



SNAPSHOT

Trends and Strategies to Engage Employees in Greater Giving

Every year, millions of people across America are invited to participate in an activity that has become a Fall tradition for generations of employees working at many of the nation's largest employers: the Employee Charitable Giving Campaign.

The impact of employee giving campaigns on charitable organizations and the people and communities they serve is extraordinary. **Snapshot: Trends and Strategies to Engage Employees in Greater Giving** reveals the most dramatic shift in employee giving over the past decade.

These workplace giving campaigns funnel \$3 billion annually, much of which is unrestricted, sustainable funds, that enable nonprofit groups to deliver vital services throughout the nation. And, while employers remain committed to this traditional social responsibility activity, mounting pressure from an evolving workforce and the digital age suggest a new model is emerging to more fully engage employees and maximize the impact of giving at the workplace.

America's Charities, a national proponent for effective employee engagement programs, commissioned research to identify current trends, attitudes and perceptions in employee workplace giving.

- Nearly 100 private sector employers provided insights into their practices.
- These companies and organizations employ more than two million people, represent more than 20 industry groups, and are geographically dispersed.
- Collectively, the participating employers raise more than \$230 million through their annual employee giving campaigns.

This original research follows previous reports issued by America's Charities in 2000 and 2006 and documents the changing landscape of philanthropy, digital culture, workplace expectations, and demographic shifts which are reshaping the future of employee giving. For employee giving campaigns to be fully maximized, the research indicates employers can do significantly more to foster the environment in which employee engagement thrives.

Research Highlights

Companies & Organizations Are Committed

Companies and organizations continue to recognize the benefits of a strong employee giving program with branded initiatives that offer choice and increase engagement.

New Engagement Strategies

Employers are creating new giving models to involve and engage employees, particularly younger employees.

Technology & Digital Culture

Technology and digital culture are transforming the employee giving experience.

Paradigm Shift at Hand

A paradigm shift is taking place—a new model is emerging that empowers employees to participate in the giving experience inside and outside the walls of the workplace.

A SNAPSHOT OF THE

Top Five Trends and Emerging Strategies to Engage Employees in Greater Giving

1

Brands R Us. We live in a branded world with logos and messages touching all aspects of our lives. Branded campaigns align a company's values, philanthropic and increasingly overall social responsibility goals to support employee giving. **Eighty percent of the employers surveyed are branding their workplace giving programs with their own names, themes, and/or logos.**

2

We "Like" to Share Why We Give. Thirty percent of respondents report they allow employees to post videos and/or testimonials supporting their favorite charities as part of the giving program. **More than half report they are likely to incorporate more social media tools into giving activities.**

3

Millennials Arrive. Young workers are arriving in the workplace with different expectations of their employers. They want their giving experiences to be engaging, empowering, and catalyzing. **These new expectations are causing employers to rethink their giving programs and find new ways to meaningfully engage Millennials in giving their time, talent, and money.**

4

High Impact, Low Cost. Employers are looking for maximum efficiency in all administrative areas, including their workplace giving and employee engagement efforts. While technology has increasingly added value by making giving and volunteering easier, about **85% of respondents said administering the campaign is one of their top challenges.**

5

One-Stop Shop. Companies and organizations are now devising overall strategies for giving, volunteerism, skills-based pro bono, and engagement. Previously these efforts were typically spread out over the company and not coordinated.

Key Highlights of Today's Employee Giving Model

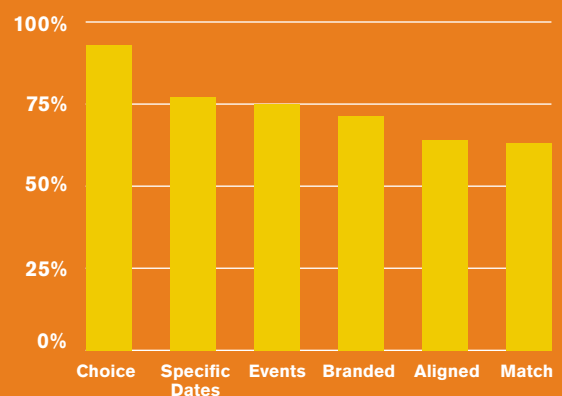
Based on the research, effective giving programs remain beneficial to all key stakeholders, including the company, employee donors, and the benefitting charities. Employers continue to recognize the benefits of strong employee giving programs with **over 80% of the participating companies and organizations in our research project agreeing or strongly agreeing that their company is committed to a giving program.** Further, they indicate that employee giving remains a priority that impacts their ability to attract and retain talent.

In fact, the employee giving model continues to shift as employers no longer ask, *“Should we have an employee giving program?”* The question they now ask is *“How can we maximize our efforts through employee giving?”*

In **CHART 1** – “Profile of Current Giving Programs” (at right) highlights the percentage of employers that incorporate key elements in their current programs. Over 90% of respondents give their employees the opportunity to select from a wide and diverse range of charitable organizations; campaigns are still conducted in the fall; fundraising and networking events are growing in popularity; and giving programs are branded and aligned with other corporate philanthropy and employee engagement programs.

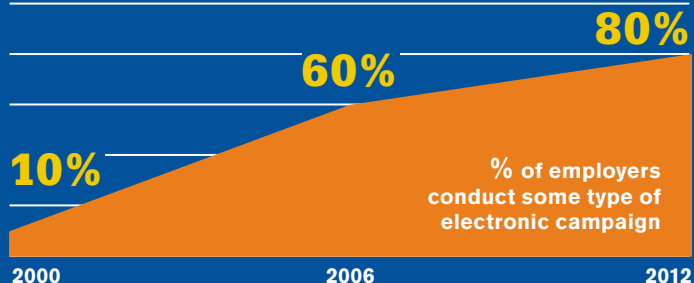
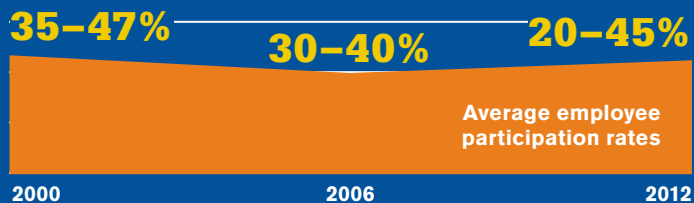
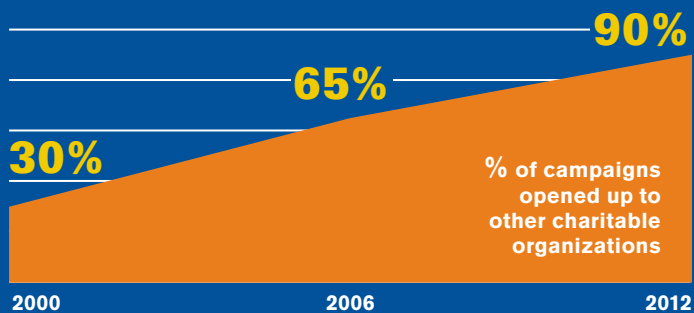
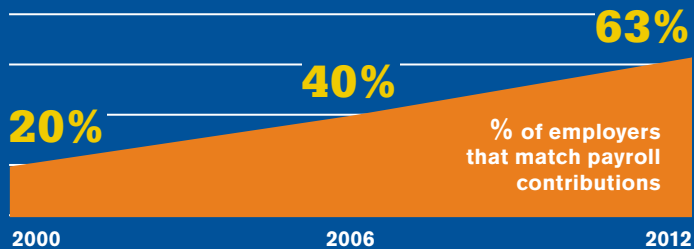
The following elements indicate how workplace giving campaigns are transforming and making way for a new engagement model.

CHART 1:
Profile of Current Giving Programs



- **Choice is found in virtually all giving programs.**
- **Campaigns are still conducted during a finite period of time but a growing number allow giving throughout the year.**
- **Events are growing in importance as a way to support employee engagement.**
- **Giving programs are branded and integrated with other employee engagement activities such as volunteerism.**
- **Giving is aligned with corporate philanthropic goals and company mission.**
- **A growing number of employers are matching payroll contributions.**

Evolution of Employee Giving



Giving programs are broadening to facilitate engagement.

The key elements of employee giving campaigns are evolving. The research indicates employers are at least one-third more likely to strengthen aspects of their giving program in response to changing employee expectations that engage them in a broad range of charitable activities.

Employers largely brand and integrate employee engagement initiatives.

Nearly 80% of employers surveyed have branded their workplace giving program with their own name, theme, and/or logo. About 70% of employers indicate they have aligned their giving campaign with other employee engagement programs and/or corporate philanthropic initiatives, a 38% increase since 2006.

Branding and alignment ensure employee giving programs reflect unique corporate cultures and employee charitable interests.

Charitable choice is offered by more than 90% of employers.

Ninety-three percent (93%) of employers that conduct annual campaigns enable employees to choose which charities they give to. This represents a 43% increase since 2006 and a 210% increase in choice since 2000.

Almost half of the employers surveyed indicate they feature specific nonprofits in their campaign. While the other 50% do not feature specific charities they allow employees to give to the charities of their choice.

When charitable choice is given, employee participation increases.

Giving is up at a majority of the companies and organizations surveyed, but employee participation rates are declining at almost half of those employers.

The average participation rate in 2006 was 41%. In 2012, the average participation dropped to 33%.

SNAPSHOT

Employee Giving Campaigns

- Giving programs are broadening to facilitate engagement.
- Employers largely brand and integrate employee engagement initiatives.
- Giving employees charitable choice is the norm.
- When choice is given, more employees participate.
- Companies and organizations increasingly rely on technology vendors as the technology itself is changing.
- Corporate matching gift programs are growing.
- Events are increasing in popularity to growing giving.

However, this research demonstrates that the number of employees who give increases when their workplace campaigns feature a group of charities or when given the option to give to whatever charity they choose.

Employers increasingly rely on vendors as technology itself is changing. Nearly 80% of companies and organizations surveyed contract with a technology vendor that supports their giving program **compared to 10% in 2000.**

Over the past decade, technology has evolved beyond capturing pledge and contribution data. New platforms are emerging that makes the donor experience more meaningful and engaging.

Corporate matching gift programs are growing. Nearly two-thirds of employers surveyed indicate they match employee payroll contributions. This is a **58% increase since 2006.**

Corporate matches are becoming a central driving force that incentivizes employees to donate to charities through workplace initiatives.

Fundraising, networking and other social events help catalyze greater giving. More than 50% of employers surveyed have increased the number of gatherings such as networking events, fundraising activities, and charity fairs associated with giving campaigns. The real value of events is in creating opportunities to interact with colleagues and organizational leadership, learn more about charities, and catalyze greater giving. More than 30% of employers are incorporating social media tools into the giving program.

Fall fundraising campaigns giving way to year-round engagement. Nearly 80% of respondents indicate they conduct their giving program during a finite period of time, usually in the Fall or during the holidays.

However, a growing number of employers recognize that giving can take place throughout the year. Strategies need to be developed that leverage campaign-like features, such as kick-off events and strategic communications, and then facilitates giving throughout the year with 'pulse points' that generate interest and engage employees.

Nearly 60% of employers that feature signature charities reported an increase in the number of employees choosing to donate through the workplace campaign.

Challenges with the Current Employee Giving Model

“We are looking for a technology solution that is ‘all things employee engagement’ embodied into one tool that is easy to manage and streamlines the employee experience.”

— SURVEY PARTICIPANT

Survey respondents were asked to identify the three greatest challenges they face with their current employee giving program. The top three were:

1 Balancing High Impact—Low Cost Technology. About 85% of respondents said administering the campaign is one of their top challenges. Time-crunched administrators face hurdles when coming up with new engaging and relevant ways to encourage employees to participate.

Survey participants indicate they are looking for new solutions that are easy to use, don’t require a lot of time to administer and offer a platform to engage employees.

The challenge is to balance the use of technology with the increasing expectations for peer-to-peer and the social dimensions of employee engagement. While some communications functions have moved online, employee face-to-face involvement and participation are still valuable components of successful campaigns.

Three Greatest Challenges

Respondents indicate these are their greatest challenges:

85%

#1 Balancing High Impact – Low Cost Technology. 85% indicate balancing high impact personalized activities with low cost technology.

92%

#2 Addressing the Arrival of the Millennials. 92% identify addressing the needs and challenges of a younger workforce.

85%

#3 Infusing Vitality into Campaigns that Engage and Let Employees Share with Their Peers Why They “Like” to Give. 85% are challenged with infusing vitality into a campaign that involves, excites and engages employees.

2 Addressing the Arrival of the Millennials. The current workforce is comprised of about 80 million employees known as Millennials: people born between 1982 and 2001. They represent a powerful new wave of potential workplace donors, and they are changing the conversation. Millennials bring an added layer of digital and connective dynamics to both employee engagement and employee giving programs. These “net-natives” expect their digital lives to transcend the walls of the workplace.

Over 92% of employers surveyed face challenges connecting younger employees to existing employee giving programs. Not surprisingly, about 80% agree that the current campaign model needs to be made more attractive for younger employees.

More than 50% of employers surveyed plan to implement more social media tools into their employee giving programs in order to attract younger employees and enable all employees to connect with peers and the causes they care about in real-time.

3 Infusing vitality into campaigns that engage and let employees share with their peers why they “like” to give. About 85% of respondents said that keeping the campaign fresh and vibrant is a challenge. Employers are now devising an overall strategy for giving, volunteerism, skills-based pro bono and engagement. Previously, many of these efforts were spread out over the company and not coordinated. Today, many employers are looking to integrate their efforts into a one-stop shop. And, new technology platforms may support this integration.

Importantly, companies and organizations are developing strategies and ideas to address these challenges and enhance engagement. More than half the employers plan to implement social media tools allowing employees to communicate about the charities they support along with their involvement. And, the number of year-round giving programs is growing.

More than two-thirds of the organizations surveyed indicate that less than 50% of their employees participate in the giving campaign.

One in six companies report that more than 70% of their employees participate in the giving program.

While participation is low, it's not low everywhere. Plus there is every reason to believe many opportunities can be leveraged to grow giving and engagement.

Game Changer: Technology and Digital Culture Are Driving the Transformation in Employee Giving

“Technology hasn’t changed just yet, but it’s certainly about to!”

— SURVEY PARTICIPANT

The Internet, digital media, and mobile devices have changed the way we think, act, and convene. Since 2006 and the surge of Facebook and Twitter, dozens of online platforms and social media applications have launched that connect individuals, nonprofits, and networks. New ways of giving abound 24/7/365.

About 54% of employers surveyed report their use of technology has changed in just the last three years. Thirty percent (30%) of respondents

now allow employees to post videos and/or testimonials in support of their favorite charities while more than half report they are **likely to incorporate more social media tools into the giving program within the next two years.**

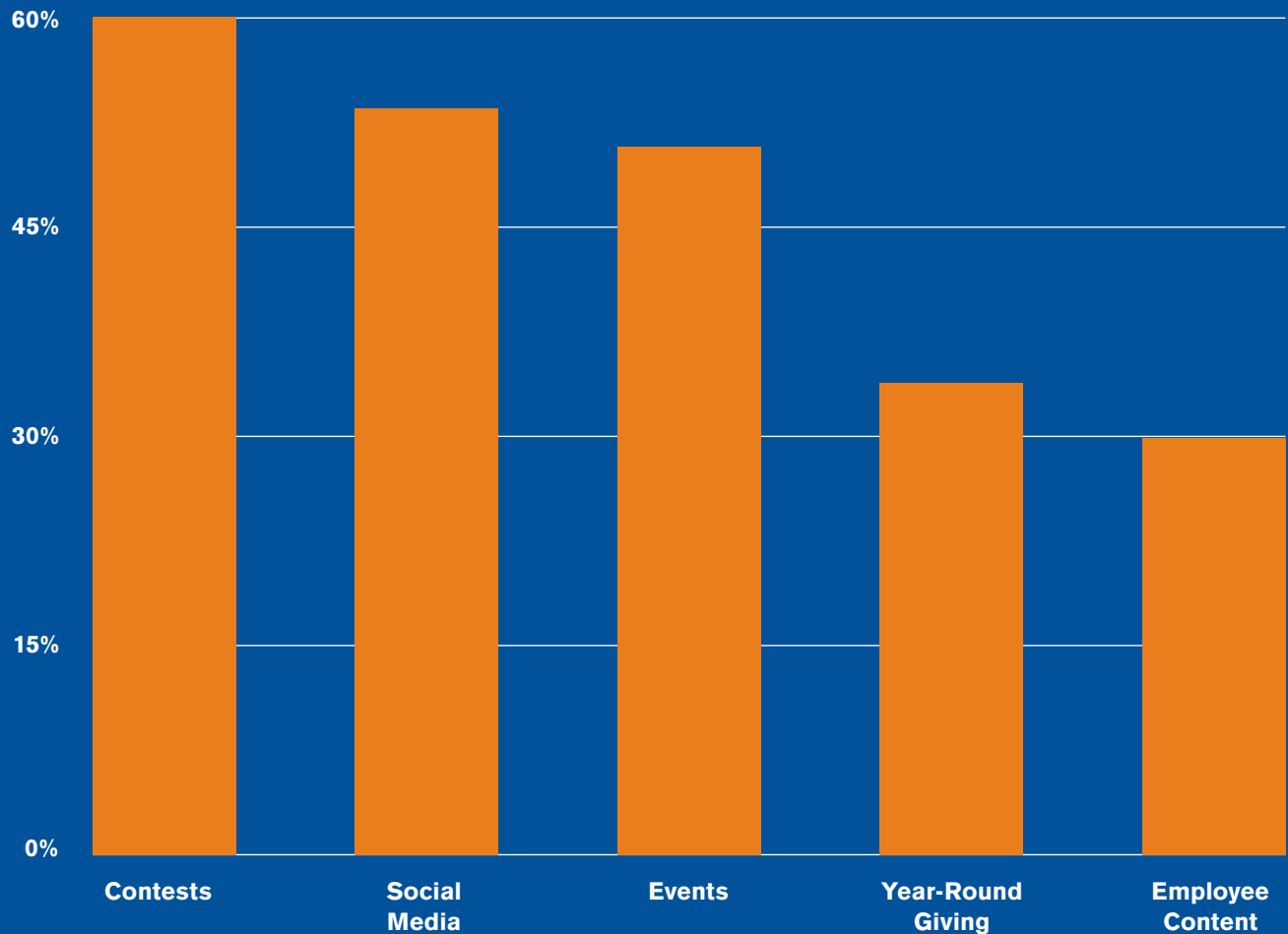
CHART 2 – “Ideas Employers Have to Enhance Engagement” (at right) indicates how a growing number of companies are planning to use technology to broaden their strategies to grow employee engagement.

The Evidence:

- 85% of employers surveyed use technology to provide information to employees.
- Nearly 40% of employers surveyed use technology to increase engagement.
 - » Nearly half of these firms use technology to promote volunteer opportunities.
 - » More than two-fifths use technology to connect employees with reputable nonprofit organizations.
 - » About one-third use technology to provide feedback on how contributions are used.
- » Nearly a quarter use technology to connect employees with their peers.
- When employees were asked what their employer could do to make their giving program more effective, 44% of employees would like to more easily find information on local, national and international charities, and 32% would like to access more information about those charities featured in their campaigns.

CHART 2:

Ideas Employers Have to Enhance Engagement



A growing number of employers are incorporating contests and events as a way to add fun and keep the program vibrant.

More than half the employers plan to implement more social media tools.

Social media tools enable employees to post content promoting their favorite charity.

More employers are allowing employees to give throughout the year.

The Paradigm Shift from Just Giving to Engagement Strategies

“Having been involved in all three of America’s Charities workplace giving reports, this Snapshot reveals the most dramatic shift we’ve ever seen in employee giving.”

— STEVE GREENHALGH
Report Researcher and Senior
Advisor to America’s Charities

Employees’ expectations are changing as our digital culture evolves. A new model is emerging that empowers employees to participate in the giving experience inside and outside the walls of the workplace.

When asked to identify an appropriate role for employers in supporting individual donor activities, employers indicate they are being expected to do more

than ever before as highlighted in CHART 3 – “Employee Expectations of Future Engagement Programs” (see right).

Employers surveyed understand this changing environment and are realigning in ways that integrate corporate goals, employee expectations, and opportunities to grow giving. Employers identified elements they expect to incorporate in their future campaigns (see below).

Top Components of Future Campaigns

- | | |
|--------------------------------|---|
| 1 Payroll Contributions | 5 Incentives |
| 2 Matching | 6 Year-Round Giving |
| 3 Choice | 7 Individual Giving Accounts |
| 4 Goals | 8 Employees Promote Their Favorite Charity |

CHART 3:

Employee Expectations of Future Engagement Programs

- **Match their contribution with a company gift**
- **Conduct an effective workplace giving program**
- **Support and encouragement from the employer to participate**
- **Promote and sponsor volunteer opportunities**
- **Expand opportunities to give throughout the year to any charity**
- **Provide released time to volunteer**
- **Encourage teams of employees to volunteer**
- **Conduct employer-sponsored volunteer projects where they can join with colleagues in doing good**
- **Offer financial grants to their favorite charities in recognition of their volunteer service**

Fully Integrated Employee Engagement Delivers Value to Employers, Employees, and The Causes They Care About



A Final Snapshot

In summary, *Trends and Strategies to Engage Employees in Greater Giving* reveals a shift is underway from simply giving to fully integrated engagement opportunities.

As advocates for a fully engaged workforce, America's Charities encourages employers to follow the lead of many of those responding to this survey and consider the following questions as a starting place for thinking more strategically and creatively about how to strengthen and transform their current employee giving programs.

- How are you balancing high impact personalized activities with low cost technology solutions?
- Have you prepared yet for the arriving Millennials and developed strategies to engage them?
- How are you infusing new life into your giving programs?
- Do you let employees share with their peers who and why they “like” to support?
- Does your organization's giving experience mirror the digital culture your employees are experiencing outside the walls of the workplace?

America's Charities invites you to engage with us via Facebook, Twitter and LinkedIn.

“We are experiencing a paradigm shift in the workplace giving with a new model emerging that empowers employees to participate in the giving experience inside and outside the walls of the workplace.”

— STEVE DELFIN
President and CEO
America's Charities

Employers Who Participated in 2012 Snapshot

A

AAA
AMD
American Airlines
Amway
Anonymous
Ashland, Inc.
Avery Dennison

B

Becton, Dickinson and Company
BJ's Wholesale Club, Inc.
Blue Cross and Blue Shield
of Minnesota

C

Caterpillar Inc.
Cisco Systems, Inc.
The Clorox Company
Community Health Systems
ConAgra Foods, Inc.
C.R. Bard, Inc.
CUNA Mutual Group

D

Deere & Company

E

Eaton Corporation
ETS
Exelon Corporation
EZCorp Financial Services

F

Florida Blue
Food Lion, LLC
Freddie Mac

G

General Dynamics Corporation
Georgia Power Company
Green Mountain Coffee
Roasters, Inc.

H

Halliburton Company
Hospira, Inc.

I

Illinois Tool Works Inc.
ING U.S. Inc.
Ingram Micro Inc.
Inova Health Systems
Insperity, Inc.

J

JHT Holdings Inc.
JPMorgan Chase & Co.

K

Kaiser Permanente

L

Legal & General America
Lockheed Martin Corporation

M

Merck & Co., Inc.
Mondial USA
Monsanto Company
Morgan Stanley

N

National Penn
Nationwide Life Insurance Company
New York Life Insurance Company
Nordson Corporation
Northrop Grumman Corporation
Northwestern Mutual Life
Insurance Company

O

Orlando Sentinel
Communications Company

P

Pfizer Inc.
PG&E Corporation
PNM Resources, Inc.
Portland General Electric Company
Progress Energy, Inc.

S

Seton Healthcare
Siemens Corporation
Southwest Airlines Co.
State Street Corporation

T

T. Rowe Price Group, Inc.
TCF Bank
TE Connectivity
Thomson Reuters Corporation
Tribune Company

U

Underwriters Laboratories, LLC
United Continental Holdings
UnitedHealth Group Incorporated
United Parcel Service, Inc.

W

Wal-Mart Stores Inc.
The Walt Disney Company
Washington Gas Light Company
WellPoint, Inc.
Wells Fargo & Company
Weyerhaeuser Company
W.W. Grainger, Inc.

X

Xerox Corporation

About America's Charities

America's Charities is a multi-dimensional, mission-driven organization that connects public and private sector employers with charities to engage employees in greater giving.

Who We Serve





- Charities looking to expand their participation and reach in workplace giving and employee engagement programs through membership in one of America's Charities' four federations: America's Charities, Children First – America's Charities, Health First – America's Charities, or Community First – America's Charities of Greater Washington, D.C.
- Employers seeking efficient and effective ways to manage and engage employees.
- Individual donors seeking ways to make a significant impact on the causes they care about.

Our Core Services

- Generating unrestricted, sustainable financial support for charities through employee engagement programs.
- Distributing funds to charities in an efficient, effective, and transparent manner.
- Consulting with employers on strategies to achieve their philanthropic goals, while strengthening employee engagement programs.
- Providing solutions to support employers with their employee engagement programs that catalyze greater involvement and giving.

Since 1980, our collective experience and ability to provide the highest level of personal service and expert consulting to our member charities and clients has resulted in more than a half-billion dollars raised for tens of thousands of charities in federal, state and local government, and corporate workplace giving campaigns.

Links

-  www.charities.org
-  www.linkedin.com/company/america's-charities
-  www.facebook.com/AmericasCharitiesFederation
-  www.twitter.com/AmerCharities

Snapshot: Trends and Strategies to Engage Employees in Greater Giving, 2013
www.charities.org/news/trends

Campaigns at the Crossroads: Changing Direction, 2006
www.charities.org/news/trends

Employee Workplace Campaigns: At the Crossroads, 2000
www.charities.org/news/trends

**For more information about Snapshot,
employee engagement and America's
Charities, please call 703.222.3861, ext. 5346
or send an email to trends@charities.org.**



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