program.....	28
Resource Guide.....	31
About the Report's Sponsoring Organizations.....	33
About the Report's Researching Organizations.....	34

## EXECUTIVE SUMMARY: KEY FINDINGS

### *Citizenship Is About Employees*

Companies want to give all employees the chance to participate and own their corporate citizenship programs. The study reveals that companies take their cues on the direction and support of their corporate citizenship programs from employees and that the philanthropic influence, leadership and participation of employees is strong and growing stronger.

Companies facilitate many opportunities for employees to give back through activities such as product donations, cash and in-kind donations, volunteer activities, pro-bono support, matching gift programs, office space donations, paid-time-off donations, disaster response and dollars-for-doers programs. Product donations have proven to be an effective way for many companies with consumer products to contribute to nonprofit organizations. The majority of respondents' programs include cash donations and sponsorships, matching gifts programs, product donations and disaster-response initiatives.

Seventy-one percent of employees at the responding companies contribute to their community programs in addition to performing their regular duties. This grassroots involvement may stem from the fact that companies dedicate limited full-time staffing resources to these programs. Many program managers are part-time or volunteers. Thirty percent of programs in this survey are part of community relations departments, 23 percent are part of human resources and 15 percent report directly to the CEO.

From community to employee-sponsored philanthropic activities, many companies actively encourage employee participation through volunteering, pro-bono activities or both. More than 40 percent of companies in the study have both formal volunteer time-off policies and formal pro-bono programs. Employee volunteer activities implemented by companies are also on the rise, with the vast majority of activities offered on a local basis to all employees.

Although many company programs are based locally, they are increasingly global in nature as well.

### *The Average Corporate Contribution Has Increased*

The mean annual corporate contribution has increased compared to 2007. The average corporate contribution per company in 2007 was \$80,000. Today's average is \$100,000. Despite the recent economic downturn, giving has held steady and even increased, due largely to the growth of in-kind donations.

### *Future Corporate Giving Budgets Will Mainly Remain Flat*

The economic downturn appears to have affected the ability of companies to increase their foundation or corporate advised fund assets in the near future. 64 percent of respondents will not increase their foundation or fund budgets in the next two years. However, 36 percent do plan to add resources to their foundations or funds.

### *Enlightened Self-Interest Is the Business Benefit*

Involving employees in corporate giving helps companies become involved in their communities and simultaneously meet internal human resources goals.

Among the other business benefits: 64 percent of respondents said corporate citizenship programs build the company's reputation and goodwill with key stakeholders; 59 percent feel the programs help with team building and corporate culture; 47 percent believe the programs enhance the corporate brand and increase visibility while 40 percent feel these efforts help recruit and retain employees.

### *Corporate Giving Is a Category unto Itself*

Fifty-six percent of companies currently have a corporate foundation or corporate advised fund. Eighteen percent of those companies donate between \$1 million and \$5 million a year, and 39 percent donate more than \$5 million a year. It appears that companies currently do not have a consistent standard for determining corporate giving or foundation budgets. There may be an opportunity for companies to work together to set a standard for our region.

Fifty-nine percent of companies have corporate giving budgets and almost half of these (44 percent) have budgets of more than \$500,000. Twenty percent of companies donate up to \$10,000 annually, showing the great variation in company budgets. Matching gifts are the preferred vehicle for corporate cash contributions, largely to meet employee benefit goals rather than strategic corporate philanthropy goals.

### *Main Program Focus Areas: Basic Human Needs and Education*

Although corporate giving strategies have changed in response to the economy, health & human services and education remain the primary focus areas. Two significant changes, however, are increased funding for the environment and decreased funding for arts & culture. There also seems to be a general narrowing of philanthropic focus areas. Few companies listed more than three issue areas in which they give money or volunteer time. Sixty-six percent of companies listed health & human services as their main focus area, while 64 percent listed education as their main program area.

### *Sustainability is on the Rise*

Sustainability, the integration of people and planet into a company's purpose, is on the radar for 73 percent of the respondents and becoming more important. This is interesting considering that 70 percent of the responding companies already have a sustainability program in place. Eighty-two percent of these programs are considered part of the corporate strategy. The environment has been an increased focus for employees and company leaders alike as they become more aware of environmental challenges and solutions. Environmental initiatives are saving money for companies and consumers, while environmentally conscientious companies are favorably perceived both in the marketplace and by prospective employees.

## OVERVIEW OF THE RESEARCH

### *Overview of the Research*

Silicon Valley has faced tremendous challenges over the last decade, from the tech bubble and bust to the housing market collapse and the recent financial meltdown. On the other end of the spectrum, companies and individuals are stepping up and digging deeply—volunteering and donating to community programs, global causes and work-related initiatives to help those in need. The purpose of this study was to determine how Silicon Valley compares to national corporate citizenship trends and to identify any shifts since our last survey in 2007. Our goal was to build on the existing understanding of best practices and learn from the innovations and refinements that corporate citizenship, community relations and philanthropy teams are creating in the midst of a historic economic downturn.

### *Who Participated?*

Participants operate	Number of employees	Public, private or other?
13% locally	31% >10,000	58% publicly traded
24% nationally	24% <100	39% privately held
63% globally	45% across a range of medium-sized organizations	3% other

This report is based on findings from 102 online questionnaires and 16 telephone interviews conducted between September 2009 and February 2010 with companies in biotech, construction, consumer products, energy, financial services, food, health care, information technology, media, pharmaceutical, professional services and real estate. Respondents came from company headquarters or large regional offices in the greater Silicon Valley and shared job functions in the community relations, corporate social responsibility

(CSR), philanthropy or foundation management arenas.

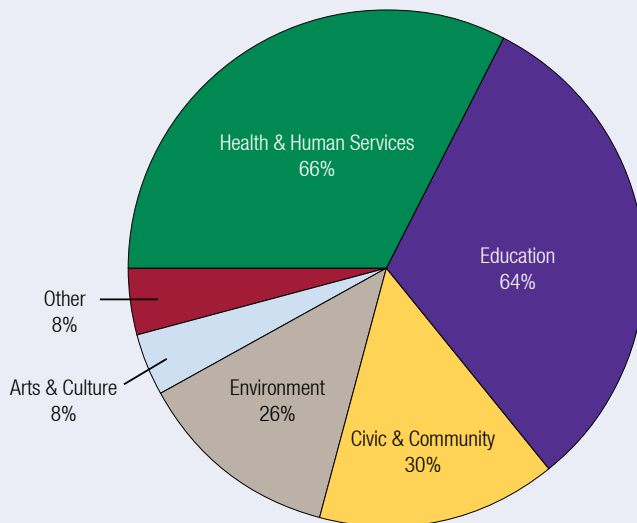
Since this study is inclusive of data from a subset of Silicon Valley companies, it is indicative of giving and citizenship efforts but is not representative of every company in this region.

The research was a collaborative project of the Entrepreneurs Foundation and Silicon Valley Community Foundation. The researching organizations—Communications for Good, Creekside Communications and Jones PR—conducted extensive quantitative and qualitative research with more than 100 member and affiliate organizations of the Entrepreneurs Foundation and Silicon Valley Community Foundation. Research participants were contacted via e-mail and telephone and encouraged to participate in both an online survey and in-depth telephone interviews.

Additional outreach was facilitated in partnership with the Corporate Community Relations Consortium, Council on Foundations, Northern California Grantmakers, Silicon Valley Leadership Group and United Way Silicon Valley. Companies across a wide swath of industries in the greater Bay Area were interviewed. Participants provided details about programs, budgets, successes and challenges that informed and validated the statistical data collected from the survey.

## PROGRAM FOCUS AREAS

### Key Issue Areas in Corporate Giving



Health & Human Services	66%
Education	64%
Civic & Community	30%
Environment	26%
Arts & Culture	8%
Other	8%

Although corporate giving strategies have changed in response to the economic downturn, health & human services and education remain the primary focus areas. Two significant changes, however, are the increase in funding for environment and the decrease in funding for arts & culture. There also seems to be a general narrowing of philanthropic focus areas. Few companies listed more than three issue areas for their donations of money or volunteer time.

The steadfast attention to health & human services and education, as well as the changing focus on the environment and arts & culture, fits with the social and economic pressures that companies have been facing. Companies have responded to these pressures by continuing to focus on health & human services and education. The companies benefit as a result of this focus for several reasons. These

issues are of high importance to employees; support for these issues maintains a positive relationship with the community and, in many cases, the issues align with a company's core business.

The environment has enjoyed an increased focus as both employees and company leadership become more aware of environmental challenges and solutions. Environmental initiatives can also result in cost-savings for companies, consumers or both, and environmentally conscientious companies are favorably perceived both in the marketplace and as employers.

Limited funds and a trend toward aligning giving areas with the core business have reduced funding for arts & culture. This situation may change as the economy improves.



## SUSTAINABILITY AS A KEY DRIVER

*“As we face a sustainability crisis that could ultimately even threaten our very existence as a species, we need to know how our companies are positioned to rise to the challenges, provide solutions and adapt to coming changes.”*

—Ernst Ligteringen, *Chief Executive*  
Global Reporting Initiative

The four benefits driving the move to corporate sustainability are: reducing risk, lowering costs, creating markets or revenue, and enhancing brand value and building loyalists (i.e., transforming customers into investors, and partners into shareholders).

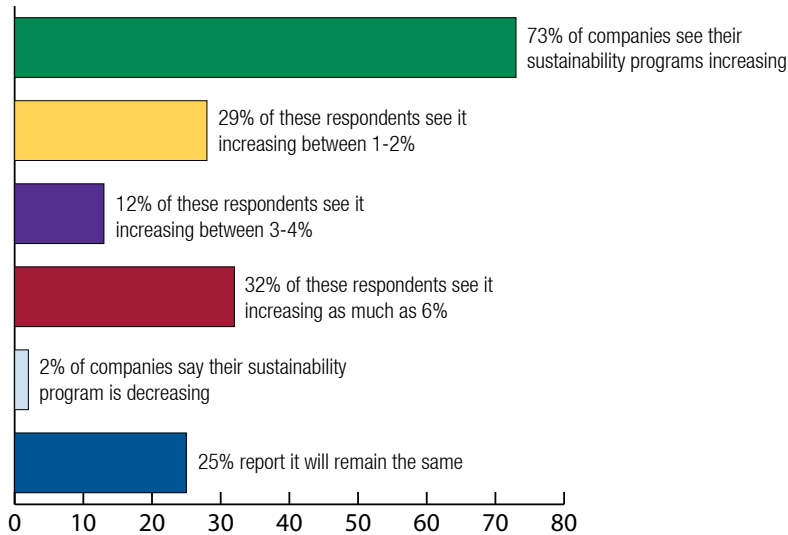
All the companies surveyed have corporate citizenship departments or programs. A number of companies already have sustainability or environmental programs as a key strategy in their corporate citizenship initiatives. Many of these companies feel these programs will increase in coming years. This puts Silicon Valley squarely in what many see as a global trend, the birth of a new industry sector or simply the next industrial revolution.

Globally, Corporate Social Responsibility is a collective of all measures that produce an overall positive impact on society through economic and social actions. The combination of CSR with sustainability means integrating sustainability management into a business’s core strategy to sustainably develop both the economy and society, providing business benefits and social/environmental benefits.

It is clear that sustainability plays an important role in corporate citizenship as 70 percent of companies surveyed have a sustainability or environmental strategy in place.

## Sustainability on the Rise

**82% of companies reveal that their sustainability efforts are part of their overall corporate strategy.**



Numbers reflect a larger increase in sustainability efforts than philanthropy efforts.

While 14 percent of companies assign operations ownership of their sustainability efforts, the majority of companies share the responsibility across departments. As sustainability begins to permeate companies, each department begins to determine how a combined focus on environment, society and company profits impacts all decision-making and resource allocations. Anecdotal interviews suggest that initial sustainability initiatives are growing fastest in product development and environmental programs, which are typically

housed in environment, health and safety departments.

In organizations where the sustainability effort is largely environmental, the programs usually begin as employee-driven. Forty-five percent of companies report the sustainability program is employee- or grassroots-driven. Employees are passionate about sustainability, and the linkage between people's passions and corporate programs is the hallmark of a robust, influential CSR and sustainability program.

*“The integration of sustainability into our CSR efforts takes a few different angles – foundation grants, sponsorships and employee volunteer activities. We continue to look for opportunities where it makes sense to add an environmental focus.”*

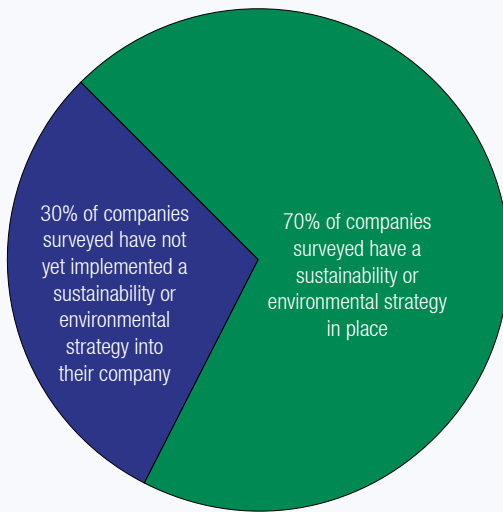
—Bank of America

## BUSINESS BENEFITS OF PROGRAMS

Study findings reveal that a shift has occurred. Consumers are demanding more information than ever about what a company produces and how the core business model impacts the environment and people’s lives.

Previously, consumers simply focused on the philanthropic measures companies had in place—what companies did (or gave) to support their communities. An

evolution in consumer consciousness, along with some visible corporate scandals, has created a sea of change in consumer expectations about what constitutes a company that is “doing good.” As a result, sustainability is now playing an increasingly important role in corporate citizenship. In fact, more than 70 percent of companies surveyed have a sustainability or environmental strategy in place.



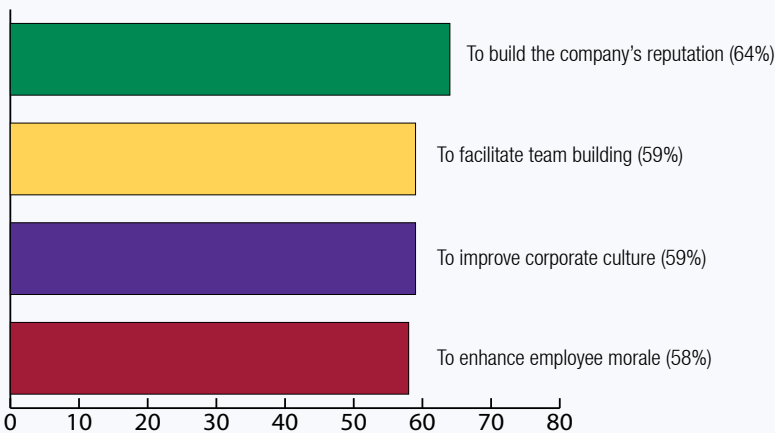
*“Customers are looking for companies that are making ethical choices in every dimension of their business; it’s all interwoven in the choices companies make.”*

—Symantec

### Key Business Benefits from Corporate Citizenship Programs

With corporate citizenship programs moving from “nice to have” to a business imperative, we asked companies, “Why do you have a corporate citizenship program in place?”

Respondents cited the following four reasons most often:



It is clear that philanthropic and corporate citizenship programs no longer operate in a vacuum, as these programs are inextricably tied to a company's overall business objectives. While it is difficult for most companies to measure the specific business benefits of their philanthropic programs, all cited the biggest benefits as goodwill, thought leadership and an improved corporate culture.

The reporting structures for a company's philanthropic programs really dictate its focus and ultimately its beneficiaries. For example, programs that report to corporate communications look for more brand exposure; those that report to the CEO look for increased reputation among shareholders and board members; and those that report to HR and benefits departments are typically more focused on employee relations.

Reputation is essential to corporate success, and 64 percent of respondents believe corporate citizenship plays an important role in reputation building. This means companies are taking into account their complete impact on society and the environment, while assuming responsibilities that go well beyond the scope of commercial relationships.

Companies are more than just a place where customers buy a product or service. Customers expect more. They expect, and need, to trust the people with whom they do business. They

want to be heard and to build relationships with "good" companies. A "good" reputation is critical to building trust, motivating employees and creating loyal customers.

Employee morale is also a significant factor as respondents believe that engaged employees translate into more effective working teams and job satisfaction, which increase productivity and improve customer loyalty. The old model of corporate philanthropy was simply writing checks with no employee involvement. Today, more corporations are turning to hands-on volunteer projects to get their people motivated and working together as teams. Whether helping to build a house, delivering food baskets or building a playground, when co-workers labor together outside the office, they gain a sense of dependability, cooperation, respect, productivity, motivation and communication. For companies that focus on skills-based community volunteering, one beneficial outcome is the ability to work alongside clients, customers or partners in the community.

DemandTec, for example, leverages its corporate citizenship programs to reach out to its customers as people, not as corporations. The flagship of DemandTec's Corporate Citizenship program is the DemandTec Retail Challenge, a program that enables the

*"By including core stakeholders such as employees, customers and partners in your philanthropic efforts, you can greatly increase your collective impact. This shared feeling of accomplishment not only provides greater value to the community but has the double benefit of deepening your business relationships."*

—NVIDIA

*“Corporate philanthropy’s role will never be the same – it has to be about supporting business and doing things that help build a culture for the company. Philanthropy programs have to become more focused or, during downturns, they will easily lose support and funding.”*

—Symantec

company to partner with customers such as Safeway and Target to promote the practical applications of math in business. Through a national math contest, high school seniors are given the opportunity to grapple with real business issues and decision-making. Students are presented with a business case study and relevant data and asked to develop ideas and solutions. The problems focus on solving a common retail challenge (e.g., pricing to achieve an objective) and encourage the team to think about a variety of category-management principles. Results are presented to a panel of experts and winners receive a monetary scholarship to help further their education.

Many companies see an imperative to focus on not only growing the business, but also on growing the community, especially among their millennial workforce. For some companies, rallying around a public philanthropic initiative helps formalize their

programs while getting employees and senior leaders on the same page.

Another way for companies to evolve their philanthropic programs is to take the mission and spirit of the programs from the senior leaders, but then create cross-functional governance models that collaboratively seek consensus, integration and shared ownership throughout the company.

Some companies are also seeing a tie-in between their community relations work and the identification, development, and marketing of new products and services.

For other companies, especially those that market directly to consumers, CSR programs (particularly sustainability programs) come into play as purchasing criteria.

Companies like LiveOps are expanding market opportunities through their corporate citizenship programs.

*“The debate about whether a company has a responsibility to give back to the community is largely a non-issue. Corporate citizenship is simply a business issue. Though business logic puts corporate citizenship on the agenda, the emotional aspect—service, responsibility, philanthropy—these are what elevate its priority and affect the resources allocated to it.”*

— NetSuite

*“A shift has occurred. It used to be just about what the company did to support and what the company gave to the community. What it has really become is that consumers are demanding more than ever information about what the company actually produces and how the core business model impacts the environment and impacts people’s lives.”*

— Caring.com

A key nonprofit partner for LiveOps is Project Hired, an organization that assists people with disabilities to gain and sustain employment. In addition to providing funding for Project Hired, LiveOps works with the organization to help establish a revenue-generating call center business that utilizes LiveOps’ technology.

The company’s involvement with Project Hired has encouraged LiveOps to investigate expanding this practice to other nonprofits that may be able to financially benefit through call center structures.

*“At Cisco, we truly believe that corporate social responsibility is everyone’s responsibility, and we have integrated this into every aspect of our business.”*

— Cisco

Finally, another indication of the growing influence of business is seen in the fact that business criteria are being factored into current and future growth plans for many corporate citizenship programs.

*“LiveOps has pursued partnerships with organizations, such as Project Hired, that seamlessly align with our core vision for the future of work—one that is flexible, free from geographic constraints and that provides a great work-life balance. Through these corporate citizenship initiatives, we’ve developed mutually beneficial programs that help the community to enjoy success in their personal and professional lives and allow LiveOps to apply our expertise and resources to enhance our community partners’ endeavors.”*

— LiveOps

*“I would say as we go forward, we will be thinking long and hard about our CSR Program, especially as we get more involved outside the United States and as the business gets bigger. We need to figure out a global CSR strategy. We have many resources in the company and need to determine how and where we are going to direct these resources and why. It will become a little more challenging over the next five years as we take the next steps with our CSR strategy, expanding on where we are today.”*

— Silicon Valley Financial Group

## EMPLOYEES WORKING ON CITIZENSHIP PROGRAMS

### *People Are Critical*

*“We’ve built our philanthropic program using input from all employees; it’s essentially like building a business with them versus just being a department that swoops in and tells them what they should care about.”*

— NVIDIA

*When I think about our corporate citizenship program in general, I try and think of us as an amplifier more than a generator. What I want to do is take whatever our employee base is excited about and allow them to create even more value than they would be able to create on their own.”*

— DemandTec

*“Our Employee Engagement Programs also present many development opportunities for National Semiconductor employees. Since we have a very small staff managing these programs, it takes a great deal of employee volunteers to run them. As a result, these employees are learning leadership skills, project management and other skills with real hands-on development through community relations. This is another important benefit of our Employee Engagement Programs.”*

— National Semiconductor

### *Employees & Community Programs*

In 2010, 30 percent of survey respondents said they report into a community or corporate affairs department, and 23 percent report to human resources. Given that much of corporate philanthropy is geared toward meeting external community relations goals, or meeting the goals and interests of employees, it is logical that these departments retain the majority ownership of philanthropic programs. Additionally, 15 percent of program managers report directly into the executive or C-suite, indicating that in some companies, especially in smaller, private companies, the CEO takes a specific interest in the direction and execution of corporate citizenship programs. Surprisingly, only eight percent of companies indicated they are part of their marketing function. While not evident in this survey, empirical data may suggest that, because much of Silicon Valley business is business-to-business versus business-to-consumer, there is less need for companies to incorporate community involvement and philanthropic programs into their marketing strategies. This may change, however, as sustainability and “green” programs become more integral to corporate strategies.

Silicon Valley’s corporate citizenship programs operate with limited staff resources. Forty-nine percent of those responding to the survey have between one and three employees dedicated to corporate philanthropy. However, 71 percent reported that other employees help implement these programs.

This suggests that there may be a need to professionalize these roles more in our region. Or it may suggest that the programs are not mature enough to warrant full-time staffing.

Many companies claim that people are its most valuable resource, and this is true within the corporate citizenship programs of most companies in the study. Employees are critical to the ultimate success of corporate citizenship programs, whether they are administering the program, volunteering time and/or professional expertise, or championing causes supported by their employers.

It is clear that the people-centric approach of these companies' corporate citizenship programs reflect both formal and informal engagement models. Employees feel ownership and commitment to the most successful CSR programs—regardless of whether these activities are part of their formal job responsibilities.

True to the Silicon Valley spirit of inclusion, 90 percent of companies reported that all employees are eligible to participate in corporate philanthropy and community involvement programs. In 19 percent of these companies, part-time (hourly) employees are eligible to participate. Three percent let contractors participate and six percent engage their retiree population for community programs. National trends suggest that, as companies evolve and the employee population matures, retiree populations will become more and more important to meeting corporate citizenship goals. These employees have tremendous talent and time to share.

They are also a growing demographic that represents their companies well and values the opportunity to use their skills to help social causes.

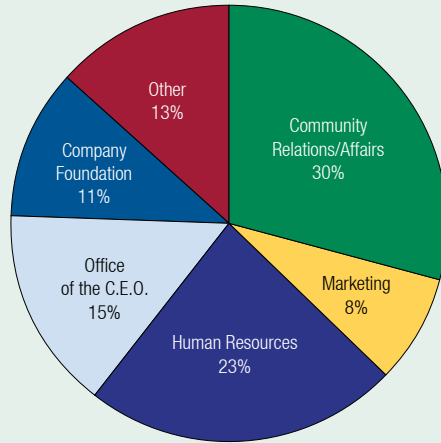
Another way in which companies engage employees is to offer and organize employee-led community involvement or philanthropy teams. These committees allow employees to take leadership roles outside their normal job functions, help the company ensure that employees maintain ownership of the program, and often provide cross-functional team-building opportunities, as members of these committees tend to come from different departments.

These team members represent employees whose philanthropic responsibilities are not part of their day-to-day duties, yet they still devote their time to these endeavors. Also telling is that these teams span multiple sites and geographies, ensuring a broad scope of representation for the companies. While a company's executive leadership provides the foundation for many community relations programs, the leaders generally do not take a predominant role in the ongoing execution. No doubt this is where the company culture comes into play. While executive leadership may provide the strong roots of many philanthropic programs, their successful execution and evolution is carried on by the employees. Fifty-nine percent of companies reported that they have a community involvement team, and most of those (79 percent) have cross-functional team representation.



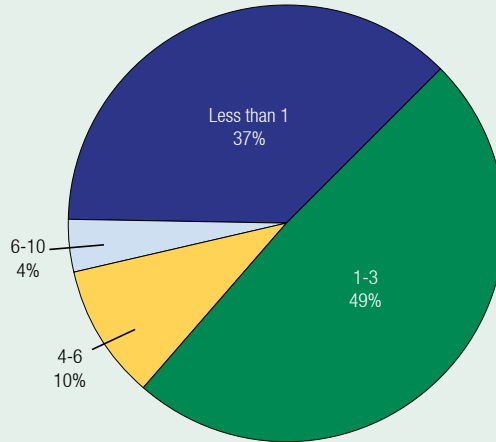
## TRENDS IN CORPORATE GIVING

### Corporate Philanthropy Reporting Structures



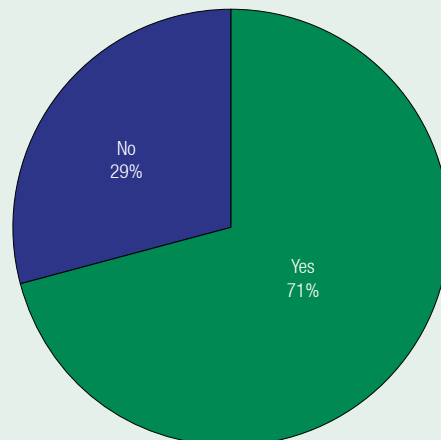
Community Relations/Affairs	28	30%
Marketing	8	8%
Human Resources	23	23%
Office of the CEO	15	15%
Company Foundation	11	11%
Other	13	13%
<b>Total</b>	<b>98</b>	<b>100%</b>

### Staff Resources Allocated to Community Program Administration



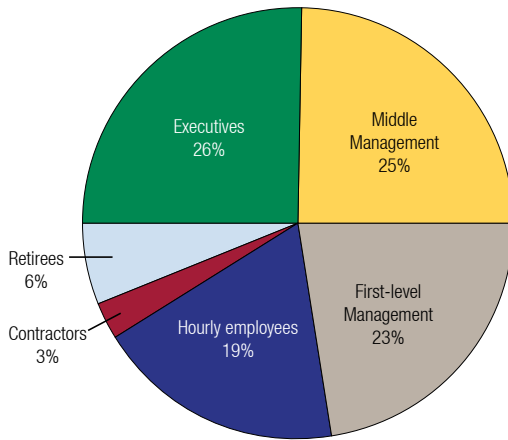
Less than 1	35	37%
1-3	46	49%
4-6	9	10%
6-10	4	4%
<b>Total</b>	<b>94</b>	<b>100%</b>

### Are there people outside of the corporate philanthropy department helping to maintain programs?



Yes	67	71%
No	27	29%
<b>Total</b>	<b>94</b>	<b>100%</b>

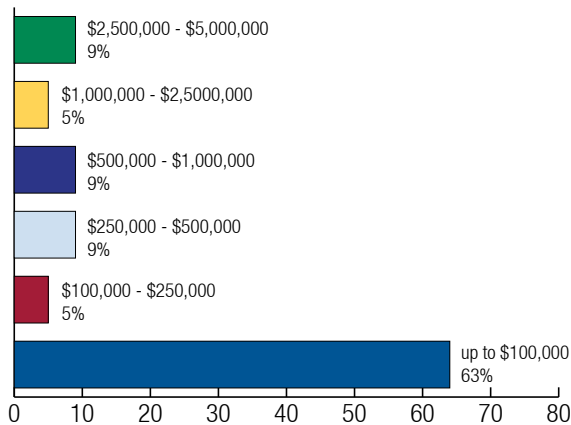
## Employees Eligible to Participate in Corporate Citizenship Programs



All Employees	79	90%
Executives	23	26%
Middle Management	22	25%
First-level Management	20	23%
Hourly Employees	17	19%
Retirees	5	6%
Contractors	3	3%

## Pro-Bono Programs And Their Dollar Values

44 percent of companies have pro-bono programs in place. The dollar value of these programs in the last 12 months was:



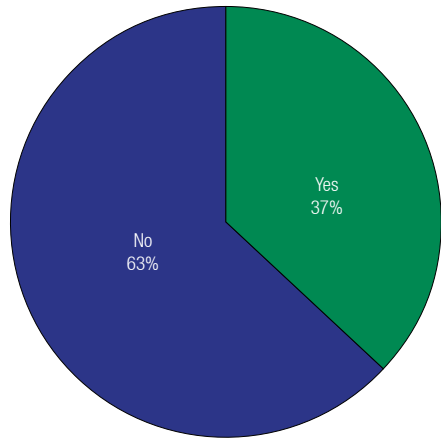
While giving back to the community remains the primary goal of employee volunteer and pro-bono programs, some companies realize additional business benefits.

*“A nice outcome (but not the primary driver) of our philanthropic efforts is to strengthen our brand, but we are also able to develop closer ties to our fee-based clients in the community by working side-by-side with them, either through board service or strategic partnerships that include volunteering and other kinds of service.”*

— Deloitte

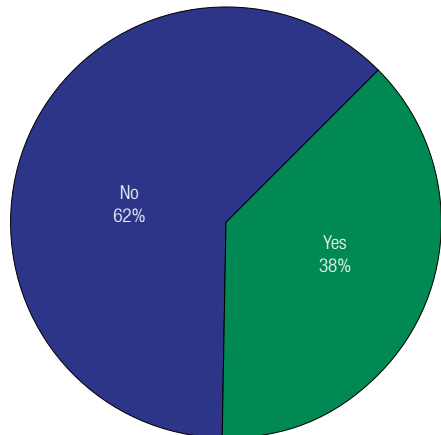
## Corporate Citizenship Program Elements

### Program: Payroll Deductions Offered to Employees for Charitable Giving



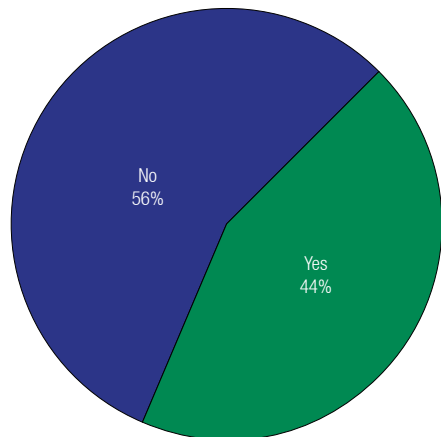
Yes	34	37%
No	57	63%
Total	91	100%

### Program: "Dollars for Doers," Which Supports Employee Volunteerism by Matching Employee Volunteer Hours with Corporate Cash Contributions



Yes	35	38%
No	57	62%
Total	92	100%

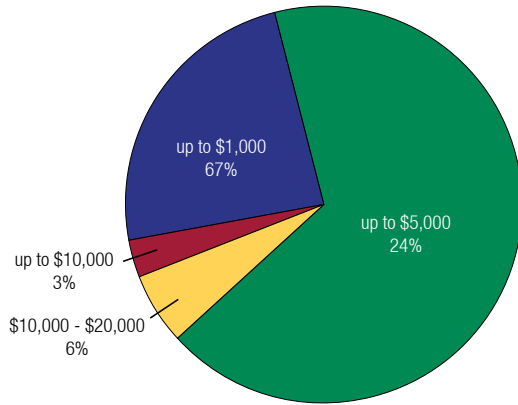
### Program: Product Donations



Yes	32	44%
No	40	56%
Total	72	100%

## Employee Volunteering Programs and Matching Employer Grants

### “Dollars for Doers” Program – Cash Matching

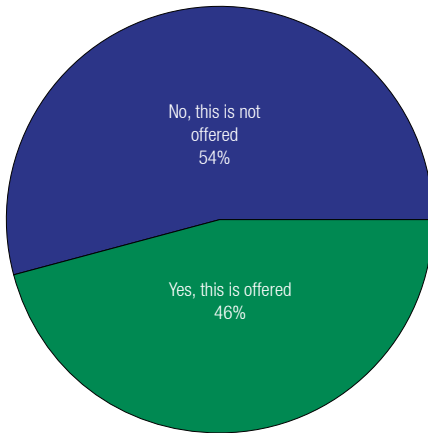


67% match the hours amount up to \$1,000
24% match the hours amount up to \$5,000
3% match the hours amount up to \$10,000
6% match the hours between \$10,000 - \$20,000

The Independent Sector valued one volunteer hour in California at \$22.79 in 2007. Among the companies surveyed, the responses were nearly split with whether they have company-wide annual maximum matching limits (42 percent yes, 58 percent no).

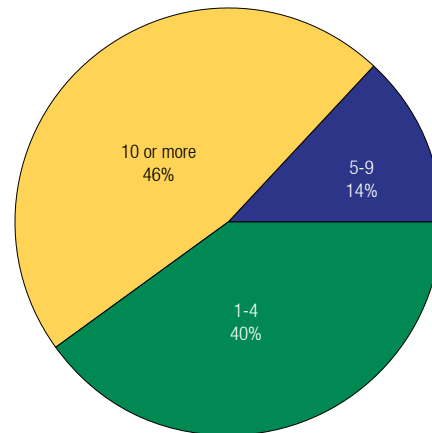
## Engaging Employees in Corporate Citizenship

### Volunteer Time-Off Policies



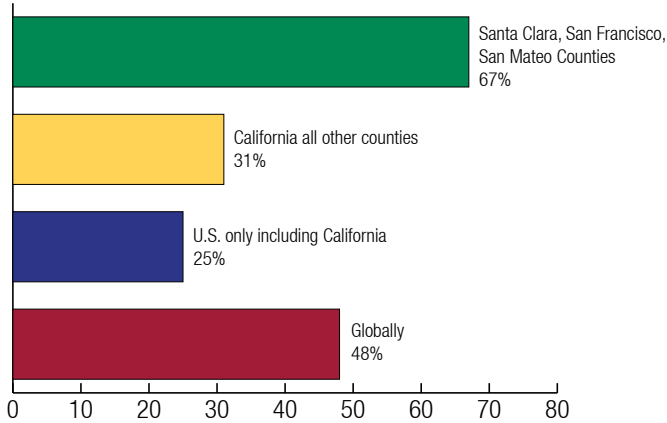
Yes, this is offered	32	46%
No, this is not offered	38	54%
Total	70	100%

### Company-Sponsored Employee Volunteer Activities per Year



1-4	27	40%
5-9	9	14%
10 or more	31	46%
Total	67	100%

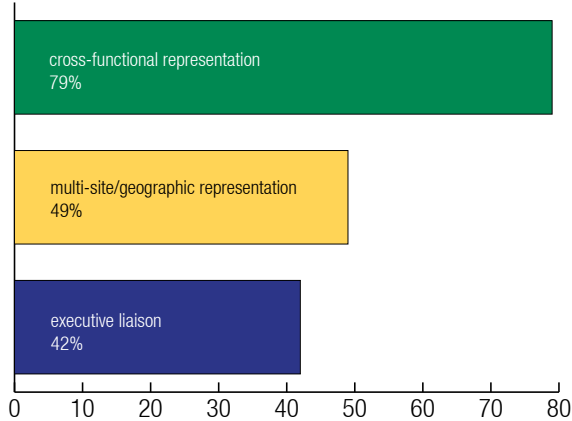
## Volunteer Programs Are Offered in Following Geographic Regions



Santa Clara, San Francisco, San Mateo counties		
	45	67%
California, all other counties		
	21	31%
U.S. only including California		
	17	25%
Globally		
	32	48%

## Staffing of Employee Community Relations Teams

**59% of companies have employee community relations teams, which are staffed as follows:**



*“It’s not about us—it’s about our employees and the community’s needs and where there are different and diverse opportunities to contribute and help out.”*

— Serious Materials

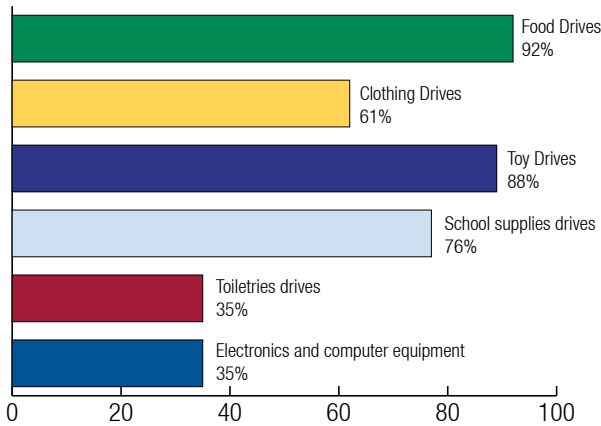
Companies can provide a great platform to engage employees in community involvement efforts. Additionally, many employees deem these programs important, as they provide an employee benefit, increase company morale, and enhance recruiting and retention practices. Giving employees flexible, paid time-off to volunteer is one way that companies support volunteering. Forty-six percent of companies reported they have a formal volunteer time-off policy that enables employees to take a predetermined number of hours away from the workplace to volunteer. And 100 percent of companies organize volunteering events for their employees.

46 percent of respondents stated that they provide more than 10 community events per year. While the majority of these community events (67 percent) are only locally in Silicon Valley, where the companies are headquartered, 48 percent of companies also offer these programs globally.

Given that some of the companies in the study do not operate globally, this is consistent with the findings that 90 percent of companies want to offer these types of programs to their entire workforces.

## Providing Employees with Alternative Ways to Give: In-Kind Donations

### Employee-Driven In-Kind Donation Programs

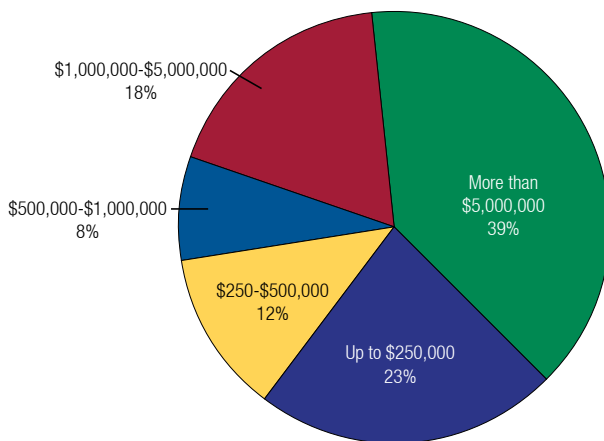


Employee giving doesn't always mean payroll deductions or cash contributions. For many companies, providing employees with alternative ways to give, such as in-kind contributions, is a practical and reasonable way to encourage giving.

Many of these programs focus on supporting basic human needs or providing disadvantaged members of the community with supplies that enhance their lives or improve their

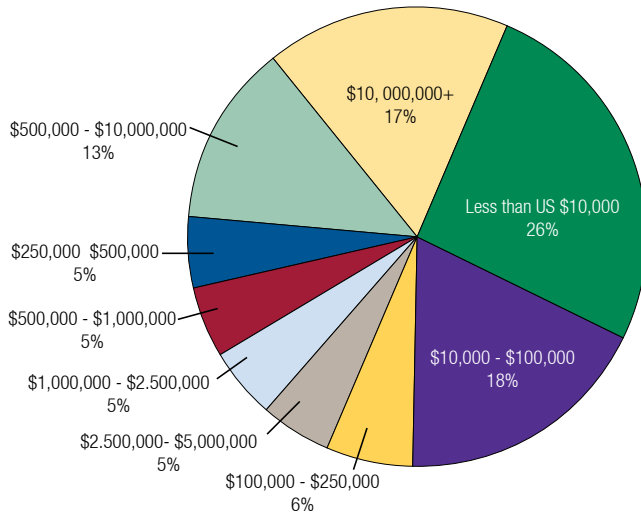
educational opportunities. Ninety-two percent of respondents report that they host food drives. Used clothing, toy and school supply drives are also quite popular. Additionally, 35 percent of companies encourage employees to donate used computer or electronic equipment. Many of these donations are targeted to help narrow the achievement gap in regional public schools that need additional technology to bring students up to standards.

### Corporate Giving From Corporate Advised Funds/Foundation Annually



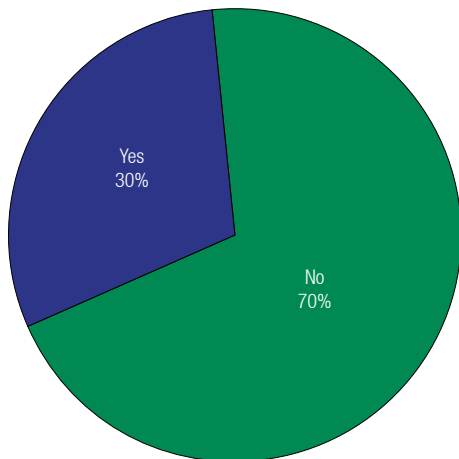
Up to \$250,000	23%
\$250,000-\$500,000	12%
\$500,000-\$1,000,000	8%
\$1,000,000-\$5,000,000	18%
More than \$5,000,000	39%
<b>Total</b>	<b>100%</b>

### Value of Corporate Giving Each Year Over the Last Three Years



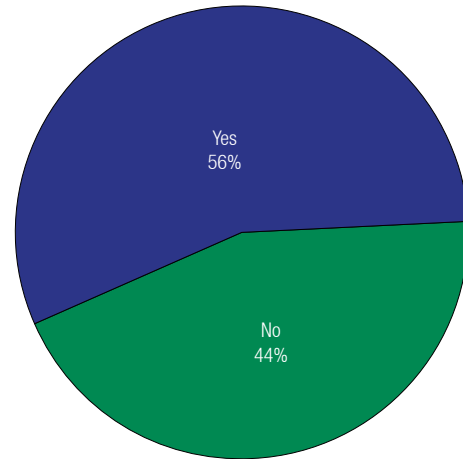
Less than US \$10,000	22	26%
\$10,000 - \$100,000	16	18%
\$100,000 - \$250,000	5	6%
\$250,000 - \$500,000	4	5%
\$500,000 - \$1,000,000	4	5%
\$1,000,000 - \$2,500,000	4	5%
\$2,500,000 - \$5,000,000	4	5%
\$500,000 - \$10,000,000	11	13%
\$10,000,000+	15	17%
<b>Total</b>	<b>85</b>	<b>100%</b>

### Companies Planning to Dedicate Additional Resources to Corporate Giving Budgets over the Next Two Years



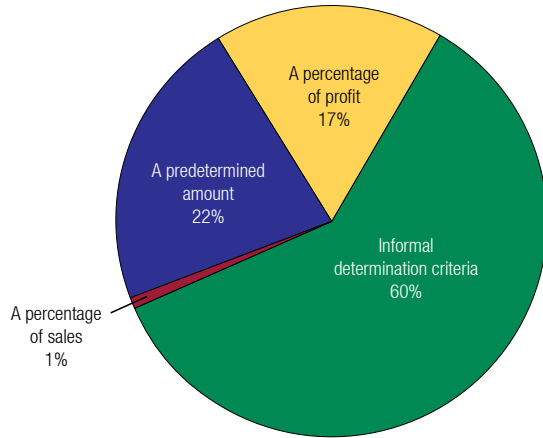
Yes	25	30%
No	58	70%
<b>Total</b>	<b>83</b>	<b>100%</b>

### Companies Maintaining Corporate Advised Funds



Yes	54	56%
No	42	44%
<b>Total</b>	<b>96</b>	<b>100%</b>

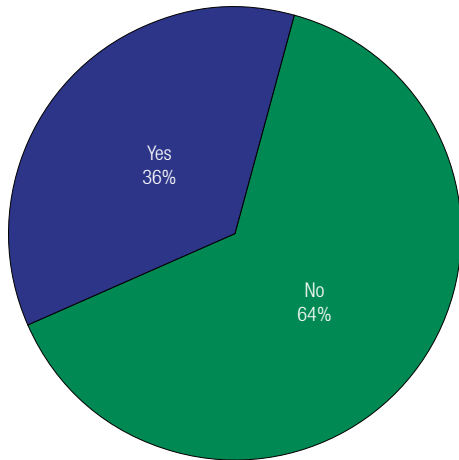
## How Annual Funding is Determined for Corporate Advised Funds



A percentage of sales	1	1%
A predetermined amount	16	22%
A percentage of profit	13	17%
Informal determination criteria	45	60%
<b>Total</b>	<b>75</b>	<b>100%</b>

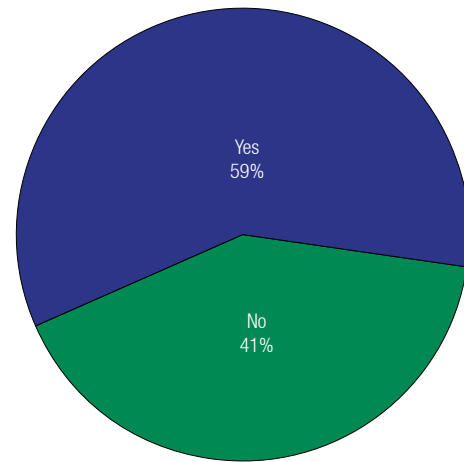
## Dedication of Additional Cash Resources to Foundation/Fund

Over the Next Two Years



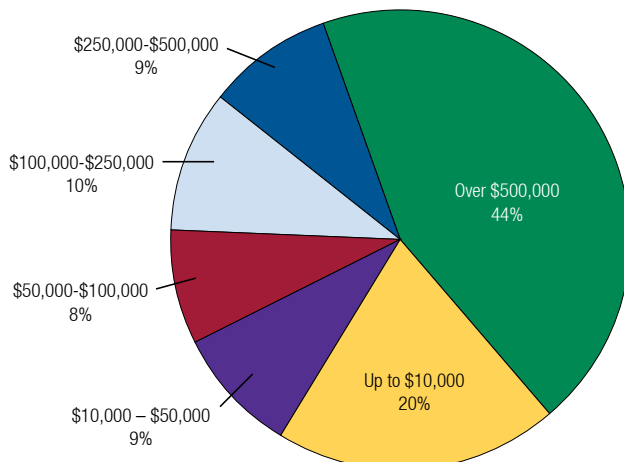
<b>Yes</b>	<b>25</b>	<b>36%</b>
<b>No</b>	<b>58</b>	<b>64%</b>
<b>Total</b>	<b>83</b>	<b>100%</b>

## Corporate Giving Budget



<b>Yes</b>	<b>57</b>	<b>59%</b>
<b>No</b>	<b>39</b>	<b>41%</b>
<b>Total</b>	<b>96</b>	<b>100%</b>

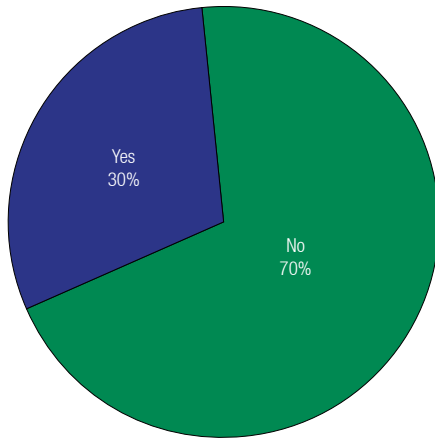
## Annual Corporate Giving Budget Amounts



Up to \$10,000	12	20%
\$10,000 - \$50,000	6	9%
\$50,000-\$100,000	5	8%
\$100,000-\$250,000	6	10%
\$250,000-\$500,000	5	9%
Over \$500,000	27	44%
<b>Total</b>	<b>61</b>	<b>100%</b>



## Dedication of Additional Financial Resources to Corporate Giving Budget



Yes	25	30%
No	58	70%
Total	83	100%

Choosing corporate advised funds is another example of how Silicon Valley companies outsource services and expertise to execute their corporate citizenship programs and meet their goals. Silicon Valley companies appear to be quite generous; 57 percent of the companies report that they contribute more than \$1 million per year to charitable causes from their corporate foundations, and all companies in the survey donate some cash. Interestingly, 27 percent of the companies pre-funded their corporate foundations with private equity. These companies, should they have a successful initial public offering or be acquired by a publicly traded company, have already designated significant assets towards philanthropy for future distribution. This is a leveraged way for emerging companies to contribute to philanthropy and use an asset that is standard compensation for employees and consultants.

Unfortunately for our communities, the economic downturn appears to have adversely affected companies' abilities to increase their foundation or corporate advised fund assets in the near future. Sixty-four percent of companies report that they will not increase their foundation or fund budgets in the next two years, while 36 percent report that they will add resources to their foundations or funds.

In addition to corporate foundations or corporate advised funds, 59 percent of companies in the study have a corporate giving budget. These are dollars directly from the company that do not pass through a foundation or advised fund and tend to fluctuate based upon corporate performance, profitability or management prioritization. Companies determine their corporate giving budgets in various ways. Twenty-four percent reported that they use a percentage of profit, while 73 percent have no formal policy or could not calculate the giving budget from year-to-year. For some in this subset, economic conditions dictated how funds were committed. Others try to determine the need based upon multi-year grant commitments. The data suggests that there is no standard way Silicon Valley companies determine a corporate giving budget. Some such standard might help companies better manage the expectation for giving by communities, employees and other key stakeholders.

Companies contribute hard assets to the community through a variety of vehicles, the most common being cash grants. Seventy-nine percent reported straight contributions of cash occurred at their company. Fully 68 percent,

62 percent and 43 percent of the companies contribute other forms of cash grants such as sponsorships, matching gifts and disaster relief respectively. Cash is king and the asset most valued by the majority of nonprofits. Companies respond to that need but also contribute other assets such as stock, products and services, in-kind goods, office space and paid time off. Forty-four percent of companies reported that they contribute pro-bono services, which is a growing trend here as well as nationally.

This is in large part due to an expanded definition of pro-bono that includes skills-based volunteering, reaching beyond the professional services sector of attorneys, consultants and accountants. This enables individuals within companies to leverage their professional skills for social or nonprofit organizational development. Sixty-four percent of the pro-bono support for the last 12 months was valued at under \$100,000, but the data does not provide significant insight into the value of each individual service project.

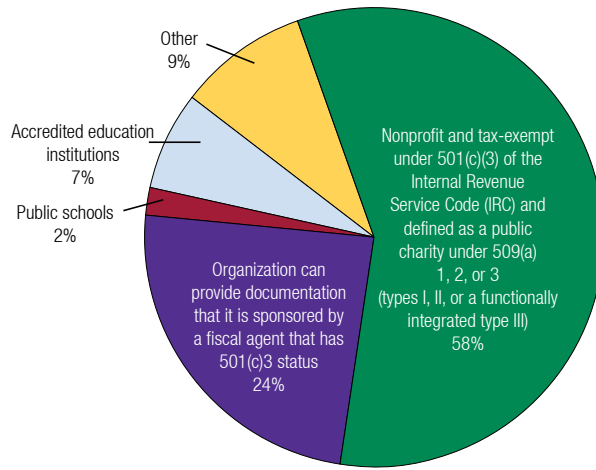
On a three-year average, 41 percent of companies contribute more than \$1 million per year to philanthropy. However, 26 percent of companies reported that they contribute less than \$10,000 annually. This data may correlate directly with the fact that 39 percent of the companies in the study indicated that they are privately held. Many of these are representative of the companies that have pre-funded their corporate foundation with equity

and therefore consider that stock to be their main philanthropic asset. These companies wait to make significant charitable cash contributions until a liquidity event occurs, when they can use the proceeds of the sale of the equity for grants.

Consistent with corporate foundation or corporate advised fund asset-allocation predictions for the next two years, 62 percent of companies report that they will not increase their corporate contributions budgets. However, 31 percent suggest that they will be adding resources and only say they will decrease their corporate contributions. Of those that will increase their budgets, 38 percent did not know the size of the increase. This suggests that there is informal support for the companies to contribute more but, as mentioned before, many do not have a standardized method for determining these budgets. This was also true for the seven percent of companies that reported that they would decrease their contributions; 74 percent of those in this category did not know how they will determine the amount of the decrease. Additionally, for companies increasing their giving over the next two years, 25 percent reported that they will increase contributions only one to two percent. This suggests that the economy may be affecting these budgets at this time, and that perhaps companies are optimistic that we will see a slight economic uptick in 2010 and 2011.

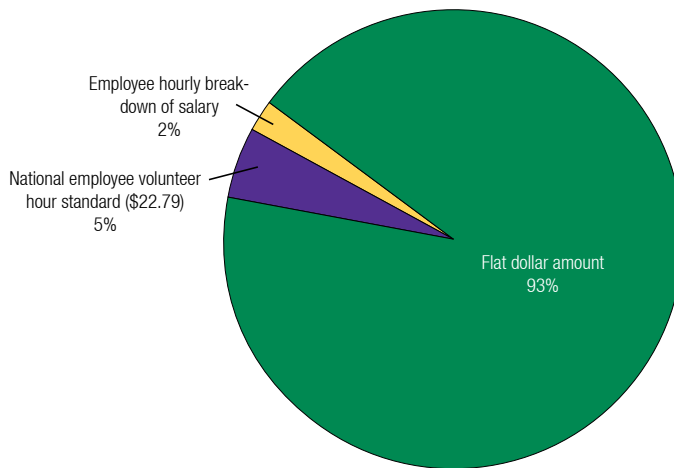
## Matching Gifts

### Types of Nonprofits Eligible to Receive Matching Grants



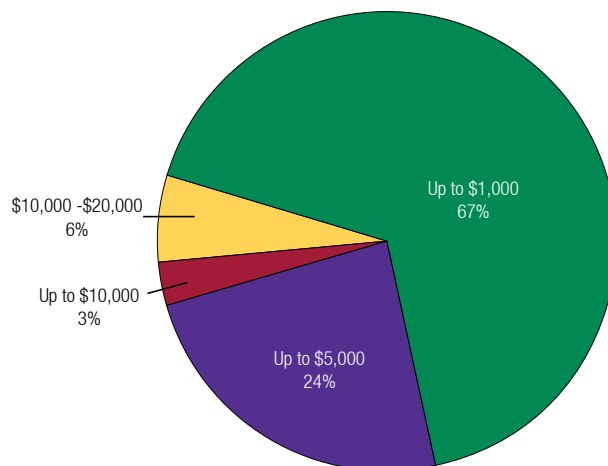
Nonprofit and tax-exempt under 501(c)(3) of the Internal Revenue Service Code (IRC) and defined as a public charity under 509(a) 1, 2, or 3 (types I, II, or a functionally integrated type III)	Count	Percentage
Organization can provide documentation that it is sponsored by a fiscal agent that has 501(c)3 status	11	24%
Public schools	1	2%
Accredited education institutions	3	7%
Other	4	9%
<b>Total</b>	<b>45</b>	<b>100%</b>

### Matching Grants Determined by the Following Criteria



Criteria	Count	Percentage
Flat dollar amount	37	93%
National employee volunteer hour standard (\$22.79)	2	5%
Employee hourly breakdown of salary	1	2%
<b>Total</b>	<b>40</b>	<b>100%</b>

### Amount Matched per Employee per Year



Amount Matched	Count	Percentage
Up to \$1,000	22	67%
Up to \$5,000	8	24%
\$10,000 - \$20,000	2	6%
Up to \$10,000	1	3%
<b>Total</b>	<b>33</b>	<b>100%</b>

*“At eBay Foundation, we’re looking at opportunities that help leverage all of the corporate assets toward greater social impact. We believe that the real impact we can provide will only come through engaging our employees and our business in every aspect of our work.”*

— eBay

Interviews with a subset of companies in the study indicate that matching gift programs are largely considered an employee benefit. While not always strategic from a community investment standpoint for corporate business interests, such programs are strategic from an employee morale standpoint. Additionally, matching gifts are given to thousands of organizations across social needs area, creating a bit of a “peanut butter” effect in which dollars are spread thinly to meet employees’ personal passions and interests rather than aggregated to have significant community or social impact.

For many public companies, it is a tough balancing act. On one side, matching gift programs are at the heart of many employee-centric programs. On the other hand, strategic social investment programs leverage the business’s core competencies, resulting in both social and direct business benefits, such as increased brand or product awareness and development of new potential markets for sales. In a perfect, perhaps more mature philanthropic world, both programs can successfully co-exist.

*“During the challenging economic situation in 2009, Synopsys employees increased their giving of time and money in communities around the world.”*

— Synopsys

### *Product Donations: A Different Breed*

Companies take different approaches to handling product donations and using outside resources. Of the 44 percent of companies that stated they have a product donation program, only 15 percent use an outside vendor to manage it. This suggests that internal knowledge of products and services is important to managing this type of program. Another variation is that, while only eight percent of corporate philanthropy and community involvement staff report into marketing departments, 11 percent of product donations are taken from marketing budgets. Additionally, 30 percent give more than 10 percent of their charitable contributions in the form of product donations, while 35 percent of companies give less than one percent of their charitable contributions in the form of product. Also, since many Silicon Valley companies have products embedded in other companies’ technologies, many cannot contribute their products to nonprofit organizations. However, if they have products that can be an asset to nonprofit organizations, such as software or SaaS (software as a service), Silicon Valley companies are quite generous in sharing resources.

## BENCHMARKING AGAINST OTHER RESEARCH

### *Comparing 2010 Data to Other Studies*

It is important to compare the data from this study to other studies so that we can determine trends and understand how Silicon Valley corporate citizenship compares to national benchmarks. In 2007, Silicon Valley Community Foundation conducted a study on corporate philanthropy for our region. The Committee Encouraging Corporate Philanthropy's (CECP's) annual benchmarking analysis, *Giving in Numbers*, is based on the results from their Corporate Giving Standard Survey. The most recent CECP report, focused on 2008 corporate contributions, included 137 survey respondents, 55 of which were Fortune 100 companies. Each of these studies acts as a good comparative, although the data collected is a bit different from what was collected in this study.

### *Corporate Contributions*

In the 2007 Silicon Valley Community Foundation study, the mean annual corporate cash contribution in Silicon Valley was \$80,000. However, for this 2010 study the average is above \$100,000, with 62 percent of companies donating more than that on an annual basis. Nationally, there is a downturn in corporate cash contributions but an uptick in non-cash contributions. Specifically, in the CECP sample, those companies that increased

their total giving did so largely through increasing their non-cash contributions. This is consistent with this study's findings that show that in-kind (product donations) are a significant source of corporate support to the social sector. However, in spite of the downturn, Silicon Valley companies have slightly increased their cash contributions.

Both this study and the 2007 study found that the majority of companies would maintain their giving for the next two to three years. The data in this study suggests that most companies do not have a process in place to help them forecast their budgets from year to year. According to the CECP sample, 86 percent of companies reported having a corporate foundation, while in this study's sample, only 56 percent of the respondents had foundations or corporate advised funds. This may be the reason why Silicon Valley companies aren't able to predict corporate contributions as well. Many simply don't have a stable vehicle (such as a foundation or advised fund) for managing those funds.

At the national level, pro-bono support is growing. Through pro-bono service, employees use their core job skills to provide professional services to a nonprofit organization, services for which the nonprofit would otherwise have to pay. In addition, the company assumes full responsibility for ensuring the quality of the services provided. As such, the CECP survey values pro-bono service as a non-

cash contribution and thus include it as part of total giving. The regional data from this study indicates that 44 percent of companies are conducting pro-bono programs in Silicon Valley. Now that there is a national pricing model for valuing pro-bono service there may be an increase in charitable contributions from companies, as they begin to account for the value of pro-bono work from their employees as part of their overall corporate philanthropic contributions.

### *Areas of Focus for Corporate Support*

In 2007, 81 percent of Silicon Valley companies were contributing to organizations focused on health & human services with education being a close second at 77 percent. In 2010, companies report that only 66 percent of their contributions are dedicated to health & human services (although it remains the number-one focus area) and that 64 percent is dedicated to education. Similarly, in the CECP sample, companies allocated roughly the same amount to health & human services as they did to education, combining K-12 and higher education categories.

### *Leveraging Employees for Community Impact*

Nationally, as in Silicon Valley, leveraging employee time and talent is a key way for companies to engage in philanthropic activities. Fifty-three percent of companies in the CECP study have a formal paid-release time volunteering policy or program. In

Silicon Valley, 46 percent of companies in this study have a formal policy. It is inferred that those that don't have a formal policy often provide volunteer activities on company time for their employees. This is especially true in emerging companies that use these activities largely for team building and don't feel the need, at this stage of their corporate maturity, to formalize a policy for volunteering.

Additionally, matching gift programs are widely used to incentivize employees to give and stretch corporate dollars for giving. In the CECP sample, 91 percent of the companies reported having employee matching gift programs. In this study, 62 percent of Silicon Valley companies had matching gift programs. This is significant given that 40 percent of the companies in this study were either private or family owned. Silicon Valley companies are definitely following the national trend with respect to matching gifts and volunteering.

### *Why Companies Engage in Citizenship and Philanthropy*

The 2007 Silicon Valley Community Foundation study and the 2009 Giving in Numbers study took a slightly different look at why companies engage in citizenship and philanthropy programs, so there are similarities and differences. In 2007, Silicon Valley companies stated that the primary reason for conducting these types of programs was to have a direct impact on social issues. From 2005 to 2008, companies responding to the CECP survey reported increased giving for community investment, and resulting

decreases in giving driven by commercial or charitable motivations. This shift illustrates that companies are increasingly allocating contributions to programs that both address a need in the community and align with the company's longer term goals. This study asked specifically about any business benefits of these programs. Sixty-four percent of companies indicated that the primary business benefit of conducting citizenship and philanthropy programs is to build the company's reputation.

However, when comparing 2007 and 2010 data in Silicon Valley, it becomes apparent that, outside of having a direct impact on social issues, philanthropic activities benefit companies. The survey companies indicated that these programs improve their reputation, help with employee recruiting and retention, enrich the corporate culture and give them a competitive advantage. Whether or not philanthropy and community programs are

being leveraged strategically to meet business goals in Silicon Valley is yet to be determined. Sustainability programs, though, are linked to core business objectives with 82 percent of companies in Silicon Valley stating that sustainability is part of their overall corporate strategy. Neither the CECF study nor the 2007 Silicon Valley study asked questions regarding sustainability.

Nationally, however, companies are looking to serve a dual purpose. They hope to not only meet a critical community need but also to meet long-term strategic goals of their companies. In a CECF poll regarding the changing landscape of corporate giving in the current economic climate, CEOs and giving officers emphasized the importance of fulfilling existing commitments to grantees, while also refocusing their giving programs to more closely align with business objectives.

## DEVELOPING A CORPORATE PHILANTHROPY AND COMMUNITY INVOLVEMENT PROGRAM

### *Overview*

A good corporate philanthropy and community involvement program recognizes the synergistic relationship between the company and the community. Both must benefit from each other in order to be successful. At the most basic level, companies need the community to be healthy in order to attract customers and good employees. Communities need companies to provide jobs and pay taxes.

In addition to these basic mutual benefits, companies can create a community involvement and philanthropy strategy that enhances the business strategy and corporate culture, while also benefitting the community. Elements of this strategy include cash grants, in-kind support, volunteer activities and business practices that support the community. These elements support business goals by providing good team-building and leadership-development opportunities, developing brand differentiation and loyalty, and building employee morale and satisfaction. In order to enjoy these benefits, however, a company must engage executive staff and program advocates across departments, be strategic in aligning its community program with its business, and use its resources efficiently to maximize community impact.

### *Getting Started in Five Steps*

Starting a corporate philanthropy and community involvement program can seem daunting, but here are a few simple steps to launch your program.

#### **Step 1**

Determine why your company should create a philanthropy and community involvement program, specific to your company's business strategies. Ask yourself questions such as:

- What are the business benefits of your program?
- What do you want to achieve?
- What capabilities, assets and values of your company should be central to your program?
- How will you measure your program?
- How will you know that it is successful?

Whenever possible, these questions should be explored with executive leadership because their engagement will set the tone for managers and employees.

#### **Step 2**

Survey employees to find out their current and past involvement in the community, their charitable areas of interest, and the types of giving-back activities in which they are most interested. Consider setting focus areas that explore niche causes within a high-profile issue, or engage causes that traditionally receive less attention.

#### **Step 3**

Identify internal advocates across departments. Gather input from HR, product marketing, PR and other functional areas. Create a committee of employees to help plan and coordinate your program. Recruit from all levels and all functional areas. Also keep in mind key suppliers, customers, or other business partners who may be interested in contributing to your community efforts and engage them in the planning stages.



#### **Step 4**

Develop a plan that includes:

- A mission statement for your program
- Policies and procedures such as grant making, volunteer time-off and matching gift policies
- Roles and responsibilities of your program committee
- Decision-making processes
- A calendar of activities
- A marketing and communications plan, including elements such as your website, intranet, new-hire orientation, executive development, employee handbook, and employee recruiting materials.

#### **Step 5**

Implement your program and conduct your first community involvement activity. Involve leadership in the event itself and with communications surrounding it to demonstrate executive support.

#### *Additional Program Elements*

Programs and outcomes have the most impact—on both the business and the community—when they are aligned and integrated with the company culture, competencies and objectives. However, as mentioned above, it is not necessary to launch a complete program on day 1. Start wherever it is most reasonable and add elements over time as appropriate for your company's size, structure, maturity and social needs. The categories below provide a framework of programmatic elements for corporate community programs. Each company must determine its own priorities when adding elements and find ways to incorporate its culture in the implementation.

- **Corporate Giving** – creating mechanisms for the company to support social needs with corporate assets. This may include financial donations, product donations, in-kind business services and more.

*Companies accomplish this through:*

- Donating stock or stock options for philanthropic purposes upon a liquidity event
- Establishing (donor advised funds through a local community foundation
- Establishing a private foundation
- Setting aside budget resources for philanthropy and community involvement
- Strategic giving (for those organizations that find the perfect alignment between product donations and focused giving to maximize impact)

- **Corporate Infrastructure** – the foundation upon which your program will be built. A solid infrastructure will enable your program to grow, improve, and evolve. The infrastructure should provide for shared responsibility of the program and support continuity within it. While programs evolve over time, a framework and strategic long-term plan will help guide next steps.

*Companies establish a solid footing by:*

- Incorporating the program into the company's mission, vision, and values by words and actions
- Forming employee community involvement planning team(s) to share responsibility and ownership over program implementation and activity
- Developing corporate policies that support community involvement
- Conducting global employee surveys to assess interest in various social concerns, learn more about the employees' prior or existing relationships with nonprofit organizations, and provide a feedback mechanism for the program

- **Business Practices** – the behaviors of the enterprise that demonstrate its commitment to philanthropy and community involvement.

*For example, the company can:*

- Recycle items from paper and cans to computer equipment and office supplies
- Offer employees alternative transportation programs
- Enable civic engagement and participation
- Audit the company's supply chain for process improvements
- Demonstrate the company's practices when responding to RFPs
- Require the company's vendors and partners adopt a philanthropy and community involvement position
- Audit the company's facilities for ways to reduce their carbon footprint

- **Marketing/Communications** – the manner in which a company shares its philanthropy and community involvement program with its stakeholders. Regular and frequent communication is essential to engage and inform employees. The company's immediate ecosystem must be included in various forms of outreach. It is important to balance authenticity and transparency, but it is perfectly acceptable to share program successes with others.

*Consider these action steps:*

- Promote the CSR programs and results internally and externally
- Use awards and recognition programs to celebrate outstanding individuals or reaching community goals as a company
- Educate employees about community needs
- Sponsor a program or event by a nonprofit community partner
- Develop strategic cause-related marketing campaigns tied to business goals

- **Employee Giving** – ways in which a company facilitates employees' philanthropy and community involvement.

*Some steps you might take:*

- Enable financial contributions through payroll deductions or other internal processes
- Host drives for employees to contribute a variety of goods (e.g., food items, toys, household goods and supplies)
- Conduct fundraisers as focused efforts to increase giving and social impact

- **Employee Volunteerism** – the act of getting involved

*Companies can:*

- Leverage human capital engagement as learning and development opportunities
- Sponsor company days in the community
- Encourage small group activities (particularly good team-building events for a department of co-workers)
- Support individual involvement in community activities
- Suggest board service as a way to enrich engagement and build skills
- Build a program that offers pro-bono opportunities for employees to use their skills in service to a nonprofit organization

## RESOURCE GUIDE

### *Studies and Reports*

**2009 Boston College Center for Corporate Citizenship “State of Corporate Citizenship”**

<http://www.bccccc.net/index.cfm?fuseaction=document.showDocumentByID&DocumentID=1333>

**2009 Committee Encouraging Corporate Philanthropy “Giving In Numbers”**

<http://www.corporatephilanthropy.org/resources/benchmarking-reports/giving-in-numbers.html>

**2009 Deloitte “Volunteer IMPACT Survey”**

[http://www.deloitte.com/view/en\\_US/us/About/Community-Involvement/9b29835011011210VgnVCM100000ba42f00aRCRD.htm](http://www.deloitte.com/view/en_US/us/About/Community-Involvement/9b29835011011210VgnVCM100000ba42f00aRCRD.htm)

**2008 CECP Corporate Philanthropy Resource Guide**

<http://www.corporatephilanthropy.org/resources/best-practices/resource-guide.html>

**2008 Boston College: Perception of Corporate Responsibility Linked to Reputation**

<http://www.bccccc.net/document/docWindow.cfm?fuseaction=document.viewDocument&documentid=1238&documentFormatId=2153>

**2008 Boston College: Corporate Responsibility and Sustainability Communications: Who’s Listening? Who’s Leading? What Matters Most?**

[http://edelman.com/expertise/practices/csr/documents/EdelmanCSR020508Final\\_000.pdf](http://edelman.com/expertise/practices/csr/documents/EdelmanCSR020508Final_000.pdf)

**2008 Cone Study: Past. Present. Future. The 25th Anniversary of Cause Marketing**

<http://www.coneinc.com/news/request.php?id=1187>

**2008 McKinsey & Company: The State of Corporate Philanthropy**

[http://www.mckinseyquarterly.com/the\\_state\\_of\\_corporate\\_philanthropy\\_a\\_mckinsey\\_global\\_survey\\_2106#registerNow#registerNow](http://www.mckinseyquarterly.com/the_state_of_corporate_philanthropy_a_mckinsey_global_survey_2106#registerNow#registerNow)

**Sector Publications**

3BL Media <http://3blmedia.com/>

**The Chronicle of Philanthropy**

<http://philanthropy.com>

**The Conference Board Review**

<http://www.tcbreview.com/>

**The CRO: Corporate Responsibility Officer**

<http://www.thecro.com/>

**CSR Wire: The Corporate Social Responsibility Newswire**

<http://www.csrwire.com/>

**Ethical Corporation**

[www.ethicalcorp.com](http://www.ethicalcorp.com)

**Philanthropy Journal**

<http://www.philanthropyjournal.org/>

**Stanford Social Innovation Review**

<http://www.ssireview.org/>

## *Service Providers*

### **AngelPoints**

<http://www.angelpoints.com/>

### **Cone**

<http://www.coneinc.com/>

### **FSG Social Impact Advisors**

<http://www.fsg-impact.org/>

### **HandsOn Bay Area (HOBA)**

<http://www.hoba.org/HomePage/index.php/home.html>

### **J.K. Group**

[www.easymatch.com](http://www.easymatch.com)

### **Mission Measurement**

<http://www.missionmeasurement.com/content/home>

### **Network For Good**

<http://www1.networkforgood.org/>

### **Taproot**

<http://www.taprootfoundation.org/>

### **True Impact, LLC**

<http://www.trueimpact.com/>

### **The Volunteer Center Serving San Francisco & San Mateo Counties**

<http://www.volunteercenter.net/>

### **VolunteerMatch**

<http://www.volunteermatch.org/>

### **Membership Organizations & Thought Leaders**

### **Association of Corporate Contributions Professionals (ACCP)**

<http://www.accprof.org/>

### **Boston College Center for Corporate Citizenship**

<http://www.bccccc.net/>

### **Business for Social Responsibility**

<http://www.bsr.org/>

### **Committee Encouraging Corporate Philanthropy (CECP)**

<http://www.corporatephilanthropy.org/>

### **The Conference Board**

<http://www.conference-board.org/>

### **Council on Foundations**

<http://www.cof.org/>

### **Foundation Center**

<http://foundationcenter.org/>

### **LBG Research Institute**

<http://www.lbgresearch.org/>

### **Northern California Grant Makers (NCG)**

<http://www.ncg.org/>

### **Points Of Light Institute**

[www.pointsoflight.org](http://www.pointsoflight.org)

### **Stanford University Graduate School of Business, Center for Social Innovation**

<http://www.gsb.stanford.edu/csi/>

### **UC Berkeley Haas School of Business, Center for Responsible Business**

<http://responsiblebusiness.haas.berkeley.edu/>

### **U.S. Chamber of Commerce: Business Civic Leadership Center (BCLC)**

<http://www.uschamber.com/bclc/default>

## ABOUT THE REPORT'S SPONSORING ORGANIZATIONS



ENTREPRENEURS  
FOUNDATION™

Entrepreneurs Foundation (EF) is a nonprofit organization dedicated to engaging high growth companies of all sizes in corporate citizenship and philanthropic efforts so that new and leveraged resources are generated for community benefit. Since inception, Entrepreneurs Foundation's 850+ participating companies have created corporate philanthropic foundations and community programs that are making a positive impact in the social sector. To date, EF and its participating companies have engaged 24,000 employees who have contributed more than \$25 million to support 650+ nonprofit and social benefit organizations worldwide.

Please visit Entrepreneurs Foundation at [www.efbayarea.org](http://www.efbayarea.org)

1922 The Alameda, Suite 205 | San Jose, CA 95126  
408.244.7800 phone | 408.244.7802 fax

SILICON VALLEY **community®  
foundation**  
SERVING SAN MATEO AND SANTA CLARA COUNTIES

Silicon Valley Community Foundation is a catalyst and leader for innovative solutions to our region's most challenging problems and is now one of the largest community foundations in the nation. Serving all of San Mateo and Santa Clara counties, the community foundation has \$1.7 billion in assets under management and over 1,500 philanthropic funds. The community foundation provides grants through donor advised and corporate funds in addition to its own endowment funds. The community foundation serves as a regional center for philanthropy, providing donors simple and effective ways to give locally and around the world.

Find out more at [www.siliconvalleycf.org](http://www.siliconvalleycf.org)

2440 West El Camino Real, Suite 300 | Mountain View, California 94040  
650.450.5400 phone | 650.450.5401 fax

## ABOUT THE REPORT'S RESEARCHING ORGANIZATIONS

### COMMUNICATIONS • 4 GOOD

Communications4Good is a triple-bottom-line agency that creates effective communications strategy as part of the solution to global economic, environmental and social challenges. The agency works with innovative entrepreneurs, early stage and legacy companies, NGOs and governments in developing a sustainable brand promise. Teams create strategic communication that shapes timely discussion about the business transformation taking place on a worldwide platform. Seasoned strategists build critical stakeholder engagement using two-way conversations that are relevant, authentic and transparent. Clients leverage an accessible, inspirational and shareable narrative—one that has a compelling back-story—to increase support, encourage advocacy and ensure success.

[www.communications4good.com](http://www.communications4good.com)



Speaking with a fresh and meaningful voice is key—whether communicating with customers, partners, media influencers, employees or colleagues. Creekside Communications has been helping new and established technology companies successfully guide the flow of their business communications with a clear voice for more than two decades. While crafting compelling messages, telling industry-leading stories, and engaging in thought-provoking conversations are critical, these activities must be part of a larger communications strategy that supports a company's business and marketing objectives. That's why no matter what story needs to be shared, the Creekside team makes sure that the first step is to collaborate to uncover the whole story so that clients' business communications flow steadily upstream.

[www.joannjohnstonpr.com/blog/](http://www.joannjohnstonpr.com/blog/)



The Jones PR team knows job one is to help its clients win. The agency's senior strategists are focused on helping develop creative PR and social media programs that correlate to business outcomes. More importantly, they don't just say they had a successful campaign—they prove it. And then they package the results so clients can present successful campaign metrics internally. Additionally, with Jones PR, clients can expect to receive hands-on strategy and execution from the agency's senior team members. In fact, Jones PR doesn't employ junior staff members. Each and every team member is required to have a minimum of 10 years experience. With Jones PR, there's no risk of a bait and switch.

[www.jonespr.net](http://www.jonespr.net)



Pro Bono Researching  
Organizations

