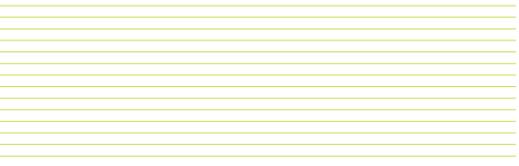


INSPIRING THE NEXT GENERATION WORKFORCE



● THE 2014 MILLENNIAL IMPACT REPORT
EXECUTIVE SUMMARY

ABOUT THE RESEARCH

For the 2014 Millennial Impact Report, Achieve gathered information from two different sources:

1. surveys distributed to Millennial employees of corporate research partners from various industries; and
2. a generic survey with respondents representing more than 300 companies and organizations across the United States.

Achieve also conducted supplemental user testing of five different companies' cause work materials and promotions.

The overall research consists of three major components: **the survey, user testing** and **an ongoing Millennial focus group**. These three essential research components helped us more fully understand our findings.

ONLINE RESEARCH

- Open February 15, 2014, to May 15, 2014
- 1,514 completed surveys
- Female respondents: 56%
- Male respondents: 44%
- Represents more than 300 companies in the U.S.
- Findings released in June 2014 in the 2014 Millennial Impact Report
- First step in the ongoing 2014 study

USER TESTING

- Includes video-recorded feedback and usability testing on messaging and internal communications (brochures, websites, social media, emails, print ads)
- Conducted May 1, 2014, to June 30, 2014
- Consists of five participants, whose ages are 20 to 35
- Includes video highlights of user testing released in fall 2014

MILLENNIAL PANEL

- Follows, tracks and analyzes 10 Millennial employees from various corporate research partners to study their ongoing engagement and participation in cause work
- Millennial employees provide monthly video updates on their participation and answer questions about their experiences
- Results to be released in spring 2015

METHODOLOGY

For this Study, Millennials were defined as **individuals born after 1979**. As this is a study of Millennial employees and their preferences for company cause engagement, respondents self-identified as “employed” at the time they took the survey.

According to the Bureau of Labor Statistics, as of April 2014 there were approximately **14 million 20- to 24-year-olds and almost 32 million 25- to 34-year-olds employed in the United States**. With a sample of 45 million employed individuals, this Study’s representative sample of 1,514 employed Millennials has a **99% confidence interval** with a 3.3% error rate

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INTRODUCTION

THE FIRST FOUR MILLENNIAL IMPACT REPORTS (2010 TO 2013) have given organizations, causes, leaders, fundraisers and individuals around the world better insight into the next generation of volunteers, donors and advocates. Since 2009, the Millennial Impact Project has focused on Millennials' preferences when engaging with causes. By allowing Millennials to describe how they wish to give and help causes, organizations have been better able to reach them.

Throughout the first four years of the Millennial Impact Project, the following trends emerged and evolved:

- Millennials engage with causes to help other people, not institutions.
- Millennials support issues rather than organizations.
- Millennials prefer to perform smaller actions before fully committing to a cause.
- Millennials are influenced by the decisions and behaviors of their peers.
- Millennials treat all their assets (time, money, network, etc.) as having equal value.
- Millennials need to experience an organization's work without having to be on site.

For the next phase of the Millennial Impact Project, beginning with the 2014 Millennial Impact Report, the research will focus primarily on Millennials' preferences in the workplace – how they engage with their company and what they look for in corporate cause work, with “cause work” meaning the programs and initiatives companies execute that help people and communities. Companies increasingly approach employee culture and corporate responsibility as important assets that inspire retention, productivity and a variety of other organizational benefits. As companies and nonprofits work together more and more employers include cause work in their values, research is needed to understand the next generation of employees, their attitudes and their preferences for company cause work.

The following report contains information collected via a survey, the first of three research components. Millennial employees from a variety of companies and industries across the United States completed the survey, allowing researchers to compile data and make inferences with the purpose of understanding how Millennials want to engage with their companies through cause work.

The next stage of research is user testing, where a small group of Millennial employees will give individual, video-recorded feedback on samples of internal and external promotions of companies' cause work.

The final research component is an ongoing, year-long focus group; a panel of Millennial employees offers feedback and details their participation in company cause work.

In the spring of 2015, after all three research findings have been analyzed, the final 2014 Millennial Impact Study will be released, including all survey data, user testing recordings and focus group insights, creating the clearest picture yet of the role Millennials want their employers to play in their cause work.

- Do Millennials prefer volunteering with their co-workers or using individual skills to help a cause?
- Does cause work, corporate responsibility and service days affect how Millennials perceive their company's culture?
- Are there differences in how female employees want to volunteer compared to male employees?

As this year's study explores what motivates Millennials to engage in company cause work, the findings are separated into three general themes: culture, relationships and resources. These themes categorize the main assets cause work generates for a company. Culture describes how cause work shapes today's hiring process and the overall work culture companies are trying to establish. Relationships encompasses the interpersonal bonds co-workers build as well as the relationships Millennials have with causes and their employer. And, finally, Resources details the assets (financial, time, skill, etc.) Millennials use to benefit a cause.

Today's forward-thinking companies are looking at the future of corporate social responsibility and how employee cause work, company-branded volunteering and pro bono programs based on skills can play a role. For a company desiring to build a culture that resonates with this growing demographic of current and future employees, leveraging their passions is crucial. The 2014 Millennial Impact Report is an important tool in building that understanding.



EXECUTIVE SUMMARY

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THIS YEAR, ACHIEVE, IN PARTNERSHIP WITH THE CASE FOUNDATION, FOCUSED THE MILLENNIAL IMPACT STUDY RESEARCH ON HOW MILLENNIALS ENGAGE AND PARTICIPATE IN CAUSE WORK THROUGH THEIR COMPANIES.

The study gathers information from surveys distributed to Millennials through five corporate research partners representing varied industries, as well as a generic survey with respondents from more than 300 companies and organizations in the United States.

“Cause work” describes programs and initiatives that involve some type of service-based or philanthropic end and generally refers to programs that help people and communities. The findings from this year’s study cover three general themes – culture, relationships and resources – that categorize the main assets cause work generates for a company. **Culture** describes how cause work shapes today’s hiring process and the overall work culture companies are trying to establish. **Relationships** encompasses the interpersonal bonds co-workers build, as well as the relationships Millennials have with causes and their employer. **Resources** details the assets (financial, time, skill, etc.) Millennials use to benefit a cause.

THE TOP TAKEAWAY:

Companies need to build relationships with Millennial employees from the beginning to spark their passions and create opportunities to engage both their professional and personal interests. Employers should develop a triple platform of involvement – company-wide, department-based and interest-driven – through the workplace.

Notably, **92% of the Millennials** we surveyed felt they were working for a company that was making a **positive impact on the world.**

A company's cause work begins to influence most Millennial employees after the interview. While only **39% of Millennials researched their company's cause work prior to their interview, 55% of Millennials were influenced to take their job after discussing cause work in their interview.**

Female Millennial employees were more interested than males in cause work, from the start of their job search to the decision to accept a job offer.

Company cause work was a factor in job search:

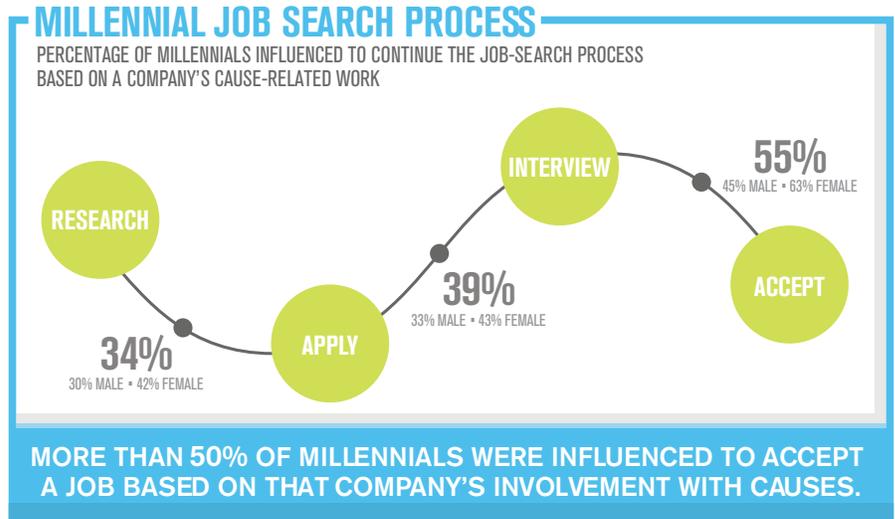
Female: 42% Male: 30%

Researched company cause work prior to interview:

Female: 43% Male: 33%

Company cause work influenced them to accept a job:

Female: 63% Male: 45%



When deciding whether or not to apply for a job, **Millennials' top considerations were the type of job and what the company generally produces, sells or distributes (41%).** The factors that motivated Millennial employees to apply for their job, in order of importance:

1. What my company specifically does, sells or produces
2. My company's work culture
3. My company's involvement with causes
4. My company's office environment
5. My company's diversity and HR awards

Company-wide giving campaigns were the initiatives Millennials most commonly participated in. However, Millennial employees preferred joining a company-wide or team-specific volunteer project rather than donating to a giving campaign.

Corporate culture was high on the list of reasons Millennials applied at their current jobs and companies. Furthermore, **culture played a vital role in employee retention, especially when coupled with a belief in the company's mission and purpose.**

Millennials who volunteer with and donate to causes were more likely to research and consider a company's cause work during their job search. The level of participation an individual had in causes showed in their level of interest in a company's cause work.

Volunteered zero hours in the past month, but were interested in a company's cause work: **26%**

Volunteered 4 to 10 hours and were interested in a company's cause work: **52%**

Volunteered 10 to 20 hours in the past month and were interested in a company's cause work: **55%**

Donated zero dollars to a cause in 2013 and were interested in a company's cause work: **27%**

Donated \$50 to \$100 and were interested in a company's cause work: **37%**

Donated more than \$1,000 and were interested in their company's cause work: **46%**

MILLENNIALS WHO RESEARCH AND CONSIDER a company's cause work during their job search.

26% Millennials who hadn't volunteered at all in the past month.

52% Millennials who had volunteered 4-10 hours in the past month.

55% Millennials who had volunteered 10-20 hours in the past month.

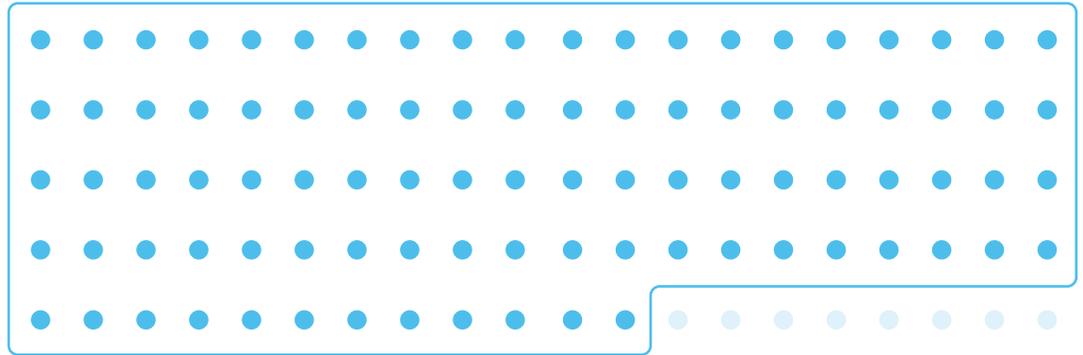
27% Millennials who hadn't donated at all in the past year.

37% Millennials who had donated \$50-\$100 in the past year.

46% Millennials who had donated \$1,000+ in the past year.

Millennials who **volunteer with** and/or **donate to** a cause are more likely to research and consider a company's cause work during their job search.

92%
OF MILLENNIALS
FEEL LIKE THEY'RE
CONTRIBUTING
TO A COMPANY
THAT IS MAKING A
POSITIVE IMPACT
IN THE WORLD



87%
OF MILLENNIALS
FEEL ENCOURAGED
TO VOLUNTEER
OR PARTICIPATE
IN THEIR COMPANY'S
CAUSE WORK

A COMPANY'S
INVOLVEMENT WITH
CAUSES RANKED
3RD
MOST
IMPORTANT
FACTOR WHEN
APPLYING FOR
A JOB

TOP FACTORS FOR MILLENNIALS WHEN DECIDING TO APPLY FOR A JOB

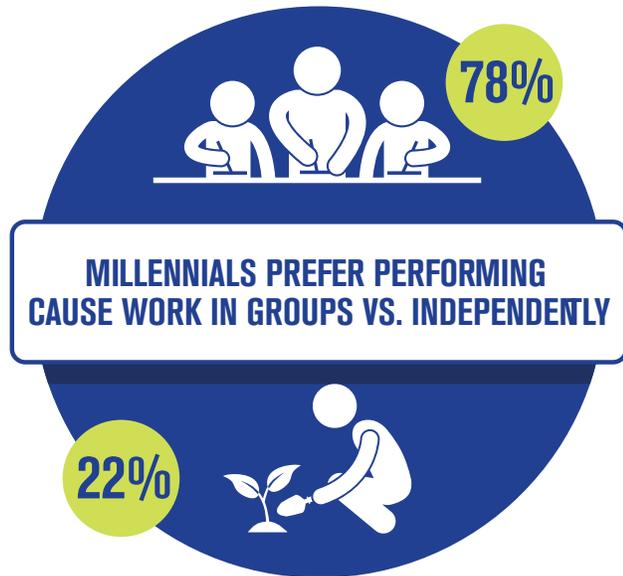
1. What the company specifically does, sells or produces
2. The company's work culture
3. The company's involvement with causes
4. The company's office environment
5. The company's diversity and HR awards

When given a choice between volunteering and doing company-sponsored cause work independently or with a group of fellow employees, **78% of Millennial employees preferred serving with a group of co-workers.**

Millennials also preferred doing cause work with employees they work with directly or were in their department, rather than with employees they don't know (**62%**).

Relationships as well as individual passions both play influential roles in Millennial employee retention. **Beyond compensation and benefits, the main factor influencing Millennials to stay at their company for an extended time was using and fulfilling their passions.** The next two motivations were bonds with co-workers and belief in the company's mission and purpose. Beyond compensation and benefits, the top reasons Millennials would stay at their company for a long time:

- Having my passions and talents used and fulfilled (**53%**)
- Bonds with co-workers (**20%**)
- Belief in my company's mission and purpose (**20%**)



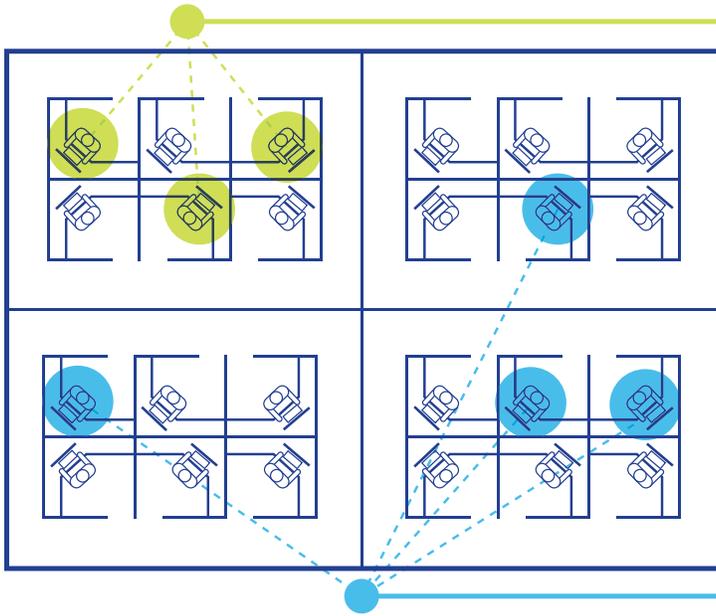
Ultimately, **Millennials wanted to work and volunteer together, but they also appeared to inspire each other through cause work.**

The Millennial workforce is highly connected and fixed to bring their passions for improving the world into their everyday jobs. Word-of-mouth knowledge from current or past employees was the third most common source of information about a company's cause work:

- Company website: **93%**
- Google search: **61%**
- A current or past employee: **36%**
- Facebook: **22%**
- LinkedIn: **12%**
- Twitter: **11%**
- Local news stories: **9%**

MILLENNIAL VOLUNTEER PREFERENCES

PERCENTAGE OF MILLENNIALS WHO PREFER TO DO CAUSE WORK WITH CO-WORKERS IN THEIR DEPARTMENT VERSUS CO-WORKERS THEY DON'T INTERACT WITH DAILY



62%

PREFER TO VOLUNTEER WITH PEOPLE IN THEIR DEPARTMENT

39%

PREFER TO VOLUNTEER WITH PEOPLE THEY DON'T WORK WITH DAILY

WHAT INSPIRES MILLENNIALS TO WORK

FOR THEIR COMPANY FOR A LONG PERIOD OF TIME, BEYOND COMPENSATION AND BENEFITS?

53%

HAVING THEIR PASSIONS AND TALENTS USED TO THEIR FULLEST

20%

BONDS WITH COWORKERS

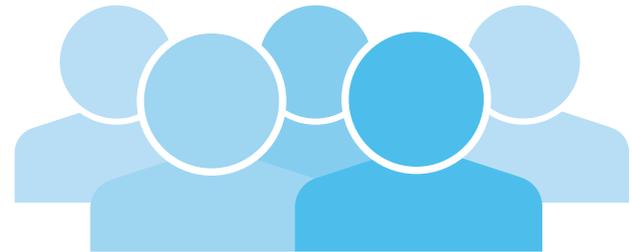
20%

BELIEF IN THEIR COMPANY'S MISSION AND PURPOSE

Of the Millennial employees surveyed, individuals were experienced in donating to nonprofits. In fact, **88% of respondents donated to a nonprofit organization in 2013**. Also, Millennial employees gave larger donations in 2013 than what was found in previous studies, with 28% making \$100 to \$500 gifts.

In the anecdotal, optional comments, several **Millennial employees described feeling pressured to give to certain organizations through their company**. This could harm donor relations and retention for recipient organizations in the long-term. For example, if employees feel pressured to give to a certain organization through their company, the employees may be less likely to donate to that organization on their own.

Millennials enjoyed donating their specific skills or talents as a resource. Of the Millennial employees surveyed, **44% had volunteered their skills through their company to benefit a cause, and 94% of them enjoyed the experience of individualized, skills-based volunteering**.



87%

OF MILLENNIAL EMPLOYEES
DONATED TO A NONPROFIT
ORGANIZATION IN 2013

84% MALE

91% FEMALE

While many companies are looking for other ways of facilitating employee volunteerism, **Millennial employees generally expressed enjoyment of company-wide service days, where the company's entire workforce takes a day to volunteer in the community**. However, the longer a Millennial was at the company, the less he or she enjoyed company-wide service days. Of the Millennial employees who had been at their company less than a year, **92% enjoyed the experience. At two years, enjoyment dropped to 85%; at five years, only 81% of Millennial employees enjoyed company-wide service days**.

Millennial employees most appreciated cause initiatives that help their surrounding community. In joining these initiatives, **94% of these employees preferred applying their individual skills.** Millennial employees also wanted to experience more company-wide volunteer opportunities. Some wanted more company-sponsored sabbaticals or temporary (paid) breaks from work to serve or volunteer for a cause. Some of the anecdotal comments in the survey suggested a one- to two-month sabbatical after five years at the company.

When given a list of ways to be involved in company cause work, **94% of Millennial employees preferred using their individual skills and talents to help a cause.**



87% OF MILLENNIALS ENJOY COMPANY-WIDE DAYS OF SERVICE

Top three cause-related programs or actions Millennials wanted to see more of at work:

1. Company-wide volunteer opportunities
2. Sabbaticals (a break from work to serve and volunteer)
3. Cause projects within departments or teams

**THE THREE CAUSE-RELATED PROGRAMS
MILLENNIALS WANT TO SEE MORE OF:**

COMPANY-WIDE VOLUNTEER DAYS

SABBATICALS

(BREAK FROM WORK FOR VOLUNTEERING)

**PERFORMING CHARITABLE PROJECTS
WITH A DEPARTMENT OR TEAM**

97%

OF MILLENNIALS
PREFER USING THEIR
INDIVIDUAL SKILLS
TO HELP A CAUSE



HOW MUCH MONEY DID MILLENNIALS GIVE IN 2013?



PERCENTAGE OF MILLENNIALS WHO ENJOY COMPANY-WIDE SERVICE DAYS BASED ON TIME EMPLOYED

- 92% WITH COMPANY LESS THAN A YEAR
- 85% WITH COMPANY FOR TWO YEARS
- 81% WITH COMPANY FOR FIVE OR MORE YEARS

THE LONGER AN EMPLOYEE IS AT A COMPANY THE LESS THEY ENJOY COMPANY-WIDE DAYS OF SERVICE, BUT THE MORE LIKELY THEY ARE TO GIVE.

PERCENTAGE OF MILLENNIALS WHO GAVE BASED ON THEIR TIME WITH A COMPANY

- 82% WITH COMPANY LESS THAN A YEAR
- 88% WITH COMPANY FOR ONE YEAR
- 89% WITH COMPANY FOR TWO TO THREE YEARS
- 91% WITH COMPANY FOR FOUR YEARS
- 92% WITH COMPANY FOR FIVE OR MORE YEARS

PERCENTAGE OF MILLENNIAL EMPLOYEES WHO PARTICIPATED IN AN EMPLOYEE GIVING CAMPAIGN

- 45% MILLENNIAL EMPLOYEES AGES 25-30
- 57% MILLENNIAL EMPLOYEES OVER THE AGE OF 30

CONCLUSION

We've studied Millennials as individuals who participate in social causes. Now, we have a clearer picture of how their desire to "do good" is reflected in their employment – from the companies they consider in an initial job search to the effect an employer's cause work has on overall job satisfaction. The idea isn't to be recognized for doing good; rather, the point is to be able to do good and make a tangible difference through the workplace. As time progresses and Millennials move from being a small, unique segment of the overall workforce to the predominant source of employees, understanding this picture will be crucial to a company's ability to recruit and retain the best people.

Millennial employees' preferences are already being reflected in forward-thinking organizations across the country. Companies that recognize and nurture their Millennial workers' passions and talents are seeing a more committed workforce, a strong bottom line – and a difference in the world based on their cause work. It's not enough for a company to talk about their corporate social responsibility endeavors to gain public relations points. To create a culture of cause work that inspires better Millennial recruitment and retention, companies must offer employees meaningful opportunities to give, get involved and connect.

IS YOUR COMPANY READY TO INSPIRE AND ENGAGE A PASSIONATE CULTURE OF MILLENNIAL EMPLOYEES?

After looking through the data and findings from the survey, companies can benefit from doing the following actions:

- Initiate new employees into cause work. As interest in service projects decline and interest in giving increases over time, companies should focus on incorporating volunteerism and cause work through the onboarding or orientation process. Provide opportunities for employees to volunteer with groups and complete cause work with a team during their first days at your company.
- Embrace a three-pronged approach to company cause work. Focus on providing these three specific types of service opportunities: company-wide days of volunteering, department/team service projects and opportunities to use individual skills or interests to benefit a cause.
- Offer a range of cause work actions. Allow Millennial employees to perform both small actions from their desks, as well as larger projects with others, possibly off site.
- Tell stories and demonstrate the impact. Don't let employees assume the differences their volunteering and giving made; show them who benefited from these actions and highlight individuals who made a difference.

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