

CAUSE, INFLUENCE  
& THE NEXT GENERATION  
WORKFORCE

THE **2015**  
MILLENNIAL IMPACT  
REPORT



# CONTENTS

Letter From the Lead Researcher	–	1
About the Research	–	2
Phase 1		3
Phase 2		3
Methodology	–	4
Executive Summary	–	5
Key Statistics	–	8
Introduction	–	13
Influencing the Next Generation Workforce		15
Company Profiles		16
Managers vs. Employees		17
<b>Give</b>	–	18
<b>Serve</b>	–	25
<b>Inspire</b>	–	32
Conclusion	–	38

## RESEARCH TEAM

The Millennial Impact Project  
themillennialimpact.com

Achieve  
achieveguidance.com

Derrick Feldmann  
LEAD RESEARCHER

Jonathon Hosea  
WRITER AND RESEARCHER

Joey Ponce  
DESIGNER

Melissa Wall  
ASSOCIATE RESEARCHER

Lara Banker  
MARKETING

Research by

Sponsored by



# LETTER *from* DERRICK FELDMANN



## THE POWER OF INFLUENCE

Recently, I had the opportunity to discuss corporate social responsibility with a Millennial employee and his direct supervisor. As the discussion went on, it became clear that the Millennial employee was looking for their supervisor's approval or encouragement to participate in CSR programs. However, the manager took a neutral stance on participation. Would the manager influence the Millennial employee so much that he would be less encouraged to participate? The Millennial employee may hear and see messaging from his company that he should get involved in company-wide giving campaigns and volunteer days, but if his manager isn't supportive, why should he act?

Since launching The Millennial Impact Project in 2009, we've gained an incredible amount of knowledge and understanding of Millennials as donors, volunteers, employees and advocates. We've spent the past few years researching why and how Millennials engage with causes. Now, we want to understand the factors that influence their behavior when it comes to giving and volunteering in the workplace.

What inspires Millennial employees to move from the point of interest to a place of action? This year's study examines influence in the workplace, and the environment couldn't be more relevant. The average American employee spends 47 hours a week in the workplace. As Millennials increasingly make up the majority of many companies, we have to shape cultures that empower this generation of "do-gooders."

The Millennial generation is influential. From their buying power to their handle on the limitless potential of social media, Millennials can address issues and be a voice for causes like no other generation before them.

As you'll see in the report, Millennials as employees actively give and volunteer in and outside of the workplace. What happens when a company encourages and influences its employees to participate in cause work? Its employees discover a vehicle to leverage their assets (money, time, network) to make a larger difference on their communities and their world.

Sincerely,

A handwritten signature in black ink, appearing to read 'Derrick Feldmann', with a horizontal line underneath.

**Derrick Feldmann**

*Lead Researcher  
President, Achieve*



# ABOUT *the* RESEARCH

*Since the release of our first report in 2010, The Millennial Impact Project continues to produce some of the most telling studies on Millennials (born 1980-2000) and their involvement with causes.*

Our first four reports (available at [themillennialimpact.com](http://themillennialimpact.com)) focused on the relationships between Millennials and nonprofit organizations. As our research has evolved, we shifted focus slightly in 2014 in order to examine Millennial behavior and attitudes toward giving, volunteering and social good in the workplace.

By studying the Millennial generation, we're not on a mission to compare this generation with older generations. Instead, we study Millennials because they will soon dominate our companies, organizations and communities.

Our long-term focus on Millennials and cause work in for-profit organizations comes from an increasing partnership between philanthropy and the business world. The Millennial generation is helping guide this partnership, while companies, nonprofit organizations and interested parties need a better understanding of how this partnership will work. Millennials are some of the most frequent participants in workplace philanthropy, and they're bringing about important changes in work culture through their charitable interests and engagement.

When we refer to a "cause," we mean any program or organization that is philanthropic in nature. "Cause work" includes the general actions, initiatives and events that involve these types of philanthropic initiatives. Cause work is not exclusive to nonprofit organizations, which is why our research this year continues to study the employees and managers of for-profit companies and how these individuals view programs that facilitate workplace giving, volunteerism and similar initiatives. When we use the phrase "company cause work," we're referring to philanthropic initiatives put forth by a for-profit company or organization.

This year, the 2015 Millennial Impact Report focuses on company cause work, the factors that influence engagement in the workplace and the relationship between Millennial employees and their managers.

## Phase 1:

### *The Millennial Impact Report*

#### **Phase 1:**

#### *Quantitative Approach Survey*

The following report details our findings from phase one of a two-phase study. In this report, findings are based on responses from attitudinal surveys completed by a national representative sample of Millennials and managers as well as five companies we brought on as research partners representing small-, medium- and large-scale companies in the U.S.

One survey was completed by self-identified Millennial employees (born 1980-2000) from companies in the United States. The second survey was completed by self-identified managers who supervise Millennial employees at companies in the U.S. Both surveys included questions meant to measure each respondent's preferences and involvement with charitable giving and volunteerism, in and outside the workplace.

## Phase 2:

### *Qualitative Comparison*

#### **Phase 2:**

#### *Qualitative Approach Interviews and Survey Validation*

*To be completed  
by January 31, 2016*

For the second and final phase of this year's study, we will conduct a series of one-on-one interviews with a representative sample of survey respondents. The purpose of this next phase will be to compare anecdotal comments and experiences with the data detailed in this report. This phase will be completed in January 2016, and we will release those findings and interviews once research and analysis are complete.



# METHODOLOGY

*The findings in this report are based on 2,588 total responses to the attitudinal surveys, composed of 1,584 completed Millennial employee surveys and 1,004 surveys completed by managers.*

- *55,727,000 managers in the U.S. over the age of 20*
- *30,230,000 Millennial employees in the U.S.*

**According to the Bureau of Labor Statistics in April 2015, the United States is home to approximately 55,727,000 managers in the United States who are over the age of 20.** Therefore, the data from the manager survey has a 99% confidence level with a 4% margin of error. Furthermore, there are approximately 30,230,000 Millennial employees in the United States, which establishes a 99% confidence level for the Millennial employee data with a margin of error of 3.38%.

In addition to the quantitative data analyzed in this report, our surveys included several short-response questions that allowed for qualitative responses. Quotes from these qualitative answers are included in this report as anecdotal additions to this year's findings.



## MILLENNIAL EMPLOYEE RESPONDENTS

*Born 1980-2000*  
*1,584 Total Respondents*  
*49 U.S. States*  
*46% Male*  
*54% Female*  
*Average 3-5 Years*  
*at Current Company*



## MANAGER RESPONDENTS

*Directly Supervise*  
*at Least One Employee*  
*1,004 Total Respondents*  
*49 U.S. States*  
*57% Male*  
*42% Female*  
*Average 3-5 Years*  
*at Current Company*

# EXECUTIVE SUMMARY and KEY FINDINGS

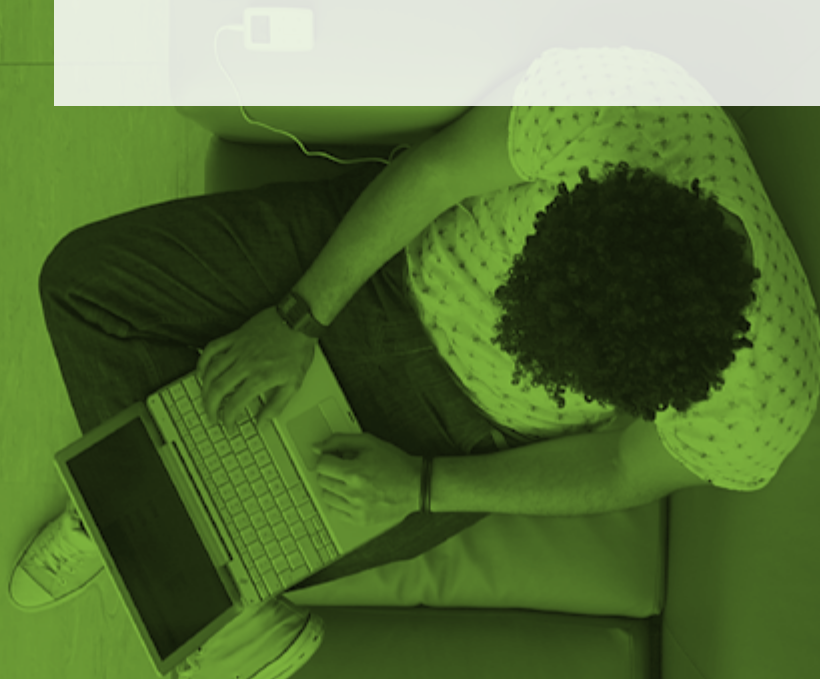
*Who influences a Millennial employee to participate in a company-wide day of service? What inspires Millennials and their managers to donate through company-sponsored giving? For the 2015 Millennial Impact Report, we studied the relationships between Millennial employees and their managers as well as how those relationships influence engagement in company-sponsored cause work.*

Based on past research, we hypothesized that peer relationships were most important to influencing participation in cause work. We also hypothesized that interest in specific causes greatly motivates cause participation, and factors such as incentives and competition influence participation.

The purpose of this study was to test these hypotheses and help companies and organizations understand the relationships that drive participation in the workplace; build corporate cultures that fully leverage cause work and corporate responsibility; recruit talented, passionate employees; and drive employee happiness at work.

Through this year's research, we've developed greater insight into the preferences of Millennials and managers when it comes to volunteering, donating and participating in cause work through their company.

We've organized our findings and the following key statistics into three sections: *Give*, *Serve* and *Inspire*. *Give* includes attitudes and preferences for making charitable donations through formal workplace giving campaigns and similar donation drives. *Serve* deals with employee volunteerism, including employee preferences, managerial attitudes and examples of company volunteer actions. Finally, *Inspire* explores the relationships that influence employees and managers to volunteer and donate through company cause work.



*How can employers use this information to strengthen their cause programs, cultivate an ideal company culture and leverage their Millennial employees' passions to build a strong and loyal workforce?*

**1. UTILIZE PEERS AND DIRECT CO-WORKERS TO INFLUENCE PARTICIPATION.**

We found that peers and direct co-workers are the most likely individuals to influence Millennial employees to participate in company cause work. Managers also influence participation, and direct managers carry much more influence than higher-level executive employees. 27% of Millennial employees said they are more likely to donate to a cause if their supervisor does; while 46% of employees are likely to donate if a co-worker asks them to. Interestingly, only 21% of Millennial employees said they are more likely to make a donation if the CEO or a top-ranking executive asks them to.

**2. OFFER EPISODIC, SHORT-TERM VOLUNTEER OPPORTUNITIES.**

Most Millennial employees volunteer between 1 and 10 hours a year. These are employees who will get the most from programs like company-wide days of service. Since we also found that Millennial employees are more likely to volunteer if they can leverage their skills or expertise, companies should incorporate skills-based volunteering to increase participation and maximize the value of the volunteer experience.

**3. LEVERAGE COMPETITIONS AND INCENTIVES.**

Millennial employees, in particular, respond to incentives and competitions as motivators. While they are often interested in and even passionate about a cause, cultivating a sense of competition around a giving campaign or volunteer project through promotions will increase involvement. Tangible incentives such as name recognition, prizes and additional time off will encourage Millennial employees to participate.

**4. SHOW HOW PARTICIPATION MAKES A DIFFERENCE.**

Today's donors – and Millennials in particular – want to know that their involvement means something. In this study, 79% of Millennial employees who volunteered through a company-sponsored initiative felt they made a positive difference. Over time, managers and Millennial employees are less influenced by the issue or cause itself. Competitions and incentives can inspire short-term engagement, but managers should always show employees how their donation or volunteer hours made a difference in a person's life or benefited a community.



## 5. MATCH DONATIONS.

One of the top ways of motivating both managers and Millennials to give, as is shown in this study, is donation matching. 74% of managers said they would be more likely to donate to a company-giving campaign if their employer matched at least some portion of their gift.

## 6. IDENTIFY CAUSES THAT YOUR EMPLOYEES CARE ABOUT.

Through anecdotal comments and donation statistics, we know that Millennial employees will give to causes they care about. If you don't know what these causes are for your own staff, ask them. Companies have an opportunity to engage employees through cause work: 79% of Millennial employees who did not participate in a company-wide giving campaign still donated to a cause outside of work. Let your employees work with causes they care about.

## 7. ENCOURAGE UNSANCTIONED GIVING.

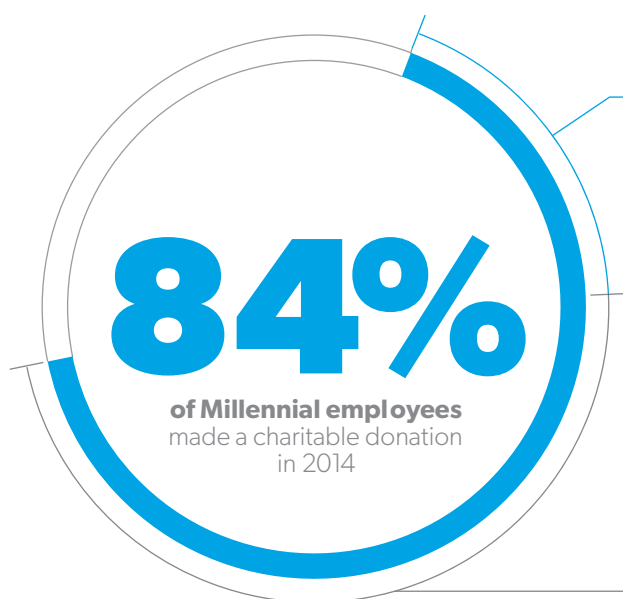
On average, more than half of Millennial employees have made a donation to a cause their company isn't associated with in response to a co-worker's personal solicitation. Looking further, Millennial employees from smaller companies and the representative sample were especially more likely to make donations to causes that their company wasn't associated with than employees from larger companies. In general, Millennials are more likely to give when their peers ask them to on a person-to-person level.



The background image shows a woman with long dark hair, wearing a light-colored top, looking down at a smartphone she is holding in her hands. The entire image has a warm, yellowish-orange tint. Overlaid on the image is a large, semi-transparent circular inset. Inside this circle, there is a close-up, black and white photograph of the same woman's face, looking down with a slight smile. The text "KEY FINDINGS & STATISTICS" is written in a bold, orange, sans-serif font across the middle of this circular inset.

# **KEY FINDINGS & STATISTICS**



**22%**

said their donation was solicited  
through their company

- 30% donated through an **online giving platform**
- 28% donated **check or cash** into an **onsite vestibule**
- 11% had their donation deducted from their paycheck

**78%**

of those who did not donate  
through their employers did make  
a charitable donation on their own  
at some point in 2014

**48%**

• **OF MILLENNIALS HAVE DONATED TO A GIVING CAMPAIGN  
PROMOTED BY THEIR EMPLOYER AT SOME POINT IN THEIR LIVES**

• **54%** of these millennials said that a supervisor or representative  
from their company asked them to make a charitable donation

**31%**

**OF MILLENNIAL EMPLOYEES  
WHO DONATED THROUGH  
A COMPANY-SPONSORED  
GIVING CAMPAIGN SAID  
THEIR EMPLOYER OFFERED  
TO MATCH AT LEAST  
A PORTION OF  
THEIR DONATION**



**43%** of Millennial employees would be more likely  
to give **if competition was involved**



**69%** of Millennial employees would be more likely  
to give **if their company offered to match part  
of their donation**

## MILLENNIAL EMPLOYEE VS. MANAGER GIVING

AMOUNT DONATED IN 2014	MILLENNIAL EMPLOYEES	MANAGERS
DIDN'T DONATE	16%	8%
LESS THAN \$15	7%	5%
\$15-\$49	13%	9%
\$50-\$99	14%	12%
\$100-\$249	22%	21%
\$250-\$499	11%	15%
\$500-\$999	6%	11%
\$1,000-\$2,499	5%	10%
\$2,500-\$4,999	2%	5%
\$5,000+	3%	4%



## MILLENNIAL MANAGER VS. NON-MILLENNIAL MANAGER GIVING

AMOUNT DONATED IN 2014	MILLENNIAL MANAGERS (born 1980 or later)	NON-MILLENNIAL MANAGERS (born before 1980)
DIDN'T DONATE	11%	7%
LESS THAN \$15	3%	5%
\$15-\$49	3%	12%
\$50-\$99	9%	14%
\$100-\$249	17%	22%
\$250-\$499	16%	15%
\$500-\$999	13%	11%
\$1,000-\$2,499	14%	8%
\$2,500-\$4,999	6%	4%
\$5,000+	8%	2%





# 70%

**of Millennial employees** spent at least an hour volunteering in 2014

**37%** of Millennial employees volunteered up to 10 hours

**45%** said that some of the time they spent volunteering was either offered or **promoted by their company**

## MILLENNIAL EMPLOYEE VS. MANAGER HOURS SPENT VOLUNTEERING

HOURS SPENT VOLUNTEERING IN 2014	MILLENNIAL EMPLOYEES	MANAGERS
DIDN'T VOLUNTEER	30%	25%
LESS THAN 1 HOUR	3%	3%
1-4 HOURS	17%	16%
5-10 HOURS	20%	17%
11-25 HOURS	14%	14%
26-40 HOURS	7%	10%
MORE THAN 40 HOURS	10%	14%

**45%**

**of Millennial employees** participated in a company-wide volunteer day

**32%**

**of Millennial employees** used paid time off to volunteer

**16%**

**of Millennial employees** took unpaid time off to volunteer

**50%** of Millennial employees had volunteered their time for a company-sponsored initiative at some point in their careers

## MAIN REASONS FOR VOLUNTEERING THROUGH A COMPANY-SPONSORED PROJECT:

**29%** "I was passionate or interested in the cause."

**14%** "A co-worker or peer encouraged me."

**25%** "I was able to use my skills to benefit a cause."

**8%** "I received some type of incentive."

## MILLENNIAL MANAGER VS. NON-MILLENNIAL MANAGER HOURS VOLUNTEERED

HOURS SPENT VOLUNTEERING IN 2014	MILLENNIAL MANAGERS (born 1980 or later)	NON-MILLENNIAL MANAGERS (born before 1980)
DIDN'T VOLUNTEER	24%	27%
LESS THAN 1 HOUR	2%	5%
1-4 HOURS	12%	17%
5-10 HOURS	15%	18%
11-25 HOURS	11%	14%
26-40 HOURS	14%	7%
MORE THAN 40 HOURS	21%	11%



**79%**

**of Millennial employees** who had volunteered through a company-sponsored initiative **felt they made a difference through their involvement**



**56%**

**of Millennial employees** said they are more likely to volunteer if **receive some kind of incentive**



**77%**

**of Millennial employees** said they are more likely to volunteer if they can use their **specific skills or expertise to benefit a cause**

**46%**

**of Millennial employees** are more likely to make a donation **if a co-worker asks them to**

**27%**

**of Millennial employees** said they are more likely to donate to a cause **if their supervisor does**

**21%**

**of Millennial employees** said they are more likely to make a donation **if the CEO or top-ranking executive asks them to**

**39%**

**of managers** said they would be more willing to participate in cause work if the **company's CEO participated**

**90%**

**of Millennial employees** generally respected their supervisor

**WHEN ASKED WHY THEY DONATED THROUGH A COMPANY-SPONSORED GIVING PROGRAM, MILLENNIAL EMPLOYEES SAID:**

**31%**

"I was passionate about the cause/issue."

**13%**

"A competition was involved."

**16%**

"A supervisor encouraged me to donate."

**13%**

"My company had a gift-matching program."

**44%**

of Millennial employees said they were more likely to volunteer **if their supervisor participated**

**65%**

were more likely to volunteer **if their coworkers participated**





A man with a beard is looking down at a smartphone in his hands. The background is filled with out-of-focus orange and white bokeh lights. A circular inset shows a close-up of the man's face, smiling slightly.

# **INTRODUCTION**

# INTRODUCTION

**A 24-year-old college graduate named Abby started a new job at a tech company in 2014. Like most individuals from her generation, Abby volunteers and stays involved with several causes she feels passionate about.**

When Abby first started her job search, one of her main criteria was finding a job where she felt she was making a difference. She was lucky enough to earn a position with a company that maintains a good reputation for being active in the community and hospitable to employee cause interests.

What does Abby need to be satisfied in her new job and invest in the company long-term? Like many job seekers, salary, benefits and opportunities for growth are all important facets of her career goals. But what about the sense of purpose that is vital to the identity of many Millennials like Abby? This desire to make a difference could be met outside of work, but Abby doesn't check her passions at the office door. Her company can use her passions to strengthen work culture, build a company-wide sense of purpose

and harness the energy of a fulfilled workforce of employees who know they are improving the world.

From last year's study, the 2014 Millennial Impact Report, we learned how valuable work relationships are to Millennials, especially in influencing participation and engagement with causes. We found that 77% of Millennial employees prefer to volunteer with groups of fellow employees, rather than doing cause work on their own. In addition, we found that co-worker relationships not only influenced cause participation, but that these relationships also contributed to long-term happiness at work. Bonds with co-workers was one of the biggest factors that made Millennials want to stay at their company for more than three years.

Relationships between Millennials and their managers particularly stood out through the anecdotal comments in last year's study. Many employees mentioned feeling that their supervisors were not supportive of company-sponsored cause work or their personal interests. The comments on these relationships stood out so much that it became a research focus for this 2015 study.

In other words, if management shows no interest in a company's cause work, do Millennial employees feel less compelled to participate? That is what we wanted find out. We hypothesized that managers can potentially hinder Millennial involvement in social good in the workplace.

## THE MILLENNIAL IMPACT PROJECT

*Access all of our Millennial research at [themillennialimpact.com](http://themillennialimpact.com), including:*

### THE MILLENNIAL ALUMNI STUDY

Sponsored by *The Chronicle of Philanthropy*, this report studies how Millennial alumni engage, work with and view donating to their alma mater. The findings of this study help university fundraisers lay the groundwork for post-graduate relationships.

### 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.

### 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.

## INFLUENCING THE NEXT GENERATION WORKFORCE

As we complete the sixth major report of The Millennial Impact Project, this diverse generation continues to reshape the corporate workplace. For the first four years, our research focused on how Millennials engage with causes. We learned their preferences for volunteering, donating and advocating for issues they are most passionate about.

Beginning with the 2014 Millennial Impact Report, we shifted focus to cause engagement in the workplace. We examined why and how Millennials want to be involved with social good through company-sponsored initiatives like giving campaigns and company-wide volunteer days. But we recognized that we need to learn more about who and what influences Millennial employees to get actively involved in company cause work.

As previously stated, the purpose of this study is to help companies and organizations understand the relationships that drive participation in the workplace; build corporate cultures that fully leverage cause work and corporate responsibility; recruit talented, passionate employees; and drive employee happiness at work through cause involvement.

### **FOR THE 2015 MILLENNIAL IMPACT REPORT, WE SOUGHT TO ANSWER THESE KEY QUESTIONS:**

- *What motivates Millennials to participate in company cause work?*
- *How much influence do peers and other co-workers have on Millennial employees related to cause work?*
- *How can companies inspire Millennial employees to participate in activities like company-wide giving campaigns and volunteer days?*
- *How much influence do managers have in motivating Millennials to engage in company cause work?*

*Based on past research, we hypothesized that peer relationships were most important to influencing participation in cause work. We also hypothesized that interest in specific causes greatly motivates cause participation, and factors such as incentives and competition may have limited influence on participation.*

In terms of the manager relationship, we also hypothesized that managers can influence cause engagement in the workplace, and that participation from company executives and CEOs would encourage involvement.



## ABOUT THE COMPANIES

As part of this study, we examined five companies representing five various company sizes. We surveyed employees and managers from each of these companies and combined the results with responses from a national representative sample. The purpose of this methodology was to compare sample companies based on size with data from a representative sample of managers and Millennial employees across companies of all sized within the U.S. Through this approach, our data shows that our findings are applicable to Millennial employees and managers working in companies of every size.

### *HR and corporate social responsibility profiles of the representative sample as well as the five companies we studied:*



#### 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:** No information available

**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*



## MANAGERS VS. EMPLOYEES

We utilized two separate surveys to compile the data in this report. One survey includes responses from Millennial employees (born 1980-2000). The other survey includes responses from any individual who manages at least one other employee. Our group of managers includes both managers who are Millennials (born 1980-2000) and managers who are older than Millennials (born before 1980).

### *Give. Serve. Inspire.*

We've separated our findings into three sections: *Give*, *Serve* and *Inspire*. *Give* includes attitudes and preferences for making charitable donations through formal workplace-giving campaigns and other donation drives. *Serve* deals with employee volunteerism, including employee preferences, managerial attitudes and examples of company volunteer actions. Finally, *Inspire* explores the relationships that influence employees and managers to volunteer and donate through company cause work.

Throughout the report, you'll also see quotes taken from qualitative free-response questions in the surveys. These quotes are meant to bring life to some of the data and findings in the report.

The Millennial Impact Project accurately details how much influence the Millennial generation can have on their workplaces, nonprofits, their communities and our world.

#### COMPANIES AND ORGANIZATIONS CAN USE THIS INFORMATION TO:

- *Engage the next generation of employees and leaders in company cause work.*
- *Leverage employees' passions to cultivate a culture driven toward social good.*
- *Recruit new talent that expects cause involvement to play a role in a company's mission.*
- *Enhance corporate social responsibility and cause work to build a reputation as an organization that goes beyond mission statements and actively makes a difference in their community and world.*







# GIVE

## Diverse options exist when it comes to company-sponsored giving opportunities and the roles executives and managers play in soliciting support.

Many companies offer annual or semi-annual giving campaigns in which the company partners with an organization and encourages employees to donate. This is a common example of company-sponsored giving.

A company is differentiated by the actions they take to encourage employees to donate. Will the company offer to match donations? If so, will they match donations of employee gifts to any organization, or only specific ones? And how do these actions, plus incentives and competitions, influence Millennial employees to give?

We've consistently found that Millennials represent an increasingly charitable generation, both at work and outside of work. And in 2014, 84% of the Millennial employees we surveyed made a charitable donation, although the amount of money donated in 2014 differed among employees from certain sized companies.



## MILLENNIAL EMPLOYEE VS. MANAGER GIVING

AMOUNT DONATED IN 2014	MILLENNIAL EMPLOYEES	MANAGERS
<b>DIDN'T DONATE</b>	<b>16%</b>	<b>8%</b>
<b>LESS THAN \$15</b>	<b>7%</b>	<b>5%</b>
<b>\$15-\$49</b>	<b>13%</b>	<b>9%</b>
<b>\$50-\$99</b>	<b>14%</b>	<b>12%</b>
<b>\$100-\$249</b>	<b>22%</b>	<b>21%</b>
<b>\$250-\$499</b>	<b>11%</b>	<b>15%</b>
<b>\$500-\$999</b>	<b>6%</b>	<b>11%</b>
<b>\$1,000-\$2,499</b>	<b>5%</b>	<b>10%</b>
<b>\$2,500-\$4,999</b>	<b>2%</b>	<b>5%</b>
<b>\$5,000+</b>	<b>3%</b>	<b>4%</b>



# GIVE

Of the Millennial employees who donated to a cause in 2014, **22% said their donation was solicited through their company.** Those who donated through a company-sponsored initiative, the most common way of giving was donating through an online platform (30%), followed by 28% of employees physically donating a check or cash into an onsite vestibule. 11% had their donation deducted from their paycheck at their request.

*Millennial employees from smaller companies and the representative sample were more likely to make donations to causes that their company wasn't associated with than employees from larger companies.*

We can also look at this from a lens of sanctioned versus unsanctioned philanthropy. When we asked Millennial employees if they made a donation to a cause their company isn't associated with in response to a co-worker's personal solicitation, 54% of Millennial employees from Company E (the smallest company) and 50% from Company C (a medium-sized company) had made this type of donation, compared to 41% from Company A (the largest company) and 38% from Company B (the second-largest company).

## COMPANY KEY



### COMPANY A

**EMPLOYEES:** 253,000

**INDUSTRY:** Telecommunications



### COMPANY B

**EMPLOYEES:** 32,000

**INDUSTRY:** Transportation



### COMPANY C

**EMPLOYEES:** 11,840

**INDUSTRY:** Technology



### COMPANY D

**EMPLOYEES:** 3,000

**INDUSTRY:** E-commerce



### COMPANY E

**EMPLOYEES:** 90

**INDUSTRY:** Advertising/Comm.



My company tells us to donate to United Way.  
If I don't, I feel guilty, so I give a little money every year  
so I'm not the only one getting ridiculed for not donating.  
I would normally never donate to them.

PATRICK, 29, MILLENNIAL EMPLOYEE



Employees from the two largest companies we studied individually donated more money than employees from smaller companies and the representative sample.

**Only 7% of Millennial employees from Company A and 10% of Millennial employees from Company B made donations of less than \$15. In contrast, 41% of Millennial employees from Company E and 23% of Millennial employees from the representative sample donated less than \$15 in 2013.**

From this, we may be able to assume that promoted company-wide giving campaigns (such as the programs that occur in the largest companies – Companies A and B) result in higher giving amounts from Millennial employees. This assumption, however, requires further testing.

# GIVE

## *Millennial employees who don't donate through company-sponsored campaigns still give to causes.*

Similar to Millennial employee volunteerism, we found that just because an individual didn't participate in a workplace giving program doesn't mean they don't give. **In reality, 78% of those who did not donate through their employer did make a charitable donation on their own at some point in 2014.**

This finding effectively dismisses the claim that Millennials do not donate. We've consistently found that the majority of Millennials make donations, and giving is clearly not exclusive to the Millennials who respond to workplace giving campaigns.

We also found that **38% of Millennial employees had at some point in their career donated to a giving campaign promoted by their employer.** More than half (54%) of these Millennials said that a supervisor or representative from their company asked them to make a charitable donation. In addition, 31% of Millennial employees who donated through a company-sponsored giving campaign said their employer offered to match at least a portion of their donation.

## *Incentives and competition motivate Millennials to donate more.*

In this study, we found incentivized giving – actions such as name recognition, prizes, days off, etc. in exchange for a donation – is significantly more attractive to Millennials, whether it's Millennial employees (52%) or Millennial managers (48%), than to non-Millennial managers (32%). Similarly, 43% of Millennial employees and 51% of Millennial managers said they would be more likely to donate through a company-sponsored campaign if competition was involved, compared to 32% of non-Millennial managers.

**Millennial employees are also much more likely to donate if their company offers to match at least a portion of their donation. In fact, 69% of Millennial employees said they would be incentivized to give if their donation was matched.**

## *92% of managers made a charitable donation in 2014, and many of them participated in company-wide giving.*

The managers we studied proved to be quite charitable and active in company-sponsored giving projects in 2014. 92% of these managers made a charitable donation, and 48% of those who gave said that at least some of their gifts were facilitated or solicited by their company. Millennial managers, in particular, participated in company-sponsored giving; **55% of Millennial managers who donated in 2014 said some or all of their donations were solicited by their company, compared to 30% of non-Millennial managers.**

# 22%

of Millennial employees who made a charitable donation in 2014 said their donation was solicited through their company

- 30% donated through an online giving platform
- 28% donated check or cash into an onsite vestibule
- 11% had their donation deducted from their paycheck

# 78%

of those who did not donate through their employers did make a charitable donation on their own at some point in 2014





## MILLENNIAL MANAGER VS. NON-MILLENNIAL MANAGER GIVING

AMOUNT DONATED IN 2014	MILLENNIAL MANAGERS (born 1980 or later)	NON-MILLENNIAL MANAGERS (born before 1980)
DIDN'T DONATE	11%	7%
LESS THAN \$15	3%	5%
\$15-\$49	3%	12%
\$50-\$99	9%	14%
\$100-\$249	17%	22%
\$250-\$499	16%	15%
\$500-\$999	13%	11%
\$1,000-\$2,499	14%	8%
\$2,500-\$4,999	6%	4%
\$5,000+	8%	2%

Managers in general appear to have much more experience with donating through company-sponsored initiatives than their employees; 65% of all managers surveyed had donated through a company-sponsored giving campaign at some point in their lives. This contrasts with Millennial employee respondents, where only 38% had donated through a company-sponsored initiative.

“My company does an annual United Way campaign. The entire goal is to get as many people to participate and donate to United Way during one specific month. Supervisors send emails asking if we’ve donated, encouraging us to pick a cause via the United Way website and donate to the one that resonates most with us. I always participate and appreciate that my company promotes this kind of thing.”

SAMANTHA, 26, MILLENNIAL EMPLOYEE

### *Managers are more likely to give if their employer matches their gift.*

We found that company donation matching helped motivate managers to give through employer-sponsored initiatives. In fact, 74% of managers said they would be more likely to donate if their company matched at least some of their gift. One of the most common factors that motivated managers to give was general passion or interest in the cause. 59% of managers said they donated because they are passionate about the cause and believe their donation would make a difference.

Both types of managers we studied (Millennial and older) were more likely to donate through a workplace giving campaign if an incentive (43%) or a competition (46%) was involved. Among Millennial managers specifically, 51% would be more likely to donate if competition was involved. **However, all managers who had tenure of more than 10 years at one company were less likely to be influenced to donate by incentives and competitions.**

37% of managers donated because a supervisor encouraged them to donate. 24% donated because it involved some kind of competition. 24% said they donated because their company promised to match at least part of their donation. 20% donated because they received a gift or incentive. Finally, 14% of managers said they donated because a co-worker who is not a supervisor encouraged them to give.

## *Managers donate larger amounts through giving campaigns than Millennial employees.*

On the lower end of giving in 2014, 34% of Millennial employees donated from \$1 to \$100 in 2014, compared to 26% of managers. On the higher end, 30% of managers donated \$500 or more, while just 15% of employees did. Income may play a role in the differences in giving habits between Millennial employees and their managers.

Employees and managers from Company A – the largest of the companies studied, with 253,000 employees – made significantly larger donations than respondents from other companies. In fact, 97% of Company A's Millennial employees made some kind of charitable donation in 2014. 71% of managers and 70% of Millennial employees said that some of the money they donated in 2014 was solicited by their company.

Among all respondents, we found that company donation matching yielded the highest impact on likeliness to donate, influencing Millennial employees and Millennial managers more so than older managers: **69% of Millennial employees would be influenced by donation matching, compared to 77% of Millennial managers and 66% of non-Millennial managers.**

Workplace giving campaigns are a common way for companies to engage in cause work. It's important to note that Millennial employees will donate to causes they feel passionate about, whether their company is involved with those causes or not. Actions such as matching employee donations, offering incentives and generating competition may successfully boost involvement in company-sponsored giving, but passion for the cause – more specifically the need – is what consistently motivates employee giving.

### COMPANY KEY



#### COMPANY A

**EMPLOYEES:** 253,000

**INDUSTRY:** Telecommunications



#### COMPANY B

**EMPLOYEES:** 32,000

**INDUSTRY:** Transportation



#### COMPANY C

**EMPLOYEES:** 11,840

**INDUSTRY:** Technology



#### COMPANY D

**EMPLOYEES:** 3,000

**INDUSTRY:** E-commerce



#### COMPANY E

**EMPLOYEES:** 90

**INDUSTRY:** Advertising/Comm.



## INFLUENCE GIVING. CONSIDER THESE ACTIONS:

### FOR MANAGERS

---

- Communicate the value of donation matching to managers in order to promote to employees.
- Graphically depict how a team can make a financial impact toward a cause if using donation matching as an incentive.
- Encourage managers to recognize Millennial employees that go above and beyond in raising support through company-sponsored giving.

### FOR MILLENNIAL EMPLOYEES

---

- Create a peer campaign tool kit for Millennial employees to raise resources from co-workers during the campaign.
- Develop a workplace peer-to-peer fundraising model that allows fundraisers to learn from each other, be supported through campaign mentoring and design a recognition model for both the fundraiser and the donor.
- Recognize Millennial employee giving that is performed outside of the workplace by highlighting stories and modeling philanthropic behavior internally.
- Help employees understand the power of philanthropy through the company by creating a giving kit for the employee to fill out how they can make a difference with the causes they support and company initiatives.
- Create giving programs that help Millennial employees give to an issue rather than an organization. Create campaigns internally that highlight the issue and individual helped, rather than the entity or organization.

# GIVE



**SERVE**



**Company-sponsored volunteering involves volunteer work or projects – donating time or service for the benefit of a cause. This element of company-sanctioned cause work, we’ve found, influences the company’s overall workplace culture.**

Through the survey results, we found several examples of company-sponsored volunteer work, and all of them contribute to a company’s larger corporate responsibility and cause programs.

*Many Millennial employees volunteer between 1 and 10 hours a year.*

MILLENNIAL EMPLOYEE VS. MANAGER HOURS SPENT VOLUNTEERING				
HOURS SPENT VOLUNTEERING IN 2014	MILLENNIAL EMPLOYEES		MANAGERS	
DIDN'T VOLUNTEER	<div></div>	30%	<div></div>	25%
LESS THAN 1 HOUR	<div></div>	3%	<div></div>	3%
1-4 HOURS	<div></div>	17%	<div></div>	16%
5-10 HOURS	<div></div>	20%	<div></div>	17%
11-25 HOURS	<div></div>	14%	<div></div>	14%
26-40 HOURS	<div></div>	7%	<div></div>	10%
MORE THAN 40 HOURS	<div></div>	10%	<div></div>	14%

Our research has consistently shown that the majority of Millennials engage in some kind of volunteer work. In fact, 70% of Millennial employees spent at least an hour volunteering in 2014, and 37% of Millennial employees volunteered up to 10 hours.

In general, of the Millennial employees who volunteered in 2014, 45% said that some of the time they spent volunteering was either offered or promoted by their company. Those who volunteered 10 hours or less in 2014 gave at least half of those hours through their company.

Many employees from Company A (the largest of the companies studied) who had volunteered in 2014 said part of their volunteer time was through their company. In fact, roughly half of the employees from Company A said that part of their volunteer time was through a company initiative. An almost 25% difference existed in the number of employees from Company A who participated in company-sponsored volunteering and employees from the representative sample.

# SERVE

In general, we also found that just because a Millennial employee didn't volunteer through workplace opportunities did not mean they didn't volunteer at all. **Actually, in 2014, 50% of the Millennial employees who didn't volunteer through their company did volunteer outside of work, compared to only 27% of Millennial employees from the representative sample.**

Focusing on participation in company-sponsored volunteer opportunities, we found that Millennial employees were most likely to volunteer using paid time off or by taking part in an optional all-company volunteer day. When asked what kinds of company-sponsored volunteer initiatives they've taken part in, 44% of Millennial employees had participated in a company-wide volunteer day. Of that 44%, 82%

45%

of Millennial employees participated in a company-wide volunteer day

said participation was optional, while 18% said participation was mandatory. In addition, 32% of Millennial employees took advantage of paid time off to volunteer, while 16% took unpaid time off to volunteer.

32%

of Millennial employees used paid time off to volunteer

16%

of Millennial employees took unpaid time off to volunteer

When asked about company volunteer initiatives, 50% of Millennial employees had volunteered their time for a company-sponsored initiative at some point in the past. The most common reason Millennial employees took part in workplace

volunteering was their passion for or interest in the cause, cited by 29% of Millennial employees. Other main reasons: 25% said they volunteered because they were able to use their skills to benefit a cause, 14% because a co-worker or peer encouraged them, and 8% volunteered because they received some type of incentive, such as name recognition, gifts, bonuses, extra days off, etc.

But involvement doesn't always mean the individual personally made a difference, or at least felt their participation made a difference. We needed to know how employees who volunteered through company cause programs felt about their experience. Most importantly, did they feel their participation made some sort of difference? Notably, **79% of Millennial employees who had volunteered through a company-sponsored initiative felt they made a positive difference through their involvement.** This finding demonstrates that the majority of Millennials who participate in company volunteering find it to be a rewarding experience, which should give hope for prospects of future participation.



79%

of Millennial employees who had volunteered through a company-sponsored initiative felt they made a difference through their involvement



56%

of Millennial employees said they are more likely to volunteer if receive some kind of incentive



77%

of Millennial employees said they are more likely to volunteer if they can use their specific skills or expertise to benefit a cause



## *Millennial employees are more likely to volunteer if they can leverage their skills or expertise.*

We wanted to know how incentives and competition motivate Millennial employees to volunteer. Among respondents, 56% of Millennial employees said they are more likely to volunteer if they receive some kind of incentive. Competition is another important motivator for driving volunteer participation. In fact, 43% of Millennial employees said they are more likely to volunteer if competition is involved. Most noteworthy, 77% of Millennial employees said they are more likely to volunteer if they can use their specific skills or expertise to benefit a cause.

“My company occasionally sets aside a day normally spent on meetings as a day for the team to volunteer together. It’s really great for team bonding. It gets everyone to loosen up and feel like we’re doing something hands-on and productive.”

RYAN, 24, MILLENNIAL EMPLOYEE

## *Non-Millennial managers volunteer slightly more than Millennial managers.*

MILLENNIAL MANAGER VS. NON-MILLENNIAL MANAGER HOURS VOLUNTEERED				
HOURS SPENT VOLUNTEERING IN 2014	MILLENNIAL MANAGERS		NON-MILLENNIAL MANAGERS	
DIDN'T VOLUNTEER	<div></div>	24%	<div></div>	27%
LESS THAN 1 HOUR	<div></div>	2%	<div></div>	5%
1-4 HOURS	<div></div>	12%	<div></div>	17%
5-10 HOURS	<div></div>	15%	<div></div>	18%
11-25 HOURS	<div></div>	11%	<div></div>	14%
26-40 HOURS	<div></div>	14%	<div></div>	7%
MORE THAN 40 HOURS	<div></div>	21%	<div></div>	11%

One of our goals this year was to learn who and what influences Millennial employees to participate in company cause work. To that end, we examined the habits, attitudes and behaviors of managers related to company cause work –both Millennial managers and non-Millennial managers.

Both Millennial managers and non-Millennial managers, we found, volunteered slightly more in general than the Millennial employees we surveyed. Only 25% of managers said they did not volunteer in 2014. We also found that managers who are older than Millennials (born before 1980) volunteered more in 2014 than managers who are Millennials.

Generally, managers who volunteered in 2014 reported doing so for more hours than Millennial employees. The most common amount of time volunteered by Millennial employees during a year was 5 to 10 hours (20%). Among managers, 14% said they volunteered more than 40 hours in 2014, compared to 10% of Millennial employees.

In addition, non-Millennial managers tend to volunteer more hours than Millennial managers. 21% of non-Millennial managers (born before 1980) said they volunteered over 40 hours in 2014, compared to only 11% of Millennial managers.

---

“ My employer sometimes lets me miss work to volunteer, and I don’t have to use any paid time off. It really makes me feel like my interest in volunteering is recognized.

JENN, 29, MILLENNIAL EMPLOYEE

---

Millennial managers were more likely to volunteer through company-sponsored initiatives (51%) than Millennial employees who were not in a management position (45%). Of the managers who volunteered in 2014, slightly more than half (51%) said that at least some of the time they spent volunteering was offered or promoted by their company.

Managers were also much more likely to use unpaid time off to volunteer. When we asked managers what types of company-sponsored volunteer initiatives they’ve participated in, 33% said unpaid time off (compared to 16% of Millennial employees); 32% of managers participated in a company-wide volunteer day, and 20% volunteered by using paid time off.

---

“ My manager thinks I’m doing a good thing if I volunteer, as long as it doesn’t interfere with work. I don’t think he would ever encourage a team volunteering day during the week, though.

JONAS, 32, MILLENNIAL EMPLOYEE

---

Like Millennial employees, managers were more likely to volunteer if they could use their specific skills to benefit a cause (77%). More than half (52%) of managers were more likely to volunteer if they received an incentive (e.g., a gift, name recognition, etc.), and 48% of managers were more likely to volunteer if competition was involved.

*The longer managers worked at their company, the less the opportunity to volunteer with co-workers motivated them to participate.*

For those who had been at the company more than 10 years, 58% considered volunteering with co-workers as an incentive, compared to 65% for those who had been at their company less than 10 years.

“ We organized a half-day off for our team to go volunteer. It was fun to go with friends, we picked a good activity, and we were incentivized by time out of the office.

ALEESHA, 24, MILLENNIAL EMPLOYEE

## *Employees from larger companies have high volunteer rates.*

In general, we found that employees and managers from larger companies were more likely to volunteer than employees and managers from smaller companies. And a significantly larger number of employees from profiled companies A, B, C, D and E had volunteered in 2014 than respondents from the general sample. An example of this contrast: While only 53% of Millennial employees had volunteered in 2014, 77% of employees from Company A had volunteered during the year.

It's worth noting that Company A, like the other four surveyed companies, specifically offer or promote volunteer opportunities to their employees at least once a year. When we asked random-sample respondents who had volunteered in 2014 if any of the opportunities were offered or promoted by their company, just 27% said yes. In comparison, 50% of employees from Company A who volunteered in 2014 said at least some part of their volunteer time was offered or promoted by their company.

In summary, some companies may invite employees to take part in a company-wide day of service. Others may introduce a policy that allows employees to take a day off to volunteer for an organization. Each company is different; however, the findings in this section display the elements and experiences Millennial employees particularly want from a workplace volunteering experience. Ideally, they want to be able to use their skills to help a cause. They need to see the need and how their actions answered that need.

### COMPANY KEY



#### COMPANY A

EMPLOYEES: 253,000

INDUSTRY: Telecommunications



#### COMPANY B

EMPLOYEES: 32,000

INDUSTRY: Transportation



#### COMPANY C

EMPLOYEES: 11,840

INDUSTRY: Technology



#### COMPANY D

EMPLOYEES: 3,000

INDUSTRY: E-commerce



#### COMPANY E

EMPLOYEES: 90

INDUSTRY: Advertising/Comm.



## INFLUENCE SERVICE. CONSIDER THESE ACTIONS:

### FOR MANAGERS

---

- Seek training on corporate volunteering policy and how to approach Millennials with volunteer programming for optimal participation.
- Provide resources to help Millennial employees engage in volunteer programming onsite and within the community.
- Ensure that corporate social responsibility and volunteerism managers understand the skills/talent attributes of the Millennial employee base to effectively match with needs in the community.
- Suggest nonprofit boards or organizations Millennial employees could potentially serve.

### FOR MILLENNIAL EMPLOYEES

---

- Participate in an onboarding/orientation process when Millennials are first hired to better understand the volunteer opportunities their company offers.
- Should be recognized for service and participation in community/cause project in and outside of work.
- Develop volunteer programs with peers and submit for corporate recognition of the outcome and impact.
- Find a framework to design a custom skills-based volunteer opportunities with co-workers.
- Put Millennials on advisory boards so they have a seat at the table and can offer insight into your company's cause initiatives.

# SERVE

A circular inset image showing two hands clasped together in a supportive grip. The hands are light-skinned, and the fingers are interlaced. The word "INSPIRE" is overlaid in a bold, purple, sans-serif font across the center of the hands. The background of the entire image is a solid, deep purple color.

**INSPIRE**

# INSPIRE

*At the beginning of this study, we sought to examine how the relationship between managers and Millennial employees influences participation in company cause work.*

We hypothesized that a manager's lack of participation in their company's cause work would result in decreased participation from Millennial employees. In addition, we hypothesized that while peer influence was a major driver of employee participation, the roles of managers and CEOs would be influential.

*Millennial employees are most influenced by peers, not by their supervisors.*

Contrary to our earlier hypothesis, it turns out that a Millennial employee's co-workers wield much more influence than their managers. Only **27% of Millennial employees said they are more likely to donate to a cause if their supervisor does; while 46% of employees are likely to donate if a co-worker asks them to. Interestingly, only 21% of Millennial employees said they are more likely to make a donation if the CEO or a top-ranking executive asks them to.**

Millennial employees from mid-sized companies were the most likely to name peer co-workers as the biggest influence on their decision to participate in company-sponsored cause work. At companies C and D, 57% and 67% of Millennial employees, respectively, said they would be more likely to donate if their co-workers also participate, compared to 40% of the representative sample.



I look to my boss to lead by example, to explain what cause they are supporting and how I can support the proposed cause.

LACY, 23, MILLENNIAL EMPLOYEE



To further measure influence, we asked Millennial employees how involved they felt their managers were with company cause work. Nearly half, at 43%, said their managers were involved or very involved; only 26% said their managers were rarely involved or not involved at all. Moreover, **44% of Millennial employees said they were more likely to volunteer if their supervisor did – although 65% were more likely to volunteer if other co-workers participated.**

When we asked managers how involved they were with their company's cause work, 29% said they were very involved, 33% claimed to be somewhat involved, 19% were rarely involved and 12% said they were not involved with their company's cause work at all.



# INSPIRE

Millennial employees from the largest company, Company A, were more influenced by managers in this area. Of Company A's Millennial employees, 35% said they would be more likely to donate because their supervisor was participating, compared to 26% from the representative sample.

## *The longer an employee is at a company, the less managers influence participation in cause work.*

As the amount of time a Millennial had been at their company increased, the likelihood of their manager influencing them to take part in cause work declined. When employed by the company for less than a year, 47% of Millennial employees said they were more likely to volunteer if their supervisors also participated that number dropped to 36% for those employed more than 10 years.

## *Managers are more likely to be influenced by CEOs or executives participating in cause work than are (non-management) Millennial employees.*

Of the managers studied, 39% said they would participate in cause work if the company's CEO asked them to. Among Millennial employees, only 21% said they'd do the same.

Peer influence, however, trumped executive influence in cause work for both groups: of the managers we studied, 67% said they would be more likely to volunteer if other co-workers (not supervisors) were participating.

**When asked why they donated through a company-sponsored giving program, Millennial employees said:**

**31%**

"I was passionate about the cause/issue."

**16%**

"A supervisor encouraged me to donate."

**13%**

"A competition was involved."

**13%**

"My company had a gift-matching program."

“My immediate supervisors have always encouraged my team to get involved, and to find a cause we are passionate about and pursue it. They have never been over-powering in encouraging us to become more involved.”

KARMEN, 33, MILLENNIAL EMPLOYEE

In promoting company cause work to their Millennial employees, 31% of managers said they always promote company-sponsored cause initiatives to their employees, 34% said they sometimes promote company cause work, 11% claimed they rarely promote cause work and 7% of managers said they never promote company cause work.

# INSPIRE

*Over time, managers and Millennial employees are less influenced by competitions and incentives and more inspired by the cause itself.*

At the start of this study, we hypothesized that incentives and competition would encourage most Millennial employees and their managers to participate in company-wide giving and volunteer initiatives. This proved to be true to some extent. However, we found that the longer an employee was at a company, the less they felt incentivized to volunteer or give because of competitions, prizes or name recognition. Rather, the longer employees or managers were at a company, the more their passion for a cause was the principal driver of their participation. The fact that incentives and competition influenced Millennials to give or volunteer initially didn't seem to matter the longer the employee was at their company.

*Relationships between managers and Millennial employees are positive.*

In order to fully examine the influence managers have on Millennial employees and their involvement with company cause work, we also examined the relationship between the two groups. A little less than half (43%) of managers said they supervise between five and 15 employees, and 80% of managers said that half or more of the employees they supervise are Millennials.

When we asked managers how they would describe the relationships they have with their employees, 55% said mostly positive and 35% extremely positive. Of the Millennial employees surveyed, **90% said they generally respected their supervisor**. 59% of Millennial employees said their direct supervisors are somewhat or very supportive of their company's cause initiatives; however, only 43% said their direct supervisors participate in cause work themselves. 35% of Millennial employees said their direct managers rarely or never participate in company cause work.

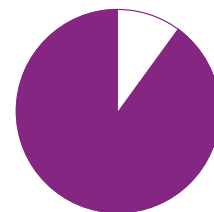
The results show that managers from Company A (the largest company) were more supportive of company cause work than managers from smaller companies and the representative sample. When we asked Company A's Millennial employees how supportive their direct supervisors were in encouraging them to participate in company cause work, 77% said either very or somewhat supportive. This was much greater than the percentage of Millennial employees from the representative sample (50%).

In the end, when examining influence and workplace cause involvement, Millennial employees are most inspired by their colleagues or peers who are not in management. They are, however, more influenced by their manager's participation than by CEO or high-level executive involvement. The higher up an individual is in the organizational chart, the less influence he or she seems to have on motivating Millennial employees to get involved.



**39%**

*of managers said they would be more willing to participate in cause work if the **company's CEO** participated*



**90%**

*of Millennial employees generally respected their supervisor*



## INFLUENCE MILLENNIAL EMPLOYEES TO PARTICIPATE. CONSIDER THESE ACTIONS:

### FOR MANAGERS

---

- Create an onboarding process for managers to learn about corporate social responsibility and cause engagement for employees. (Remember: direct managers can be more influential than those in higher-level executive roles.)
- Create an opportunity to model behavior with managers who have created programming at the team level, highlighting what works and how to overcome challenges.
- Train managers before programming and events, as well as each quarter, on how to work with employees on cause engagement and how to get the most of their experiences.

### FOR MILLENNIAL EMPLOYEES

---

- Highlight the work of peers and teams with their contributions to community.
- Create a level of a cause brand ambassador for the company to promote and engage co-workers to participate.
- Develop a relationship with Millennial team leaders to help them understand various cause engagement programs.

# INSPIRE



The background image shows a man and a woman looking at a laptop screen. The woman is on the left, and the man is on the right. A circular inset in the center shows a close-up of the woman's face, smiling. The word "CONCLUSION" is overlaid in green text on the circular inset.

**CONCLUSION**

# CONCLUSION

**Why research Millennial employees? In this study, 80% of the managers surveyed said that half or more of the employees they supervise are Millennials. If an individual is supervising employees, chances are at least some of them will be Millennials. And that chance is only getting greater as time goes on.**

Remember Abby from the beginning of this report? Abby's new employer promotes a giving campaign in which Abby's favorite cause was one of four organizations employees could donate to. Abby donated \$50 and her company matched her donation. Next week, her company is closing its office on a weekday so employees can volunteer with a local community organization who needs help. Abby and her co-workers will put up a fence around an animal shelter, then she will use her background in computers to train the shelter's staff on how to update the organization's website.

Abby represents the next generation workforce. What influences her participation in company-sponsored cause work?

From this first phase of research, we found that relationships among peer co-workers are more influential than the relationships Millennial employees have with their immediate managers. Learning how to leverage this peer influence will increase participation in cause work, and management will benefit from increased employee satisfaction.

While peer influence is clearly important, we found that company programming as a whole can successfully develop a workplace culture of giving and volunteering, and that must also come from the top. In the five companies we studied, the companies with institutionalized giving and corporate social responsibility programs (especially Company A – the largest company) saw more participation in every cause-related initiative.

Ultimately, we found that the more executive people are on the organizational chart, the less influence they have on a Millennial's involvement in cause work. Direct supervisors have less influence than peer co-workers. CEOs and high-level executives yield even less influence than direct supervisors.

While peer influence, competition and incentives may motivate Millennials to volunteer or donate, this group of employees are most inspired to get actively involved when the company's program evokes their passion for a cause. This effect increases the longer an individual works at the company.

In terms of cause involvement in the workplace, what can we learn from the relationships between managers and Millennial employees? To be successful, companies need to make two investments: in employee cause work and in manager participation. Without both, your company cause work and culture may experience stagnation. Passion is the key to influencing participation in company-sponsored cause work. Once you've unlocked these passions, you'll support a happier, more engaged, more fulfilled next generation workforce.

## *Initially, we sought to answer these questions:*

- What motivates Millennials to participate in company cause work?
- How much influence do peers and other co-workers have on Millennial employees related to cause work?
- How can companies inspire Millennial employees to participate in things like company-wide giving campaigns and volunteer days?
- How much influence do managers have in motivating Millennials to engage in company cause work?

## RESEARCH BY:



Achieve is a research and creative agency for causes and the authors 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

The Millennial Impact Project 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).**

---

*Stay updated on the latest Millennial research  
and review past studies from The Millennial Impact Project  
at [themillennialimpact.com](http://themillennialimpact.com).*


## THANKS TO OUR PARTNER:



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).**





# CAUSE, INFLUENCE & THE NEXT GENERATION WORKFORCE

THE **2015**  
MILLENNIAL IMPACT  
REPORT



[THEMILLENNIALIMPACT.COM](http://THEMILLENNIALIMPACT.COM)

© 2015 | ACHIEVE | ALL RIGHTS RESERVED