

# CUTTING TO THE HEART OF WORKPLACE GIVING

*How to engage employees for better community outcomes*





*“My wife and I had a perception we were quite charitable. When we looked at workplace giving, we worked out what percentage of our earnings went to charity. We were surprised when it was less than 1%. For us giving through work or from home as a family wasn’t an either / or proposition. Workplace giving encouraged us to realise we could give more.”*

For 75% of donors, their total charitable giving has increased as a result of participating in workplace giving.

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## *Foreword*

The vision of The Australian Charities Fund is to facilitate unprecedented levels of giving through the workplace.

Since its establishment in 2003, more than \$50 million has been donated to community organisations through workplace giving programs facilitated by The Australian Charities Fund. This has been a great start but we believe an enormous untapped potential remains to grow this stream of giving for the benefit of employers, employees and the community.

About 12 months ago, The Australian Charities Fund embarked on a groundbreaking research project with the objective of finding out how employee participation in workplace giving programs could be increased. This has involved interviewing and surveying thousands of individuals about what motivates them to connect to the community through their workplace. The result is a wealth of learning and insights we believe will help change the landscape of workplace giving in Australia.

Importantly, the publication of this report is a beginning rather than an end. We now encourage our employer and community partners to work with us to move workplace giving to a new level, for greater community outcomes.

The Australian Charities Fund is proud to have led this research project and is very grateful for the support provided to it by ANZ, Bain & Company, the Centre for Social Impact, Goldman Sachs JBWere and Mallesons Stephen Jaques.



**Edward Kerr**  
**Chief Executive Officer**  
**The Australian Charities Fund**  
**November 2009**

I am delighted that the Centre for Social Impact has been a research partner in this important study. It tells us something new. By showing that the donations made by employees to charities through payroll deductions are additional to their existing contributions – and, indeed, encourage further donations – the true value of workplace giving is revealed. This evidence should act as a catalyst to employers, charities and governments to work together to promote workplace giving as a significant way to fund community enterprise.



**Peter Shergold**  
**Macquarie Group Foundation Professor**  
**Centre for Social Impact**  
**November 2009**



A pair of hands, one from the left and one from the right, are shown in a grayscale or desaturated tone. They are positioned to hold a large, glowing red heart in the center. The background is a solid red color, decorated with a pattern of smaller, semi-transparent red hearts of varying sizes. The overall composition is symmetrical and evokes a sense of care and support.

*“If you convince me giving  
\$20 will make a difference,  
that will entice me. And  
then imagine if everyone in  
the company did that.”*

# *Introduction*

Workplace giving (WPG) enables employees to make a difference in the community through regular donations from their pre-tax pay to charities and other not-for-profit organisations.

The Australian Charities Fund makes a difference to the community by helping employers set up and grow workplace giving programs, inspiring employees to make regular donations to charities often as a part of broader community engagement programs. Connecting these programs with charity partners ensures employers maximise their beneficial impact to the community.

This research is the first study of its kind in Australia. It was commissioned so we could better understand what motivates employees to participate in workplace giving, and work with our employer and charity partners to inspire even greater participation.

To date, the limited number of local and international workplace giving studies focused on employer and program manager perceptions. This includes a 2008 Australian study, *The Giving Business*, in which we participated.

What makes this research project unique is its focus on employee perspectives. Because we were interested in increasing participation in workplace giving programs, we focussed on employers who already have active programs established. Through almost 100 in-depth interviews with employees (donors and non-donors), senior corporate leaders and charities, and over 4,500 survey responses from employees across a range

of organisations and industries, we learned what matters most. This breakthrough research has given us the insights and actionable intelligence that will help us lift participation in workplace giving to levels never before seen in Australia.

It highlights the opportunity to create more connected workplaces where giving is seen as a collaboration between employer and employee, and where the collective difference workplace giving makes is recognised and celebrated as an integral part of employee and community engagement activities.

In Australia, workplace giving now generates approximately \$20 million per year. Through our employer partner programs, The Australian Charities Fund generates over 50% of these donation. Though it has gained momentum in recent years, based on international benchmarks, Australian workplace giving could be exponentially greater. If 1 in 10 working Australians made a payroll charity donation of \$5 each week on top of their existing donations, the Australian community would benefit by over \$260 million each year just from their donations. In addition, many employers we work with match their employees' donations, increasing the full potential to well over this amount.

This report provides a summary of the key findings of the research, and discusses practical ways in which employers, charities and workplace giving providers can maximise workplace giving's potential to the lasting benefit of the Australian community.

# Research Findings

## Social Capital: workplace giving increases total charitable funds

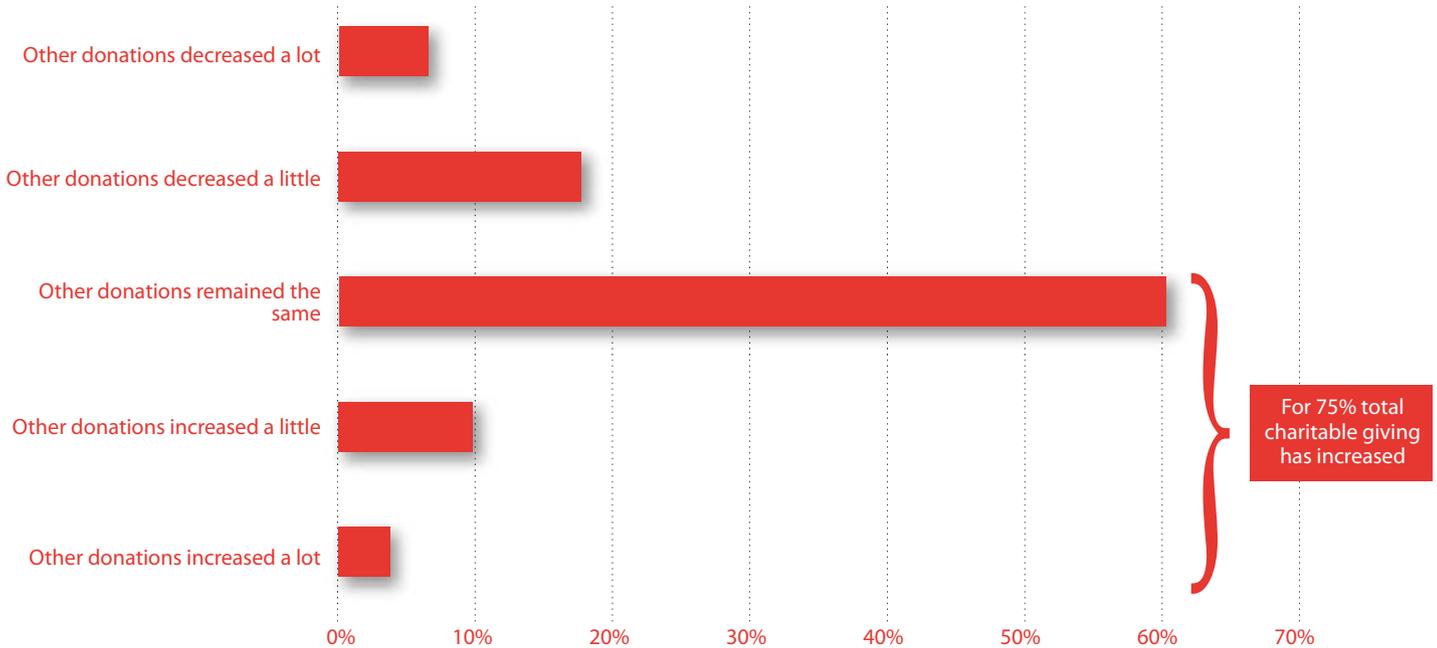
One of the unknowns surrounding workplace giving has been its impact on overall charitable giving. This research provides the answer.

75% of donors said their other donations – in or out of the workplace – have either stayed the same or increased since becoming a workplace giving donor, resulting in a total overall increase. Even for those whose other donations may have reduced, their total donations to charity are likely to have grown as workplace giving contributions are likely to more than compensate for the reduction in other donations.

For almost 1 in 6 donors, signing up to workplace giving has motivated them to increase their other donations, suggesting that for some, workplace giving is acting as a catalyst to enhance their engagement in other forms of giving.

This research tells us that as a fundraising stream, workplace giving is a new form of charitable giving that is substantially increasing total donations to charities. This is even before employer matching is taken into account.

Donors: Effect of workplace giving on total charitable donations



### Donors: effect of workplace giving on total donations

*"My wife and I had a perception we were quite charitable. When we looked at workplace giving, we worked out what percentage of our earnings went to charity. We were surprised when it was less than 1%. For us giving through work or from home as a family wasn't an either/or proposition. Workplace giving encouraged us to realise we could give more."*

Competing for heartstrings and purse strings in a highly cluttered environment, charities said workplace giving was one of their most "cost effective sources of income generation".

*"Workplace giving creates a win/win scenario for corporates and charities. Regular giving is what empowers us to make the difference as a charity."*

Charities said they believe the potential of workplace giving and greater employee engagement "has not even scratched the surface" and they needed to be mindful of playing their role.

*"Charities need to up their game. Everyone says workplace giving has huge potential, but no one is putting the resources in place to empower workplace giving to achieve that potential. Workplace giving could be a massive growth area and we need to work with providers like ACF and be more sophisticated in treating workplace giving as a donation stream in its own right."*

### More than a quarter of donors are thinking of increasing their donations

Asked how they felt about the amount they give through their regular workplace giving program, 27.6 % of donors said they were thinking of increasing the amount they give.

These donors were:

- in higher income brackets, and
- giving an average of \$520 a year.

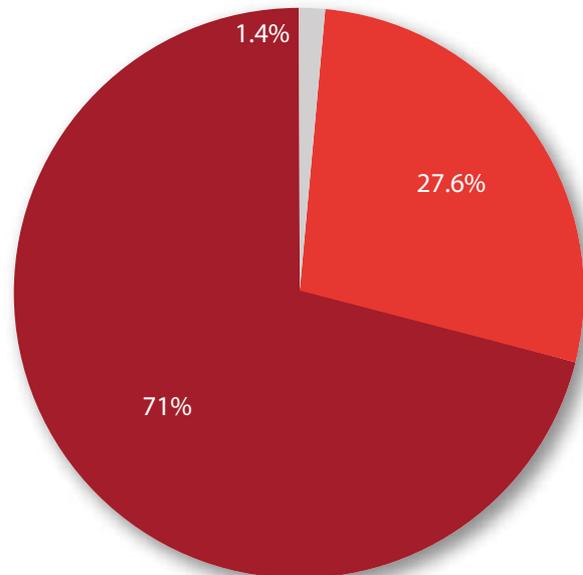
By contrast, just 1.4% said they were thinking of decreasing the amount.

This group were more likely to be:

- part-time employees,
- under 20 years of age, and
- earning less than \$35k.

This suggests there is a significant opportunity to prompt donors to consider donating more. To ensure engagement and donor relevance, invitations to reappraise donation levels should be segmented and tailored to donor profiles; for example, the length of time as a donor.

### How do you feel about the amount you currently donate through the workplace giving program?



- I am thinking about decreasing the amount
- I am thinking about increasing the amount
- The amount is about right

## Cause & Effect: creating greater awareness and understanding of workplace giving

*“Workplace giving is out of sight. And out of sight is out of mind.”*

In qualitative interviews, employees tended to interpret workplace giving as a catch-all for formal and informal giving. It included all community-minded workplace activities such as volunteering and fundraising, but could also include sponsoring a colleague’s work or personal pursuits.

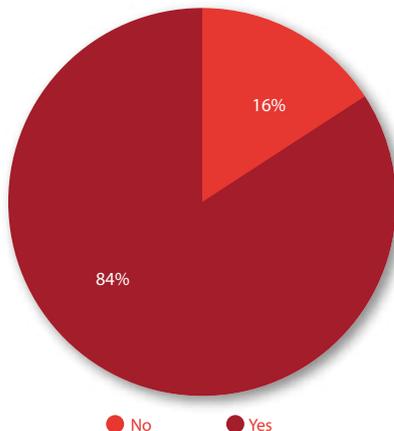
We were encouraged that employees see workplace giving as broader than just regular pre-tax payroll charitable donations.

While 84% of non-donors were aware of their organisation’s workplace giving program prior to our survey, 16% said they were not.

*“I didn’t even know it existed until the email came out.”*

This tells us that even within organisations where workplace giving is established and has active participation, there is a need and opportunity to connect with employees to build awareness and understanding within those organisations. Normal turnover in a workforce will ensure this is an ongoing priority.

**Non-Donors: Prior to the survey, were you aware of your organisation’s regular workplace giving program?**



## The desire to give: employees want to make a difference

The desire to make a difference is the primary motivation for giving. Donors want to know where their money goes and the difference it makes, and non-donors said they would find this a compelling reason to consider joining their organisation’s workplace giving program.

*“It would be good to see an outcome. To see where the money is going and get an update on what has happened. There’s a lot of scepticism.”*

The research highlights the need for charity transparency and accountability. Greater communication focus is needed on the success achieved through workplace giving, and its impact on the communities it helps.

*“Make it clear we’re making a difference. Not knowing whether we are or not makes it easier to be cynical and justifies doing nothing.”*

Employees want to hear their donations matter. Our research revealed a strong demand among donors, and especially non-donors, for real-life stories and information on specific projects to show the good that is being done through workplace giving.

Being unable to see the difference employee and employer donations are making can lead to uncertainty, and for some, a lack of confidence in the way their funds are being used.

Communicating the difference workplace giving donations make will reassure current donors and motivate non-donors to consider participating.

*“If you convince me giving \$20 will make a difference, that will entice me. And then imagine if everyone in the company did that? Making a difference justifies the company taking money out of your salary.”*

For employees, evidence that donations were making a difference was linked to pride in their organisation's community engagement program. Donors and non-donors want to believe their employer's motives are genuine as well as generous.

Our research highlights that senior leadership should not underestimate workplace giving's capacity to impact employee collective pride, where donations are measured in compassion and the difference they make more than dollars and cents.

## Corporate Caring: Employees need to be emotionally engaged

People primarily are emotional decision-makers, and never more so than when it comes to giving. Our research highlights many employees find it hard to engage emotionally

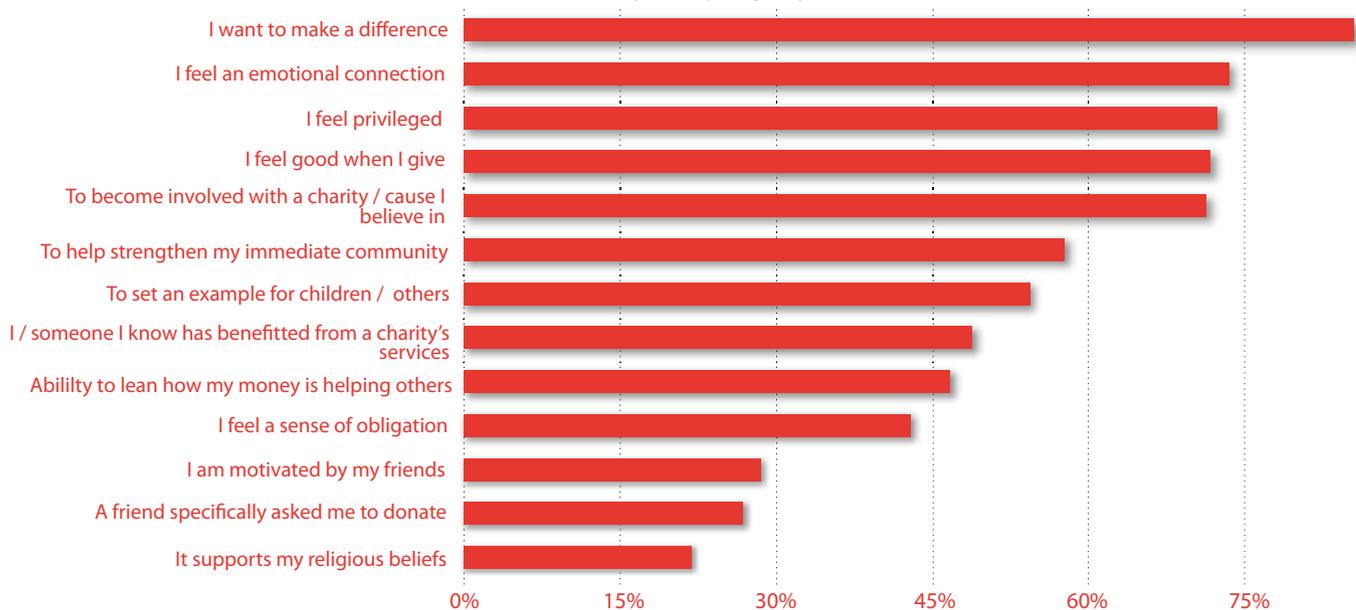
with workplace giving. Compared with volunteering, which they see as hands-on, collegiate and emotionally rewarding, employees think of workplace giving as an individual transaction where the benefits often are not visible and the experience lacks the recognition and celebration many seek.

*"With volunteering, you get fed, feted and made to feel like a hero. Workplace giving is something you do quietly. It lacks the feel-good factor. Workplace giving isn't sexy."*

Feelings fuel behaviour. Our research suggests emotions often have taken a back seat to rationality in the communications' launch phase of workplace giving.

*"What's the objective of workplace giving? We can make the process more efficient for you. That's really the pitch? It doesn't establish a really appealing need in someone to give."*

*Employee motivations for giving in general  
Important/Very Important*



Donors and non-donors told us what's needed is "head and heart" communication.

*"Charitable giving comes from emotion. You need to feel to act."*

## **Making a difference together: the opportunity to build on empathy in the workplace**

The workplace is social and employees expressed a strong desire to connect with a 'we versus me' mentality.

*"To give is to engage."*

Evidence from the research is strong that workplace giving should be positioned as part of the organisation's overall community engagement program. This enhances its visibility and profile, and provides opportunities for cross-promotion.

Employees who participate in other community engagement initiatives such as volunteering and fundraising are more likely to be motivated to sign up to financial giving through their workplace. 42% of donors also volunteered through their workplace over the last 12 months, versus 27% of non-donors. But they want a context for workplace giving. They need to see that it is not just an ad hoc initiative, but also a strategic and important part of the organisation's community engagement program.

Motive and intent are central to employee evaluation of their organisations and leaders. They want to understand the vision and business objectives for workplace giving, and where they fit in.

*"Everyone says these programs are about attracting and retaining people. While I think that's partly true, after a while it's got to be deeper than that. You've got to make it part of the furniture around the organisation. It can't be just a hobby horse."*

Where senior leadership support and participation is visible and vocal, this helps to offset employee cynicism about the use of workplace giving to enhance organisational

image and reputation.

*"CSR brings significant value to the organisation because it impacts our brand in the market place. It's tremendously under-valued and woefully under leveraged."*

Employees want to know and hear that their CEO and senior leaders have 'skin in the game'. They are much more likely to buy in if they believe their employer is serious about supporting the community.

*"Leadership is the key. Everyone looks to leaders for guidance and direction. What you want to see and hear is they're not just doing it for the sake of it. They're doing it because they're passionate about it."*

The study also showed a link between employees' workplace giving participation and positive perceptions about their organisation's community engagement program as a whole – including agreement with the statements:

- It's important to work for an organisation that is highly involved in the community,
- My organisation's community engagement program makes a difference in the community, and
- I am proud of my organisation's community engagement program.

*"You feel much better about your job when your organisation enables you to do something worthwhile in the community. There's a sense of pride being involved."*

Our research revealed a large group of employees for whom contributing as part of a team and the idea of collective impact are prime motivators. Establishing team-based goals around workplace giving, and creating the 'we' mentality they are looking for, could enhance employee interaction and engagement.

Promoting workplace giving as a collaborative initiative between employee and employer, rather than just a convenient facility offered by employers to employees, broadens the appeal, particularly among younger and more junior level employees.

## Invested in their workplace: connecting to donors with what matters most

When employees were asked why they gave to charities in general (not just workplace giving), the dominant answer was they wanted to make a difference. People give because they sense a need, and it makes them feel good to help.

Through our research, we now know a lot more about donors, who they are, and what motivates them in the workplace and more broadly.

Workplace giving donors give more money to charities outside the workplace and through one-off fundraising appeals in the workplace than non-donors. In total, workplace giving donors give more than twice as much as those who do not participate in workplace giving.

*“Giving is one of the great joys in life. It’s lovely to make a difference in people’s lives.”*

Workplace giving donors come from all demographic groups – higher and lower income, younger and older, male and female. To the extent that there are tendencies towards a particular profile among current workplace giving donors, they tend more

than non-donors to be over 40 years of age, female, have children and an annual income over \$75K.

The largest single donor group are females 30-39 years.

*“What appealed to me is doubling the money. The charities I support through workplace giving get more, simply because I give through work.”*

Over 60% of surveyed employees cited their primary motivation for workplace giving is the fact their employer matches donations. However, 16% of donors don’t know whether or not their **employer matches** their donations. Given its importance in triggering participation, matching should be a key message to employees for employers who offer it.

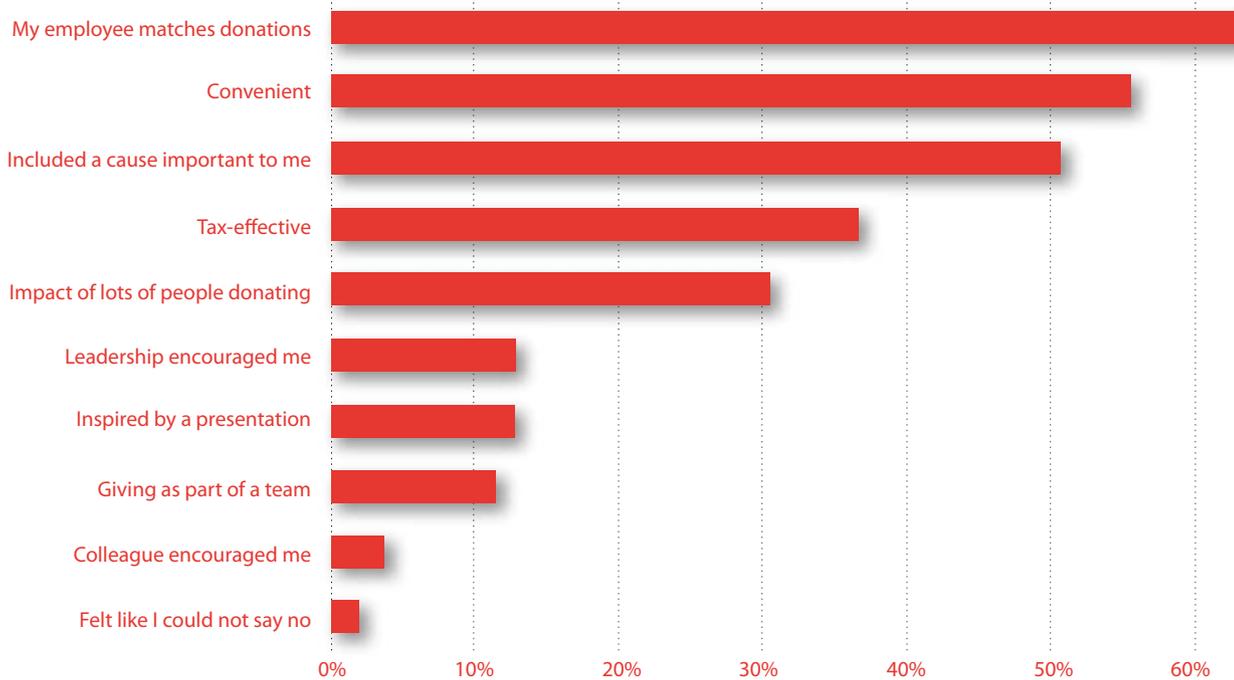
The next most important motivations for workplace giving were:

- it’s convenient,
- the program included a cause that’s important to me,
- it’s tax effective, and
- I am attracted by the impact of lots of people donating in small amounts.

***How much they give: Workplace giving donors give more both inside and outside the workplace than non-donors (Average donation, last 12 months)***

	Estimated dollars donated outside the workplace	Estimated dollars donated to one-off fundraising appeals/events in the workplace	Estimated dollars donated through workplace giving program
WPG donors	\$1,090.40	\$122.21	\$573.78
Non-WPG donors (Never donated through WPG)	\$751.65	\$77.54	
Total respondents	\$858.14	\$92.11	\$573.78

**Employer matching is the number 1 reason for participating**



**Committed to making a difference?  
Non-donors and what is holding them back**

*“Giving is personal and has nothing to do with my employer.”*

Among non-donors surveyed, 59% had never donated through workplace giving, and 8% used to donate.

Non-donors also have a broad demographic but to the extent that there are tendencies, they are more likely than non-donors to be under 29 years of age, contractors or casuals and male.

Nearly one-third of employees said their major reason for deciding not to participate in workplace giving was that they preferred to donate outside the workplace. The next biggest reason was their preferred charity or cause was not included

in their organisation's workplace giving program (27%), followed by hesitation about making an ongoing commitment (22%).

*“You talk and you make a financial decision as a family unit. I wouldn't just set up a direct debit without consulting my wife, and you do that sort of thing at home – not work.”*

For employees who feel they can't afford it, reinforcing the impact of collective action, and the importance of participation over the dollar amount donated may help overcome this barrier. Alternative offerings such as a short term (say three months) renewable plan, or an option to make a one-off donation may broaden appeal.

*“Being the sole bread winner in the house, it's not always possible to give every pay. If it wasn't every pay, maybe quarterly – that would make a difference.”*

Our research also showed the desire for more charity choices tended to be greater when employees do not see a clear strategy or business case. Where the workplace giving program is regarded as a strategic, supported program and employees can see the difference they could make collectively, personal charity choices are less important than supporting an organisation's initiative.

*"There's a lack of strategic thought. There shouldn't be such an endless list. All this does is make it itsy-bitsy, and minimises the difference we could make together as an organisation."*

For half of non-donors who were not aware of their organisation's workplace giving program (8%), this was a

major reason for not participating. Those under 29 years of age were significantly more likely to be unaware of their organisation's workplace giving program.

Some non-donors are concerned they can't afford to give enough. Those earning over \$75k are much more likely to be workplace giving donors than those earning less than \$75k.

The emphasis on the pre-tax nature of donations reinforces a perception among some low to average income earners that workplace giving is targeted to high-income earners or that their donation may be inadequate.

*1 in 3 Non-Donors prefer to donate outside the workplace*



*“If you saw you could donate \$2.50 or \$5.00 or \$10.00, you’d feel like all amounts are OK. You’d feel it was alright to donate what you can, according to your own financial situation.”*

Our research highlights it is critical that workplace giving messages reinforce that all donations make a difference. In particular, lots of people making small donations – especially where organisations match employee donations – can make a big difference.

A rational focus on the ability to make pre-tax donations should not dominate workplace giving communications.

## **When to ask: it’s all a matter of timing**

Based on employee interviews, there is no doubt that it is critical how organisations launch their workplace giving program. Experiences or events give employees something to talk about openly, lifting visibility. Hearing from the CEO or senior leader also establishes commitment, creates trust and builds program credibility.

For those organisations with an established workplace giving program, new employees want to learn about it through their induction or welcome pack. But the best time for the initial “Ask” is after their first pay packet. There was a strong preference not to be asked to give away part of their pay until they’d actually been paid.

Research showed causes or charities with a highly visible sense of urgency or crisis (e.g. tsunamis, bushfires and other unforeseen natural disasters) dominated employee donations outside the workplace. These situations created a groundswell of inclusion and an appreciation that any donation - no matter how small or how large - would make a difference.

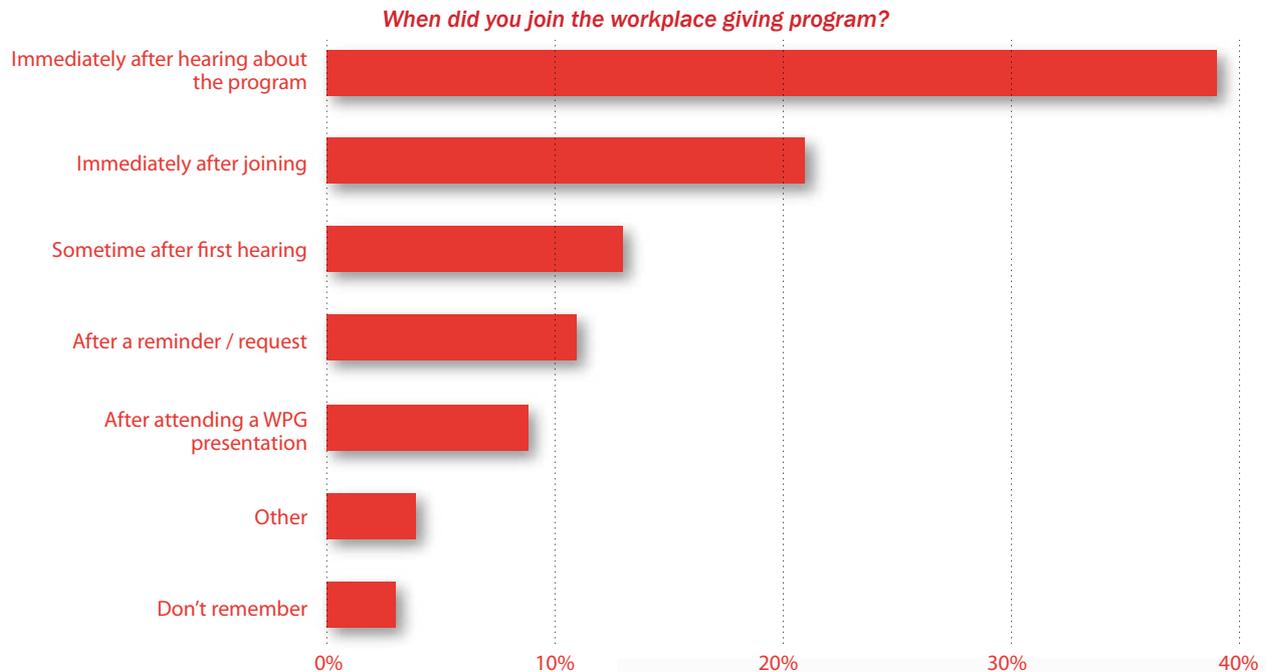
7 in 10 donors said they signed up to workplace giving soon after being introduced to the program.

This shows the importance of:

- how employers launch their workplace giving program,
- putting the workplace giving program before employees as soon as possible after they join the organisation,
- timing “The Ask” after communications or presentations introducing the program, and
- capitalising on the momentum and emotional connection generated through emergency appeals by seeking to convert one-off donors to ongoing workplace giving donors.

Employees made it clear they did not feel coerced to join their organisation’s workplace giving program. Only 1.9% of donors said they joined because they felt they couldn’t say no, and only 3.7% said they joined because “a colleague encouraged me to participate”.

This suggests there is little ground for the concern among some organisations’ senior leaders that employees may feel pressured to donate. It also suggests there is more scope to use peer champions to build awareness and recruit donors.

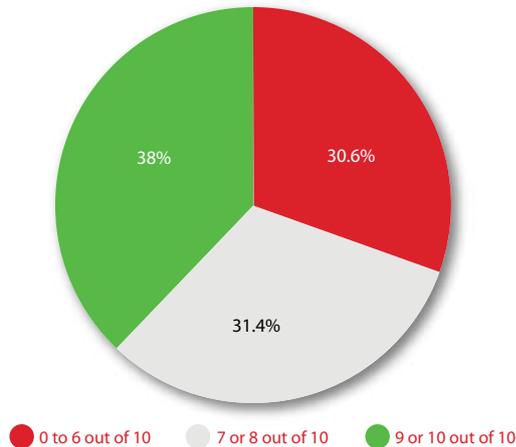


## Good intentions: why some donors are more enthusiastic about workplace giving

We were interested in identifying how to encourage existing donors to promote workplace giving within their organisation. Working with the Bain & Company Customer Insights Group, we used the Net Promoter Score® tool (for more information on NPS visit [www.netpromoter.com](http://www.netpromoter.com)) which looks at the likelihood someone will recommend a brand, company or concept to a colleague (or friend). The Net Promoter enables us to track groups of customers, or in our case donors, to measure how their employer's workplace giving program is performing through their eyes. Donors are divided into three categories, based on the question "How likely would you be to recommend your organisation's workplace giving program to a colleague?" Donors respond on a 0-to-10 point rating scale and responded as follows.



**How likely are you to recommend the workplace giving program to a colleague (on a scale of 0 to 10?)**



Net Promoter® is a registered trademark of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc

**Those scoring 9-10** are the loyal enthusiasts and donors who are likely to actively promote, thereby helping to fuel the growth of workplace giving. This group accounts for 38% of donors and they are more likely to have joined the organisation more than two years ago (46.2%) and give an average of \$681 a year through workplace giving.

**Those scoring 7-8** are likely to be satisfied donors but not necessarily active promoters. They account for 31.4% of donors and give an average of \$531 a year through workplace giving.

**Those scoring 0-6** are likely to be indifferent, unhappy or may even discourage others from becoming donors. They account for 30.5% of donors and are more likely to have been donating less than six months and give an average of \$483 a year through workplace giving.

Analysis identified an opportunity to increase advocacy amongst donors based on two factors that most significantly

influenced their likelihood to recommend workplace giving:

- by reassuring those who may be less satisfied that they are making a difference, and building the emotional connection with supported charities, and
- by delivering on promoters' expectations of community engagement, such as demonstrating that the employer truly cares about the community and the impact it makes.

Other factors found to contribute to the likelihood of recommending workplace giving were:

- demonstrating that every donation counts, by communicating the impact of lots of people donating small amounts,
- demonstrating that donations are making a difference through real life stories, and
- building pride in the community engagement program by providing the opportunity for donors to celebrate the collective difference being made.

## **Employee engagement: broadening workplace giving appeal through empathy and awareness**

We wanted to know how to increase levels of workplace giving advocacy among donors, and how to increase the willingness of non-donors to participate.

Our comprehensive segmentation was conducted in conjunction with the Bain & Company Customer Insights Group. Based on the survey responses and building on the qualitative interview insights, we were able to separate both donors and non-donors into two groups, each with distinctly different needs in terms of:

- communication messages,
- level of interaction,
- experiences.

## Introducing Enthusiasts & Pragmatists

Enthusiasts represent 24% of workplace giving donors, and 29% of non-donors.

### Donor Enthusiasts

- are looking for a meaningful connection with their colleagues, and their employer,
- are motivated by workplace giving as a collaborative program, where the emphasis is on lots of people donating small amounts to make a big difference,
- seek opportunities to connect with their colleagues in the work environment, and want workplace giving to be visible, inclusive and accessible rather than impersonal, individual and transaction-based.

The average workplace giving donation amount per year for this donor group is \$479 vs. the total average of \$573 among survey respondents. This is likely to be because Enthusiasts tend to be younger and in lower roles.

For non-donor Enthusiasts, two-thirds stated 'I can't afford it' as a barrier to participating in workplace

giving; half cited **lack of recognition** and one-third were **not aware** of the program prior to the survey.

Pragmatists represent 20% of workplace giving donors and 16% of non-donors.

### Donor Pragmatists

- value the personal, confidential and convenient nature of workplace giving, and are happy with a 'set and forget' approach,
- want to see the difference they are making - organisational impact is important, but Pragmatists prefer to access this information in their own time, and prefer not to be bombarded with detail,
- influenced by the likelihood they are time-poor, in senior roles, and more likely to be 45-65 years of age,
- are less interested in being recognised as donors or celebrating as a team.

The average workplace giving donation amount per year for this donor group is \$603 vs. the total average of \$573 among survey respondents.

### *Opportunities to motivate Enthusiasts and Pragmatists to participate in workplace giving*

#### ENTHUSIASTS

Spread the word to grow awareness

Provide more program information

Provide opportunities for recognition and celebration

Encourage small donations

Consider opportunities for 'team' giving

#### PRAGMATISTS

Communicate the convenience of workplace giving

Provide a clear business rationale for charities supported

Provide 'headline' information on donation impact, with access to more detailed information for those who choose to seek it out

Offer opportunities to increase donations at appropriate times; eg. annual review, at bonus time, at end of financial year/tax time

Communicate organisational impact

Together, these two groups represent 45% of total non-donors which shows there is still enormous potential to grow participation. The table above highlights simple ways we believe non-donors can be encouraged to participate in workplace giving. For most employers, programs are currently successfully appealing to the needs of the Pragmatists. The key opportunity is how to broaden appeal of the program to Enthusiasts, without letting go of what we do well today, and without alienating other colleagues whose needs and expectations may differ.

A workplace giving program is likely to attract **strong participation** (particularly with younger and more junior employees) if it is positioned to appeal to Enthusiasts. Enthusiasts are likely to become ambassadors, who will actively promote the program internally and externally. A program promoted in this way is likely to positively impact organisational culture in a visible way.

A workplace giving program is likely to attract **strong monetary contributions** if it is positioned to appeal to Pragmatists. Pragmatists often are in leadership roles and can be influential in endorsing and promoting the workplace giving program internally. A program promoted in this way will appeal to individuals who want to support the community in a personal and private way.

Importantly, these two approaches need not be seen as mutually exclusive and should not result in significant additional administrative burdens for program managers. It may be as simple as offering an end of year celebration for employees to celebrate the collective difference they are making through the workplace giving program, with the communications about this event, and the experience itself, being created specifically with the Enthusiasts group in mind.

## Communication effectiveness: messages that make a difference

Generic positioning of workplace giving may limit program appeal. By understanding employee motivations and differences, it is possible to consider both groups when promoting and communicating the workplace giving program.

Our research suggests that the likelihood of employees becoming donors and promoters increases if they are given the opportunity to choose how involved they want to be with workplace giving, experiences or events they want to take part in, and the method and frequency of communication.

The survey highlighted other communications issues relating to:

- amount and type of information,
- method of communications and,
- direct contact with charities.

### Amount and type of Information

Among donors, three in four felt they had enough information on regular workplace giving, but:

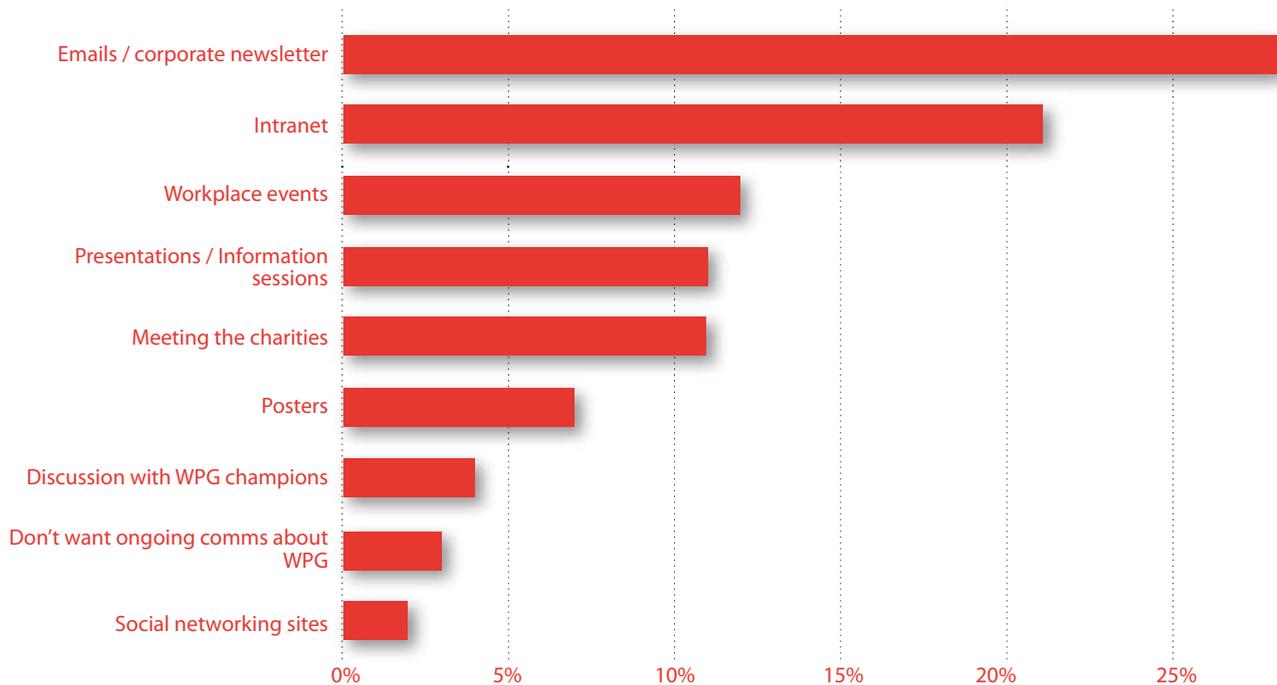
- One in four felt they didn't have enough information about employer matching, and
- Six out of ten wanted more communication on specific projects.

Given employer matching is a key trigger to participation in workplace giving, it is important to ensure matching is clearly and regularly communicated, along with details regarding any caps, and the timing of payments to charities.

Among non-donors, one in five said they didn't have enough information on workplace giving programs.

- they shared donors' concerns about a lack of information on employer matching,
- only 2% said they did not want to receive any information about workplace giving,

### Donors: Preferred Methods of Communication



- non-donors are even more interested than donors in information on specific projects and real life stories.

Knowledge about specific projects and real life stories that allow non-donors to make an emotional connection, together with evidence of matching, are key to recruiting non-donors.

#### Method of communications

Most donors want to receive workplace communications through electronic means rather than face-to-face, though females are more open to a variety of communications methods.

Non-donors are more interested than donors in “experiential” forms of communication such as face-to-face presentations.

Face to face presentations may be more suitable to recruiting new donors than keeping existing donors up to date on how their money is being spent.

#### Direct contact with charities

One in two donors disagreed with the statement that they “would like workplace giving charities to communicate directly with them.”

The older the donor, the higher their earnings and the more senior their job levels, the more likely they were to be negative about direct communications from charities.

Gen Y was the most positive about receiving communications direct from charities.



*“I want to hear from the end  
receivers. Their stories.  
Their lives. Otherwise it’s just  
another expense.”*

# Conclusion

## Engaging employees to unlock the potential of workplace giving

Our research shows people give because they care and want to make a difference. Understanding the difference they, their colleagues and their employer makes through their collective donations is critical. They want to make an emotional connection to the programs their donations are supporting and the lives they are changing for the better through workplace giving.

But to date, in general, emotion has had little place in the messages surrounding workplace giving. It has been promoted as an efficient, convenient, no fuss, 'set and forget' facility with little or no connection to the organisation's culture, vision or program objectives.

In keeping with what we have learned, we pause to recognise and celebrate the success achieved to date by our corporate partners, our charity partners, and workplace giving providers. The \$50 million donated to community organisations through the programs facilitated by ACF have, we know, made a world of difference. We now know how important it is that this difference is dramatised and celebrated.

Through this research we have learned that many employees are unsure why workplace giving is offered, the motives and expectations of their employer in offering the program, and the difference it makes in the community.

The overwhelming feedback from employees is that it's time to put greater empathy into workplace giving and to integrate it more fully into the culture of the organisation.

While some employees are happy with the current 'set and forget' nature of their workplace giving programs and happy to keep their participation low profile, many others would like the collective impact of workplace giving to be a cause for

celebration, a greater source of organisational pride, and an activity around which they can build positive relationships with their colleagues at work and where relevant, with their communities.

There is an opportunity for employers to create a clearer vision and sense of purpose for workplace giving, to make it an holistic part of their culture, and to let employees know and celebrate the difference their collective donations make to the charities and communities they support.

The opportunity is to make workplace giving front-of-mind for employees, to remind non-donors of the reasons for and benefits of getting involved, and to reassure donors of the difference their donations are making.

We now know how important it is for charities to acknowledge the difference workplace giving donations make – to donors, to employers, and to ACF as a workplace giving provider whose goal is to help grow participation.

As a not-for-profit organisation we are only too well aware of the challenge of limited resources. Again, we acknowledge and thank those who have so generously made this research study possible. The first of its kind in Australia, this study has given us insights to help employers and charity partners take workplace giving to the next level.

Why is it so important to take workplace giving to the next level? Because for the first time, we have evidence that even before employer matching is taken into account, workplace giving is significantly increasing total donations to charities.

**For further information about this report, or to set up a workplace giving program please visit [www.australiancharitiesfund.org.au](http://www.australiancharitiesfund.org.au) or contact Ted Kerr, The Australian Charities Fund Ph (02) 9024 8630.**





*“You feel much better about your job when your organisation enables you to do something worthwhile in the community. There’s a sense of pride being involved.”*

# Participating organisations

The following organisations provided input into this project, either through participation in individual interviews, completing the online survey or attendance at a workshop.

## Employers

Accenture  
AMP  
ANZ  
ASIC  
Bain & Company  
Collins Foods Group  
Dun & Bradstreet Australasia  
Deutsche Bank  
Diageo  
Goldman Sachs JBWere  
IAG  
The Institute of Chartered Accountants in Australia  
Integral Energy  
JB Hi-Fi Group Pty Ltd  
Macquarie Group  
Mallesons Stephen Jaques  
Microsoft  
Optus  
Pacific Equity Partners  
PepsiCo  
PricewaterhouseCoopers  
SEEK  
Transurban Group  
Veda Advantage

## Non-Profits

Amnesty International  
Assistance Dogs  
Australian Conservation Foundation  
Australian Red Cross  
Australian Wildlife Conservancy  
Berry Street  
beyondblue  
Big Brothers Big Sisters of Australia  
Boystown  
Breast Cancer Network  
Bush Heritage Australia  
Camp Quality  
Cancer Council Australia  
Childrens' Cancer Institute Australia  
Conservation Volunteers Australia  
Cure Cancer  
Diabetes Australia - Victoria  
Greening Australia  
Guide Dogs Australia  
Juvenile Diabetes Research Foundation  
Lifeline  
Mission Australia  
National Breast Cancer Foundation  
Opportunity International  
Oxfam Australia  
OzGreen  
Peter MacCallum Cancer Centre  
Redkite  
RSPCA  
Sane Australia  
Schizophrenia Research Institute  
Save the Children Australia  
SecondBite  
Starlight Children's Foundation

Sydney Children's Hospital Foundation  
The Benevolent Society  
The Garvan Research Foundation  
The Jean Hailes Foundation  
The Salvation Army  
The Smith Family  
The Reach Foundation  
Urban Seed  
Very Special Kids  
Westmead Medical Research Foundation  
World Vision  
WWF-Australia  
Youth Off the Streets

*This report would not have been possible without the support of Kevin Bathman for design and layout, Catherine Armitage for guidance in writing and structuring the report, and for Green and Gold Printing, for printing support.*

The logo for Green and Gold Printing, featuring the words "green and gold" in a stylized, cursive script font.

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**The Australian Charities Fund** is an Australian founded and led not-for-profit organisation whose mission is to partner with employers and community organisations to enable ongoing community impact through engaged employee giving. Its vision is to facilitate unprecedented levels of giving through the workplace.



## *Thanks to our partners*

**ANZ** is among the top four banks in Australia and has a history dating back over 170 years. ANZ is committed to making a difference in the communities in which it operates and actively encourages staff to give back to the community via programs such as volunteering and matched payroll giving.



**Bain & Company** is a global business consulting firm with offices in all major cities. We help management make the big decisions: on strategy, operations, mergers & acquisitions, technology and organization. Serving the community is a rich tradition within Bain. We work hard to use our cutting-edge for-profit skills and capabilities to improve the non-profit sector.

**BAIN & COMPANY**

**The Centre for Social Impact**, a partnership between business schools of the University of New South Wales, the University of Melbourne, Swinburne University of Technology and the University of Western Australia, brings together Australia's not-for-profit, philanthropic, business and government sectors in a collaborative effort to help build passionate, high performing and sustainable social ventures.



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**Mallesons Stephen Jaques** is a leading Australian law firm which is proud of its ongoing contribution to the community through the firm wide Mallesons in the Community strategy. Providing pro bono legal advice, workplace giving and volunteers to its charity partners, Mallesons in the Community makes a difference in the communities in which it works.

MALLESONS STEPHEN JAQUES

**Buyology Lab** delivers forward-thinking research and pragmatic strategic advice helping business connect insights with action to bridge the gap between what is and what could be. With a focus on the trends and changes shaping business and society, principal Carolyn Reid has a passion and empathy for social research.

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