

2016

# YOUNG AUSTRALIANS

## Motivations For Workplace Giving



## Acknowledgements

Written by Connor Taylor, Evelyn Liu, Fiona Siu, Henry Wells and Tiago B. Schmidt, Faculty of Law and Faculty of Business, UNSW.

Supervised by Angela Kwan, Kylie Marks and Jessica Roth. Dr David Graham served as an expert adviser in relation to research methodology and survey design.

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For any question about this paper, please contact [enquiries@socialimpacthub.org](mailto:enquiries@socialimpacthub.org)

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# Contents

<b>Forewords</b>	<b>2</b>
<b>Executive Summary</b>	<b>4</b>
 <b>1 Introduction</b>	<b>5</b>
1.1 Young Australians	6
1.2 Why the Young Australian target market is important to Workplace Giving	6
 <b>2 Aims</b>	<b>7</b>
2.1 Purpose of study	8
2.2 Breakdown of research aims	8
2.3 Timeline	8
 <b>3 Literature Review</b>	<b>9</b>
3.1 Giving habits of young employees	10
3.2 Motivations to give	10
3.3 Communication methods	10
3.4 Identification of gaps	11
 <b>4 Methodology</b>	<b>13</b>
4.1 Quantitative research: Survey	14
4.2 Qualitative research: Interview	16
 <b>5 Research Findings and Analysis</b>	<b>17</b>
5.1 Awareness of WGP	18
5.2 Engagement with WGP	19
5.3 Motivations for Young Australians	21
5.4 General motivations	24
5.5 Combined analysis	25
 <b>6 Limitations</b>	<b>27</b>
 <b>7 Recommendations and Conclusion</b>	<b>29</b>
 <b>8 Appendix</b>	<b>33</b>
8.1 Appendix 1 – Flowchart of Survey Construction	34
8.2 Appendix 2 – Qualitative Analysis: Open Coding	35
8.3 Appendix 3 – Qualitative Analysis: Axial & Selective Coding	35
8.4 Appendix 4 – Qualitative Analysis: Word Frequency Cloud	36



## Foreword by Jenny Geddes

In 2013 The Australian Charities Fund (ACF) launched a major piece of research to effectively support the business case of Workplace Giving. Titled *Engagement: Recognising the value of Workplace Giving* the research demonstrated clear evidence that people involved in Workplace Giving are more engaged and motivated towards their employer.

In 2015 ACF has built on this research, and in conjunction with sponsoring organisation SEEK Limited and research partner Social Impact Hub, sought to identify the giving habits of Young Australians, to examine their current level of engagement with Workplace Giving Programs (WGPs) and to determine the motivators that could increase their participation in Workplace Giving.

Titled *Young Australians; Motivations For Workplace Giving*, the report indicates young Australians want to work for ethical companies and those organisations that will have a positive impact on the world. This group of emerging employees is not only redefining employment in Australia, but also globally, as they will comprise the majority of the workforce by 2030.

We are delighted that the research found that young Australians are motivated by a genuine desire to make a difference and to assist causes and charities that resonate on a personal level. They were also generally receptive to contributing through a WGP, appreciating the convenience and tax advantages of these programs.

We call on the business leaders of Australia to embrace a culture of giving in the organisations they lead and in doing so capture those young Australians with the brightest minds and genuine ambition to make society better for all.

A handwritten signature in black ink, reading 'Jenny Geddes'.

Jenny Geddes  
Chief Executive Officer  
The Australian Charities Fund





Jessica Roth



Angela Kwan

## Foreword by Jessica Roth and Angela Kwan

The Social Impact Hub brings university students together with industry, not-for-profits, social enterprises and foundations to develop and conduct applied projects in fields of social impact under the supervision of industry experts. This program aims to foster the next generation of social change agents while providing not-for-profits and social enterprises with access to high quality, industry-standard consulting, policy, research, advocacy and advisory services.

We are delighted to have worked with the ACF on this important project to research young Australians and their motivations for Workplace Giving. The study builds on previous work that the Social Impact Hub has completed that reviewed the current status of Workplace Giving in Australia and identified innovative initiatives in other jurisdictions. This resulted in a series of practical recommendations on how to increase and sustain participation in Workplace Giving in Australia and additional strategies to help ACF achieve its goal of one million Australians donating through pre-tax payroll giving by 2020.

This report has been written by students from the University of New South Wales Law School and Business School, as part of an academic course at the Social Impact Hub. Congratulations to all the students who worked on this project. We thank ACF for embracing this innovative model to complete this research, enabling a report about young people to be insightfully written from the perspective of young people.

We hope this study results in more employers offering Workplace Giving Programs and more young Australians participating. Not only will this create a more engaged workforce, society will reap the benefits of increased giving to charitable causes.

Jessica Roth  
Founder & Director  
Social Impact Hub

Angela Kwan  
Fellow  
Social Impact Hub

# Executive Summary

The purpose of this report is threefold; to identify the giving habits of Young Australians (defined as those between the ages of 15 and 35), to examine their current level of engagement with Workplace Giving Programs (WGP) and to determine the motivators that could increase their participation in Workplace Giving. The report differentiates between two groups of Young Australians, those aged 15-24 ('younger') and those aged 25-35 ('older').

Primary research was conducted in the form of a limited quantitative survey and qualitative interviews to determine:

- 1) Young Australians' level of awareness of WGP.
- 2) Young Australians' level of participation and engagement with WGP.
- 3) How to motivate Young Australians to participate in WGP.

The research found that Young Australians are motivated by a genuine desire to make a difference and to assist causes and charities that resonate on a personal level. They were also generally receptive to contributing through a WGP, appreciating the convenience and tax advantages of these programs. Awareness of WGP was high with those surveyed, however, 15.4% of respondents indicated that they were unaware whether their workplace offered a WGP. The main motivations for Young Australians to engage in charitable giving generally and Workplace Giving specifically could be categorised under four broad themes:

- Emotional connection – being able to choose from charities/causes that align with personal preferences.
- Trust – giving to charitable partners that are seen as reliable, trustworthy and financially transparent.
- Visibility – being able to see the impact that their donations are achieving.
- Financial concerns – giving being influenced by issues such as level of income, donation matching and tax effectiveness.

These key findings can be translated into some general recommendations for employers on how to increase participation of Young Australians in WGP. These include:

- Employers should ensure WGP are well publicised to make sure no potential participants are lost for lack of awareness.
- Charity partners should cover a broad spectrum of social issues to ensure individuals' preferred causes and organisations are included. Employees should also be included in the process of selecting charities to create a sense of ownership over the WGP.
- Charity partners should include reputable and trustworthy organisations and regular reporting mechanisms should be in place so that participants can be confident that their donations are being productively spent.
- Employers should establish strong communication channels with charity partners so that participants can see the impact of their donations and feel a sense of ownership over the projects and activities.
- Employers should consider matching donations to incentivise participation.
- Employers should create incentives through team-based competitions or awards.



# 01

## Introduction

Workplace Giving encompasses contributions of money,<sup>1</sup> volunteering time, skills and in-kind support given by employees and their employers to charities and social causes<sup>2</sup>. It is important to consider the giving habits of Young Australians as this group will make up the future leaders of and participants in Workplace Giving. This study limits Workplace Giving to payroll giving and corporate volunteering programs.

Young Australians are more likely to volunteer their time rather than participate in payroll giving programs<sup>3</sup>. Hence, this report will have a greater focus on how to motivate Young Australians to maintain or increase their engagement with payroll giving programs.

## 1.1 Young Australians

Young Australians are defined as the group of people born between 1980 and 2000. This definition is based on a variety of sources, including publications by not-for-profit organisations, leading market researchers, government agencies and academics<sup>4</sup>. This broad scope creates an all-encompassing definition and description of the target group.

However, as is the case with studies that cover a large age range, behavioural traits are expected to be heterogeneous. In order to avoid making generalisations and for the purpose of analysis, many reports have broken down this target group into 15-24 year olds and 25-35 year olds. The younger subgroup are more likely to be students or recent graduates of tertiary or vocational studies and may be living at home, whereas the older subgroup have more established careers and are often just beginning to start families; as such each group is likely to have differing economic resources and responsibilities.

## 1.2 Why the Young Australian target market is important to Workplace Giving

Young Australians are a key target group because they make up the future leaders and participants in Workplace Giving. Young people are the most socially aware and electronically connected generation. Research suggests Young Australians want to work for ethical companies, and almost half (42%) want to work for an organisation that will have a positive impact on the world<sup>5</sup>. This group of emerging employees is not only redefining employment in Australia, but also globally, as they will comprise the majority (75%) of the workforce by 2030<sup>6</sup>.

1. This can include payroll giving, employers matching employee donations, workplace fundraising and employer grants.
2. Australian Charities Fund, 'Engagement: Recognising the Value of Workplace Giving' (Report, Centre For Social Impact, 2013).
3. Nathalie Nahai, 'Generation Y & Their Charity Giving Habits' (Report, Give as you Live, 2014), 10.
4. Johnson Controls, 'Generation Y and the Workplace Annual Report 2010' (Report, Global Workplace Innovation, 2010), 7; Ruth Bolton, 'Understanding Generation Y and Their Use Of Social Media: A Review And Research Agenda' (2013) 24(3) Journal of Service Management 245, 252; US Chamber of Commerce Foundation, 'The Millennial Generation Research Review' (Report, US Chamber of Commerce Foundation, 2012), 1.
5. Richard Feloni, Boston Consulting Guru Explains How To Prepare For The Workforce Crisis That Is Coming In 2030 (24 January 2015), Business Insider Australia, 2015 <<http://www.businessinsider.com.au/rainer-strack-ted-talk-workforce-crisis-2030-2015-1#strack-forecasts-supply-anddemand-for-his-native-germany-based-on-what-it-would-take-to-maintain-the-current-gdp-and-productivity-growth-theres-a-gap-of-8-millionpeople-1>>.
6. Lincoln Benbow, How To Welcome Gen Y To Your Workplace (30 January 2015) Halcyon Knights, 2015 <<http://halcyonknights.com.au/welcome-gen-y-to-your-workplace/>>.

02

## Aims





## 2.1 Purpose of study

This research study seeks to extend upon earlier empirical research conducted by the ACF on Australian Workplace Giving trends including the 2013 report, 'Engagement: Recognising the Value of Workplace Giving'<sup>7</sup>, and the report prepared by the Social Impact Hub, 'Reviewing and Revitalising Workplace Giving'<sup>8</sup>. While the previous reports surveyed general opinions of Workplace Giving as well as a holistic review of the system, this research aims to focus on a subset of existing and potential Workplace Giving participants, the motivations of Young Australians.

Despite the importance of engaging Young Australians in Workplace Giving, staff participation and organisational engagement with such programs has plateaued over time for this demographic. More than 90% of employers face challenges engaging younger employees to participate in existing WGP<sup>9</sup>. 80% of employers agree that their current employee giving models need to be revamped to attract more participation from this demographic<sup>10</sup>. Considering the growing macro-trends of technology and social media, a new and more impactful approach is required to engage younger workers in this initiative<sup>11</sup>.

## 2.2 Breakdown of research aims

The aim of this project is to understand what motivates Young Australians to become Workplace Giving donors, and ascertains what, if any, are the barriers to donating.

Through primary research, this project aims to elucidate the following characteristics of Young Australians:

- Their level of awareness in relation to payroll giving
- Their current level of participation and engagement with payroll giving.
  - What are the giving habits of current donors?
  - What organisations/causes attract the most donations?
- How to motivate Young Australians to participate in WGP<sup>s</sup>

Firstly, the study aims to uncover Young Australians' familiarity with payroll giving. A key barrier to payroll giving that was identified in a previous ACF survey was lack of awareness of WGP<sup>s</sup>: the survey showed that 27% of respondents that were not participating in payroll giving were unaware that their organisation offered such an initiative<sup>12</sup>. This research intends to determine whether this trend is also true of Young Australians. If so, increasing awareness of existing programs would be an effective strategy to boost engagement.

Secondly, this study aims to determine Young Australians' general giving habits and preferences. Understanding the present giving behaviour of this group will help determine the most effective incentives to increase and sustain giving behaviour.

Finally, this project hopes to explore the motivations that influence Young Australians to donate a percentage of their income via payroll giving programs. Identifying the key motivators will assist in developing an effective strategy to engage Young Australians.

## 2.3 Timeline

The project was conducted over a 14 week period. Survey responses were collected over a five week period and interviews were conducted over a three week period.

7. Australian Charities Fund, 'Engagement: Recognising the Value of Workplace Giving'.

8. Rose Khattar, Jillian Kornie, Hilary Qin and Jeffrey Yuan, 'Reviewing and Revitalizing Workplace Giving' (Report, Social Impact Hub, 2015).

9. Pro Bono Australia, Emerging Trends in Workplace Giving (13 November 2013) Pro Bono Australia, 2015 <<http://www.probonoaustralia.com.au/news/2013/11/emerging-trends-workplace-giving#>>.

10. Pro Bono Australia, Emerging Trends in Workplace Giving.

11. Achieve, 'The 2013 Millennial Impact Report: Connect, Involve, Give (Report, The Case Foundation, 2014).

12. Australian Charities Fund, 'Engagement: Recognising the Value of Workplace Giving', 8.



## 03

# Literature Review

The majority of the literature review focuses on information found in the Millennial Impact Report<sup>13</sup>. The Millennial Impact Report is an extensive study prepared by Achieve on the millennial generation in the United States (born between 1980 and 2000) and their involvement with charitable causes. Their findings are summarised on the following pages and informed the development of the research methodology and provided the framework for analysis of the results in this report.

### 3.1 Giving habits of young employees

The Millennial Impact Report found that 84% of young employees donated to a charitable cause in 2014<sup>14</sup> and 38% had, at some point in their career, donated to a company WGP<sup>15</sup>. 79% of young employees who did not engage in WGP's still donated to a cause outside of work<sup>16</sup>. Interestingly, a higher percentage of low-level employees had participated in WGP's when compared to manager-level employees<sup>17</sup>. However, manager-level employees donated higher dollar amounts. 30% of manager-level employees donated \$500 or more compared with 15% of low-level employees in 2014<sup>18</sup>. 62% of millennials would agree to give up a certain amount of their salary to work for a responsible company<sup>19</sup>. This finding also suggests that employees' income level may play a large role in the differences in giving habits between low-level and manager-level employees.

Comparing the Millennial Impact Report findings to Australia, the Australian Productivity Commission identifies that 'corporate volunteering is in part a response by business to demands by their younger skilled workers to engage with the community on issues that matter to them<sup>20</sup>.' 73% of young employees surveyed volunteered for a non-profit in 2012<sup>21</sup>. The majority of young employees volunteer between 1-10 hours a year<sup>22</sup>. Young employees are more likely to want to volunteer their time than participate in other forms of giving. Web psychologist Nathalie Nahai explains that this is because they become emotionally invested in the cause itself, and not just the organisation behind it<sup>23</sup>.

### 3.2 Motivations to give

The Millennial Impact Report found that young employees donate to causes they are passionate about and have a personal connection with. Therefore it is important for companies to align the causes they support with causes popular amongst their employees to increase staff engagement with their WGP. Beyond personal values, young employees are also heavily influenced by their peers. Direct co-workers were identified as the most influential factor driving individuals to engage in work related giving or volunteering<sup>24</sup>. Young employees are typically more likely to give if asked by their peers on a face-to-face level<sup>25</sup>. 65% were more likely to volunteer if their colleagues also participated<sup>26</sup>.

There are also variances between short-term and long-term motivations. Young employees respond positively to incentives and competitions. Cultivating a sense of competition around a WGP or volunteering project will generally increase engagement. Tangible incentives including name recognition, prizes and additional time off encourage participation<sup>27</sup>. While this promotes short-term involvement, long-term involvement requires companies to show employees the impact that their donation is making on a person's life or how the donation has benefitted a community<sup>28</sup>. This could be done by engaging young people through social media instead of the traditional communications channels, including advertising<sup>29</sup>. Another way to encourage donations is for companies to match the donations of their staff. 69% of young employees stated that they would be more likely to engage in WGP's if their employer matched their donation<sup>30</sup>.

Dynamic communication methods can also influence young employee giving habits. WGP's and volunteering projects that are marketed using multi-channel campaigns were more likely to attract young employees. In particular, the integration of social media marketing into such campaigns increased the level of engagement experienced<sup>31</sup>.

### 3.3 Communication methods

Social media has gained widespread adoption by young adults. Young Australians regularly consume information through content on social media<sup>32</sup>. Videos, articles, success stories, blog posts, memes, and newsletters are all examples of material likely to be shared through social media networks<sup>33</sup>. As of the third quarter of 2015, Facebook had globally registered over 1.55 billion monthly active users, with 1.01 billion daily active users on average for September 2015<sup>34</sup>.

Online content and social media is an important tool as a means of packaging and communicating messages





and promoting action, such as engagement with WGPs. For example, in terms of presentation of information, YouTube is extremely popular amongst younger people and users posted thirty-five hours of content every minute to the popular video-sharing platform<sup>35</sup>. In terms of effective content dissemination, videos should be edited into shorter, emotionally impactful clips by limiting the video to 3-6 minutes as the attention span of individuals is highest during this timeframe<sup>36</sup>.

Using a social media platform like Youtube is an effective way to engage the target demographic, while reaching a broad and diverse viewership. For example, interviews can be conducted in collaboration with a relevant Youtube personality that already has an established subscriber-base. The upload will generate viewer comments and discussions on the topic in the sidebar.

### 3.4 Identification of gaps

There are a few publications, such as the 2015 Millennial Impact Report, that address young employees' Workplace Giving habits and motivations for giving. However, there are no substantial reports on the giving trends of Young Australians specifically. Therefore, the largest research gaps are the giving habits, motivations and barriers to giving for Young Australians. As such, the survey conducted and this report provides specific insight into the habits of Young Australians that can be compared to the attitudes of the Young Americans surveyed as part of the 2015 Millennial Impact Report.

13. Achieve, The 2013 Millennial Impact Report: Connect, Involve, Give.
14. Achieve, 'Cause, Influence & The Next Generation Workforce: The 2015 Millennial Impact Report' (Report, The Case Foundation, 2015), 19.
15. Achieve, The 2015 Millennial Impact Report, 21.
16. Achieve, The 2015 Millennial Impact Report, 7.
17. Achieve, The 2015 Millennial Impact Report, 23.
18. Achieve, The 2015 Millennial Impact Report, 23.
19. Pro Bono Australia, Millennials Love CSR (7 October 2015) Pro Bono Australia, 2015 <<http://www.probonoaustralia.com.au/news/2015/10/millennials-love-csr#>>.
20. Productivity Commission, 'Contribution of the Not-for-profit Sector' (Research Report, Australian Government, 2010), 258.
21. Nahai, 'Generation Y & Their Charity Giving Habits', 10.
22. Achieve, The 2015 Millennial Impact Report, 6.
23. Nahai, 'Generation Y & Their Charity Giving Habits', 10.
24. Achieve, The 2015 Millennial Impact Report, 6.
25. Achieve, The 2015 Millennial Impact Report, 7.
26. Achieve, The 2015 Millennial Impact Report, 12.
27. Achieve, The 2015 Millennial Impact Report, 6.
28. Achieve, The 2013 Millennial Impact Report: Connect, Involve, Give.
29. Pro Bono Australia, Millennials Love CSR (7 October 2015) Pro Bono Australia, 2015 <<http://www.probonoaustralia.com.au/news/2015/10/millennials-love-csr#>>.
30. Achieve, The 2015 Millennial Impact Report, 9.
31. Khattar, Kornie, Qin and Yuan, 'Reviewing and Revitalizing Workplace Giving'.
32. Achieve, The 2013 Millennial Impact Report: Connect, Involve, Give.
33. Achieve, The 2013 Millennial Impact Report: Connect, Involve, Give.
34. Facebook, Company Info [http://newsroom.fb.com/company-info/Aden Hepburn](http://newsroom.fb.com/company-info/Aden-Hepburn), Facebook Statistics, Stats & Facts for 2011 (18 January 2011) Digital Buzz, 2011 <<http://www.digitalbuzzblog.com/facebookstatistics-stats-facts-2011>>.
35. Andreas M. Kaplan and Michael Haenlein, 'Users of the World, Unite! The Challenges and Opportunities of Social Media', (2010) 53 Business Horizons 59.
36. Philip J. Guo, Juho Kim and Rob Rubin, 'How Video Production Affects Student Engagement: An Empirical Study of MOOC Videos' (Report, ACM, 2014) <[http://pgbovine.net/publications/edX-MOOC-video-production-and-engagement\\_LAS-2014.pdf](http://pgbovine.net/publications/edX-MOOC-video-production-and-engagement_LAS-2014.pdf)>.





## 04

# Methodology

The effectiveness and cost of various empirical data collection and research methods were analysed to determine the best methodology for conducting empirical research into the Workplace Giving motivations of Young Australians. The three main methodologies considered were qualitative research, quantitative research and combined qualitative and quantitative research.

A combination of qualitative and quantitative research tools was decided as the most thorough and effective mechanism to determine the factors that motivate Young Australians to engage in payroll giving. Whilst potentially more resource intensive, this method was chosen to maximise the reliability of the data and its accuracy.

The reliability of results depends to an extent on the sample size of the study. In order to maximise reach, ACF's employer connections were leveraged as well as the personal, professional and social networks of the project team.

## 4.1 Quantitative Research: Survey

The 'Young Australian Workplace Giving 2015' survey was modeled on ACF's 'Workplace Giving in Australia 2011 Employee Survey'. Its purpose was to obtain a broad understanding of the current donating and volunteering habits of Young Australians and to gather data on the motivations that drive this segment to engage in Workplace Giving. Qualitative research in the form of interviews was undertaken to gain a more in-depth understanding of the motivations found in the survey. The survey collected both numerical and categorical data, like preferred charities, causes and motivations as well as donation amounts.

While the questions in the 2015 survey were similar to those in the 2011 survey, the response options were updated to remain relevant. For example, the 'list of causes' Young Australians may have donated to was updated to include new events such as the Nepal Earthquake and the MH370 Malaysian flight recovery. The 'motivation' options were also adjusted to reflect potential Young Australian influences.

Google Forms was used to host the survey online as it is more accessible for corporations that have strict firewall settings. It also allowed the questions to be tailored depending on the respondent's employment status and access to a WGP (see Appendix 4 for the survey construction).

The survey was distributed to the Young Australian employees ('younger' and 'older') and customers of ACF's partner organisations and the personal, student and professional networks of the project team. Senior management from partner organisations were engaged to ensure the survey was widely distributed.

Over 170 participants completed the ten minute survey. Questions were structured in a variety of ways to hold the respondent's interest and allow a diverse range of data to be sourced. The Likert scale was used to quantify the value that respondents placed on various factors/motivators. The survey was split up into sections covering socio-demographic attributes, Young Australians' awareness of Workplace Giving, Young Australians' Workplace Giving habits, and what could motivate Young Australians to engage in giving or give more.

# Engaging Young Australians in Workplace Giving 2015 Survey

NOTE: This survey is for individuals born between 1980-2000 only.

Workplace Giving in Australia is a joint research study conducted by the Social Impact Hub, the Australian Charities Fund and SEEK that hopes to understand what motivates Young Australians to participate in Workplace Giving Programs, and barriers to participation.

By completing this 10 minute survey, you will help us to better understand how to better engage Young Australians in Workplace Giving programs.

You can be assured that all data collected through this survey will be kept strictly confidential and will be used for research purposes only. Data will be de-identified and aggregated, and individual responses will not be seen.

## Giving behaviours outside the workplace

The following questions ask about your charitable giving outside your workplace. This includes the giving of money and time (volunteering).

### Outside of your workplace, in the last 12 months have you made donation of the following disaster appeals?

- Please tick all that apply
- ☐ Earthquake in Nepal
  - ☐ Syrian Refugee Crisis
  - ☐ Cyclone in Vanuatu
  - ☐ Rural Flooding in NSW
  - ☐ MH370 Flight Recovery
  - ☐ None
  - ☐ Other:

### Outside of your workplace, in the last 12 months have you made donations of money or volunteered to any organisations supporting any of the following causes?

- Please tick all that apply
- ☐ Culture / arts / sports
  - ☐ Education / research (incl medical research, science and technology)
  - ☐ International activities (including International aid and development)
  - ☐ Health (including hospitals, rehabilitation, mental health)
  - ☐ Environment/animal protection (including wildlife conservation)

## 4.2 Qualitative Research: Interview

The purpose of the interviews was to gain an in-depth understanding of the trends found in the quantitative survey. The qualitative interviews were conducted one-on-one instead of relying on a focus-group. This method was chosen as it eliminates group bias, so participants were less likely to be influenced by others' opinions. This also allowed interviewers to engage in more considered discussions on topics that may be sensitive, for instance monetary giving or income level.

The project team created questions and facilitated ten interviews. The structure of the questions was based on questions from ACF's previous 'Workplace Giving in Australia Survey'<sup>37</sup> for continuity. Having a similar structure of questions meant the collation of data was easily comparable to the findings from ACF's previous research. The researchers who conducted the previous ACF report assisted with this task.

In-depth interviews involved 15-20 minutes of guided discussion about the participant's attitude towards and awareness of Workplace Giving and charitable giving generally. Participants were sourced from the project team's personal, professional and university networks as well as the employees of ACF's partner organisations.

All interviews were recorded and 'NVivo', a qualitative research software program, was used to code and store the texts (see Appendix 2 and Appendix 3). This approach is drawn from Strauss and Glaser's 'Grounded Theory' (1967) where the research process itself guides the researcher to examine all of the avenues toward understanding. It was during the preliminary round of open coding that two types of discourses emerged. The first described different kinds of charity that people donate to and the second discussed the motivations behind donating. Both were deemed important and as such, the data was re-analysed and some additional research added to support the validity of the findings and to generate axial and selective codes. At this stage, it was possible to create a word frequency cloud that provided a visual depiction of the main themes in the interviews (see Appendix 4). These qualitative findings were then compared with the quantitative results. The process of comparison revealed if there were convergent or divergent opinions on the same topic. Broad patterns and themes began to emerge in the data that formed the basis of the recommendations<sup>38</sup>.

37. ACF, "Workplace Giving in Australia" Survey Questions, see attached in Appendix.

38. Barney Glaser and Anselm Strauss, *The Discovery of Grounded Theory* (Aldine, 1967).



05

## Research Findings and Analysis

Results were collected on each of the three research aims. The following is a discussion of the findings in relation to each aim.

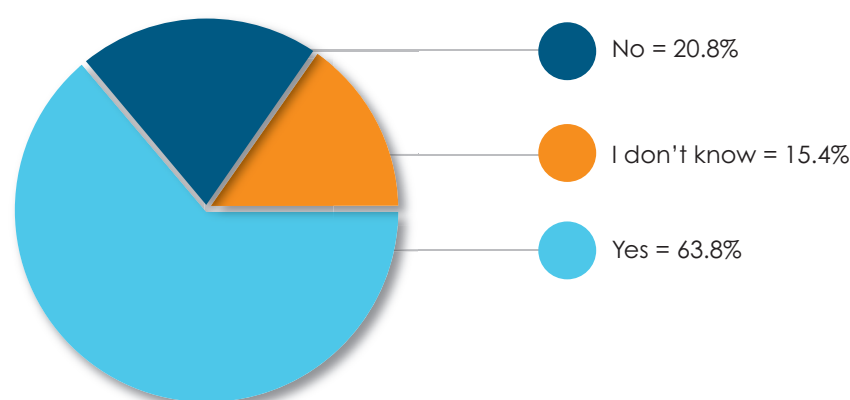


## 5.1 Research Findings and Analysis

63.8% of those surveyed had a WGP at their organisation. 66% of the older group had access to a WGP compared to 44% of the younger group. These results are likely not representative of the broader population as the survey was widely distributed through partner organisations who had established WGP.

Interestingly, 15.4% of all participants were unsure of whether their workplace had a WGP. This suggests that there are individuals with access to a WGP that are unaware of it. This hypothesis was confirmed in interview responses that they would donate if they knew about the WGP and their finances allowed them to donate.

### Does your workplace currently have a Workplace Giving Program?



Early awareness of WGP is crucial for Young Australians to commit their salary to them. This is because this segment has relatively lower income. Therefore, if they have already donated to causes outside of the workplace due to a lack of awareness of their own company's giving scheme or volunteering projects, they do not have the resources to also participate in those initiatives.

One interviewee had a WGP but was unaware of it as she joined through the company's volunteering program initially. However, as part of the company's induction process, employees are given the opportunity to take part in their WGP when they begin working. Communication of the WGP throughout this company has been low and it is not promoted well throughout the organisation. Despite having a dedicated link to the WGP on their website, most employees would not look at the company's webpage as it is more outward facing and directed at clients and customers.



There are compelling reasons why donating in the workplace is better (such as convenience, to help the company with its CSR recognition), but many young people do not understand the value of donating through the workplace.

Caroline, 22

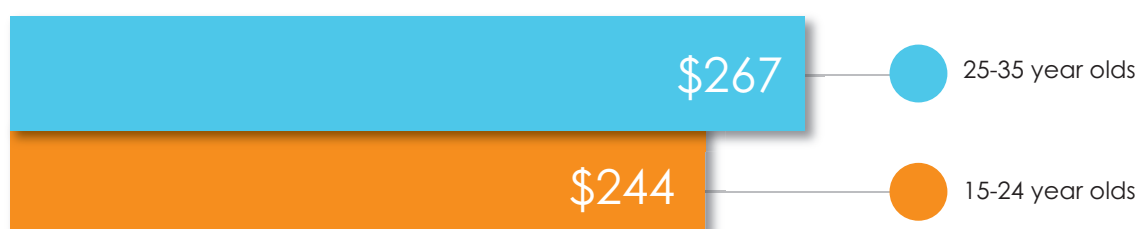


## 5.2 Engagement with WGP

Interestingly, despite the higher proportion of the older survey recipients that were aware of their workplace's WGP, the WGP participation of the younger group was substantially higher. 70% of the younger group participates in a WGP compared to 48% of the older group. Moreover, 39% of the older group stated that they had never participated in a WGP in the past.

On the other hand, the dollar amount donated by the older group to WGPs was higher. The average amount donated via their WGP by the older segment was \$267 per year compared to \$244 a year by the younger segment. This trend was also seen in one-off fundraising initiatives in the workplace. The average donation was \$67 per year from the older age group compared with \$44 per year by the younger group. This suggests that the amount donated is correlated to the level of income of the donor.

### \$ Donated per Year



Similarly, one of the most substantial barriers to giving was linked to income and affordability. This was echoed in the interview responses. As a result of relatively lower income, respondents from the 15-24 year old age group were more likely to donate on an ad-hoc basis. They typically donated low, one-off sums. For example, interviewees explained that the majority of their donations were made when they bought products, such as a pastry from a cake sale at work where all proceeds go to charity. The amount donated would then correspond with the price of the product. Comparatively, the younger age group is more likely to contribute by volunteering rather than donating money.

A variety of causes were popular with Young Australians. In the past 12 months, the most popular causes were health and social services related as well as international causes. Not-for-profits related to mental health, children focused, or elderly focused were very popular. Of the international causes, the popular causes were related to natural disasters. The most popularly supported natural disaster response initiative in the past 12 months was to the earthquakes in Nepal.

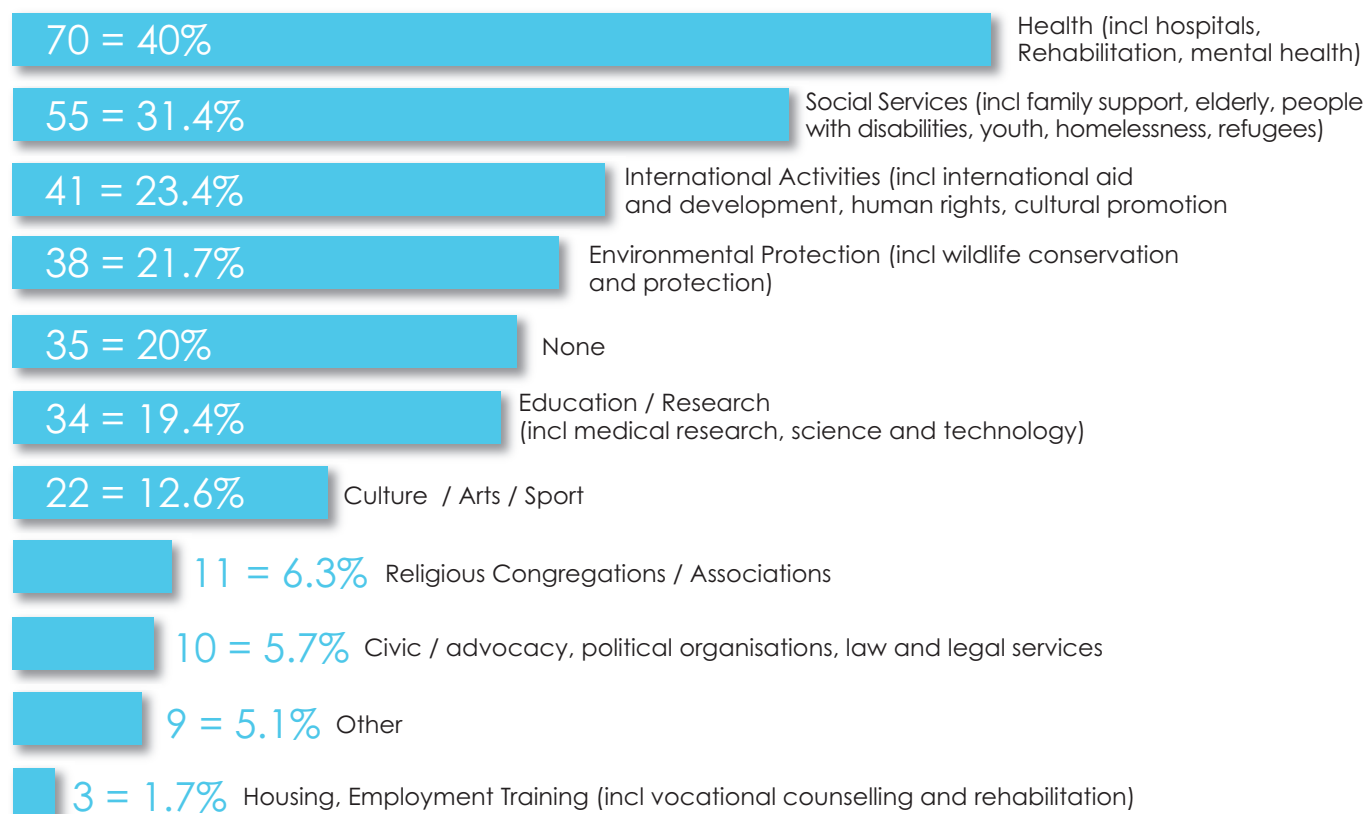


Emotional connection is important because my charitable giving is tied to my sense of identity.

Emma, 22



**Outside of your workplace, in the last 12 months have you made donations of money or volunteered to organisations supporting any of the following causes?**



Both groups stated in the interviews that they are more inclined to donate when the charities supported causes that had a personal connection to them or aligned with their values. Some respondents may have a family member or have friends who have benefited from certain charities.

Young Australians donated to charities or fundraising more often when they were linked to a social event or activity. This included marathons that raised money through entry fees or events like 'Movember' where individuals would raise money by registering online. This is consistent with the background research into this group of people, as they are more likely to give if asked by their peers.



Causes that have impacted on a family member or close friend add a personal connection or personal element that gives me the extra push to part with my money.

Alan, 22



## 5.3 Motivations for Young Australians

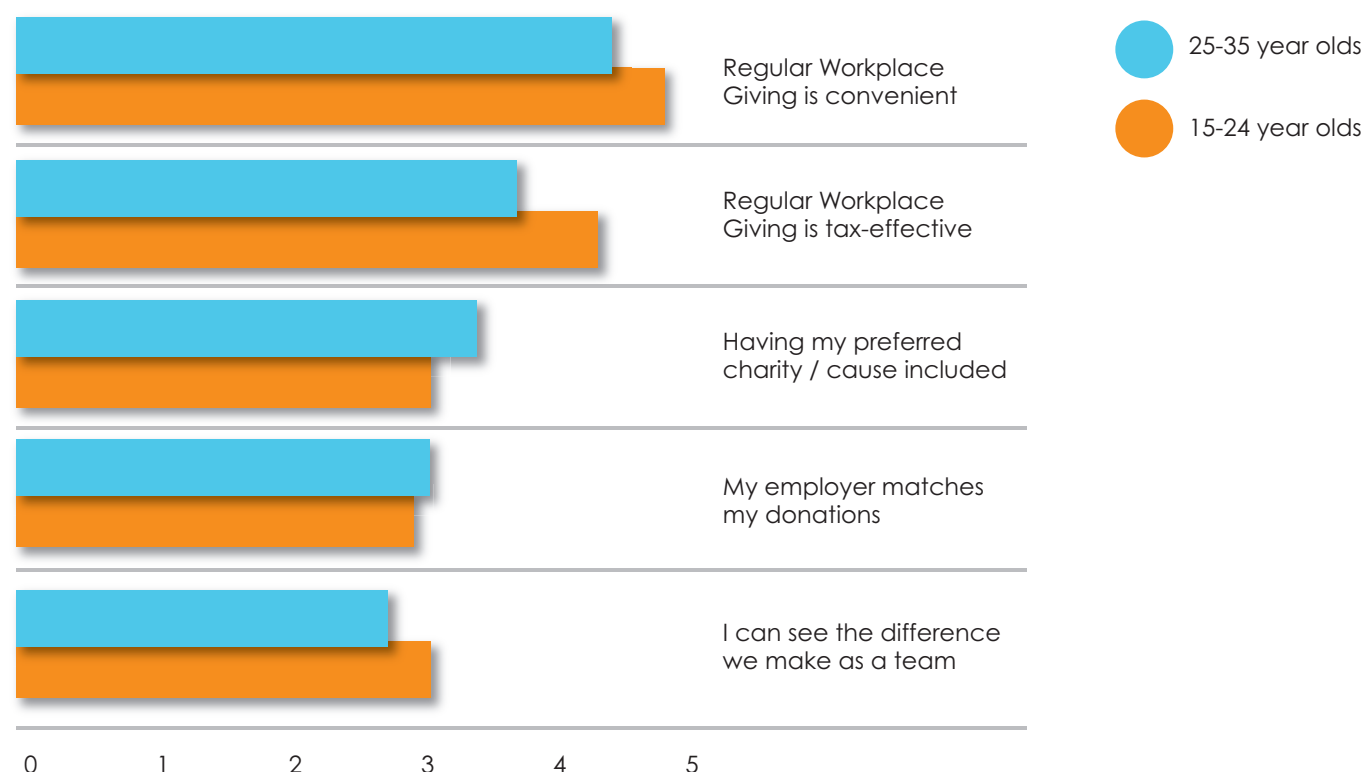
Survey respondents were asked to indicate the value they placed on various factors/motivators related to charitable giving generally and Workplace Giving specifically. A Likert scale was used which allowed respondents to rate various factors on a scale of 1-5. The survey was hosted online using Google Forms software which enabled the questions to be tailored depending on the respondent's current employment status and access to a WGP (for more information on survey construction, please see the flowchart at Appendix 4). The results were segmented into three groups:

- Current Workplace Giving participants.
- Non-Workplace Giving participants (those with access to a WGP who chose not to participate).
- No Access to Workplace Giving (those unemployed or without access to a WGP).

The data collected on motivations was also further segmented into two age groups (15-24 year olds) and (25-35 year olds) for the reasons outlined previously. However, it was found that the motivations were generally similar between the two groups and the sample size is probably not large enough to differentiate between the motivations of the two groups or make any definitive claims/statements.

### Current Workplace Giving participants

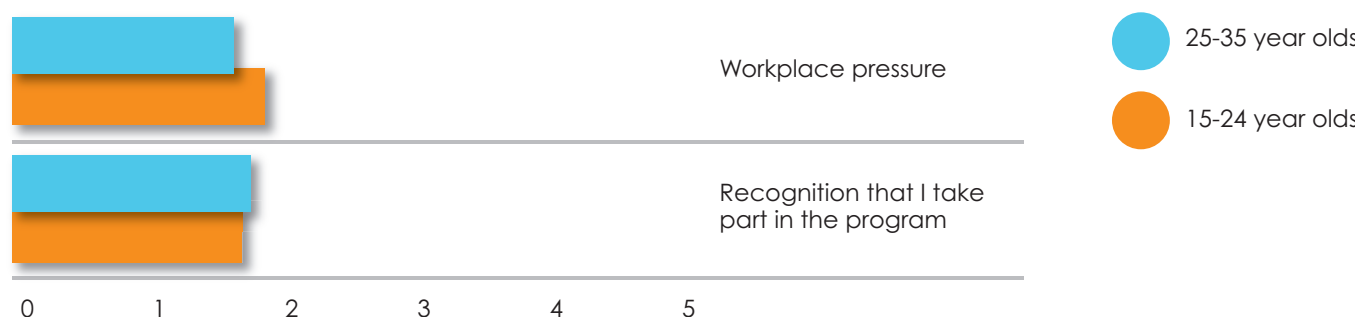
Existing Workplace Giving participants valued the convenience and tax-effective nature of donating through a WGP. The administrative burden associated with charitable giving evidently acts as a strong deterrent to prospective philanthropists. Participants also placed high value on: having their preferred charities and causes included in the program, donation matching to maximise the social impact of their charitable dollar and being able to see the difference their money was making through updates and feedback.



I like seeing the impact of my donations on the communities I donate to. Tom, 19



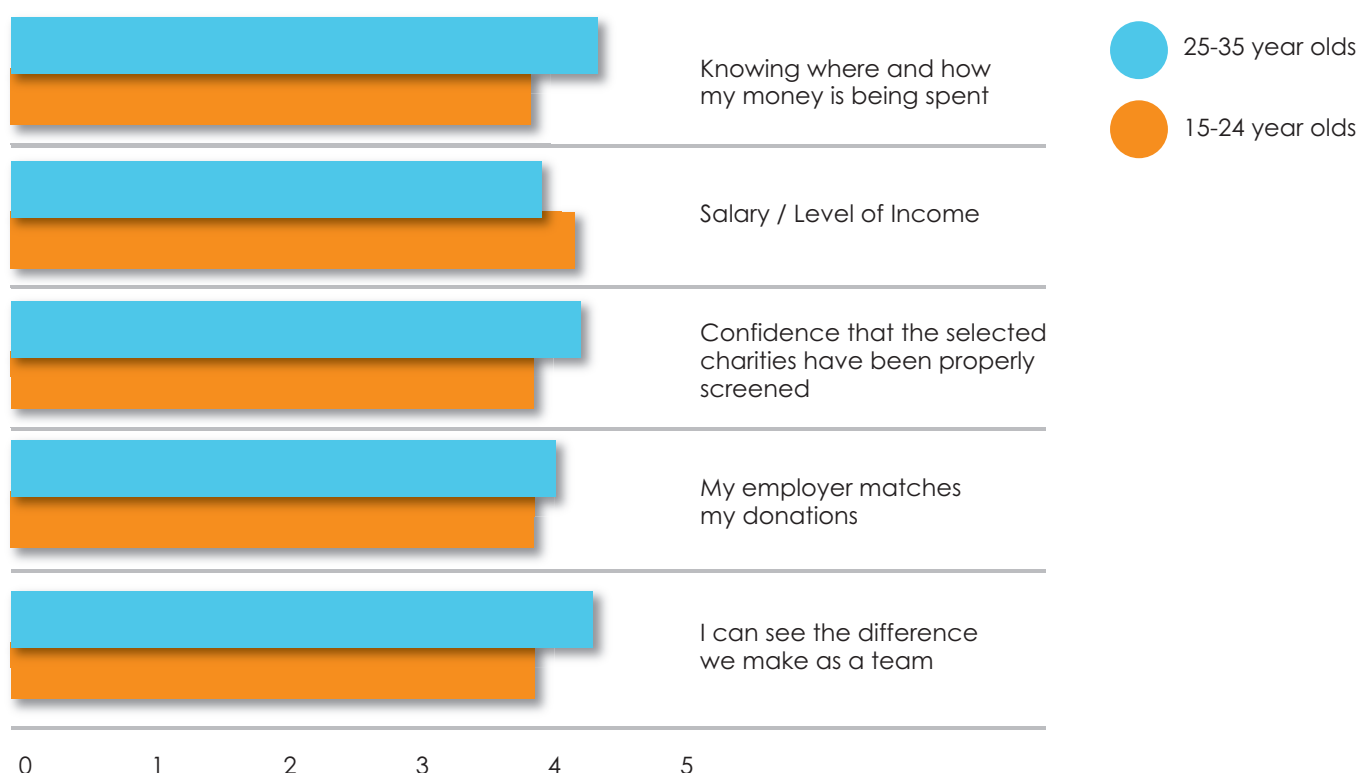
By way of comparison, the two least popular motivations were workplace/peer pressure and personal recognition for participation.



## Non-Workplace Giving participants

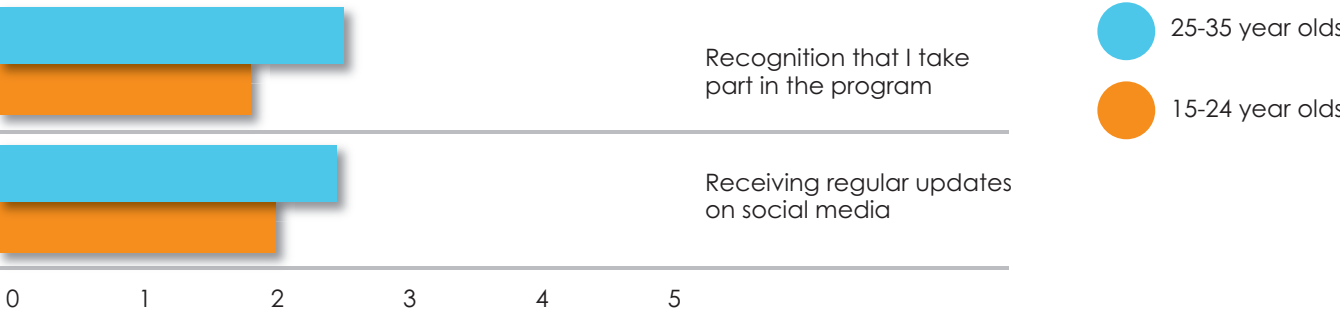
The second group surveyed was those who had access to a WGP but opted not to participate. They were queried about their decision; what they looked for in a successful WGP and what might motivate them to participate in the future. They placed high value on the transparency, financial accountability and reliability of charity partners, indicating that they would need to know how their money was being spent and that it was being spent by trustworthy organisations. Salary and income was also a big impediment to participation. Similar to the previous group, non-participants placed high value on donation matching and being able to see the impact their charitable donations were making.

“If my employer matched my donations, then I would definitely donate, and donate more.”  
Aly, 22



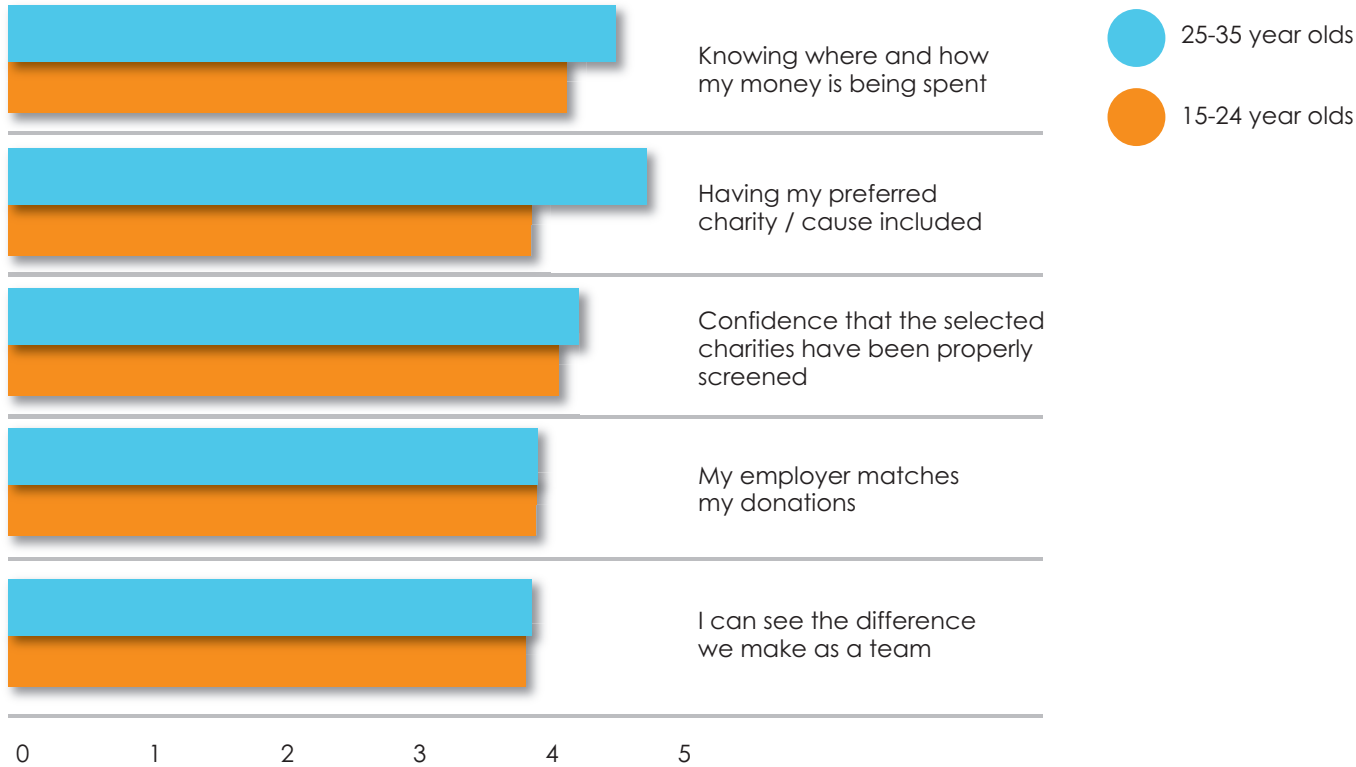


For this group, recognition of participation was also a lower priority as was receiving updates about the WGP on social media.



No Access to Workplace Giving

Those currently unemployed or without access to a WGP were asked similar questions to the non-participant group and, not surprisingly, their responses were broadly the same. They also valued trustworthiness and financial accountability, as well as having their preferred charities and causes included in the program. Again, donation matching and being able to see the difference their charitable dollar was making were strong motivators.



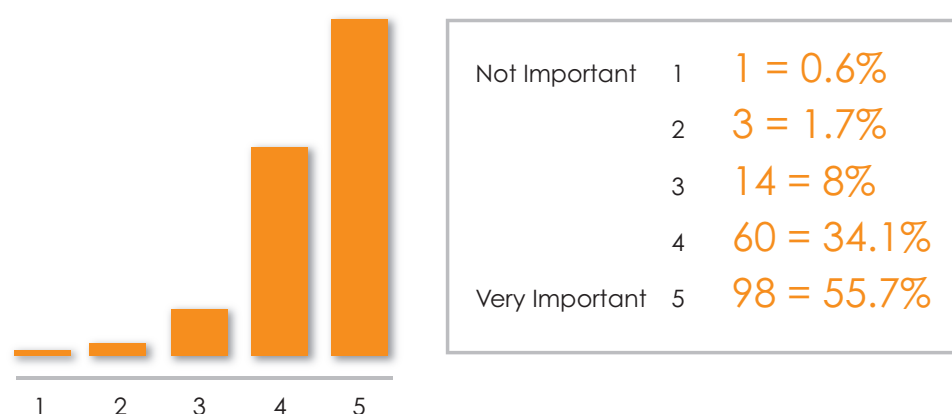
In alignment with the attitudes of the non-participant group, those without access to a WGP placed the least value on recognition for participation and receiving social media updates on their WGP.

## 5.4 General Motivations

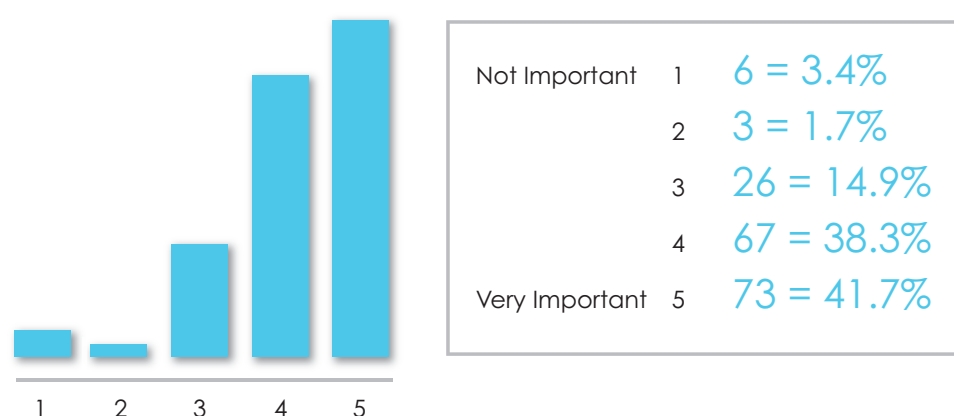
All respondents were also required to answer some questions about their general motivations for making charitable donations both inside and outside the workplace. The strongest generic motivators were:

1. "To help a charity/cause that is important to me."
2. "I want to make a difference."
3. "I feel an emotional connection with a charity or cause."

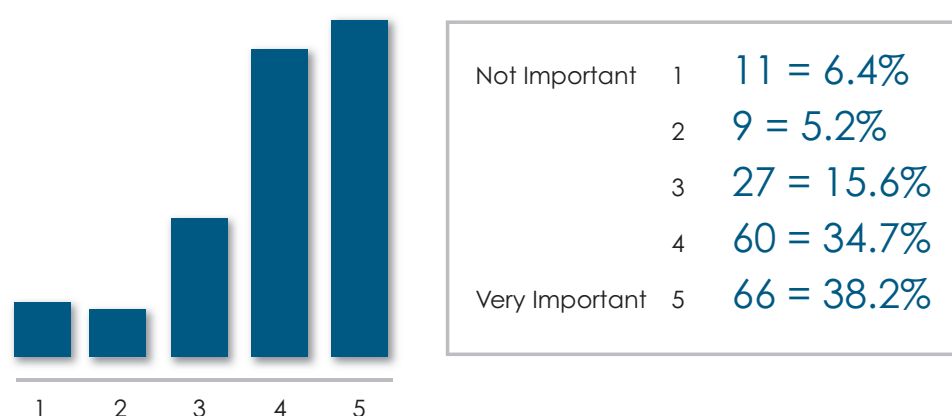
### To help a charity/cause that is important to me



### I want to make a difference



### I feel an emotional connection with a charity or cause



## 5.5 Combined Analysis

There was a great deal of consistency across all groups regarding their motivations to engage in charitable giving generally and Workplace Giving specifically. Four common themes/sub-categories were identified:

- Emotional connection – being able to choose from charities/causes that align with personal preferences.
  - 'Having my preferred charity/cause included.'
  - 'To help a charity I believe in.'
  - 'I feel an emotional connection with a charity or cause.'
- Trust – giving to charitable partners that are seen as reliable, trustworthy and financially transparent.
  - 'Confidence that selected charities have been properly screened.'
  - 'Knowing where and how my money is being spent.'
- Visibility – participants can see the impact that their donations are having and the difference that their WGP is making.
  - 'I can see the difference we make as a team.'
  - 'I want to make a difference.'
- Financial concerns – giving being influenced by issues such as level of income, donation matching and tax effectiveness.
  - 'Salary/level of income.'
  - 'My employer matches my donations.'
  - 'Regular Workplace Giving is tax effective.'





## 06

# Limitations

Resource and time constraints limited the sample size of the research study. The project only ran for 14 weeks. Survey results were collected in five weeks and interviews were conducted over three weeks. This limited the number of survey responses collected; a greater number of responses would have increased the accuracy of the study. It would also have captured a broader and more reliable understanding of Young Australians' engagement with WGs, even though the results that were collected were generally very consistent. Furthermore, the survey was principally distributed amongst employers with WGs, even though the majority of Australian workplaces do not have WGs.

The smaller sample size also resulted in an unrepresentative sample demographic. For example, the survey sample was made up of 70% female respondents and 30% male respondents. Furthermore, the number of Young Australian respondents aged between 25 to 35 years old doubled those between 15 to 24 years old.

Additionally, the majority of interviewees did not have a WG at their workplace. This would have influenced the findings through the qualitative interviews.









07

## Recommendations and Conclusion

Based on the results detailed above, it is possible to make some general recommendations and conclusion on how to better engage Young Australians in WGP.

## **Recommendation 1:**

### **Continual Promotion and Raising Awareness**

It was identified that 15.4% of survey respondents were unsure of whether their workplace had a Workplace Giving Program. This suggests that there are individuals with access to a WGP that are unaware of it. Therefore, a key recommendation is to increase marketing and publicity of the program in all workplaces. This can be achieved through the company's communication boards, internal email or intranet sites. For example, companies can set up a Facebook page or other internal communication channel that announces the progress or status updates of the charities they support through the WGP. Employees who 'like' the page will receive notifications of these updates when they access their Facebook account or other internal communication accounts. This can be further reinforced with quarterly events hosted by the employer, where they can present the story-arch of individuals or communities that have benefited from the WGP. Many of the participants in the interviews stated that emotional connection was a major factor that would influence their decision to donate. Having a short video or presentation that documented a success story would be a powerful and emotive tool to engage non-donors to take part in the WGP. Once again, social events like these can be promoted through Facebook or another internal communication channel, which allows companies to access and invite all their employees. This also presents the WGP as a social effort, employees have a chance to talk to others and learn about the positive impacts of the WGP. Increased channels of communication will create higher visibility of the WGP and ensure potential participants are not lost for lack of awareness.

## **Recommendation 2:**

### **Informed and Strategic Choice of Causes**

As individuals like to engage with charities and causes that resonate with them, it is recommended that employers offer a diverse range of charities that cover a strategic spectrum of causes. In the survey, the most popular causes were health and social services, as well as international disaster relief causes. At the very least, companies should support charities in these areas in order to maximise appeal and participation. It is also recommended that companies engage their employees when selecting causes and charities for their WGP. Involving employees will ensure people's preferred charities and causes are included as well as creating a sense of responsibility for and ownership over the WGP.

## **Recommendation 3:**

### **Establishing Trust in Charities of Accountabilities**

Another key finding was that employees are more comfortable to donate when they trust that charitable partners are reliable and they are informed on how their donations are being spent. Therefore, it is encouraged to regularly provide participants with relevant information about their programmes such as access to cost-breakdowns/annual financial statements about the charities or supported projects as well as information on current projects and success stories. Providing information and building stronger relationships with charitable partners will ensure participants feel informed and engaged, overcoming any lingering scepticism.

## Recommendation 4:

### Provision of Visibility into Impact

Participants like to see the impact that their donations are having, driven by a strong desire to make a difference. It is important to ensure there are established communication channels between charities and workplaces so that participants can see the difference their donations are making. By providing participants with information on new activities and recent success stories, they will start to feel ownership for the projects and an integral part of the charity's operations.

The survey asked respondents about their preferred method of being kept updated on their WGP and the associated charities. Their responses were as follows in order of preference:



## **Recommendation 5:**

### **Sensitivity towards Financial Concerns**

Whilst increasing wages to boost participation in WGP is an unrealistic aspiration, participants do value employers offering to match donations so that their impact is doubled. It is also recommended to emphasise the tax advantages and convenience associated with Workplace Giving when promoting WGPs.

## **Recommendation 6:**

### **Incentives through Awards and Competitions**

Interview responses suggested that Young Australians are driven by tangible goals. Awards incentivise this group to give more because they feel a sense of accomplishment at the end. One suggestion is to create a yearly competition between different teams and departments to see which team raises the most money through WGPs. Team rankings would be displayed on the company's intranet monthly and the annual winner communicated via the annual report. This initiative would help put WGP at the forefront of the minds of employees and create a culture of giving.

## **Conclusion**

The findings in this report strongly support the conclusion that Young Australians have an appetite for engaging in WGPs. It is critical to encourage this segment to donate and volunteer because they are next generation's corporate leaders. While the report initially separated analysis by age, comparing Young Australians aged between 15-24 years and 25-35 years, it found no significant difference between the two groups in regards to their motivations to donate or volunteer.

Young Australians' motivations to give can broadly be categorised into emotional connection, trust, visibility and financial concerns. Some key motivators include the convenience and tax effectiveness of WGPs, having their preferred charity included, their donations matched by their employer and being able to see the impact they were making as a team.

It is recommended that employers should involve their employees when selecting causes to support so that they align with those supported by their employees. When employees feel a personal connection with the charities supported by their employer, they are more likely to increase their level of participation with their organisation's WGP. Ultimately this is likely to translate into higher levels of donations. Additionally, employees should be granted the freedom to both decide where their donations are directed as well as monitor the impact of their donation. Since Young Australians are highly technology savvy and social media focused, it is recommended that employers utilise these tools to engage employees.

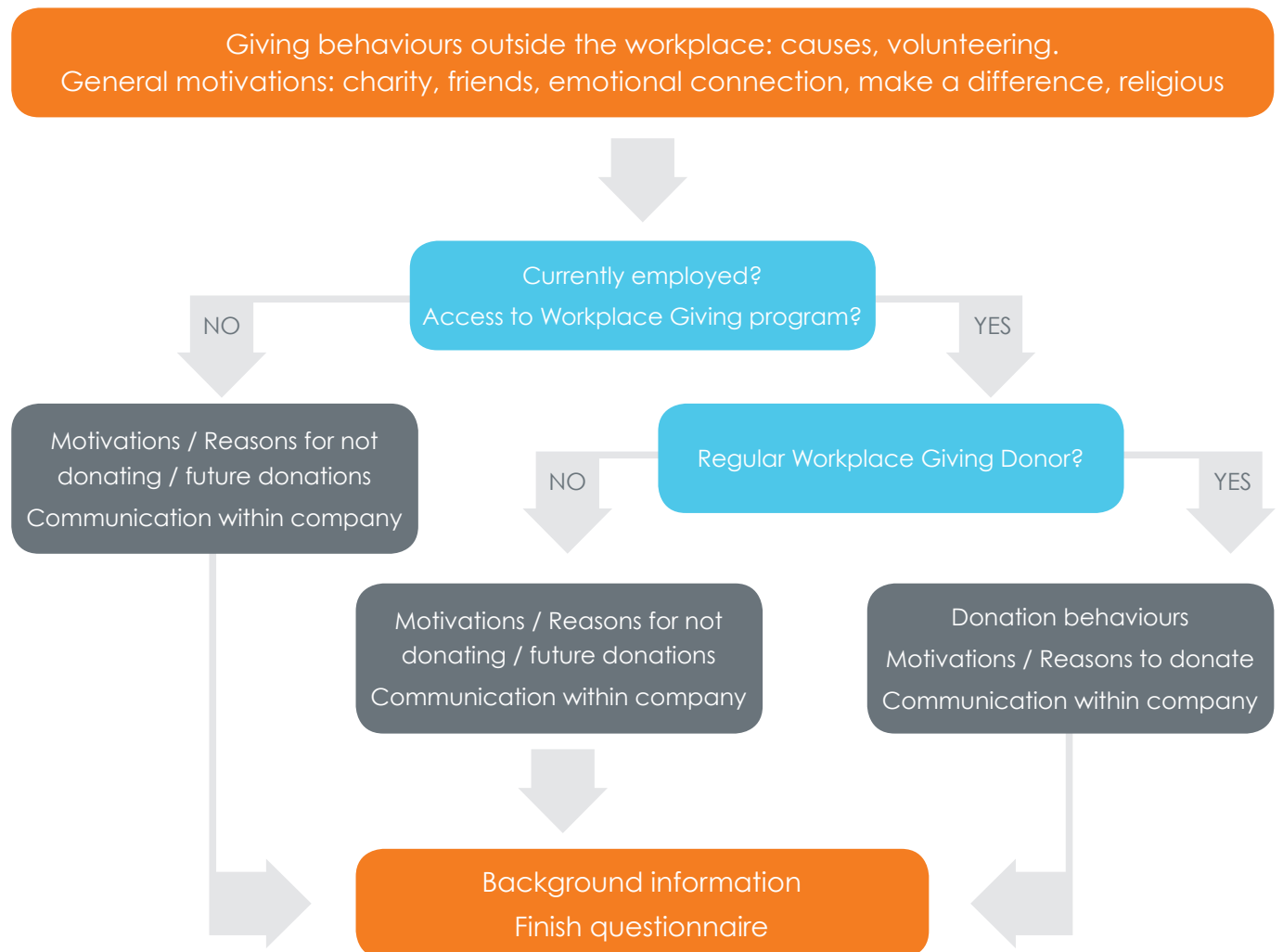


## Appendix



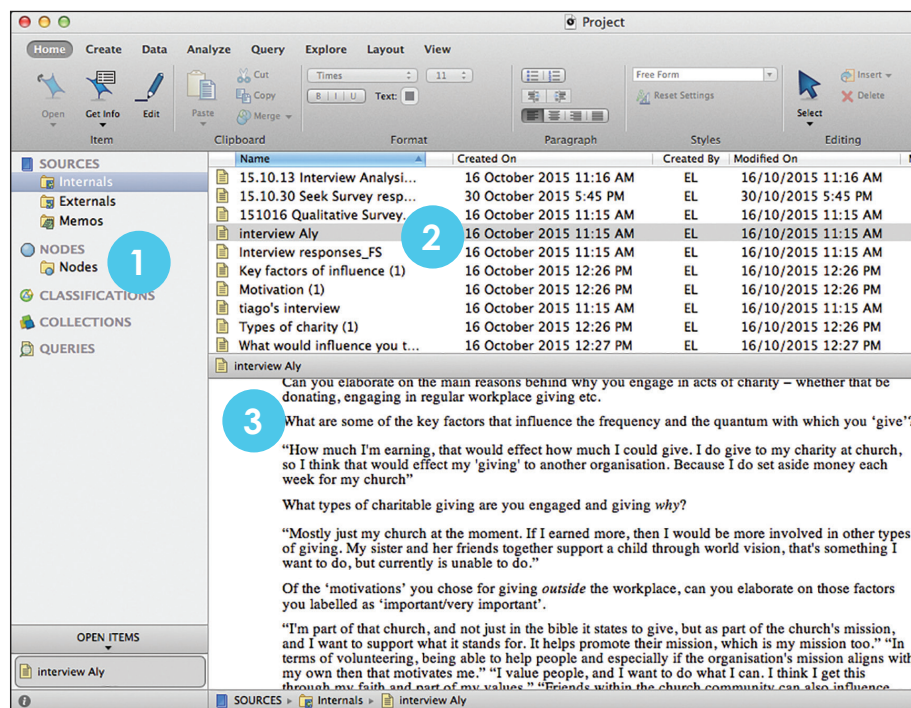
## Appendix 1

### Flowchart of Survey Construction



## Appendix 2

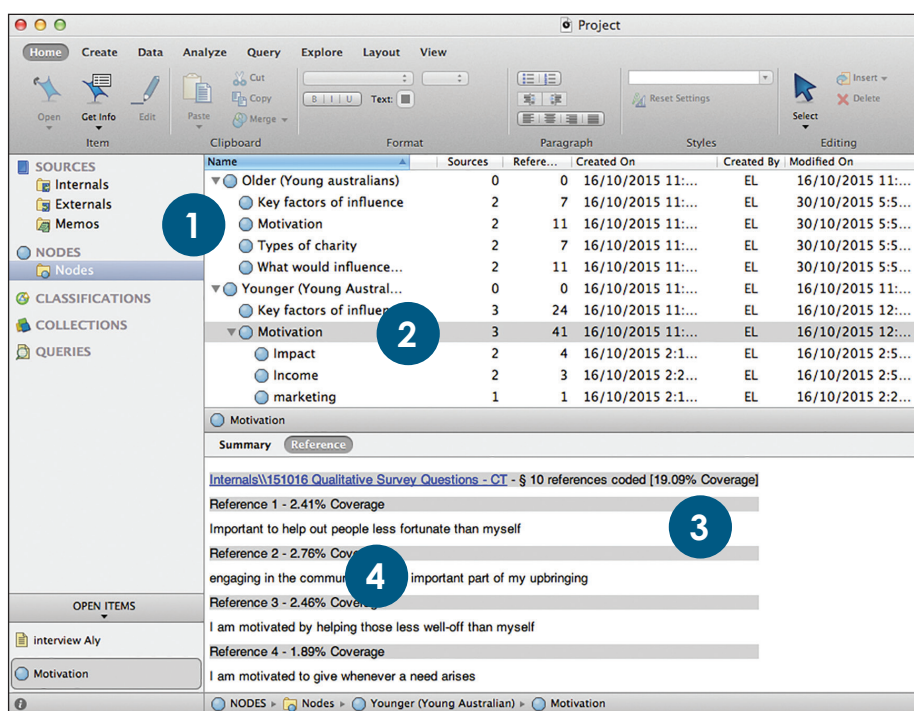
### Qualitative Analysis: Open Coding



- 1 Collected quotes generate themes (nodes), which can be further refined and analysed.
- 2 Open Coding: Collection of face-to-face interviews and recorded interviews transcribed written text before analysis.
- 3 Transcript of Aly's interview. Reoccurring themes or phases can be extracted and stored through next level of coding process.

## Appendix 3

### Qualitative Analysis: Axial & Selective Coding



- 1 Axial Coding: Grouping related themes and topics together from research.
- 2 Analysis and coding continues, but certain codes are dropped or refined to form overarching themes (selective codes).
- 3 Coding in progress: extracting relevant quotes and grouping them into recurring themes.
- 4 Word frequency cloud can be generated at this stage, to form a visual on the emerging themes.

### Qualitative Analysis: Word Frequency Cloud





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