

# INSPIRING THE NEXT GENERATION WORKFORCE



● THE 2014 MILLENNIAL IMPACT REPORT

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# A GENERATION WORKING FOR GOOD

It's difficult to believe this is our fifth Millennial Impact Report. Since 2009 when we launched the Millennial Impact Project, we've discovered more than I could've imagined about this generation of givers, volunteers and cause activists.

While each of the findings and statistics pique my interest, I have to admit that a few statistics always get me excited, and the 2014 Millennial Impact Report is our most interesting study to date. As we've shifted our focus from looking at how Millennials engage with and give to nonprofit organizations to how Millennials engage and work with companies, we've learned in this year's survey that Millennials don't check their interest in causes at the door; they bring these passions to work. This year's research will help companies learn how to boldly engage their employees through proactive cause initiatives – and I am confident the end result will be a corporate culture that yields more than higher productivity. It will foster a movement.

The purpose of the Millennial Impact Project has always been to understand Millennials' preferences for cause work and to share those findings with organizations that are looking to better engage this influential group.

It's always tempting to compare Millennial employees to older generations of workers. In fact, I frequently encounter colleagues and friends who believe the purpose of our research is to compare Millennials and their preferences to people in Generation X, Boomers, etc. The desire to measure generations against each other may motivate other researchers, but it's difficult to do. How do you effectively compare generations who have grown up in different worlds?

We don't study Millennials because they're a part of the culture. We study them because they're defining the culture. Approximately 80 million Millennials live in the U.S. today. Collectively, they spend about \$300 billion annually on consumer discretionary goods. And by the year 2020, they will make up 50% of the workforce. Soon, Millennials will no longer be the "next generation;" rather, they will be the majority of your co-workers and employees.

As you'll see in this report, Millennials are building a culture that knows how it feels to contribute to a cause and attempt to solve social issues. We invite you to use this information to help build a culture where Millennials – and all employees – can thrive and mold our world.

Sincerely,



**Derrick Feldmann**

Lead Researcher

President, Achieve

# 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

## RESEARCH TEAM

**DERRICK FELDMANN**  
President and Lead Researcher

**JONATHON HOSEA**  
Writer and Research Coordinator

**MELISSA WALL**  
Research Intern

**CINDY DASHNAW**  
Editor

**LARA BANKER**  
Creative Director

**JOEY PONCE**  
Designer

# 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.



**CULTURE**



# CULTURE

## HOW CAUSE WORK SHAPES TODAY'S HIRING PROCESS AND THE OVERALL WORK CULTURE COMPANIES ARE TRYING TO ESTABLISH

An organization's culture is an intangible concept, and thus it's often misunderstood as "a feeling in the office" or the purview of HR. In fact, a company's culture plays a notable role in employee recruitment, satisfaction and retention. And as Millennials take an increasingly influential role in the workplace, their preferences and attitudes begin subtly to shape the culture.

Their influence begins even before they're hired. Cause work plays an important role in the overall job search and hiring process with Millennials as a motivating factor for seeking and accepting a job, which then translates into a shift in the company's culture as a whole.

Of the Millennial employees surveyed, a full 92% felt they were actively contributing to a company having a positive effect on the world.

For some companies, of

course, this abstract condition

can be attributed to the company's/organization's general purpose; for example, employees at a company that produces water filters used to produce clean water in developing countries may feel their work is directly making the world a better place. However, many companies have a less direct way of demonstrating their social responsibility. These companies often inspire employee passion and sense of worth by sponsoring company-wide cause work and facilitating physical and financial support for charities. Either way, companies that want employees to positively affect the world must show how they can do good things through the company.

**"I took the position here because if a company cares that much about outside causes, then I know they are invested in treating me right as an employee."**

### **CAUSE ENGAGEMENT HITS HOME IN THE INTERVIEW.**

The majority of Millennial employees (63%) said that a company's involvement with cause work and community initiatives did not factor into the search that resulted in their current job. This finding differs from the common assumption that cause work matters from the beginning of a Millennial's job search. In fact, most Millennial job seekers first looked at what a company does, sells or produces, coupled with pay and benefits, when deciding whether or not to apply for a job; a company's cause work wasn't a significant factor.

While some of these employees researched their company's cause work before the interview (39%), the majority of these Millennials did not include cause work in their company research prior to being interviewed. However, it's worth noting that most of those who did such research used the company's website and a Google search as their primary media for learning about the company's cause work.

Neither of the preceding facts eliminated cause work and corporate responsibility as motivating factors for applying for a job. Millennials were influenced by a company's cause work, but the focus took place a couple of steps later in the hiring process.

While only 39% of Millennials said the company discussed cause work during the interview process, those who did influenced the Millennial by doing so. Actually, of the Millennials who heard about cause work in the interview, 55% of them said the company's involvement with causes helped persuade them to take the job. This finding demonstrates the importance of including cause work in the interview discussions.

The study also found a correlation between individuals who already volunteer or donate to causes and what they look for in a potential employer. For example, 52% of employees who had volunteered 4 to 10 hours and 55% of employees who had volunteered 10 to 20 hours in the past month were interested in their company's cause work during the job search, while only 26% of employees who hadn't volunteered at all in the past month were interested in their company's cause work during the job search. Similarly, 46% of employees who donated more than \$1,000 in 2013 and 37% of employees who donated \$50 to \$100 were interested in their company's cause work during the job search, compared to 27% of

employees who hadn't donated at all yet were interested in their company's cause work during the job search. If a company wants to recruit and hire a talented, civic-minded Millennial, company-sponsored cause work is an important selling point. In particular, Millennials between the ages of 25 to 30 were even more likely to be influenced to accept a position if they heard about cause work in the interview.

**“I believe in a positive work environment. A culture of giving back lends a lot to a culture of acceptance and positivity.”**

Female employees proved more influenced by cause work than males throughout the hiring process. For example, 42% of female employees said that company cause work factored into their initial job search, compared to just 30% of male Millennials. This trend is reflected throughout the interview process; 63% of female employees and 45% of male employees said their company's cause work influenced them to accept a job. From this data, companies may find female Millennial employees more likely to be inspired by and persuaded to participate in company cause work.

### HOW DOES CAUSE WORK STACK UP?

For Millennials who did not make a job choice based on their company's cause work, most of the top reasons given for taking a job were pay, benefits, location and job function. Many of these individuals still described cause work as an added value, but not a vital one.

When asked how cause work ranked among four other factors in their decision to apply for a job, involvement with causes most commonly placed third. Although pay and benefits were not a given factor, a good portion of Millennials (41%) placed what their company specifically does, sells or produces as their top motivators for applying for their job. The company's work culture was most commonly ranked as the second strongest motivation, followed by a company's involvement with causes. The weakest motivators were office environment and diversity/HR awards. Thus, when seeking a position, Millennials value a company's purpose, culture and cause work over HR and diversity initiatives.

**“It brings about a sense of personal happiness that we are working with organizations who want to make the world a better place.”**

### BUILD A CULTURE THROUGH CAUSE WORK.

Of the Millennial employees surveyed, 87% felt encouraged to volunteer or participate in their company's cause work and community initiatives. Employee company-wide giving campaigns were the number-one cause initiative Millennials said they've been involved with at work. Although this was the most common type of organization-sponsored cause work, most employees preferred a company-wide or team-specific

volunteer project rather than a giving campaign. Millennials generally felt pressured to give to certain organizations through these campaigns and preferred options to have their donations made to causes of their choice matched by their employer. Besides detracting from an employer's culture, this feeling of pressure could negatively

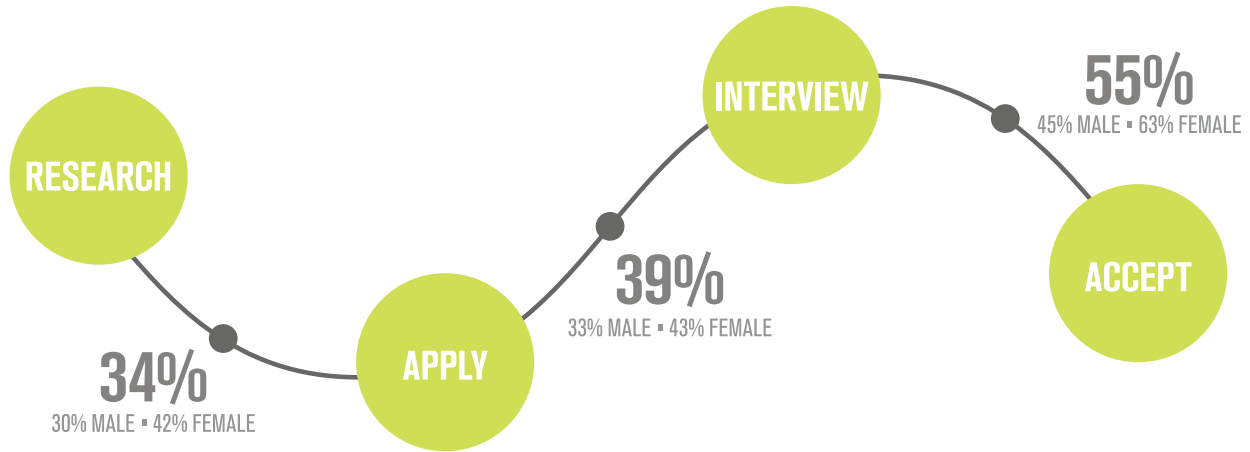
influence donor relations and retention for the recipient organization in the long term: If employees feel pressured to give to a certain organization through their company, they may donate less money or be less likely to give to that organization on their own.

Company culture was a crucial reason Millennials initially applied for their current jobs, and culture continued to play a vital role in employee retention. One of the top motivations for Millennials to stay with their current company for a long time was belief in the company's mission and purpose. In the comment sections of the survey, Millennials expressed a desire to be told not just how much employees raised or the number of hours they volunteered, but what difference their involvement made. Thus, employers can actively inspire a sense of mission and purpose by showing a direct impact.

**“I expect a company that helps out the community to be more compassionate, trustworthy and ethical. A job is a place where I spend an obscene amount of time outside of my family life. It is important that the time I spend working is for a cause or business that does some good in the world.”**

## MILLENNIAL JOB SEARCH PROCESS

PERCENTAGE OF MILLENNIALS INFLUENCED TO CONTINUE THE JOB-SEARCH PROCESS  
BASED ON A COMPANY'S CAUSE-RELATED WORK



MORE THAN 50% OF MILLENNIALS WERE INFLUENCED TO ACCEPT A JOB BASED ON THAT COMPANY'S INVOLVEMENT WITH CAUSES.

### 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.

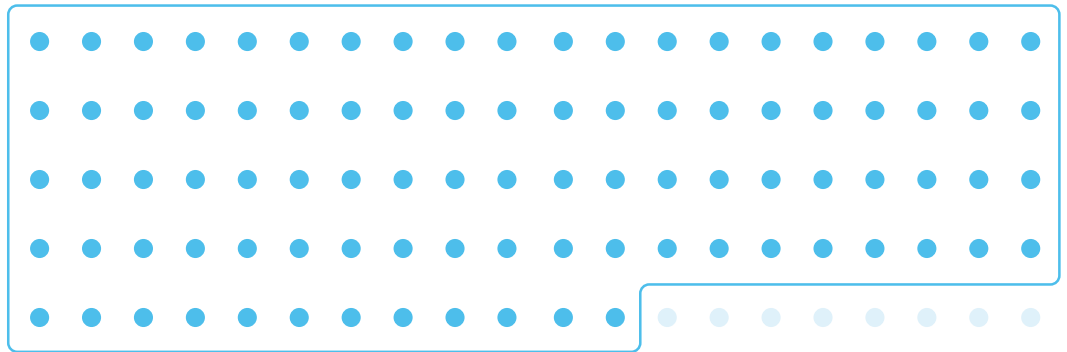
**37%** Millennials who had donated \$50-\$100 in the past year.

**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.

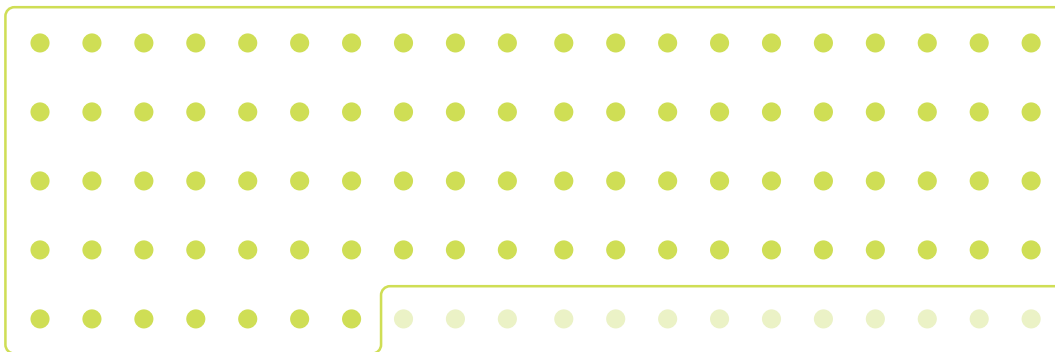
92%

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  
**3<sup>RD</sup>**  
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



**RELATIONSHIPS**

# RELATIONSHIPS

## THE INTERPERSONAL BONDS CO-WORKERS BUILD AS WELL AS THE RELATIONSHIPS MILLENNIALS HAVE WITH CAUSES AND THEIR EMPLOYER

Millennials, like employees in every age group, place value on the relationships and bonds they build with co-workers. If the Millennial employee works an average of 40 hours per week, they end up spending a significant portion week with co-workers. Beyond time, Millennials increasingly blend their work life with their outside-of-work friendships and lifestyle. Basically, for Millennial employees, co-workers are more than just co-workers; they're friends.

The desire to work with people they know and like also manifests in their preferences for company-sponsored cause programming and volunteer initiatives. Of the Millennials surveyed, 77% preferred to perform cause work with groups of fellow employees as opposed to doing independent service projects. This preference applied to slightly more female employees than male employees; however, the overall majority of Millennial employees enjoyed group volunteering and company-wide volunteer days.

Specifically, Millennial employees preferred volunteering and doing cause work with employees in their same department (62%) rather than employees in the company they don't directly work with. Millennials see value in taking time outside of normal work projects and meetings to volunteer with co-workers and serve others. These group projects help foster bonds with co-workers, which in turn drive retention.

Since Millennials are more likely participate in cause work when their peers are involved, creating a team-based service project or volunteer event nurtures their desire for peer interaction.

### **PASSION AND RELATIONSHIPS BUILD MILLENNIAL EMPLOYEE RETENTION.**

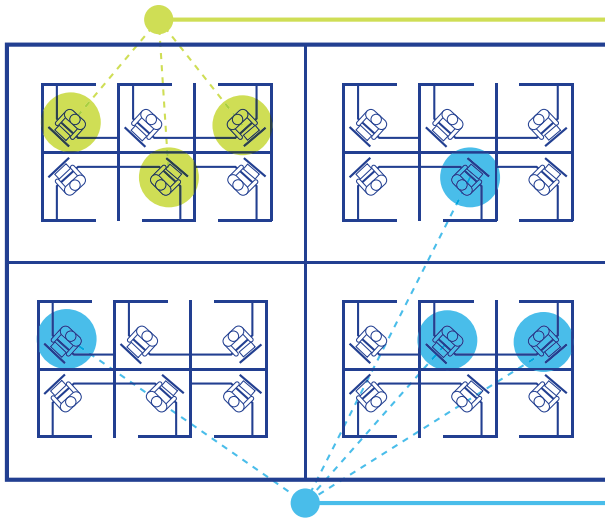
Beyond compensation and benefits, Millennials are more likely to stay at their company when they perceive their talents and passions being used and fulfilled. In fact, more than half (53%) of respondents said having their passions and talents recognized and addressed is their top reason for remaining at their current company. The next biggest factor in retention was bonds with co-workers (20%), followed by belief in the company's mission and purpose (20%).

Relationships also play an important role in disseminating information about a company's cause work. Information from past and current employees was the third most common source for Millennial employees who researched their company's cause work (36%). The most common source of information was the company's website (93%), followed by Google Search (61%). These top three sources, including word-of-mouth, beat social media outlets Facebook (22%), LinkedIn (12%) and Twitter (11%).



## 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**

“I am a remote employee, so I feel left out during company-wide service days. I would love to see more opportunities for remote employees to take the day and do your own cause work, rather than feeling stuck to my laptop while everyone else gets to participate.”

### WHAT INSPIRES MILLENNIALS TO WORK FOR THEIR COMPANY FOR A LONG PERIOD OF TIME, BEYOND COMPENSATION AND BENEFITS?

**53%**

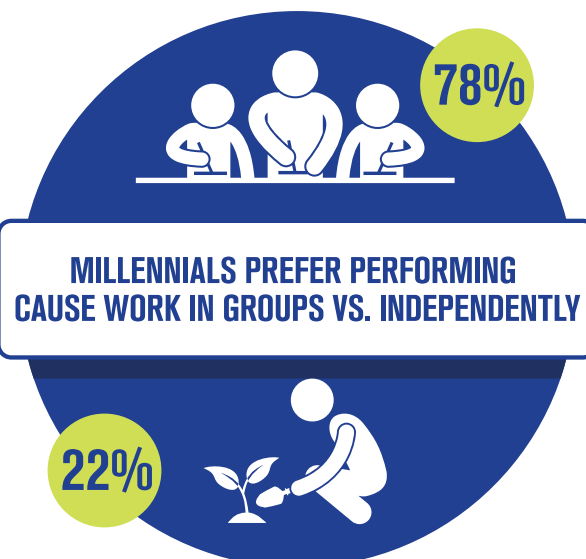
HAVING THEIR **PASSIONS AND TALENTS** USED TO THEIR FULLEST

**20%**

BONDS WITH **COWORKERS**

**20%**

BELIEF IN THEIR COMPANY'S **MISSION AND PURPOSE**



**22%**



# RESOURCES

# RESOURCES

## THE ASSETS (FINANCIAL, TIME, SKILL, ETC.) MILLENNIALS USE TO BENEFIT A CAUSE

When it comes to giving to and working with causes, Millennials differ from previous generations in how they view the assets they can potentially donate. Millennials may still give money, time and skills, but they also view their network and voice as two very beneficial assets they can offer a cause. For Millennials, all of these resources are equal in how they may help a cause.

A Millennial may see Tweeting about a cause as a way of giving resources, because they are donating their network.

Millennial employees donate money to nonprofits both on their own and through their company's promoted giving campaigns. This is still a generation that likes to give.

Only 13% of the Millennials surveyed did not donate money to nonprofit organizations in 2013. Of the 87% who had given financially to a nonprofit, the majority donated gifts larger than \$100. In fact, only 18% of Millennial donors gave less than \$50, and 12% gave more than \$1,000 to nonprofit organizations in 2013. The largest segment of Millennial donors (28%) gave between \$100 and \$500 to nonprofit organizations in 2013.

Overall, female Millennials were more likely than male Millennials to both donate money to and volunteer for causes they care about. In 2013, 91% of the female Millennial employees we surveyed donated to charities, compared to 84% of the male Millennial employees. Female Millennial employees were also more likely to participate in company-sponsored employee giving campaigns. Of the female Millennial employees surveyed, 54% had given through a company-sponsored giving campaign, compared to 45% of male Millennial employees.

Younger Millennials (ages 25 to 30) were less likely to donate money to nonprofit organizations than Millennials who are older than 30. Of the Millennial employees in this age group surveyed, 15% did not donate to a nonprofit in 2013. In contrast, 91% of Millennials

**“It makes me feel good knowing that I work for a company that has similar beliefs as me. I appreciated the chance to work for a company that was not only working to be successful for themselves, but helping other organizations make the world a better place for others.”**

older than 30 donated to a nonprofit organization in 2013. Also, Millennial employees older than 30 were more likely to participate in company-sponsored giving campaigns. Of the employees ages 25 to 30, 45% had participated in an employee giving campaign, while 57% of Millennials older than 30 had participated in an employee giving campaign.

Thus, younger Millennial employees are less likely to be inspired by or participate in a giving campaign. The older employees get, the more likely they are to donate through a giving campaign promoted through their employer. The longer Millennials are at a company, the more likely they are to give. For example, 82% of employees who had been at their company less than a year gave charitably in 2013, compared to 89% of employees who had been at their company for two to three years, leading up to the 92% of Millennial employees who had been at their company for five or more years and gave charitably in 2013.

#### **MILLENNIALS VOLUNTEER WITH PEERS.**

Nearly half (47%) of the Millennial employees we surveyed had volunteered for a cause or nonprofit in the past month. This was reflected in company-sponsored volunteering, too, as 44% had participated in company-wide service days, 44% had volunteered their skills to help a cause and 47% had done a volunteer project with their team or department.

Of the Millennial employees who had participated in a company-wide volunteer day of service, 87% said they enjoyed their experience. However, enjoyment seemed to decline with time. This could be due to a number of reasons, including the increasing age of employees, additional job responsibilities over time, lack of confidence in the initiative's impact or negative attitudes toward this type of service project. Of the Millennial employees who had been at their company less than a year, 92% of them enjoyed participating in company-wide service days. This declined to 85% of employees who had been at their company for two years, and 81% of employees who had been at their company more than five years. Companies, therefore, must learn how to inspire more tenured employees to volunteer and participate in company cause work. Peer influence may be a useful tool in motivating the older segment of Millennial employees.

**“Most companies will say they are involved in causes; it becomes a moot point.”**

The majority of Millennials who had volunteered in the past month volunteered one to five hours, while only 4% of Millennials had volunteered more than 20 hours in the past month, demonstrating a preferred volunteer duration. As stated earlier, 44% of Millennial employees volunteered their skills and talents through their company to benefit a cause. Of these employees, 94% enjoyed using their individual skills to help a cause. These findings also tie in with a desire to use and fulfill their individual passions. When planning company or department volunteer programs, companies should offer opportunities for Millennials to donate their skills to a cause.

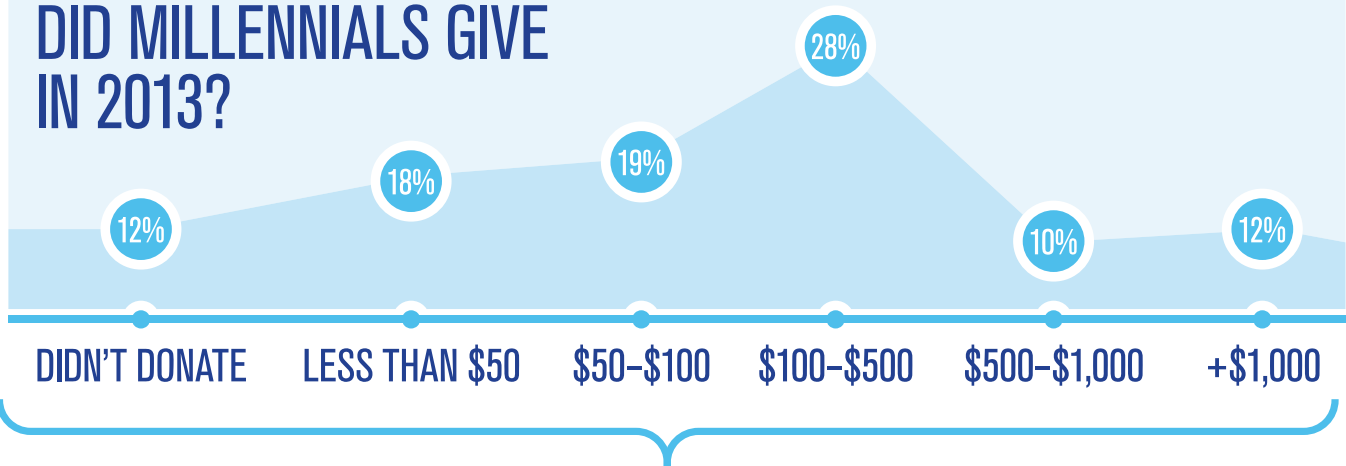
#### **MILLENNIALS WANT TO USE THEIR SKILLS FOR GOOD.**

Millennial employees most appreciated company cause work when their employers had supported causes that benefit the community. Planned days of service – where employees take time to volunteer and assist the community – was the most preferred type of cause program. Being involved in company-wide or team/department-specific cause projects was the most favored situation. Many respondents also wanted company-sponsored volunteer time and cause work to more directly tie to their individual skills or to the company's mission.

**“I would assume most ethical companies would have some sort of charitable cause involvement.”**

The number one cause-related program that Millennial employees wanted to see more of is company-wide volunteer opportunities. More than half (57%) of respondents wanted to see more of these volunteer days. The second type of initiative Millennials wanted more of was a company-sponsored sabbatical, or a temporary (paid) break from work to volunteer or serve with a cause. Some of the comments suggested a one- to two-month sabbatical after five years at the company. The third type of cause programming Millennials wanted to see more of was projects they could do with their department or team to benefit a cause.

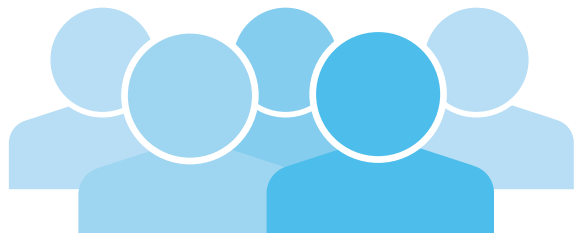
## HOW MUCH MONEY DID MILLENNIALS GIVE IN 2013?



**15%** OF MILLENNIALS, AGES 25-30  
**DIDN'T DONATE**  
TO A NONPROFIT IN 2013

**9%** OF MILLENNIALS, AGES 30 AND OLDER  
**DIDN'T DONATE**  
TO A NONPROFIT IN 2013

“Cause work gives more meaning to the job than just a paycheck. Life isn’t about the money you make, it’s about what you do with your life to impact others.”



**87%** OF MILLENNIAL EMPLOYEES DONATED TO A NONPROFIT ORGANIZATION IN 2013

**84% MALE**

**91% FEMALE**

**97%** OF MILLENNIALS PREFER USING THEIR INDIVIDUAL SKILLS TO HELP A CAUSE

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

**COMPANY-WIDE VOLUNTEER DAYS**

---

**SABBATICALS**  
(BREAK FROM WORK FOR VOLUNTEERING)

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



**87%** OF MILLENNIALS ENJOY COMPANY-WIDE DAYS OF SERVICE

**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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