

**Deloitte.**

2011 Executive Summary  
Deloitte Volunteer  
IMPACT Survey

# Executive Summary:

## 2011 Deloitte Volunteer IMPACT Survey

Many influential business leaders and management gurus agree - the affinity that employees feel toward an employer has the power to create a competitive advantage that can be hard to imitate, and is inextricably linked to organizational performance. Sometimes intangible, its force is undeniable. Without a motivated and engaged workforce, even the most brilliant business strategies can falter.

New research from Deloitte suggests a powerful link between frequent participation in workplace volunteer activities and several measures of employee engagement that, in turn, contribute to employees' perceptions of positive corporate culture.

The 2011 Deloitte Volunteer IMPACT survey was commissioned to explore the connection between workplace volunteerism activities and employee engagement. Using indicators such as workplace satisfaction, pride and loyalty, we compared the responses of millennials who frequently volunteer against those who infrequently or never volunteer. Specifically, the survey targeted employed adults, ages 21 – 35. Further, the survey explored key barriers and drivers to participation in volunteer programs.

The following is a summary and analysis of the key research findings, which offer new insights about a powerful way to engage young workers. At a time when this and other studies<sup>1</sup> reveal that one-third of millennial employees are considering other career options, this research offers some compelling food for thought on ways to potentially decrease turnover, and help the community at the same time.

### Findings Suggest Link Between Volunteerism and Employees' Perceptions of Positive Corporate Culture

According to the eighth annual Deloitte Volunteer IMPACT Survey, millennials who frequently participate in workplace volunteer activities are more likely to be proud, loyal and satisfied employees, as compared to those who rarely or never volunteer. Millennials who frequently participate in their company's volunteer activities are (Figure 1):

- Twice as likely to rate their corporate culture as very positive, as compared to millennials who rarely or never volunteer (56 percent versus 28 percent)
- More likely to be very proud to work for their company (55 percent versus 36 percent)
- More likely to feel very loyal toward their company (52 percent versus 33 percent)

- Nearly twice as likely to be very satisfied with the progression of their career (37 percent versus 21 percent)
- More likely to be very satisfied with their employer (51 percent versus 32 percent)
- More likely to recommend their company to a friend (57 percent versus 46 percent)

These and other survey findings suggest a link between volunteerism and several indicators of employee engagement. The data substantiate the significant role frequent volunteerism can play in engaging a generation that is having a profound impact on the business landscape of today and tomorrow.



### Millennials Seek Social and Career Benefits from Volunteer Efforts

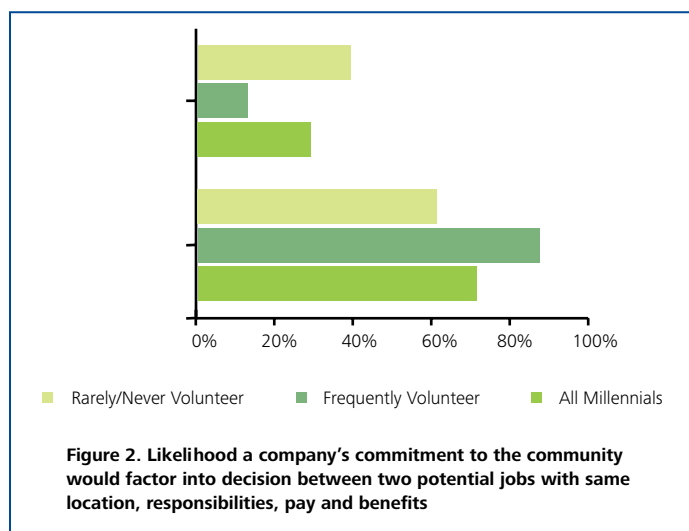
Millennials have often been described as the most civic-minded generation to come along since World War II. Yet, while these young employees are characterized by their passion to change the world, their motivation to volunteer is not entirely altruistic. This ambitious, career-minded workforce seeks challenges and demands leadership opportunities. The next generation of business leaders views workplace volunteer programs as a two-way street and wants a return on their volunteer investment. Indeed, half of millennials (51 percent) surveyed say they want volunteerism to benefit them professionally.

<sup>1</sup> Deloitte Consulting LLP. (April 2011). *Talent Edge 2020: Building the Recovery Together - What Talent Expects and How Leaders are Responding.*

This survey data, coupled with additional recent research<sup>2</sup> from Deloitte which identified “lack of career progress” as the top reason employees would seek new employment, suggest there is an opportunity for companies to incorporate skilled volunteerism into their training and development programs. Skilled volunteer engagements could provide valuable experiential learning opportunities that respond to millennials’ voracious appetite for professional development, leadership roles and stimulating and rewarding work.

### Widespread Impact on Image and Reputation Underscores Business Value

Survey findings also suggest that the benefits of creating a culture of service extend well beyond the personal experience of active volunteers. As expected, millennials (70 percent) strongly favor companies committed to the community. However, even among those surveyed who *rarely or never* volunteer, more than half (61 percent) say that a company’s commitment to the community would likely be a factor when choosing between two potential jobs with same location, responsibilities, pay and benefits (Figure 2).

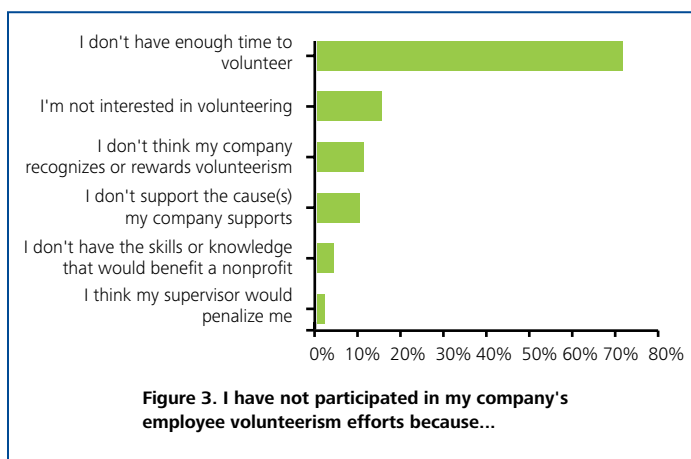


“Our own experience has demonstrated the business case for Deloitte to invest in a strategic corporate volunteer program. It’s very exciting to have research that more broadly quantifies the connection between workplace volunteerism and several drivers of perceptions of positive corporate culture among millennials.”

– Evan Hochberg  
National leader of Deloitte’s community involvement initiative

### Barriers to Volunteer Engagement

Among those millennials who do not participate in their workplace volunteerism programs, lack of time is by far the number one reason for not doing so (Figure 3). Insufficient recognition or reward and a lack of interest in volunteering are distant followers when it comes to millennials’ rationale for not participating in their companies’ community service programs. By understanding the pervasive barrier of time, companies can explore new volunteer models designed to respond to employees’ interests.



### Conclusion

Volunteer programs are often viewed as a “nice-to-do” employee perk rather than a strategic business initiative. However the 2011 Volunteer IMPACT Survey reveals that they are much more than that; companies that connect the dots between talent and volunteerism have an opportunity to strengthen relationships with young employees and will likely be rewarded with happier workers. The more satisfied employees are, the more likely they will remain loyal.

Indeed, companies that view their volunteer programs as strategic assets and incorporate service into their business planning may have a distinct advantage when it comes to engaging millennials and capturing their minds, hearts and spirits. A strategic employee volunteerism program can help satisfy energetic millennials’ desire for stimulating and diverse work assignments and leadership opportunities, respond to their desire to make a meaningful difference in society, and have a very beneficial impact on society.

<sup>2</sup> Deloitte Consulting LLP. (April 2011). *Talent Edge 2020: Building the Recovery Together - What Talent Expects and How Leaders are Responding*.

## Companies that recognize the linkages between volunteerism and employee engagement can reap significant rewards.

- **Take an inventory of your volunteer opportunities.** Review your existing volunteer program and ask yourself whether your corporate culture places a value on volunteerism. Not sure? Consider the following questions: Are the activities being offered ones in which employees want to participate? Do they produce a meaningful return for the community and is their purpose well-communicated? How are people encouraged to participate? Do senior leaders get involved? Do employees receive any time during the workday to participate, or must they volunteer after hours? Are there rewards or recognition in return for participation?
- **Tie volunteerism efforts to another strategic corporate initiative.** The data show that millennials who frequently volunteer are more engaged than those who do not, so look for opportunities to align volunteer initiatives with other business priorities, such as recruiting, leadership development and training. Invite the community involvement staff and the talent managers to the same strategic planning table so together they can explore how to use volunteerism options to achieve other top business goals.
- **Create policies that match business philosophy, when it comes to encouraging volunteerism.** Explore pro bono service and skilled volunteerism, contributed by the company. Deloitte created a new volunteerism model in 2008 -- establishing the procedures that treat pro bono engagements just like paid client engagements. This means the professionals who are selected for and staffed on the engagements complete the projects during the work day. This is just one way we respond to the number one barrier to millennial volunteer participation -- lack of time.

“Companies must continually assess their culture and look for innovative opportunities to strengthen this critical influencer of the bottom line. Engaged employees are happier and more productive. Companies that place a high priority on exploring innovative and powerful ways to engage employees, including the unique professional development opportunities that volunteerism provides, may reap substantial rewards in the global race for talent.”

– Jeff Schwartz, US Leader and Global Co-Leader, Talent Services,  
Deloitte Consulting LLP

### Learn More about Skills-based Volunteerism & Pro Bono

To learn more about skills-based volunteerism, best practices and ways to get started, visit:

- Deloitte: [www.deloitte.com/us/community](http://www.deloitte.com/us/community)
- Hands On Network: [www.handsonnetwork.org](http://www.handsonnetwork.org)
- Taproot Foundation: [www.taprootfoundation.org](http://www.taprootfoundation.org)
- Billion + Change: [www.nationalservice.gov](http://www.nationalservice.gov)

### About This Survey

The eighth annual Deloitte Volunteer IMPACT survey is the latest in the Deloitte Volunteer IMPACT Research Series, which explores trends and issues in corporate philanthropy. Deloitte is committed to sharing its innovative thinking to spark advances in corporate support of communities and skills-based volunteerism, through research, awareness, influence and example.

### 2011 Deloitte Volunteer IMPACT Survey Methodology

Results of 2011 Volunteer IMPACT Survey are based on online interviews with 1,500 millennials (ages 21-35) who work at companies with 1,000 or more employees that offer employee volunteer activities or programs. Note: the term “volunteerism” refers to traditional volunteerism, skilled volunteerism, pro bono work and/or nonprofit board service. Interviews were conducted by ORC International between Feb. 22 - 24, 2011. The sample size of 1,500 at a 95 percent confidence level would equate to +/- 2.6 percent margin of error had this been a random sample.

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