

CAUSE, INFLUENCE & THE NEXT GENERATION WORKFORCE

Six-Month Research Update: How Company Size and Established Cause Work Programs Impact Millennial Employee and Manager Cause Engagement

THE MILLENNIAL IMPACT



Sponsored by: **THE CASE FOUNDATION**

Research by: **ACHIEVE**

THE MILLENNIAL IMPACT

Cause, Influence & The Next Generation Workforce

The 2015 Millennial Impact Report

Six-Month Research Update: How Company Size
and Established Cause Work Programs Impact
Millennial Employee and Manager Cause Engagement

Table of Contents

Introduction	1
About the Companies	4
Methodology	6
Findings	9
• Serve	10
• Give	22
Key Takeaways and Further Recommendations	34
Conclusion	36

INTRODUCTION

AS OF 2015, the Millennial generation (those born 1980-2000) are now both the largest generation in the workplace¹ and in the country². As this generation continues to shape the workforce and the United States at large, employers must seek to understand how to best engage and retain Millennial employees.

Through the Millennial Impact Project (themillennialimpact.com), the Achieve research team has consistently found that Millennials have an affinity for “doing good.” The project started with a focus on this generation’s attitudes and behaviors toward cause work, and the 2014 and 2015 studies specifically honed in on cause work in the workplace.



We use the term “**cause work**” to describe any initiatives or programs that are charitable in nature.

The 2014 study found that companies can successfully recruit and retain Millennial employees by creating a culture that offers them the chance to use their talents and passions to “do good” at work, so long as their supervisors are supportive of their cause participation.

The 2015 Millennial Impact Report took this idea a step further. This report explored the factors that influence engagement in the workplace and the relationship between Millennial employees and their managers. The purpose of the study was to help companies and organizations understand the relationships that drive participation in the workplace; build corporate cultures that leverage cause work; and recruit and retain talented, passionate employees through cause involvement.

Achieve, in partnership with the Case Foundation, released the 2015 Millennial Impact Report in June 2015. It was the sixth in the Millennial Impact Project, which studied what influences Millennial employees and managers to participate and engage in company cause work initiatives.

The 2015 report shared findings and analysis from a survey distributed to more than 1,500 Millennial employees and more than 1,000 managers who supervise Millennial employees in the United States. These respondents were from a national representative sample of Millennials and managers as well as five businesses representing small-, medium- and large-scale companies in the U.S. This report developed greater insight into the preferences of Millennials and managers on volunteering, donating and participating in cause work through their company.

In October 2015, the Achieve research team released a Three-Month Research Update to the 2015 Millennial Impact Report, which delved further into the quantitative data found in the initial report. This update provided an in-depth look specifically at the impact of gender and geographical region on Millennial cause engagement in the workplace. It also detailed qualitative interviews from this representative sample as a way to further validate the quantitative data, exploring Millennials’ perceptions of and attitudes toward their company’s culture around cause work and the impact of their workplace relationships.

¹ <http://www.pewresearch.org/fact-tank/2015/05/11/millennials-surpass-gen-xers-as-the-largest-generation-in-u-s-labor-force/>

² <https://www.census.gov/newsroom/press-releases/2015/cb15-113.html>

This Six-Month Research Update to the 2015 Millennial Impact Report looks at the original data collected for the initial 2015 report in order to determine how companies – specifically their culture and the cause work-related programs they offer – affect their Millennial employees’ and managers’ participation in company-sponsored cause work initiatives, and whether establishing such programs alone will retain employees of this generation.

For this update, the research team reexamined the responses collected from Millennial employees and managers from five companies of different sizes in an effort to understand both the benefits and hindrances of cause work-related programs within companies, as well as to offer key takeaways and recommendations for companies to better serve and nurture their employees’ philanthropic needs. We also include the representative sample to provide comparison from employees and managers that may or may not have had cause work-related programs.

WHAT DID WE FIND?

TO SUMMARIZE, companies with cause work-related programs have higher rates of participation – but these rates seem to decrease as the employee or manager’s tenure increases.

In this Six-Month Research Update, we detail how participation in company cause work programs are influenced by the existence and structuring of such programs, why companies should consider incorporating cause work initiatives earlier in an employee’s tenure and the importance of companies preventing participation fatigue.

In all, these quantitative findings support and expand on our earlier survey findings. The following pages offer data, analysis and recommendations for forward-thinking companies to better support and encourage participation by Millennial employees and their managers in company cause work initiatives.

The Millennial Impact Project

The Millennial Impact Project is the most comprehensive and trusted study of the Millennial generation and their involvement with causes. Since beginning the study in 2009, Achieve continues to lead the national research team in partnership with the Case Foundation. With more than 30,000 participants in our studies, The Millennial Impact Project has helped organizations, corporations and individuals everywhere understand the best approaches to cultivate interest and involvement with this generation.

Access all of our Millennial research at themillennialimpact.com, including:

2015 Millennial Impact Report

The 2015 Millennial Impact Report studies the relationships and experiences between Millennial employees and their managers. How do managers influence participation in company cause work? What else inspires participation? *This report is a six-month research update of the 2015 study.*

Millennial Impact Top 100

The Millennial Impact Top 100 gives 100 facts and quotes highlighting the most useful findings from The Millennial Impact Project thus far. The findings represent six years of Millennial cause and workplace engagement research. Both companies and nonprofits can use these findings to better involve the next generation in your giving campaigns, volunteer projects, cause initiatives and corporate responsibility programs.

2014 Millennial Impact Report

The 2014 Millennial Impact Report marked a new phase of the Millennial Impact research. This report focused primarily on Millennials' preferences in the workplace – how they engage with their company and what they look for in corporate cause work.

2014 Millennial Impact Report Six-Month Update

This research update shares findings and analysis from the study's final two components: Video-based focus testing of employees evaluating sample employer communications, websites and promotions and a nine-month panel of employees offering feedback on their employer's cause work.

Millennial Impact Four-Year Summary

The Four-Year Summary, completed in 2014, takes a look back at previous Millennial research and analyzes the findings that have changed over time.

2013 Millennial Impact Report

The 2013 Millennial Impact Report explored how Millennials support causes. Millennials first support issues they are passionate about, so it's up to organizations to inspire them and demonstrate that their donation or action will make a tangible difference on a wider issue.

2012 Millennial Impact Report

The 2012 Millennial Impact Report studied Millennial engagement. Specifically, this study examined young professionals, how they are driven by movements and what inspires them to donate or volunteer. The 2012 report explored how Millennials connect with, get involved with and give to causes.

2011 Millennial Donors Report

The 2011 Millennial Donors Report was designed to supplement the 2010 Millennial Donor Study, while providing new insights and a deeper understanding of Millennial donor interests, engagement and motivations.

The Millennial Impact Benchmarks

The Millennial Impact Benchmarks represents a path any organization can follow to direct its culture toward Millennial engagement. The system is based on three levels – Millennial Inviting, Millennial Immersion and Millennial Impact – with ways to help Millennials connect, involve and give at each level.

Visit themillennialimpact.com



ABOUT THE COMPANIES

AS PART OF THIS STUDY, the Achieve research team examined five companies representing various company sizes, surveying and interviewing employees and managers from each of these companies. For the initial 2015 report, these responses were combined and then compared with responses from a national representative sample in order to compare sample companies based on size with data from a representative sample of managers and Millennial employees across companies of all sizes within the U.S.

This update illustrates the data from each of the five companies as well as the national representative sample in order to understand how specific company practices related to cause work have an effect on Millennial employees and managers. This report also uses qualitative interview responses to further validate quantitative data.



Throughout this report, “companies profiled” and “research partners” are used interchangeably.



COMPANY A

MARKET CAP: \$170.4 billion

EMPLOYEES: 253,000

EMPLOYEE VOLUNTEERISM:

Volunteered a combined 5.3 million hours in 2013 through employee and retiree volunteer programs. Associates gave more than \$118 million through employee volunteerism in 2013.

EMPLOYEE GIVING: Employee giving through Employee Giving Campaign in 2013 totaled more than \$35 million.

INDUSTRY: Telecommunications



COMPANY B

MARKET CAP: \$34.5 billion

EMPLOYEES: 32,000

EMPLOYEE VOLUNTEERISM:

Has a web-based matching system that enables employees to learn about volunteer opportunities and track the time they donate; company recognizes the personal time employees give to help others.

EMPLOYEE GIVING: For every hour (up to 40 hours) an employee volunteers at an eligible nonprofit, company donates \$10 to an eligible organization of the employee's choice. Employees must volunteer at least 15 hours to be eligible.

INDUSTRY: Transportation



COMPANY C

MARKET CAP: \$4.9 billion

EMPLOYEES: 11,840

EMPLOYEE VOLUNTEERISM:

Regularly hosts volunteer fairs, where nonprofits pitch opportunities to company employees. Offers frequent volunteer days and observes national service day. Grants extra vacation days for volunteering.

EMPLOYEE GIVING: Employee-led committees steer community grants.

INDUSTRY: Technology



COMPANY D

MARKET CAP: \$2.3 billion

EMPLOYEES: 3,000

EMPLOYEE VOLUNTEERISM:

Offers opportunities for employees to volunteer with local organizations and community service days. Emphasizes environmental sustainability work.

INDUSTRY: E-commerce



COMPANY E

MARKET CAP: Private

EMPLOYEES: 90

COMPANY GIVING & VOLUNTEERISM:

Company E is at a turning point in their corporate social responsibility structure. They are reassessing how their company wants to give back to the community and how potential programs such as pro bono work, giving campaigns and more will influence company culture.

INDUSTRY: Advertising/Communications

REPRESENTATIVE SAMPLE

- MORE THAN 700 U.S. COMPANIES REPRESENTED
- 480 MILLENNIAL EMPLOYEES
- 288 MANAGERS



METHODOLOGY

THE 2015 MILLENNIAL IMPACT REPORT looked at the cause work preferences and habits of Millennial employees and their managers, as well as how employee-manager relationships influence participation in company-sponsored cause work initiatives. As such, respondents self-identified as either an employee or a manager of Millennial employees at the time they took the survey as well as through interviews conducted by the research team. This six-month research update expands on the quantitative data released in the 2015 study, focusing on what – if any – trends emerged by company; it also utilizes qualitative responses from interviews to further validate the data.

The following are additional highlights from the initial survey.

EMPLOYEE SAMPLE DEMOGRAPHICS

n=1,631 (which includes Millennial employees who answered questions about number of volunteer hours and amount of money donated in 2014)



COMPANY A n=330

GENDER: ♀ 53% ♂ 47%

RACE/ETHNICITY:

- White: 66%
- Hispanic/Latino(a): 15%
- Black: 9%
- Asian: 4%

NUMBER OF YEARS WITH CURRENT EMPLOYER:

- Less than a year: 4%
- 1-2 years: 15%
- 3-5 years: 24%
- 6-10 years: 43%
- 10+ years: 11%



COMPANY B n=230

GENDER: ♀ 38% ♂ 62%

RACE/ETHNICITY:

- White: 66%
- Hispanic/Latino(a): 6%
- Black: 11%
- Asian: 6%

NUMBER OF YEARS WITH CURRENT EMPLOYER:

- Less than a year: 26%
- 1-2 years: 19%
- 3-5 years: 37%
- 6-10 years: 16%
- 10+ years: 3%



COMPANY C n=406

GENDER: ♀ 56% ♂ 44%

RACE/ETHNICITY:

- White: 86%
- Hispanic/Latino(a): 4%
- Black: 2%
- Asian: 3%

NUMBER OF YEARS WITH CURRENT EMPLOYER:

- Less than a year: 24%
- 1-2 years: 27%
- 3-5 years: 27%
- 6-10 years: 20%
- 10+ years: 2%



COMPANY D n=111

GENDER: ♀ 54% ♂ 46%

RACE/ETHNICITY:

- White: 74%
- Hispanic/Latino(a): 11%
- Black: 4%
- Asian: 5%

NUMBER OF YEARS WITH CURRENT EMPLOYER:

- Less than a year: 23%
- 1-2 years: 25%
- 3-5 years: 52%
- 6-10 years: 0%
- 10+ years: 0%



COMPANY E n=55

GENDER: ♀ 70% ♂ 30%

RACE/ETHNICITY:

- White: 83%
- Hispanic/Latino(a): 2%
- Black: 0%
- Asian: 11%

NUMBER OF YEARS WITH CURRENT EMPLOYER:

- Less than a year: 28%
- 1-2 years: 40%
- 3-5 years: 25%
- 6-10 years: 7%
- 10+ years: 0%

Representative Sample n=490

GENDER: ♀ 59% ♂ 41%

RACE/ETHNICITY:

- White: 67%
- Hispanic/Latino(a): 6%
- Black: 11%
- Asian: 6%

NUMBER OF YEARS WITH CURRENT EMPLOYER:

- Less than a year: 24%
- 1-2 years: 27%
- 3-5 years: 30%
- 6-10 years: 15%
- 10+ years: 4%

MANAGER SAMPLE DEMOGRAPHICS

n=1,136 (which includes managers who answered questions about number of volunteer hours and amount of money donated in 2014)



COMPANY A n=461

GENDER: ♀ 42% ♂ 58%

RACE/ETHNICITY:

- White: 62%
- Hispanic/Latino(a): 20%
- Black: 8%
- Asian: 2%

NUMBER OF YEARS WITH CURRENT EMPLOYER:

- Less than a year: 4%
- 1-2 years: 15%
- 3-5 years: 33%
- 6-10 years: 37%
- 10+ years: 11%



COMPANY B n=69

GENDER: ♀ 17% ♂ 83%

RACE/ETHNICITY:

- White: 76%
- Hispanic/Latino(a): 0%
- Black: 14%
- Asian: 3%

NUMBER OF YEARS WITH CURRENT EMPLOYER:

- Less than a year: 18%
- 1-2 years: 13%
- 3-5 years: 35%
- 6-10 years: 31%
- 10+ years: 3%



COMPANY C n=42

GENDER: ♀ 53% ♂ 47%

RACE/ETHNICITY:

- White: 91%
- Hispanic/Latino(a): 0%
- Black: 0%
- Asian: 0%

NUMBER OF YEARS WITH CURRENT EMPLOYER:

- Less than a year: 5%
- 1-2 years: 2%
- 3-5 years: 36%
- 6-10 years: 48%
- 10+ years: 9%



COMPANY D n=43

GENDER: ♀ 49% ♂ 51%

RACE/ETHNICITY:

- White: 72%
- Hispanic/Latino(a): 7%
- Black: 7%
- Asian: 12%

NUMBER OF YEARS WITH CURRENT EMPLOYER:

- Less than a year: 14%
- 1-2 years: 19%
- 3-5 years: 65%
- 6-10 years: 2%
- 10+ years: 0%



COMPANY E n=43

GENDER: ♀ 46% ♂ 54%

RACE/ETHNICITY:

- White: 85%
- Hispanic/Latino(a): 0%
- Black: 2%
- Asian: 7%

NUMBER OF YEARS WITH CURRENT EMPLOYER:

- Less than a year: 9%
- 1-2 years: 11%
- 3-5 years: 28%
- 6-10 years: 22%
- 10+ years: 30%

Representative Sample n=478

GENDER: ♀ 44% ♂ 56%

RACE/ETHNICITY:

- White: 76%
- Hispanic/Latino(a): 8%
- Black: 9%
- Asian: 5%

NUMBER OF YEARS WITH CURRENT EMPLOYER:

- Less than a year: 4%
- 1-2 years: 11%
- 3-5 years: 32%
- 6-10 years: 26%
- 10+ years: 27%

A photograph of a woman with dark hair, wearing a black sleeveless top with white polka dots and light-colored shorts, leaning over a desk and writing in a notebook with a pen. The image is overlaid with a semi-transparent blue filter. A white rectangular border frames the central portion of the image, enclosing the woman's face and the word 'FINDINGS'.

FINDINGS

AS WITH BOTH THE INITIAL 2015 REPORT and the three-month research update, this six-month update is separated into two main sections: Serve and Give. Within each of those sections, data is categorized by employees and managers and is validated by corresponding interview responses.

To compile the data in the 2015 report, the research team utilized two separate surveys. One survey included responses from Millennial employees (born 1980-2000). The other survey included responses from any individual who manages at least one other employee. The group of managers includes both managers who are Millennials (born 1980-2000) and managers who are older than Millennials (born before 1980). As stated, the research team then interviewed Millennial employees and managers at the five research partners to provide qualitative context to the quantitative data collected.



In this report, the phrase “cause work-related programs,” which includes both volunteer programs and giving campaigns, refers to cause work-related programs that the research team knows to be formalized or well-established through its contact with the research companies profiled. Therefore, “formal cause work-related programs,” “established cause work-related programs” and “cause work-related programs” are used interchangeably throughout this report.

SERVE

IN PHASE I OF THE 2015 STUDY, respondents were asked about past involvement in company cause work (ex. Have you ever volunteered your time for a company-sponsored cause initiative? How many hours in the past year have you volunteered through a company-sponsored project?). The study also sought to discover what would influence employees and managers to participate in company-sponsored initiatives in the future (ex. Are you more likely to volunteer if your coworkers participate? Are you more likely to volunteer if there is a competition involved?).

This update details the data – and, where applicable, qualitative responses – by company, and compares each company with the national representative sample. Below describes the trends that emerged in serving by company for employees and for managers.

Trend 1:

COMPANIES WITH FORMAL CAUSE WORK-RELATED PROGRAMS HAVE HIGHER RATES OF PARTICIPATION THAN THOSE THAT MAY OR MAY NOT HAVE FORMAL CAUSE WORK-RELATED PROGRAMS.

The initial 2015 Millennial Impact Report found that overall, **only 30 percent of Millennial employees did not volunteer in 2014**. Forty-five percent of employee respondents said that some of the time they spent volunteering was either offered or promoted by their company.

Similarly, of those who responded to the 2015 Millennial Impact Report survey, **only 25 percent of all managers said they did not volunteer at all in 2014**, and just over half (51%) of managers were more likely to volunteer through company-sponsored initiatives.

More Millennial employees from the research partners – all except Company E, which did not have a robust employee volunteer program established at the time of the initial study – reported volunteering in 2014 than did the representative sample, which includes employees whose companies may or may not have cause work-related programs. Of those who did volunteer in 2014, more Millennial employees at the five companies profiled volunteered through company-sponsored initiatives than did those from the representative sample.

“[My company offers] a lot of different opportunities, and that’s a really cool thing about working there. It’s a really big company with really big reach that has really big philanthropic pockets...It’s exciting.”

– Millennial manager, Company B

“My company’s Volunteering for Vacation program is really awesome. It’s one of those perks they tout that speaks to the company’s commitment to volunteering. It isn’t just saying ‘We have employees that volunteer,’ but it actually rewards those activities.”

– Millennial employee, Company C

However, this trend differs slightly for managers at Company A, where fewer managers reported volunteering in 2014 than did the representative sample. The percentage of managers at Company E who volunteered in 2014 is comparable to employees at Company E in that fewer managers there volunteered than did the representative sample. Again, this could be contributed to the fact that Company E did not have a robust volunteerism program at the company at the time of the survey.

Though more than half of employees and managers at Company A reported volunteering through company-sponsored initiatives, these data are much lower than the percentage of employees and managers at this company who report donating to company-sponsored initiatives in 2014 (as will be seen in the next section on giving). This decrease of volunteerism when compared to donations could be attributed to Company A's mandatory company giving program.

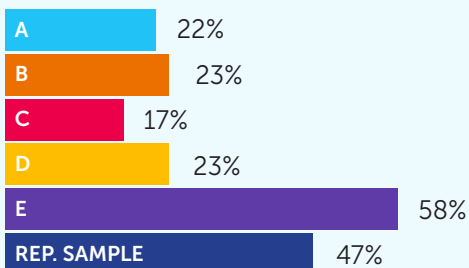
“We are required, or “highly encouraged,” to donate to [my company’s] annual giving campaign. Thankfully, though, we no longer have to donate to a cause [the company] picks.”

– Millennial employee, Company A

EMPLOYEES/MANAGERS WHO DID NOT VOLUNTEER IN 2014:

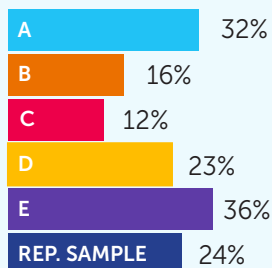
EMPLOYEES

By Company



MANAGERS

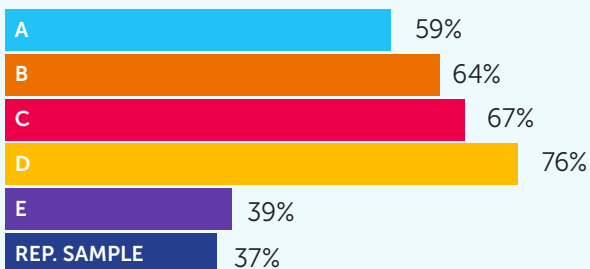
By Company



AMONG THOSE WHO DID VOLUNTEER IN 2014, EMPLOYEES/MANAGERS WHO VOLUNTEERED TIME IN COMPANY-SPONSORED CAUSE WORK INITIATIVES:

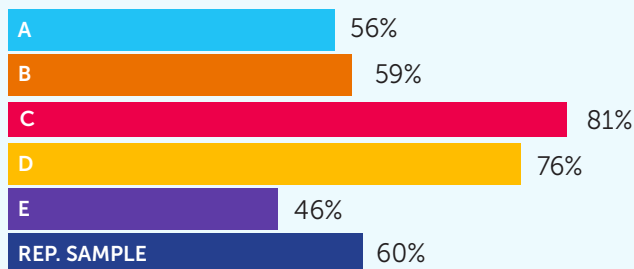
EMPLOYEES

By Company



MANAGERS

By Company



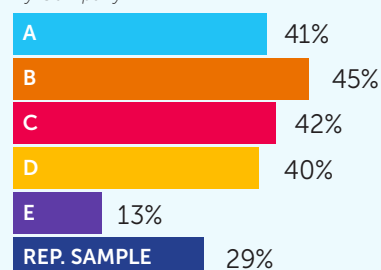
The majority of employees and managers, both within the five research partners and in the representative sample, spent between one and 10 hours volunteering in 2014. With the exception of Millennial employees and managers at Company E, more respondents at the companies profiled reported volunteering for one to 10 hours than did respondents from the representative sample.

More employees from the companies profiled (those with known company-sponsored cause work programs) reported volunteering more than 40 hours in 2014 than did employee respondents from the representative sample. More managers at Companies A, C and E reported volunteering more than 40 hours in 2014 than did manager respondents from the representative sample.

EMPLOYEES/MANAGERS WHO VOLUNTEERED BETWEEN 1 AND 10 HOURS IN 2014:

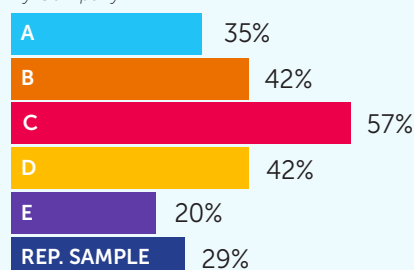
EMPLOYEES

By Company



MANAGERS

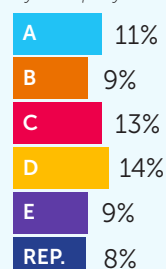
By Company



EMPLOYEES/MANAGERS WHO VOLUNTEERED MORE THAN 40 HOURS IN 2014:

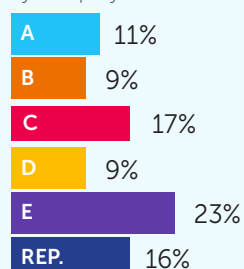
EMPLOYEES

By Company



MANAGERS

By Company



TIME **EMPLOYEES** SPENT VOLUNTEERING IN 2014:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
I didn't volunteer	22%	23%	17%	23%	58%	47%
Less than 1 hour	5%	2%	2%	0%	2%	3%
1-4 hours	21%	21%	19%	15%	6%	14%
5-10 hours	20%	24%	23%	25%	7%	15%
11-25 hours	12%	17%	18%	16%	11%	10%
26-40 hours	10%	5%	8%	7%	7%	4%
More than 40 hours	11%	9%	13%	14%	9%	8%

TIME **MANAGERS** SPENT VOLUNTEERING IN 2014:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
I didn't volunteer	32%	16%	12%	23%	36%	24%
Less than 1 hour	5%	12%	2%	5%	2%	2%
1-4 hours	19%	22%	14%	28%	11%	12%
5-10 hours	16%	20%	43%	14%	9%	17%
11-25 hours	12%	15%	12%	9%	9%	16%
26-40 hours	5%	7%	0%	12%	9%	13%
More than 40 hours	11%	9%	17%	9%	23%	16%

Trend 2:

VOLUNTEERISM BY MILLENNIAL EMPLOYEES AT COMPANIES WITH ESTABLISHED VOLUNTEER PROGRAMS TENDS TO PEAK IN ONE TO TWO YEARS OF EMPLOYMENT, WHEREAS EMPLOYEES AT COMPANIES THAT MAY OR MAY NOT HAVE PROGRAMS ARE MOST INVOLVED AFTER 10 YEARS OF EMPLOYMENT.

For all companies profiled except Company E, Millennial employees who have been at the companies profiled for one to two years reported volunteering in company-sponsored initiatives most. At these four companies – that is, the companies with known cause work-related programs – involvement in volunteerism through the company is lower in the first year with the company, then increases before finally dropping off over time (typically after 10 years).

Employees within the representative sample – who are employed at companies that may or may not have cause work-related programs – tend to be more involved in company-sponsored cause work initiatives when they've been employed between one and five years or more than 10.

THE TRENDS RELATED to participation “fatigue” (the tendency for participation in company-sponsored volunteerism programs for employees and managers surveyed to decline over time/increased tenure with the company) noted in this trend is only indicative of volunteer behaviors in workplace-sponsored cause work initiatives. This data does not report on whether or not these respondents became fatigued over time with personally-sanctioned volunteerism.



No trends were discernible between manager respondents at the research partners and managers within the representative sample as tenure does not appear to have a direct impact on managers' volunteerism involvement in company-sponsored initiatives.

EMPLOYEES WHO VOLUNTEERED IN COMPANY-SPONSORED
CAUSE WORK INITIATIVES BY LENGTH OF TIME AT COMPANY:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
Less than 1 year	58%	54%	60%	56%	0%	21%
1-2 years	68%	74%	78%	94%	29%	41%
3-5 years	55%	71%	67%	77%	57%	45%
6-10 years	56%	60%	60%	0%	100%	28%
10+ years	62%	25%	40%	0%	0%	65%

MANAGERS WHO VOLUNTEERED IN COMPANY-SPONSORED
CAUSE WORK INITIATIVES BY LENGTH OF TIME AT COMPANY:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
Less than 1 year	46%	38%	100%	50%	0%	44%
1-2 years	59%	17%	100%	57%	25%	50%
3-5 years	63%	67%	92%	86%	44%	64%
6-10 years	47%	79%	84%	100%	80%	72%
10+ years	67%	50%	25%	0%	44%	49%

Trend 3:

COMPANIES WITH FORMAL VOLUNTEER PROGRAMS TEND TO HAVE EMPLOYEES AND MANAGERS THAT REPORT HIGHER INTEREST IN INCENTIVES AND COMPETITIONS THAN THOSE AT COMPANIES THAT MAY OR MAY NOT HAVE VOLUNTEER PROGRAMS.

The 2015 Millennial Impact Report found that from all employee respondents, more than half (56%) of employees were more likely to volunteer if they received an incentive (ex. a gift, name recognition, extra days off, etc.). In addition, 43 percent of employees were more likely to volunteer if a competition was involved.

Similarly, 52 percent of all managers surveyed said they were more likely to volunteer if they received an incentive, while 48 percent of managers were more likely to volunteer if a competition was involved.

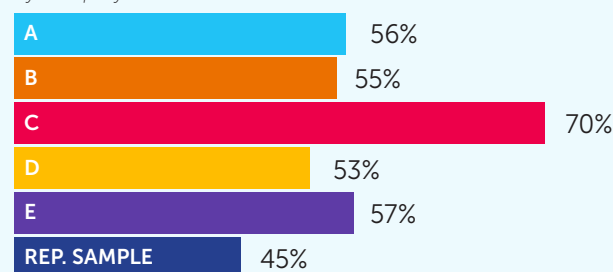
When broken down by research partner and compared against the representative sample, it can again be seen that employees at the companies profiled – those that have formal volunteer programs – were more likely to be incentivized to volunteer than the representative sample. The same trend is true when a competition is involved, with the exception of employees at Company E.

Manager respondents tend to follow the same trends as well. Manager respondents at all companies profiled except Company E were more likely than the representative sample to be influenced to volunteer due to incentives; all managers at companies profiled – except those at Companies B and E – were more likely to volunteer if a competition was involved than managers within the representative sample.

EMPLOYEES/MANAGERS WHO WERE MORE LIKELY TO VOLUNTEER IF THEY RECEIVED AN INCENTIVE:

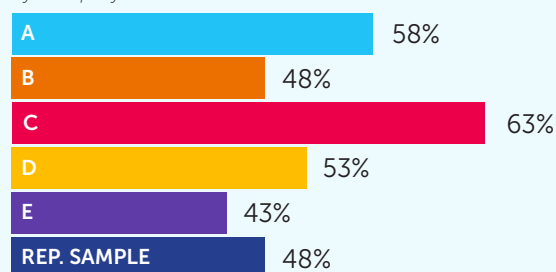
EMPLOYEES

By Company



MANAGERS

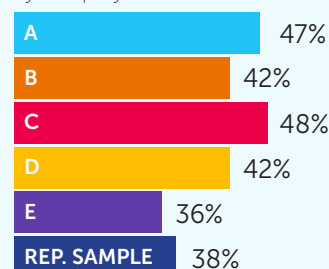
By Company



EMPLOYEES/MANAGERS WHO WERE MORE LIKELY TO VOLUNTEER IF A COMPETITION WAS INVOLVED:

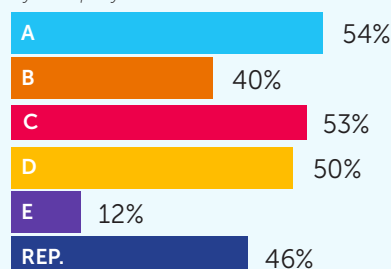
EMPLOYEES

By Company



MANAGERS

By Company



Trend 4:

MILLENNIAL EMPLOYEES IN GENERAL ARE LEAST LIKELY TO BE INFLUENCED TO VOLUNTEER BECAUSE OF INCENTIVES OR COMPETITIONS AFTER 10 YEARS OF EMPLOYMENT.

All employees surveyed – both at the companies profiled and within the representative sample – are more likely to volunteer if a competition is involved during the first five years of employment. This influence begins to decrease within the sixth year of employment in most instances and decreases even more drastically with Millennial employees who reported being with their employer for 10 or more years.

All employees surveyed, with the exception of employees at Company C, are least likely to be influenced to volunteer by incentives after 10 or more years of employment.

EMPLOYEES MORE LIKELY TO VOLUNTEER IF RECEIVING AN INCENTIVE BY LENGTH OF TIME AT COMPANY:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
Less than 1 year	59%	37%	74%	61%	73%	51%
1-2 years	64%	41%	63%	38%	55%	49%
3-5 years	57%	38%	74%	39%	50%	44%
6-10 years	54%	46%	69%	0%	33%	38%
10+ years	50%	20%	75%	0%	0%	29%

**As a young company, Company D had no employee respondents who had been employed at the company 6-10 years.*

MANAGERS WHO VOLUNTEERED IN COMPANY-SPONSORED CAUSE WORK INITIATIVES BY LENGTH OF TIME AT COMPANY:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
Less than 1 year	53%	44%	59%	64%	64%	37%
1-2 years	39%	47%	48%	46%	30%	47%
3-5 years	59%	40%	42%	51%	10%	33%
6-10 years	45%	43%	46%	0%	50%	34%
10+ years	41%	20%	33%	0%	0%	24%

Trend 5: ---

MANAGERS AT COMPANIES WITH KNOWN FORMAL VOLUNTEER PROGRAMS ARE MORE LIKELY TO VOLUNTEER IF RECEIVING AN INCENTIVE OR IF COMPETITION IS INVOLVED DURING THE FIRST 10 YEARS OF EMPLOYMENT.

In most instances, manager respondents at the companies profiled – those with known volunteer programs – are most likely to be influenced to volunteer if incentivized or if a competition is involved during their first 10 years there. In some of the companies, this involvement started at a very high level and only slightly decreased over time before dropping off at 10+ years of employment. Managers at other companies profiled were strongest after a year of employment and then tapered off after 10 or more years of employment.

Managers in the representative sample (companies that may or may not have volunteer programs) are most likely to volunteer due to incentives or competitions after being employed three to five years. After five years, involvement tapers off some but not as much as managers at the companies profiled.

MANAGERS MORE LIKELY TO VOLUNTEER IF RECEIVING AN INCENTIVE BY LENGTH OF TIME AT COMPANY:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
Less than 1 year	69%	31%	100%	50%	67%	17%
1-2 years	64%	71%	100%	75%	40%	55%
3-5 years	51%	48%	71%	48%	42%	57%
6-10 years	65%	50%	50%	0%	56%	52%
10+ years	44%	50%	75%	0%	33%	37%

MANAGERS MORE LIKELY TO VOLUNTEER IF A COMPETITION IS INVOLVED BY LENGTH OF TIME AT COMPANY:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
Less than 1 year	54%	39%	100%	50%	33%	22%
1-2 years	58%	71%	100%	50%	20%	44%
3-5 years	57%	44%	50%	48%	8%	57%
6-10 years	55%	30%	50%	100%	0%	48%
10+ years	41%	0%	50%	0%	17%	38%

SERVE | KEY TAKEAWAYS

Most trends indicate that both Millennial employees and managers at the five research partners – that is, companies with known formal volunteer programs – are more likely to participate in company-sponsored cause work initiatives and are more likely to be influenced to volunteer due to incentives or competitions than are employees and managers in the representative sample (who are employed at companies that may or may not have established volunteerism programs).

At the companies profiled, Millennial employees are most likely to participate in company-sponsored volunteer programs after one to two years of employment, whereas employees in the representative sample who reported being with their employer for 10 years or more are most likely to participate after being employed at least 10 years.

Managers at companies with known volunteerism programs are more likely to volunteer if receiving an incentive or if competition is involved during the first 10 years of employment. Comparably, all employees surveyed are least likely to be influenced to volunteer because of incentives or competitions after being employed 10 or more years.

WHY THIS INFORMATION IS IMPORTANT

In most instances, it appears that both Millennial employees and managers at companies with established volunteer programs are more likely to participate in company-sponsored events and initiatives designed to give back than are employees and managers at companies that may or may not offer such programs. They are also more likely to be influenced to volunteer because of incentives or competitions.

SERVE | KEY TAKEAWAYS *(cont.)*

While survey responses could seem to suggest that the majority of employees and managers in the representative sample are employed at companies that simply do not offer volunteer programs, they could also point to a lack of awareness of the existence of such programs at these companies.

RECOMMENDATIONS

Millennials want the opportunity to “do good.” Companies should embrace this passion for philanthropy by establishing well thought out programs and initiatives focused on volunteering as a way to not only further their own commitments to being socially responsible, but also to create a culture that entices and helps retain Millennial employees and managers. After establishing such a program, leadership should then determine the best way to create awareness within the company about the existence of the program and volunteer opportunities.

Within formal programs, companies would be wise to identify more appropriate incentives – those that would be appreciated by employees and managers – such as providing time allowances for employees/managers to volunteer where it is important for them.

As was discovered in the three-month research update of the 2015 report, Millennial employees and managers want to participate in cause work they feel personally passionate about, and they want to be involved in the planning process. Leadership should consult team members at all levels about the types of causes they are most interested in and what types of initiatives would most entice them to participate.

Within companies with established programs that are well-known internally, company leaders should take steps to involve new employees sooner, such as during orientation or within their first few months of employment. In addition, offering new or different cause work initiatives – as well as incentives and competitions designed to increase volunteerism participation – can help prevent participation fatigue among employees and managers who have been at the company the longest.

In all instances, employers should gather feedback from both Millennial employees and managers to discover how they best like to be communicated with and involved in cause work programs. What types of initiatives would entice team members to participate – and to keep participating? How can the company’s volunteerism program be incorporated into the orientation process? How can managers help involve newer employees?

GIVE

THE FIRST PHASE OF THE 2015 STUDY also asked respondents what influenced them to donate to company-sponsored cause initiatives in the past (ex. How much money did you donate through a workplace giving campaign in 2014? Why did you donate?) as well as what would influence them in the future (ex. Are you more likely to donate if your company promises to match your donation? Are you more likely to donate to a cause if you receive an incentive for donating?).

Like the section on serving, this section also details the data and qualitative responses by company and compares each company with the national representative sample. Below describes the trends that emerged in giving by company for employees and for managers.

Trend 1:

RESEARCH PARTNERS – MORE SPECIFICALLY, THE COMPANIES WITH MORE ROBUST AND ORGANIZED CAUSE WORK-RELATED PROGRAMS – HAVE HIGHER RATES OF PARTICIPATION IN CHARITABLE GIVING BY BOTH MILLENNIAL EMPLOYEES AND MANAGERS THAN THE REPRESENTATIVE SAMPLE THAT MAY OR MAY NOT HAVE CAUSE WORK-RELATED PROGRAMS.

The 2015 Millennial Impact Report found that 84 percent of all Millennial employees surveyed made a charitable donation in 2014. Of that percentage, 22 percent of Millennial employees said at least some of their gifts were facilitated or sponsored by their company. Nearly two-thirds (65%) of Millennial employees have donated through company-sponsored giving campaign at some point in their lives.

The initial 2015 report also found that 92 percent of all managers surveyed made a charitable donation in 2014. Nearly half (48%) of that 92 percent said at least some of their gifts were facilitated or sponsored by their company. And as with employees, 65 percent of managers have donated through company-sponsored giving campaign at some point in their lives.

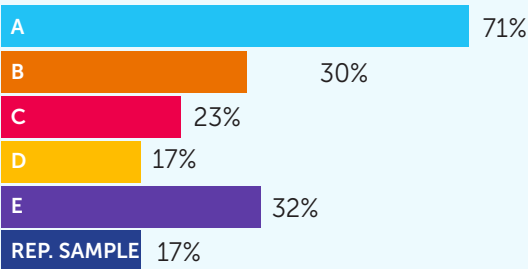
When the data is broken down by research partner and compared against the national representative sample, it is apparent that the research partners with the most established and well-known employee giving programs drew the highest participation rates from both Millennial employees and managers than did partners without established giving programs or in companies where the existence of a program was unknown (i.e. the representative sample).

Company A had the most established employee giving program of all the research partners profiled, which drew participation from nearly three-fourths of Millennial employees (71%) and managers (72%). Conversely, minimal information was shared about employee giving programs within Companies C or D, which could potentially account for their lower rates of participation, especially among Millennial employees.

EMPLOYEES/MANAGERS WHO MADE A CHARITABLE DONATION
IN 2014 THAT SAID AT LEAST SOME OF THEIR GIFTS WERE FACILITATED
OR SPONSORED BY THEIR COMPANY:

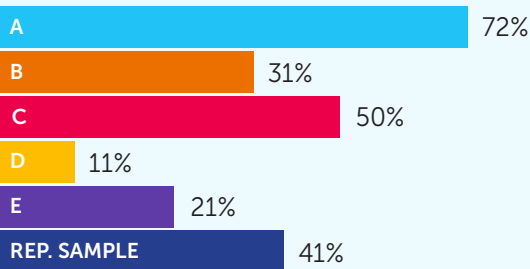
EMPLOYEES

By Company



MANAGERS

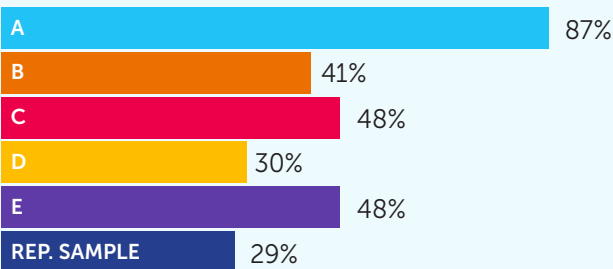
By Company



EMPLOYEES/MANAGERS WHO HAVE DONATED THROUGH COMPANY
-SPONSORED GIVING CAMPAIGN AT SOME POINT IN THEIR LIVES:

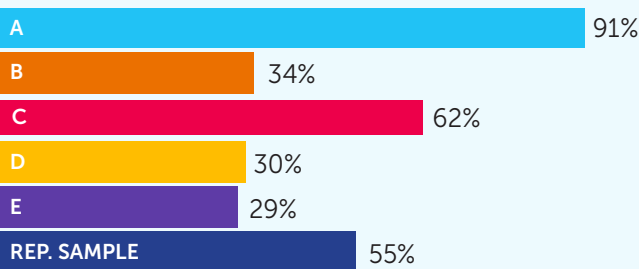
EMPLOYEES

By Company



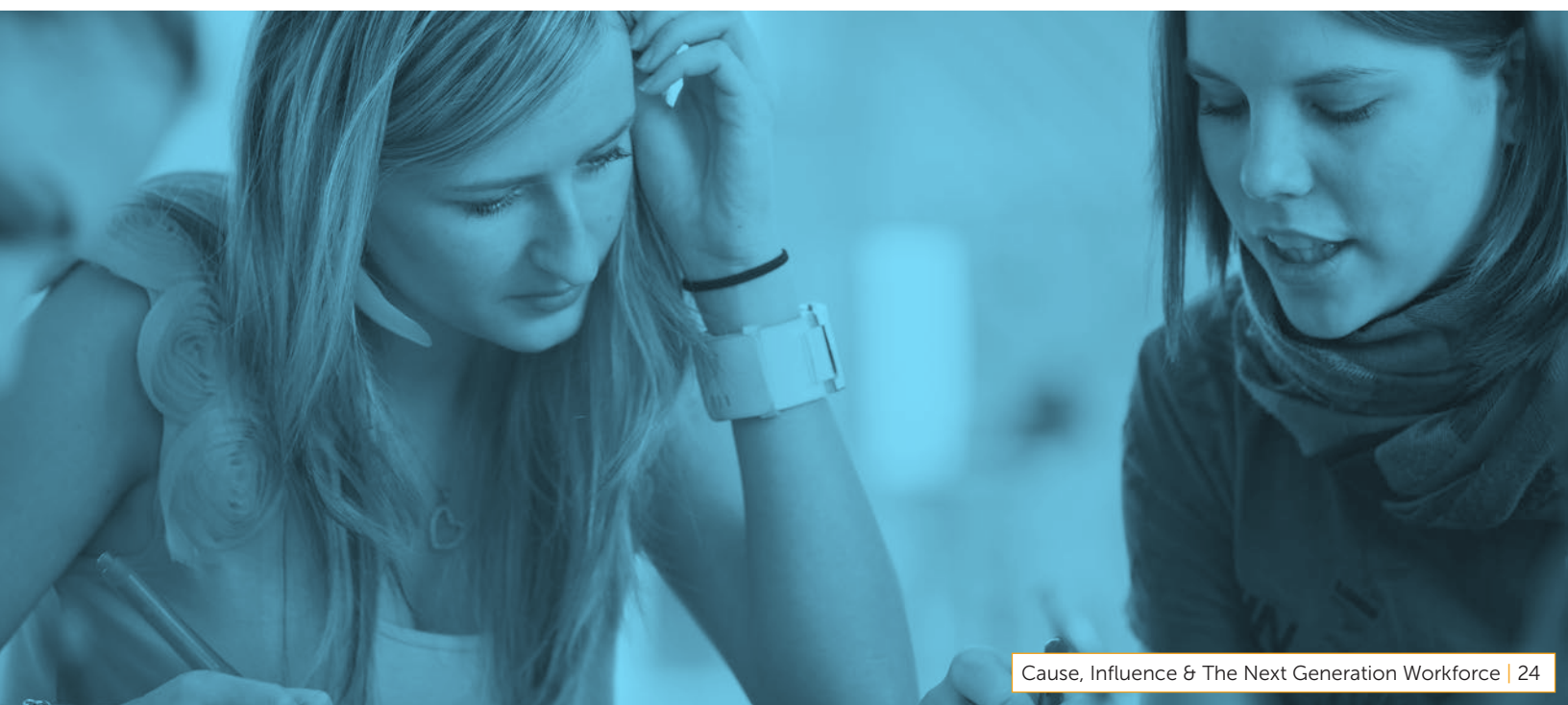
MANAGERS

By Company



AMOUNT **EMPLOYEES** DONATED THROUGH THEIR
COMPANY-SPONSORED GIVING CAMPAIGNS IN 2014:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
I didn't donate	3%	17%	9%	16%	18%	32%
Less than \$15	4%	5%	5%	5%	9%	11%
\$15-\$49	11%	12%	14%	14%	20%	15%
\$50-\$99	18%	9%	17%	16%	11%	10%
\$100-\$249	29%	24%	24%	26%	18%	14%
\$250-\$499	19%	9%	10%	14%	6%	8%
\$500-\$999	6%	10%	8%	2%	7%	4%
\$1,000-\$2,499	6%	8%	7%	5%	6%	2%
\$2,500-\$5,000	1%	3%	3%	0%	4%	2%
\$5,000+	2%	4%	3%	3%	2%	3%



AMOUNT **MANAGERS** DONATED THROUGH THEIR COMPANY-SPONSORED GIVING CAMPAIGNS IN 2014:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
I didn't donate	3%	13%	5%	12%	7%	12%
Less than \$15	5%	4%	2%	2%	0%	5%
\$15-\$49	16%	4%	10%	2%	0%	6%
\$50-\$99	17%	7%	19%	12%	9%	9%
\$100-\$249	23%	23%	21%	35%	21%	17%
\$250-\$499	15%	13%	14%	12%	19%	15%
\$500-\$999	10%	17%	14%	5%	16%	12%
\$1,000-\$2,499	7%	13%	10%	12%	5%	12%
\$2,500-\$5,000	3%	3%	5%	2%	2%	6%
\$5,000+	2%	1%	0%	7%	21%	5%

Trend 2:

MILLENNIAL EMPLOYEES AND MANAGERS IN GENERAL ARE MORE LIKELY TO DONATE TO A COMPANY-SPONSORED CAUSE INITIATIVE IF THEIR EMPLOYER MATCHES THEIR DONATION.

Nearly one-third (31%) of all Millennial employees surveyed in the 2015 report – those who donated through a company-sponsored giving campaign – said their employer offered to match at least a portion of their donation. However, many more – 69 percent – said they would be more likely to give if their donation was matched.

Similarly, whereas only 38 percent of all managers surveyed in the 2015 report who donated through a company-sponsored giving campaign said their employer offered to match at least a portion of their donation, 74 percent said they would be more likely to give if their donation was matched.

Regardless of the known existence of a company's employee giving program, all Millennial employees and managers surveyed are more likely to give to a company-sponsored initiative if the employer matches their gift.

"[My company has] just started doing matched company gifts, which I'm super excited about. If an employee gives a gift of \$100, the company will match \$100 to the same organization. For the first \$300 that an employee gives, the company will match it. It's all tracked and automated. I think it's long overdue...that the company focuses on the nonprofits employees are involved in and make their own decisions to give to."

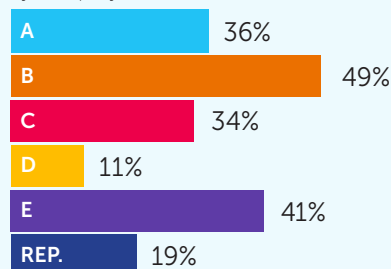
- Millennial employee, Company C



EMPLOYEES/MANAGERS WHO SAID THEIR EMPLOYER OFFERED TO MATCH AT LEAST A PORTION OF THEIR DONATION:

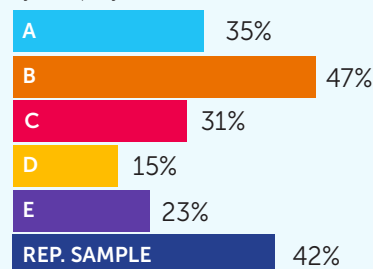
EMPLOYEES

By Company



MANAGERS

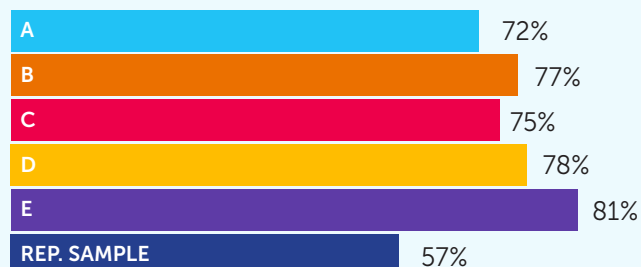
By Company



EMPLOYEES/MANAGERS WHO SAID THEY WOULD BE MORE LIKELY TO GIVE IF THEIR DONATION WAS MATCHED:

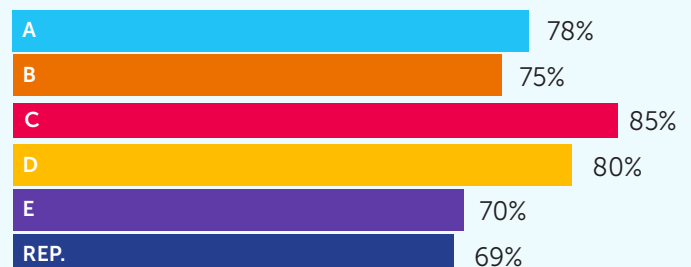
EMPLOYEES

By Company



MANAGERS

By Company



Trend 3:

MILLENNIAL EMPLOYEES AND MANAGERS ARE MORE LIKELY TO DONATE TO COMPANY CAUSES AFTER AT LEAST A YEAR OF EMPLOYMENT.

Data suggests that the majority of Millennial employees from the research partners do not begin donating to company causes until they have been there for at least a year. With a few exceptions, this trend holds true for managers surveyed as well.

With Millennial employees and managers from the representative sample – those who are employed at companies that may or may not have cause work-related programs – involvement tends to increase over time and then decrease when employed longer than 10 years.

EMPLOYEES WHO DONATED SOME MONEY IN 2014, WHICH WAS FACILITATED OR SOLICITED BY COMPANY:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
Less than 1 year	50%	16%	22%	6%	27%	15%
1-2 years	59%	32%	26%	30%	39%	19%
3-5 years	67%	36%	21%	23%	25%	18%
6-10 years	77%	35%	18%	0%	33%	17%
10+ years	86%	40%	44%	0%	0%	17%

MANAGERS WHO DONATED SOME MONEY IN 2014, WHICH WAS FACILITATED OR SOLICITED BY COMPANY:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
Less than 1 year	44%	0%	0%	0%	33%	18%
1-2 years	70%	0%	100%	17%	20%	33%
3-5 years	77%	38%	47%	13%	20%	50%
6-10 years	70%	44%	61%	0%	30%	51%
10+ years	78%	100%	25%	0%	9%	27%

Trend 4:

APPROXIMATELY HALF OF MILLENNIAL EMPLOYEES AND MANAGERS ARE INFLUENCED TO DONATE TO A COMPANY-SPONSORED CAUSE BECAUSE OF COMPETITIONS AND INCENTIVES (WHEN THOSE INCENTIVES ARE DEEMED APPROPRIATE BY EMPLOYEES AND MANAGERS).

Fifty-two percent of all Millennial employees surveyed in the initial 2015 report were more likely to donate to a cause if they received an incentive, and 43 percent were more likely to give if a competition was involved. Forty-three percent of all managers surveyed were more likely to give if an incentive was involved, while just slightly more (46%) managers were more likely to give if a competition was involved.

When broken out by company and compared against the representative sample, these numbers stay similar to the overall average. Approximately 40 to 60 percent of both Millennial employees and managers are influenced to donate by competitions or the “right” incentives, regardless of whether their company has a known giving program.

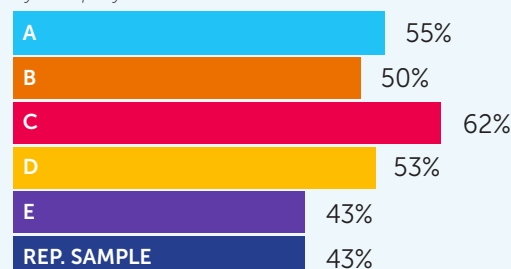
“I really wish it were more flexible, and we could choose more of what we wanted to donate to. We only have four options to choose from... I don’t find that to be enough. There are great causes [offered], but I feel like I would be way more motivated if I could choose the organization I’m involved in and it would sync up automatically with a donation.”

– Millennial employee, Company C

EMPLOYEES/MANAGERS WHO WERE MORE LIKELY TO DONATE TO A CAUSE IF THEY RECEIVED AN INCENTIVE:

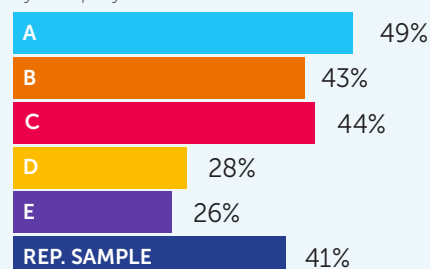
EMPLOYEES

By Company



MANAGERS

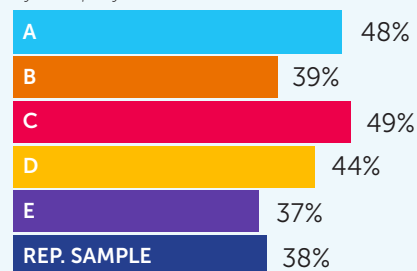
By Company



EMPLOYEES/MANAGERS WHO WERE MORE LIKELY TO DONATE TO A CAUSE IF A COMPETITION WAS INVOLVED:

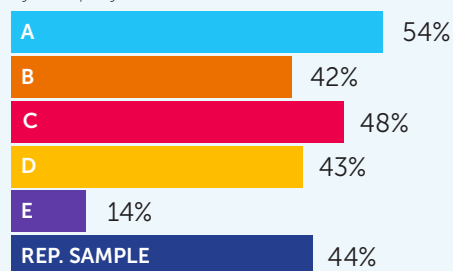
EMPLOYEES

By Company



MANAGERS

By Company



Trend 5:

MILLENNIAL EMPLOYEES AND MANAGERS TEND TO BE MOST INFLUENCED TO DONATE TO A CAUSE IF THEY RECEIVE AN INCENTIVE OR IF A COMPETITION IS INVOLVED EARLY IN THEIR EMPLOYMENT AT THE COMPANY.

The majority of Millennial employees at the companies profiled who would be influenced to donate to a company cause initiative appear to be most interested within the first few years of employment. Their interest decreases as tenure increases, especially after 10 years with the company.

Millennial employees in the representative sample follow the same trends, but the likelihood of incentives and competitions being an influencing factor on their decision to donate to a company cause decreases sooner than those at research partner companies. The likelihood of these employees to be influenced to donate by an incentive decreases sharply after six years of employment; after three to five years of employment, the likelihood of these employees to be influenced to donate by a competition decreases as well.

Though there are some fluctuations throughout a manager's tenure at a company, the majority of managers at both the companies profiled and the representative sample are least likely to be influenced to donate to a company cause by an incentive or competition after 10 or more years of employment.



EMPLOYEES MORE LIKELY TO DONATE TO A CAUSE IF THEY RECEIVE AN INCENTIVE BY LENGTH OF TIME AT COMPANY:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
Less than 1 year	61%	60%	65%	68%	18%	47%
1-2 years	63%	44%	52%	42%	37%	50%
3-5 years	55%	44%	69%	52%	54%	42%
6-10 years	54%	55%	66%	0%	75%	30%
10+ years	46%	60%	22%	0%	0%	38%

EMPLOYEES MORE LIKELY TO DONATE TO A CAUSE AT WORK IF THERE IS A COMPETITION INVOLVED BY LENGTH OF TIME AT COMPANY:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
Less than 1 year	56%	37%	58%	61%	67%	44%
1-2 years	40%	41%	43%	38%	30%	43%
3-5 years	57%	38%	47%	39%	15%	36%
6-10 years	48%	46%	49%	0%	50%	26%
10+ years	38%	20%	33%	0%	50%	12%



MANAGERS MORE LIKELY TO DONATE TO A CAUSE IF THEY RECEIVE AN INCENTIVE BY LENGTH OF TIME AT COMPANY:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
Less than 1 year	77%	23%	50%	33%	67%	28%
1-2 years	56%	71%	100%	38%	20%	40%
3-5 years	46%	44%	43%	24%	17%	49%
6-10 years	50%	45%	40%	0%	40%	45%
10+ years	42%	50%	50%	0%	17%	32%

MANAGERS MORE LIKELY TO DONATE TO A CAUSE AT WORK IF THERE IS A COMPETITION INVOLVED BY LENGTH OF TIME AT COMPANY:

	Co. A	Co. B	Co. C	Co. D	Co. E	Rep. Sample
Less than 1 year	62%	39%	50%	33%	33%	33%
1-2 years	52%	71%	100%	63%	20%	43%
3-5 years	56%	44%	54%	40%	8%	53%
6-10 years	56%	37%	45%	0%	20%	46%
10+ years	42%	0%	25%	0%	8%	33%

GIVE | KEY TAKEAWAYS

Similar to the trends found in the above section on serving, most trends indicate that both Millennial employees and managers at companies with established giving programs are more likely to donate to company-sponsored causes than are employees and managers at research partners without established giving programs or those in the representative sample that may or may not have established giving programs.

All Millennial employees and managers surveyed regardless of whether their company has an established giving program are more likely to donate to a company cause if the company matches their donation, and many are more likely to donate if a competition or incentive is involved. However, those who would be influenced to donate by an incentive or competition are more likely to do so in their first few years of employment and less so as their tenure with the company increases.

WHY THIS INFORMATION IS IMPORTANT

Companies with established giving programs see the highest rates of participation by their Millennial employees and managers. Regardless of programs, however, the majority of team members would be willing to donate if their donation is matched or if an incentive or competition is involved.

Like with the data discussed in the section above on serving, survey responses suggest that the majority of employees and managers in the representative sample – as well as some of the research partners profiled here – are employed at companies that simply do not offer giving programs. However, these data could also point to a lack of awareness of the existence of such programs at these companies.

RECOMMENDATIONS

Nearly all of Millennial employees (84%) and managers (92%) surveyed made some kind of charitable donation in 2014. And though 65 percent of both Millennial employees and managers have donated through a company-sponsored giving campaign at some point in their lives, only 22 percent of Millennial employees and 48 percent of managers said some of their 2014 charitable donations were facilitated or sponsored by their company.

Millennial employees and managers are already participating in charitable behaviors – and as research in the Millennial Impact Project has shown, they deem philanthropy an important part of workplace culture. A company can both foster their own social responsibilities and create an enticing culture that embraces philanthropic opportunities. And as mentioned, as was determined in the three-month research update of the 2015 report, Millennial employees and managers want to contribute to causes they feel personally passionate about. As such, leadership should consult team members at all levels about the types of causes they are most interested in and what types of initiatives and giving campaigns would most entice them to participate. Doing so would also serve to help individual employees and managers have personal giving experiences using company assets like matched donations.

GIVE | KEY TAKEAWAYS *(cont.)*

Once these programs are established, companies should then determine the best way to create awareness within the company – utilizing team members across all levels – about the existence of the program and giving opportunities.

When it comes to giving, both Millennial employees and managers tend to wait until at least a year of employment to donate to a company cause; the majority also decrease their participation over time. As with serving, company leaders should involve new employees sooner, such as during orientation or within their first few months of employment, and should determine new or different cause work initiatives – as well as incentives and competitions designed to increase donations – for employee giving campaigns to help prevent participation fatigue among employees and managers who have the most tenure.

Again, employers should gather feedback from both Millennial employees and managers to discover how they best like to be communicated with and involved in cause work programs. What types of initiatives are team members passionate about giving to? How can incentives and competitions increase and retain participation in giving campaigns? What influences them to give to company-sponsored causes?



KEY TAKEAWAYS AND FURTHER RECOMMENDATIONS

FROM THE EXTENDED QUANTITATIVE FINDINGS AND COMPARISON between companies with established cause work programs and the national representative sample that may or may not have company cause work programs, companies can utilize these three key takeaways. The following recommendations should be put into practice to nurture and sustain cause work in the workplace among Millennial employees and managers.

- **A well-established cause work program will attract Millennial employees and managers.**

As is seen in the majority of data from this report, the research partners with well-known and established cause work programs – both in terms of volunteerism and giving – solicit the most participation from Millennial employees and managers than those at companies that may or may not have cause work programs. Millennial employees and managers are looking for genuine and personally meaningful opportunities to “do good,” and they generally want to do so through company-sponsored causes.

While incentives and competitions have some influence on a Millennial employee or manager’s decision to volunteer or donate, for the most part, they simply want the opportunities to exist.

- **Employers should incorporate an employee’s affinity for cause work into the hiring and onboarding process.**

The majority of Millennial employees and managers from all research partners as well as the representative sample do not begin contributing to or participating in company causes until they have been employed at the company for at least a year. By incorporating new employees’ and managers’ philanthropic passions into the hiring and onboarding processes, leaders can help new members become acclimated more quickly to the company and other team members as well as show these new hires their passions are appreciated.

- **Employers should strive to prevent participation fatigue by Millennial employees and managers in company-sponsored cause work initiatives.**

Employers must strike a delicate balance when creating awareness of company-sponsored volunteering and giving programs among Millennial employees and managers. This balance takes into effect the number of opportunities, frequency of opportunities, types of activities asked or expected to participate in and any personal cause commitments within and outside the workplace. Though participation rates are lower in companies that do not have or do not communicate these programs to team members, even companies with well-established programs are at risk for participation fatigue from employees and managers as their tenure with the company grows. This fatigue could also potentially be due to an increase of personal cause work engagement, which was not examined in this study. To truly engage – and retain – their Millennial employees and managers in cause work initiatives for years to come, employers must take the time to learn about what causes employees value, how they want to make an impact, what influences them and what challenges them to continue participating.

A photograph of two men in business attire, one holding a smartphone and the other holding a coffee cup, looking at the phone together. The image is overlaid with a purple tint and a white rectangular frame. The word "CONCLUSION" is written in large, white, sans-serif capital letters across the center of the frame.

CONCLUSION

THE MILLENNIAL IMPACT PROJECT HAS SHOWN time and again that Millennials are passionate about giving back. The 2015 study and the data comparison from this update exemplify the importance of established cause work programs on the participation and retention of Millennial employees and managers.

The 2014 Millennial Impact Report found that a company's commitment to causes is important to Millennial employees. The 2015 report explored how Millennials are influenced to give and serve to company-sponsored cause initiatives, and the three-month research update to the 2015 report dove deeper into the impact of employee-manager relationships on a Millennial's decision to get involved.

This six-month research update indicates that though an established cause work program is needed to truly engage Millennial employees and managers, it must be deliberately communicated and maintained so as to avoid participation fatigue.

Both the 2014 study and the previous two releases of the 2015 study explore the importance of company cause work programs to retention of Millennials. However, as the findings in this report show that participation in these programs sharply declines after long-term employment – or even sometimes earlier – are they enough to retain employees and managers of this generation?

Cause work is personal to Millennials, and it's an important part of their lives, both personal and professional. It's up to companies and organizations now to modify their cause work initiatives not just to what Millennial employees and managers respond to today, but to constantly be bettering their initiatives to meet the changing needs of this generation's workforce.



RESEARCH BY:

Achieve is a research and creative agency for causes and the leaders of The Millennial Impact Project. We help organizations understand the behaviors of today's donors, activists and employees who are redefining cause engagement. We work with organizations committed to making the world a better place. Our services are ideal for organizations and companies who want to understand and reach new donors, audiences, volunteers, activists or employees.

[Learn more at achieveguidance.com.](http://achieveguidance.com)



The Millennial Impact is the most comprehensive and trusted study on the Millennial generation (born 1980-2000) and their involvement with causes. Since its start in 2009, Achieve continues to lead the national research team in partnership with the Case Foundation. With more than 25,000 participants in our studies, The Millennial Impact Project has helped organizations, corporations and individuals everywhere understand the best approaches to cultivate interest and involvement with this generation. [Learn more at themillennialimpact.com.](http://themillennialimpact.com)



THANKS TO OUR SPONSOR:

Established by digital pioneers Jean and Steve Case, the Case Foundation invests in people and ideas that can change the world. For nearly two decades, they have focused on creating programs and investing in people and organizations that harness the best impulses of entrepreneurship, innovation, technology and collaboration to address urgent social challenges. Their work is focused on three key pillars: revolutionizing the philanthropic sector, unleashing the power of entrepreneurship to create social change and igniting civic engagement through citizen-driven solutions. [Learn more at casefoundation.org.](http://casefoundation.org)



STAY UPDATED ON THE
LATEST MILLENNIAL RESEARCH
AND REVIEW PAST STUDIES
FROM THE MILLENNIAL
IMPACT PROJECT AT
THEMILLENNIALIMPACT.COM

DON'T MISS THE 2016
MILLENNIAL IMPACT REPORT,
COMING IN JUNE 2016.

Download our top 100 key findings of the Millennial Impact Project
at themillennialimpact.com.

THE MILLENNIAL IMPACT

