



The Best of the Best in Employee Engagement

An inside look at the characteristics of the most (and least!) engaging corporate purpose programs

A Benevity Impact Labs Report

Background

The last few years have represented a sea change in the way companies think about their purpose and their role in society. As huge issues like climate change, social injustice, racial inequity and the COVID-19 pandemic have come to the fore, more and more people have started turning to the brands they support and the places they work as sources of hope and action. As a result, corporate purpose is now a core part of any business strategy. It is vitally important in today's world that companies do more than say the right thing while they pursue profit — they must demonstrate concrete action and an authentic commitment to purpose. Now, more than ever before, brands are evaluated based on their actions.

For external stakeholders such as consumers, job seekers and investors, corporate purpose as well as environmental, social and governance (ESG) strategies have become crucial factors when deciding which companies to support. Even more importantly, they are a measuring stick for employees, too. Recent societal upheaval, in particular the pandemic and the racial justice movement, has created a level of urgency within companies to adopt new ways of working. This is true not only in practical terms — setting up remote offices; implementing new communications technologies; and revising diversity, equity, inclusion and belonging strategies — but also in terms of engaging employees and creating company

culture through action on social and environmental issues. As companies continue to pivot and establish new working models in a for-purpose world, employee retention has become a hot-button issue, with many organizations navigating “The Great Resignation.” A recent survey by PwC¹ found that 65% of Americans are currently looking for a new job, while our own survey,² conducted in June 2021, found that 37% of workers indicated strongly they are willing or likely to quit their jobs if their company does not prioritize social and racial justice. Our Benevity Engagement Study³ also found that users who were actively engaged in giving and volunteering were 57% less likely to leave their jobs, which translates into better retention of talent and skills, reduced recruitment costs and enhanced business continuity for companies and their customers.

As external expectations grow and employee retention becomes a priority, companies are looking for ways to activate meaningful and effective corporate purpose programs for their people. Acts of charity are strongly connected to the positive psychological effects related to the release of dopamine in the individuals who participate.^{4,5} By and large, people feel better when they give to nonprofits. Associating those positive altruistic feelings with their employer is a win-win-win for causes, employees and the companies that employ them. The right technology partner is a good place to start, but of equal importance are the decisions made when designing, implementing and communicating programs. In all facets, the more robust your program is, the more successful it will be. Strong leadership and communication will always be key to employee engagement and connection, but there are also some concrete levers you can use to add

breadth and depth to your program and engage more people, more meaningfully. **The purpose of this report is to show you those levers and, supported by Benevity's data, the key correlations between corporate purpose program design and employee engagement.**

Over 700 of the world's most iconic brands use Benevity to power their corporate purpose strategies, which include community investment, customer engagement and employee engagement programs. Spark, our employee engagement software, is used by nearly 550 companies to run employee giving, matching, positive action and volunteer programs. The data we've collected through Spark has given us some unique insights into the aspects that are common among the most successful programs.

On average

79% of employees expect their employer to take action on societal issues.⁶

Methodology

In conducting this study, we looked at the five-month period from January to May 2021, as it represents an important time in the context of corporate purpose programs. The beginning of 2021 marks nearly a year since the global pandemic began to capture headlines as companies pivoted to remote work and virtual volunteering. While still a time of flux in some ways, this period represents some return to stability as companies started to navigate what their future post-COVID programs and processes might look like.

Our robust data set includes 409 North American-based companies representing a total of 9.7 million users. Clients needed to exceed the minimum threshold of 200 registered employees on Benevity's platform to be included in the analysis, ensuring the stability of their statistics. This minimum value was rarely relevant as the majority of Benevity clients far exceeded that number, as is indicated in the table to the right showing the means and medians of the analysis tiers. As we looked at our clients' profiles, we found it instructive to analyze the data both in the aggregate, unrelated to company size, and by evaluating the differences between small- and medium-sized businesses (SMBs) and enterprise companies. We define enterprise as any client having more than 5,000 employees and SMB as having up to 5,000 employees. While many of our findings hold true regardless of company size, there is a lot we can learn from how companies of different sizes design their corporate

purpose programs and by finding which factors tend to be associated with more engagement.

Overall, in considering the factors that determine a highly engaging employee program, we looked at each program's openness by counting the number of supported design features. In other words, how many different ways employees are given to engage in the company's program.

We used the aggregated data to group our clients into three tiers — Top Tier, Middle Tier and Bottom Tier — defined by the upper, middle and lower thirds in terms of their overall participation rates. This allowed us to provide some guidance

on whether the presence or absence of certain features — or the sheer number of available features — is associated with employee engagement in giving programs. For reference, we have shown the cut-off values for participation based on the full 2020 calendar year. These were calculated for three successive years (2018–2020), showing remarkable consistency over time. Those clients with rates greater than 24.97% would be considered part of the Top Tier and those at or below 9.21% would be Bottom Tier. **Looking closely at the highest performers, we found that to be considered part of the top 10% they would have required a participation rate of at least 49.8% in 2020.**

Profiling the Tiers by *Participation Rate*

	Top Tier	Middle Tier	Bottom Tier
Companies	140	136	133
Users (in millions)	2.401	2.288	4.989
Average User Count	17,150	16,826	37,511
Median User Count	6,607	4,839	9,019
2020 Participation Rates	>=24.97%	9.22%–24.96%	<=9.21%

Key Terms

Participation

Overall participation, used to define the tiers and serve as the correlate for program characteristics, is defined as the percentage of a client's users who, during a specified period of time, engage in giving, volunteering or both activities. Users need only do at least one of these activities to be classified as "participating" in a given period.

Participation Tiers

Using the overall participation over the time period of the analysis, clients were grouped into thirds using the 33rd and 66th percentile ranks. Those up to the 33rd percentile were Bottom Tier. Middle Tier were beyond the 33rd and up to the 66th percentile. Top Tier were beyond the 66th percentile in overall participation.

Participation Drivers

Participation drivers are determined by the correlation of an attribute's presence in a program to the overall participation rates of the companies being evaluated. Stronger correlations indicate more powerful drivers (relationships or associations) on the outcome variable (participation).

Enterprise

Clients with user files indicating more than 5,000 users with Spark accounts.

SMBs (Small- and Medium-Sized Businesses)

Clients with user files indicating 5,000 or fewer users with Spark accounts.

Corporate Purpose Program

A broad term that captures the breadth of purpose-oriented or social impact programs within a corporation which can include but is not limited to community investment, charitable sponsorship programs, employee engagement, customer engagement, loyalty or affinity programs, nonprofit partnerships, social innovation experiences and more.

Cause

A Benevity-specific term for the registered and vetted global charities, nonprofits, religious organizations and municipal entities that populate the Benevity Causes Portal.

Ranking the *Top Drivers* of Participation

In addition to enumerating the program elements that clients made available, we expanded the analysis by correlating the presence of each element to the overall participation they experienced. This helped us identify the relationship between these elements and higher rates of participation and program engagement.

The list of 13 elements was then evaluated line by line and grouped thematically based on our understanding of the features, our clients and their users.

The themes that emerged were Choice, Ease, Rewards, Leadership & Communication and Matching, with more than one variable falling under Choice and Leadership & Communication. Some elements were grouped easily whereas others clearly crossed conceptual boundaries in a fluid manner depending on the circumstances. For instance, a user-generated giving opportunity to an international cause that is donated to via payroll and receives a match could fall into Choice, Ease and Matching, but Choice was the initial and most strongly associated theme.

Theme	Rank	Element
Choice	1	Cause Subcategories Supported
Ease	2	Payroll Giving Enabled
Rewards	3	Seeding or Volunteer Rewards
Leadership & Communication	4	Company Giving Opportunities
Matching	5	Effective Match Rate
Choice	6	International Giving / Benevity OneWorld
Choice	7	Missions
Choice	8	Religious Donations Allowed
Choice	9	User-Generated Giving Opportunities
Leadership & Communication	10	Company Volunteer Opportunities
Choice	11	User-Generated Volunteer Opportunities
Choice	12	Volunteering
Choice	13	Educational Donations Allowed



Finding Patterns That Suggest Success: *The Five Elements of Engagement*

Our analysis reveals the relationship between these elements and higher rates of participation. We used these correlations to rank order the elements across programs overall, and by company size, which you will see later.

Looking at the data with a broad perspective, we can see that the more robust programs are associated with higher levels of employee participation. More robust can mean a lot of things. It can mean a larger range of supported features, a broader definition of giving and volunteering, and greater inclusivity in the types of causes a company and its employees can support. Employees represent a diverse group of users with different motivations, experiences, passions and circumstances, and opening up their options is the clearest path to an engaging, high-performing program.

Let's take a deeper look at the five most powerful drivers of employee engagement and the underlying features that can help make them a reality.

1

Choice

2

Ease

3

Rewards

4

Leadership &
Communication

5

Matching

1 Choice

The single most critical feature in driving employee engagement is choice. While there are natural limits to what can be considered “a cause,” our data finds that the more variety there is in the types of causes a company supports in its program, the more participation it will inspire from employees. The most influential driver in employee engagement according to our data is the number of cause subcategories¹ that a program supports or, in other words, how many unique cause subcategories a program allows their users to support. We should be clear that we are measuring the unique subcategories that have

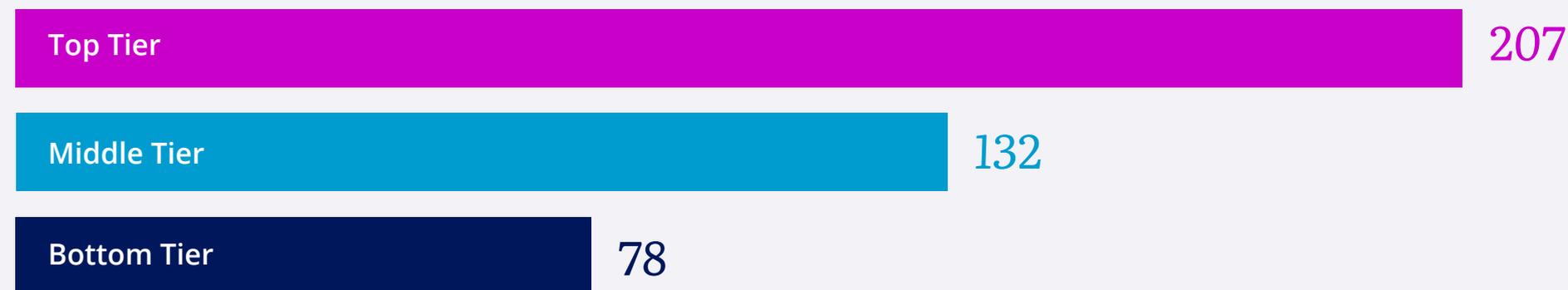
received support in the timeframe measured and are using that as a proxy for causes “allowed.” It doesn’t necessarily mean that clients purposely block subcategories; we know there are differences in how specific causes and types of causes receive attention and elevated standing in some client programs. In some cases though, it is a more explicit restrictive policy that determines which causes get exposure, which we recommend against because of the positive correlation between choice and participation. In Benevity’s Top Tier programs, an average of 207 cause subcategories are supported, compared to just 78 in Bottom Tier programs.

Being more inclusive with causes is not the only way to promote choice in purpose programs. Allowing international participation with features that enable people to donate to causes that may

not be registered in their own country gives employees the opportunity to support nonprofits around the globe. In Spark, we call it **Benevity OneWorld**.

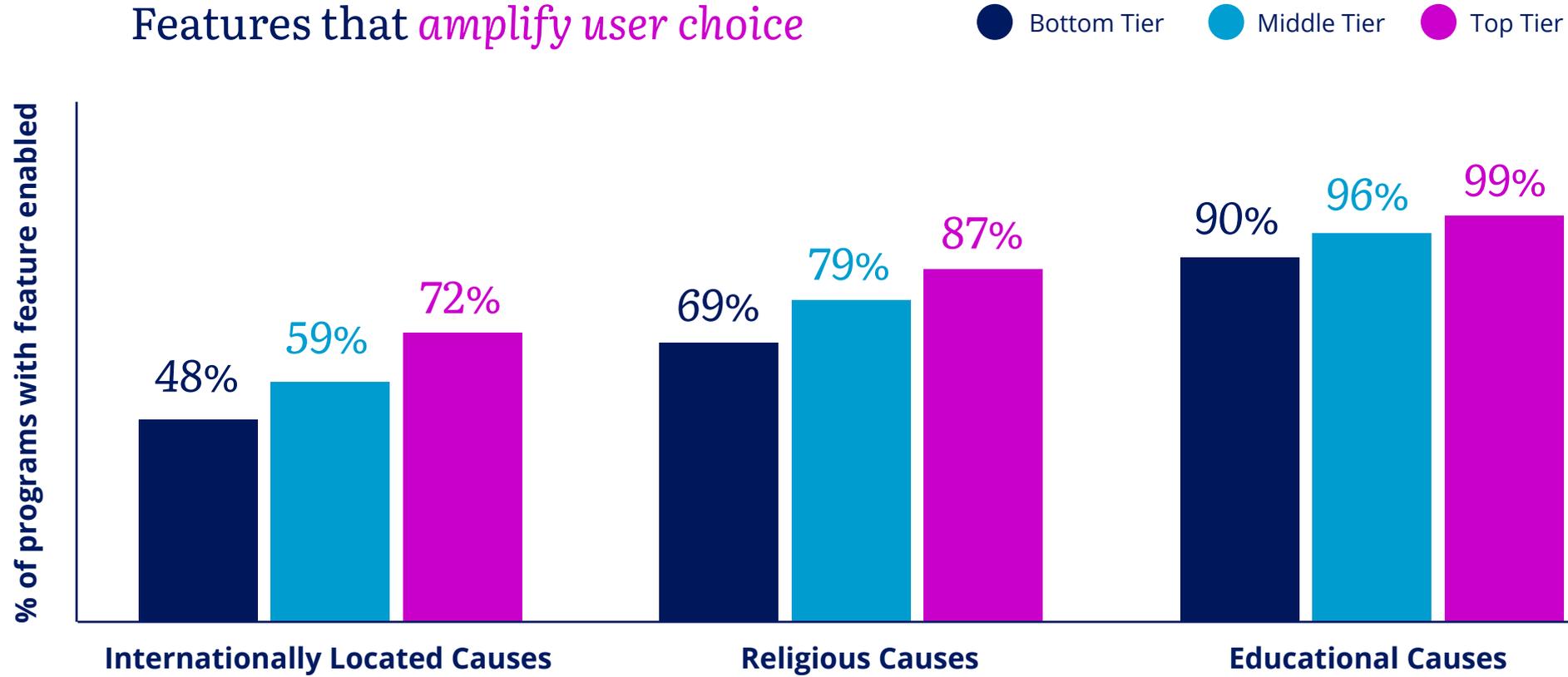
Cause choice is also a powerful lever to give people avenues to contribute to the causes they would support in their personal lives. Educational and religious causes are often top of mind and are of high emotional value to individuals. Giving users the choice to donate to and volunteer with **religious and education-based causes** ensures inclusivity in purpose programs and encourages employees to feel more connected to their workplaces.

Number of cause subcategories per tier group



TELUS is a communications, health and technology company with over 65,000 employees across Benevity’s home country of Canada. Every May, TELUS holds Giving Days, an annual campaign that engages their employees, retirees, partners and customers. When COVID-19 hit, they quickly pivoted by expanding their definition of volunteering to include giving time and skills, and introduced virtual volunteer opportunities as well. They also adjusted their program to include a wider range of causes, giving their network a sense of choice — that eligible causes aren’t selected for them, but they can support and promote the causes that matter to them through an amplified network of their colleagues and friends. By doing this, their team completed 1.2 million acts of giving and 1.25 million volunteering hours, and through donations they raised \$3 million for the TELUS Friendly Future Foundation.

Features that *amplify user choice*



As more companies see the power of truly open-choice corporate purpose programs, certain features such as *allowing education-based causes* are becoming more ubiquitous, even in companies with lower participation rates.



2 Ease

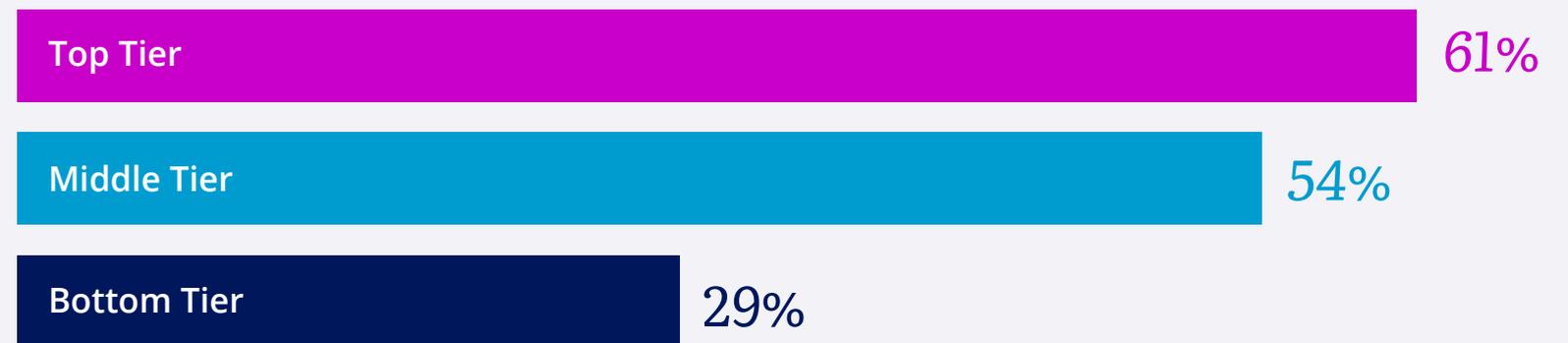
Emphasizing ease of use is a powerful driver of employee engagement. As with any technology, whether work-related or for personal use, barriers that make usage more difficult will be associated with higher drop-off rates. Structuring programs and designing technology to make it easier for people to participate naturally garners better results. As the Stanford Social Innovation Review has found, providing an engaging and full-featured giving and volunteering platform reduces steps in the process for the employee. The intention to give or volunteer can emerge suddenly, and when there is less friction between that moment and the ability to take action, the result is a higher rate of follow-through.¹

Our data shows that enabling **payroll** is the second-most powerful driver of participation, as it gives users the option for their donation to be automatically deducted from their paycheck. This makes giving more seamless and it reduces steps for employees. Enabling payroll donations allows employees to respond to appeals for support by pledging for the near future (their next pay period) and eliminating the need for them to use a credit card that may not be desirable or feasible for them. Research also indicates the donation of future income reduces the sense of perceived “loss” that is felt when people give money out of pocket.²

Making payroll deduction giving available is a key driver of program participation. Our Top Tier clients are **more than twice** as likely to have this feature available to their users than Bottom Tier clients.

Payroll giving is an important feature in employee programs

% of programs with payroll giving feature enabled



3 Rewards

Building culture by reinforcing a company's pro-social ethos is one of the key organizational goals behind corporate purpose programs. One of the ways a company can do this is by showing employees they are supportive of the causes that matter to them. Providing a rewards program, in which an employee's support of a cause is amplified by their company, is an important element of this as it fosters a sense of connection between companies and employees while driving more participation. Rewards also encourage more people to give through their company programs rather than outside of them, as their company's support can amplify an individual's impact while strengthening bonds among employees and creating social movements to rally around.

Rewards features that drive employee engagement come in several forms. And companies are always dreaming up novel approaches that touch on elements of the company culture or their employee base to make the program even more relevant and personal. One common reward comes in the form of **account seeding**, which allows companies to provide their employees with donation currency as a perk in a new-hire package, as part of a launch promotion, or as a performance or tenure-based award. These dollars can be directed by the employee to a cause that matters to them. Also powerful are **volunteer rewards**, which enable a company to match an employee's volunteer time with a donation amount. The donation can be automatically routed to the cause where the volunteer activity occurred, or it can be saved in the employee's rewards account to be donated at a future date to a different cause, depending on the company's program rules. In our data, these rewards features are the third-most powerful driver of employee participation.

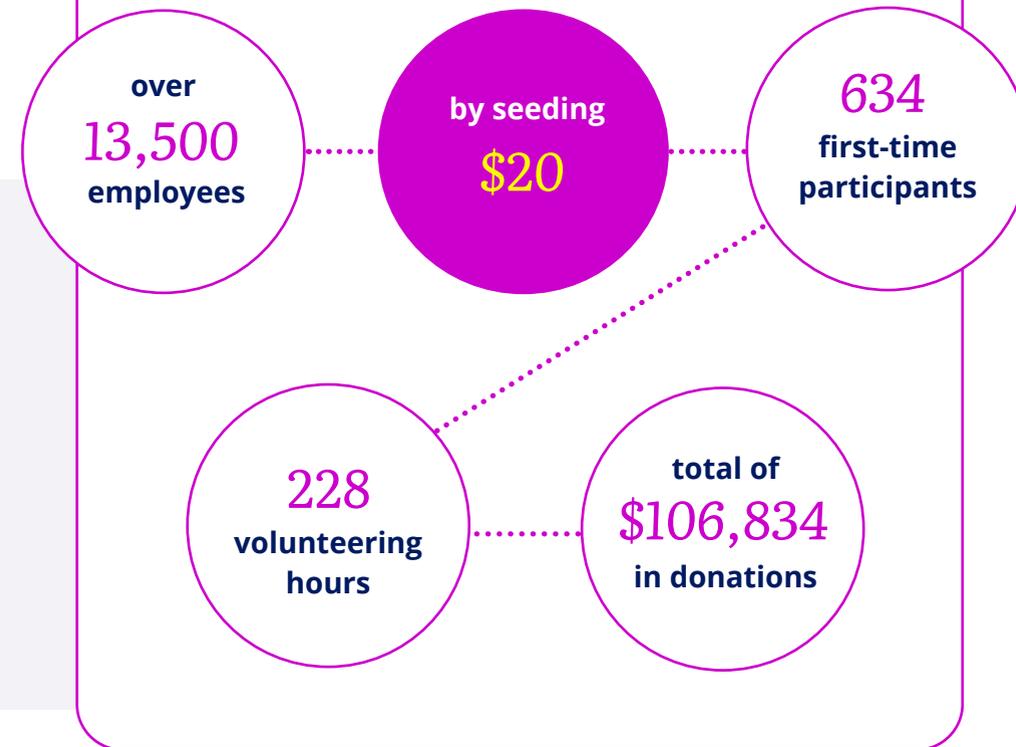
Rewards in employee programs

Average % of companies using seeding or volunteer rewards



Genentech

In June 2020, Genentech — a U.S.-based biotechnology company with over 13,500 employees — pivoted their program and ran a seeding campaign that enabled employees to donate to a cause of their choice. By seeding \$20 into employee accounts, the program prompted 634 new participants to make their first volunteer or giving transaction, and it encouraged future pro-social behavior with 216 of these same participants volunteering 228 hours and giving again using personal funds, resulting in \$106,834 in user donations and counting from these campaign-activated participants.



4 Leadership & Communication

Company-created opportunities, which allow program leaders to promote donation and volunteer opportunities in support of their selected causes, are powerful drivers of participation. This capability enables users to participate in the program with confidence by providing them with vetted, trustworthy causes to support.

When users are empowered to create their own giving and volunteer opportunities, we typically see high participation rates (allowing user-generated opportunities places in the top 10 participation drivers). However, it's also important to note that strong leadership and communication are major factors in driving employee interest. It's not enough to simply turn features on and await success — they also need to be rolled out and promoted broadly. Some features combine the power of choice with the power of promotion and communication.

To make it easier to create company initiatives around big social issues or events, Benevity provides campaign kits containing ready-made giving or volunteer opportunities with vetted nonprofits, as well as a news article and imagery suggestions to help promote it.

[Visit the B-Hive](#)

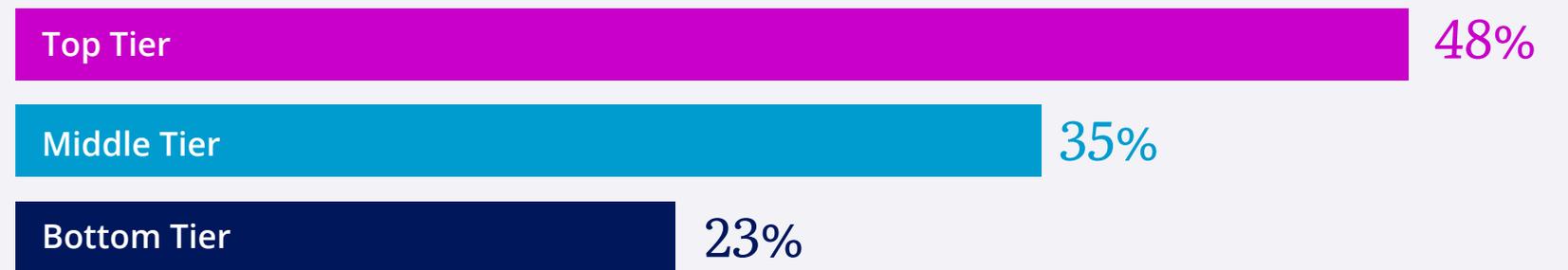


COVID-19 pushed Gibson Energy, a Canadian energy company with over 500 employees, to try new things to build their culture of giving. By embracing a lighthearted challenge from an employee and inspiring their leaders to participate, the campaign evolved into a companywide movement to raise money for charities. The #GibsonBuzzChallenge sparked employees to buzz their head or donate — or both! Two executives named their price to buzz, a goal which employees were quick to meet. As a result, a live buzzing event happened during their employee town hall which was featured on two local TV stations after the company raised \$150,000 for charities in just two weeks. More than 30 employees buzzed their heads with the support of 170 colleagues behind them donating. The buzzing campaign spurred greater overall participation in the company's purpose program, too. Volunteering in 2020 jumped from 15% to 63%, and donation participation hit 81%.



Company-created giving opportunities

Average % of companies with company-created giving opportunities enabled



5 Matching

One of the most powerful ways that companies can create a culture of Goodness while influencing participation is by providing donation matching to their people. While most companies have some element of matching in their programs today, the degree to which companies match donations is significantly correlated to program participation. Matching programs can include more than just company matching features, as it is possible to introduce Peer Matching as well, which enables employees to match their co-workers' donations and amplify the impact even further.

Results from our clients with Peer Matching show that there is a massive appetite for individuals to express their support, put their dollars on the line and combine forces with people who they know and care about with the goal of echoing and amplifying the goodwill of their peers.

Overall, **the percentage of total donation dollars matched by a company, what we refer to here as the "effective match rate,"** is the fifth strongest driver of employee engagement. Clients vary greatly in their overall budgets and personal match caps, as well as the types of causes that are eligible for a match. For that reason, simply looking at the match rate would be inappropriate as it would fail to factor in the other variables that make up an effective match rate. What we see from looking at the data is that Top Tier companies' effective match rates are significantly higher than those in the Middle Tier or Bottom Tier. Over the period analyzed, Top Tier companies matched 71% of all donated dollars compared to only 52%, on average, for Bottom Tier companies.

How effective *match rates* influence participation

Average effective match % of dollars donated



How *match ratios* influence participation

What match rate is considered to be normal or expected? **We studied the match rates across our clients for the past two years and found that 1:1 (where an employer can claim they matched dollar for dollar) was the general norm.** In both years, about 70% of our clients could proudly declare to their people that they were matching at 100% of donation amounts or better. Between 20% and 30% of clients were matching at rates greater than 1:1 and individual clients varied depending on special campaign periods during the year. Keep in mind, of course, that match rates with low limits can lead to lower "effective" match rates, so a proud declaration with a low ceiling can result in disappointment for users who want to see their generosity amplified.

3:1 matching → **95% increase in volunteer hours** → **136% increase in donation giving**

ciena

Ciena, a U.S.-based global networking systems, services and software company with over 6,000 employees, used COVID-19 as a catalyst for change. The company pivoted to remove the cap on volunteer hours matching, introduced volunteer time off (VTO) during company time, opened up the definition of volunteering, and **added a 3:1 match for a digital inclusion program** that aligned with Ciena's core competencies and was highly valued by employees. These decisions contributed to an exponential year-over-year upsurge in volunteering with a 95% increase in hours volunteered and a 136% increase in employee donation participation.

A Look at *Company Size* and *Participation*

How companies of any size can manage their resources to make an impact

While our data suggests a correlation in the robustness of giving, volunteering and content creation features with increased employee engagement, we have identified similarly interesting findings that show us how different features influence participation within companies of varying sizes.

For any company, regardless of employee count, building a culture of Goodness is key to having a more purposeful business overall. The levers to achieve this, however, may be quite different. Analysis suggests that the relative power of a particular feature may be elevated or reduced depending on the size and makeup of a company. In SMBs, where an individual or a team may represent a greater proportion of the whole, leveraging personal connections leads to stronger outcomes. In enterprise businesses, an inclusive and rewards-based approach is a relatively stronger driver of engagement because it can reach everyone regardless of how tight the employee network may be. While the next section of our findings will explain what SMBs and enterprise companies might learn from each other, it's important to note that companies of any size can run successful programs with the features that work well for them by focusing their energies on internal communication, promotion and awareness.



Ranking the *Drivers of Program Elements* on Overall Participation

	All	Enterprise	SMB
Cause Subcategories Supported	1	1	1
Payroll Giving Enabled	2	2	5
Seeding or Volunteer Rewards	3	3	4
Company Giving Opportunities	4	6	7
Effective Match Rate	5	9	8
International Giving / Benevity OneWorld	6	11	3
Missions	7	5	12
Religious Donations Allowed	8	4	11
User-Generated Giving Opportunities	9	13	2
Company Volunteer Opportunities	10	7	10
User-Generated Volunteer Opportunities	11	8	6
Volunteering	12	12	9
Educational Donations Allowed	13	10	13

SMBs generate more participation from people-focused features

In small- and medium-sized businesses, grassroots initiatives present a greater opportunity to take hold and become successful thanks to closer-knit teams, more access to leadership and executives, and fewer restrictions on companywide communication. This might explain why the more social or people-based features of programs are more powerful drivers of engagement in SMBs compared to the drivers in enterprise companies.

One of the biggest indicators of these findings is the influence of **user-generated content** for small- and medium-sized businesses. Within these programs, giving and volunteering opportunities initiated by users both appear prominently in the top drivers of overall participation, at second and sixth respectively. User-generated content can quickly convey and evoke sentiments that personalize the cause and the work that it does to make a fast and strong impression on those within the network. Research also suggests that people are more generous when they feel more connected to others. One study found that when people were primed with words that evoked relatedness (for example, “community,” “togetherness” and “relationship”), they later showed a greater interest in volunteering and donated significantly more than did participants who were primed with neutral words.¹

What can enterprise companies learn from SMBs?

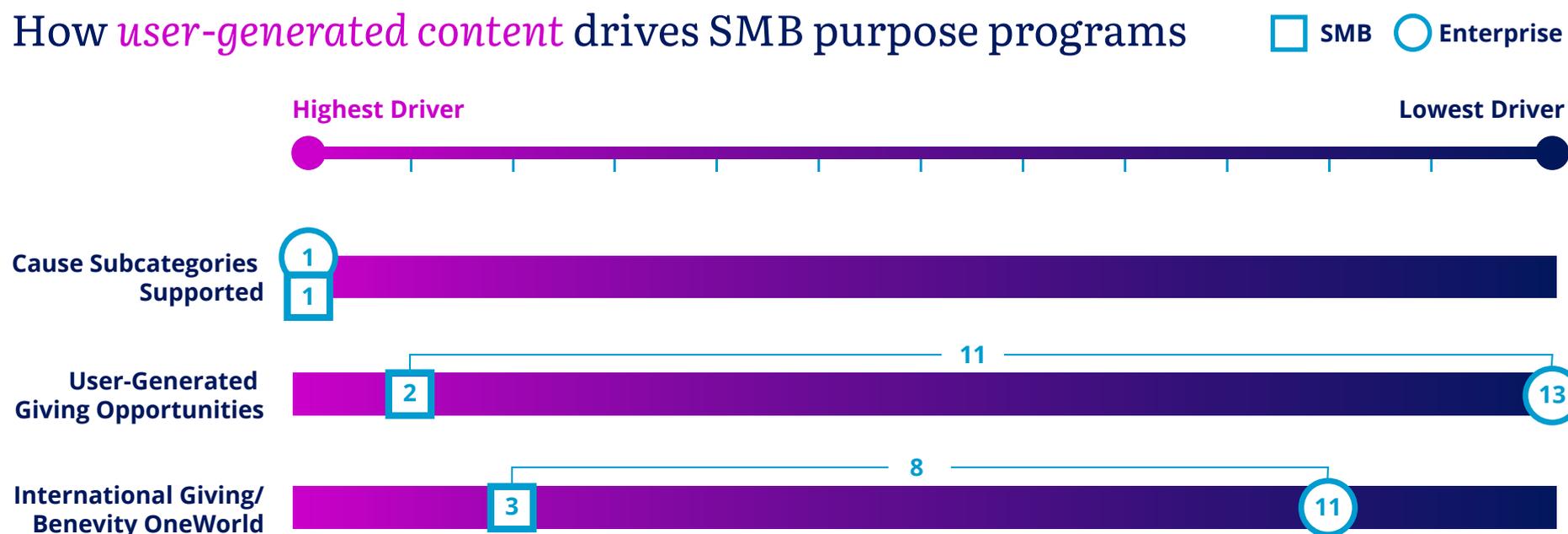
User-generated opportunities are a great way to drive culture and engage a new generation of employees. Larger organizations may, however, face the obstacle of being spread across multiple locations and time zones, with teams of people that have never had the opportunity to meet. Though this may be a challenge for program leaders, it provides them with a tremendous opportunity to build culture while giving users another avenue through which to connect and participate in their programs.

Program leaders can appoint employee ambassadors from their organizations’ various locations to encourage and approve user-generated opportunities that are more likely to resonate

locally, while vetting them for appropriateness within the company’s larger cultural context and policies. Similar strategies can be used with employee resource groups or other types of communities of practice who can be empowered to curate, publish and promote content to people who have an affinity with their group’s focus area.

Although user-generated content at the enterprise level can seem more daunting, with the right ambassadors in place even large companies can create communities or “neighborhoods” within their company, helping to create strong social and pro-social connections. Rather than creating a sense of obligation, the community feeling co-created by colleagues can be a powerful motivator, as research shows individuals are largely influenced by perceptions of what their peers — both friends and those whom they consider similar to them — are doing.²

How *user-generated content* drives SMB purpose programs



¹Pavey, L., Greitemeyer, T., & Sparks, P. (2011). Highlighting relatedness promotes prosocial motives and behavior. *Personality and Social Psychology Bulletin*, 37(7), 905-917

²Stanford Social Innovation Review: Behavioral Economics and Donor Nudges: Impulse or Deliberation?

Jacobs

Jacobs is a global technology provider with a workforce of over 55,000 employees spanning 40 countries. For their corporate purpose program, they recruited 140 volunteer ambassadors through their existing employee resource groups. Ambassadors were selected by region, country and office, and each was tasked with specific roles in generating employee-led giving, volunteering and positive actions. They used this approach to build culture and pride across the organization, and within their first year they supported more than 3,000 causes across 33 countries.

over
55,000
employees

40
countries

recruited
140
volunteer
ambassadors

supported
3,000+
causes within
the first year

Missions is an engagement gateway

Benevity's [Missions module](#) allows clients to add learning and positive actions to a company's corporate purpose initiatives. Our data in this analysis shows that it is a relatively more powerful feature among enterprise clients with the feature active when compared to SMBs. But that doesn't mean it has to be so and we know the benefits of Missions can spread. A separate analysis showed that companies using Missions to motivate learning and positive actions saw a 47% higher overall participation rate than those who were not using Missions. Importantly, those with Missions also had a 24% greater rate of terms of use acceptance, indicating that Missions can serve as a valuable gateway point to personal and corporate purpose.

Need some guidance on building out your own ambassador program?
Download [our guide](#) or reach out to help@benevity.com to connect with our team.

Enterprise companies drive impact by amplifying Goodness and being inclusive

Enterprise companies see a greater impact from features that make their programs easier to engage with, are inclusive in nature, and are more powerful for their participants regardless of whether they are tightly integrated into a group. Large, dispersed teams can make a big impact on causes and drive meaningful corporate culture, though the levers that companies use to demonstrate their commitment may be slightly different than with SMBs.

Features that focus on inclusion and openness drive success in enterprise companies. Among the many other cause subcategories that matter to employees, the support of causes that are either religious or educational in nature is, in relative terms, a noticeably stronger driver in enterprise companies when compared to SMBs. Enterprise companies also benefit relatively more from amplifying the efforts of their employees by deploying features such as volunteer rewards through which companies add donation dollars to match employees' volunteer time.

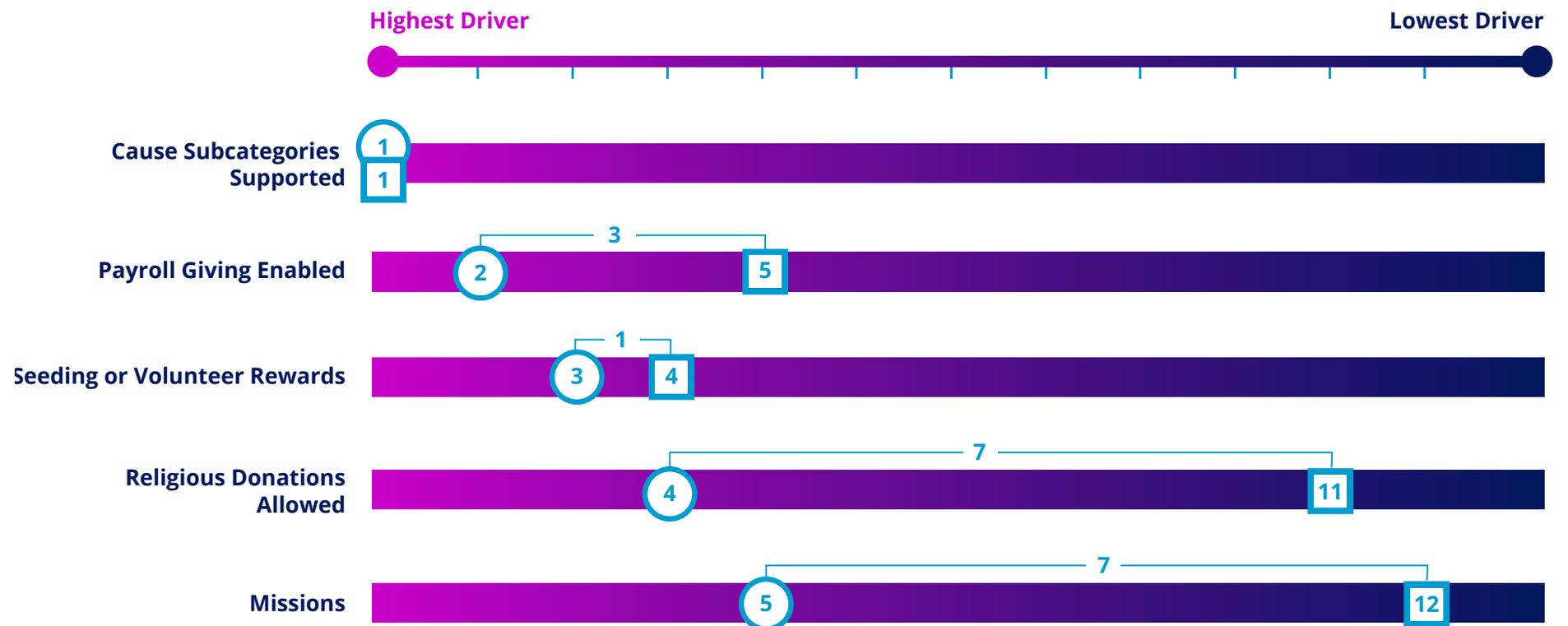
What can SMBs learn from enterprise companies?

SMBs should not underestimate their potential to make their programs broad, inclusive and powerful. Even small teams have diverse members with myriad interests, so empowering them to support their religious and educational causes can be an influential factor in overall participation. Allowing users to support a wide range of causes, and releasing the power of both company- and user-generated opportunities, are impactful ways to bring more choice into your program.

Another opportunity for harnessing the potential Goodness of your employees is to include rewards features in your programs. No matter the size of your company, incentivizing giving through account seeding or volunteer rewards is a powerful driver of participation. Even if budgets may be a limiting factor, creative contests or "lotteries" have proven to be fun and motivational,

providing an opportunity to build culture especially as businesses grow larger in team size. The perception of these tactics is overwhelmingly positive and the messaging in advance, during and following can help amplify the widespread joy of participating in the event and the knowledge that regardless of the winner, a cause will ultimately benefit with increased support.

How *inclusive features* fare in enterprise companies vs. SMBs □ SMB ○ Enterprise

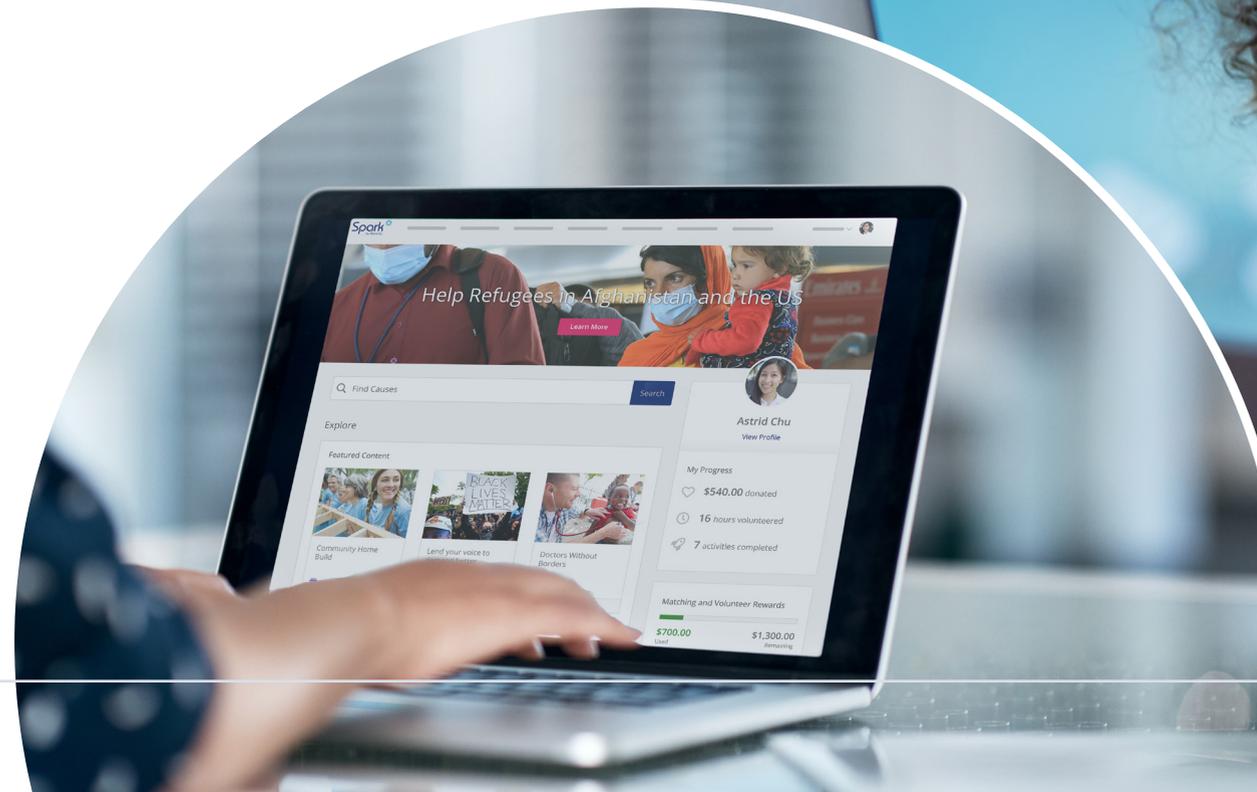


A Note on Technology

The right software partner can enhance engagement

Some of the program features we discuss in this report can be achieved without the help of technology, though the right software can certainly make it easier. And others are only possible with technology that not only automates processes but engages employees more easily and deeply. Just as companies rely on HR software to allow for easy tracking of payroll and performance reviews, or security software to ensure only authorized people can access specific files or office buildings, corporate purpose technology is designed to make your programs (and even your company) perform better. It also provides measurability for your programs, helping you to make data-driven decisions when it comes time to review your strategy or program design.

As you've seen in this report, companies are utilizing different technology features to expand the definition of giving and volunteering, provide automated matching and rewards for employee efforts, communicate program elements and new initiatives, and more. The resulting programs are able to better build connection and empathy within workforces of all sizes, contributing to a strong company culture which raises the profile of the company and gives employees more reason to stay.



Conclusion

Our study shows that no matter the size, any company can design and implement a corporate purpose program that has a positive impact on the world and on its people. Enterprise companies can learn from the successes of SMBs, and vice versa, but the foundational truths remain the same. An authentic program comes from and contributes to strong corporate culture, and while specific features can drive increased employee engagement, there's no replacement for passionate program leaders who are creative, communicate with their teams and engage executives to lead by example.

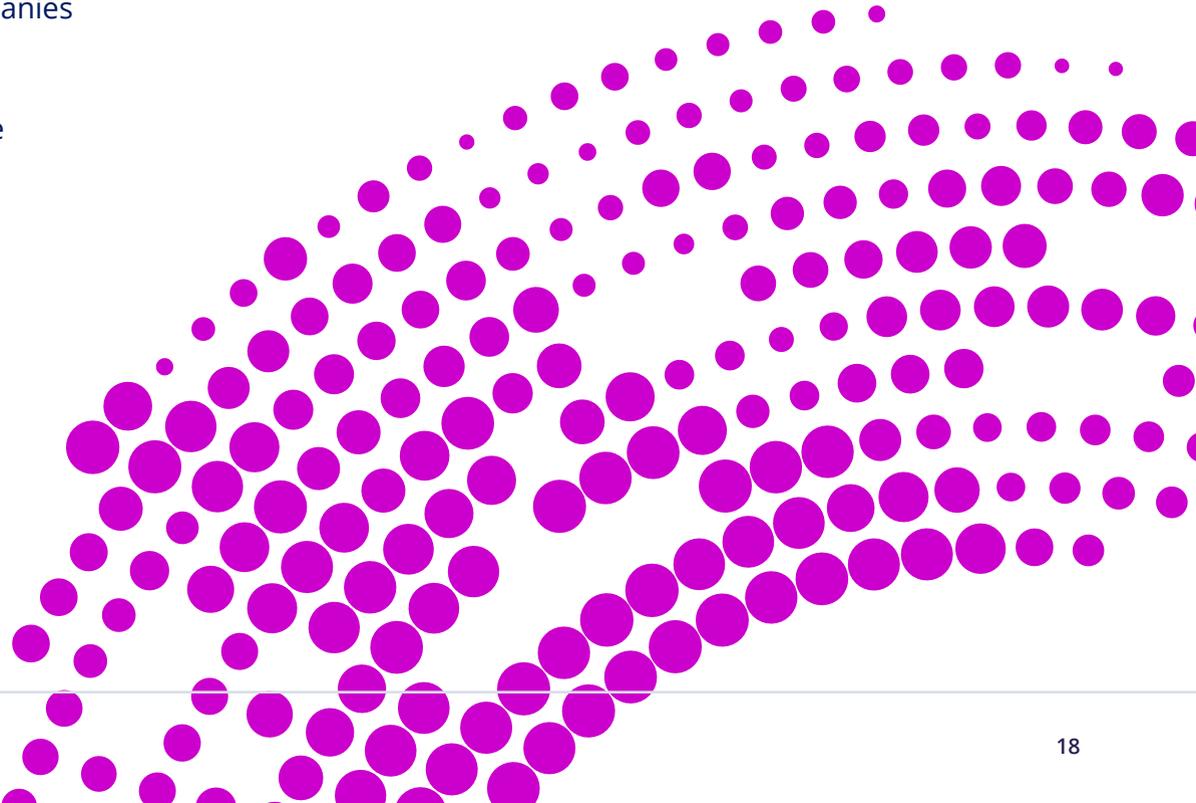
Here are some truths about how to design the most effective employee program possible:

- ✓ **Create a program that's inclusive and open**
Enabling employees to engage with the causes they care about, through giving, volunteering, learning and acts of kindness, will motivate them to get involved and will create closer bonds between them, their colleagues and their employer.
- ✓ **Enable payroll donations**
Encouraging payroll donations — whether they are one-time donations or recurring donations — will reduce administrative tasks and friction while creating more inclusion. Reducing the barriers to giving will certainly drive more participation.

- ✓ **Allow user-generated content**
Whether it's donations, volunteer opportunities, or more, when employees bring their own passions to the table it can create a stronger culture and spark grassroots movements within companies.
- ✓ **Match, seed and incentivize**
Companies can get involved not only by setting up corporate purpose programs, but by actively contributing to them through matching donations, rewarding volunteering and highlighting company-created opportunities to get involved.

When designing a program for your people, our data highlights one simple idea — more is more. More choice. More inclusivity. More rewards. It all leads to more Goodness. When companies engage their employees with a robust program, they're providing an opportunity for everyone to make a positive impact on the world and to co-create a culture of purpose in the places they work.

As the world awakens to social and racial injustice and the need to act now on the growing climate emergency, purpose-driven brands can become leaders in the pursuit of real, substantive change. Plus, it doesn't have to require more work from companies or program leaders. In fact, once you have many of these features in place, the day-to-day management of programs becomes easier and more rewarding, freeing up companies to aspire to bigger, more impactful programs and outcomes.





Benevity, a certified B Corporation, is a leader in global corporate purpose software, providing the only integrated suite of community investment and employee, customer and nonprofit engagement solutions. A finalist in Fast Company's 2020 World Changing Ideas Awards, Benevity's cloud solutions power purpose for many iconic brands in ways that better attract, retain and engage today's diverse workforce, embed social action into their customer experiences and positively impact their communities. With software that is available in 22 languages, Benevity has processed nearly \$8 billion in donations and 43 million hours of volunteering time to support 326,000 nonprofits worldwide. The company's solutions also facilitated 530,000 positive actions and awarded 1.2 million grants worth \$12 billion.

For more information, visit [benevity.com](https://www.benevity.com).