



THE LOGISTICS OF **CORPORATE GIVING**

SIX **PROVEN** STRATEGIES TO STRENGTHEN
MILLENNIAL AND GEN Z ENGAGEMENT

WRITTEN BY: **TOTAL QUALITY LOGISTICS**
IN PARTNERSHIP WITH: **PAYCOR** AND **84.51°**

For several years, Total Quality Logistics, Paycor and 84.51° have been committed to giving back to our communities, not because research has shown it significantly improves engagement and retention levels, but because we believe it is the right thing to do.

What we didn't expect was the impact it would have when we decided to support our employees' philanthropic passions. Suddenly, "corporate philanthropy" became "work with purpose." Our teams felt empowered to participate, more organizations were helped and overall impact significantly increased.

While our companies differ greatly in what we do, we share a similar desire to promote the passions our young, diverse workforces have toward giving back to their communities. Thus, we are pleased to share with you "The Logistics of Corporate Giving: Six Proven Strategies to Strengthen Millennial and Gen Z Engagement."

This white paper shares our companies' best practices and aligns them to six strategies that can be incorporated into your business regardless of its type or size. We challenge you to look for ways to apply these strategies to your charitable practices - or create your own - in hopes of amplifying our collective impact on the communities where we live and work.

Ken Oaks



CEO, Total Quality Logistics

Bob Coughlin



CEO, Paycor

Stuart Aitken



CEO, 84.51°



TABLE OF CONTENTS

Executive Summary **3**

Introduction **4**

Rethinking the Strategy of Giving **6**

Six Proven Strategies **7**

Strategy 1: Giving / Employee Choice **7**

Strategy 2: Doing / Employee-Led **11**

Strategy 3: Applying Your Business Model To Giving **16**

Strategy 4: Executive Leadership Involvement **18**

Strategy 5: Leveraging Corporate Giving Priorities **20**

Strategy 6: Visual Cues **22**

Take Action: Incorporating the Strategies
Into Your Giving Program **24**

Conclusion **25**

EXECUTIVE SUMMARY

In 1904, a Cincinnati business owner, Irvin Westheimer, saw a school boy searching for food in the trash bin outside his office. He decided to take the child to lunch. That decision led to a long relationship with the fatherless boy, and ultimately, to the founding of Big Brothers Big Sisters. Westheimer used his experience, influence, and assets to encourage others to give back and consequently changed generations. This vision, when harnessed by corporations, has the potential to transform cities. This same vision, born in Cincinnati, has led to some of the most robust corporate giving from companies of all sizes.

However, today's workforce is evolving. With the emergence of a growing millennial and Gen Z workforce comes changing expectations, and a greater call to reignite Westheimer's mindset. Cone Communication reported that when deciding where to work, 76 percent of millennials consider a company's charitable commitments. These two generations value purpose and meaning in their work and look to a company's corporate social responsibility to evaluate if their job will be fulfilling. Employers looking to engage this emerging workforce are wise to rethink traditional

approaches to corporate philanthropy and capitalize on social responsibility as a tool for engagement.

TOTAL QUALITY LOGISTICS, PAYCOR and **84.51°** are three companies that have used corporate philanthropy to add purpose to their employees' work and in turn, have seen engagement increase. By placing the power of philanthropy into the hands of the employees, all three companies experienced success building a positive culture, increasing engagement and making a greater impact on the community as a whole.

IN THIS WHITE PAPER, YOU WILL LEARN:

- Why corporate giving is a powerful engagement initiative for millennials and Gen Z.
- Six strategies for a successful corporate giving program.
- Practical ways to incorporate the strategies into a company of any size.
- Five steps you can take now to improve the success of your corporate giving platform.

INTRODUCTION

Now the largest generation to occupy the workforce, millennials, born between 1980 and 2000, represent more than a third of American employees. As Generation Z is on the cusp of entering the workforce, the differences between these new generations and those prior are distinct. Unlike previous generations, six in ten millennials are open to new job opportunitiesⁱ. A recent Gallup poll cited a lack of engagement as their primary reason for departing a company, with 84 percent of millennials not being emotionally or behaviorally connected to their employers. This lack of engagement and loyalty is forcing employers to reevaluate how they have historically engaged and retained employees. Moreover, studies show millennials' successors, Gen Z, exhibit the same, if not magnified ideals toward engagement and motivation in the workplace.

TQL, Paycor and 84.51° have found that corporate philanthropy can be used as a powerful tool to build a culture of purpose that engages employees; but a non-traditional approach is key. America's Charities reported participation in corporate giving programs dropped from 41 to 33 percent between 2006 and 2012. With many companies struggling to gain employee involvement in corporate philanthropy, this paper examines how three Cincinnati-based companies have successfully incorporated six strategies into their giving programs to achieve maximum employee engagement and impact to the community.

DESPITE findings to support social **RESPONSIBILITY** programs, companies are seeing a decline in **CONVENTIONAL CORPORATE-LED** philanthropy programs.

ⁱ Retrieved 15 May 2017 from <http://www.gallup.com/businessjournal/191459/millennials-job-hopping-generation.aspx>

COMPANY PROFILES

Total Quality Logistics is the second-largest freight brokerage firm in the U.S. With 59 satellite offices in 26 states, the company's revenues topped \$2.3 billion in 2016. Of its 4,200 employees, 90 percent are millennials. Its corporate giving program, **TQL CARES**, was established in 2006 to promote a culture of giving back to the community. In 2016, TQL Cares donated more than \$1.6 million to 288 different causes. Employees also donated more than 1,400 hours of community service outside of their normal work hours. TQL Cares is managed by two full-time employees as a function of the Marketing Department.



Cincinnati-based Paycor is a \$250 million human capital management (HCM) company with 1,400 employees working in 22 locations across 20 U.S. cities. Fifty-three percent of its workforce



are millennials. In 2016, through its **COMMUNITY PARTNERS PROGRAM**, Paycor employees partnered with community nonprofits, donating 6,600 hours of service during 187 unique events, raising nearly \$255,000 in financial contributions. An associate-led committee oversees the Community Partners Program.

84.51° is a data analytics firm that studies consumer behavior and spending habits over an extended length of time. In 2016, its revenues topped \$300 million. Formerly known as Dunnhumby, the company changed its name



to 84.51° after it was acquired by The Kroger Co. in 2015. It currently employs 710 people in Cincinnati, Chicago, New York and Portland; half of whom are millennials. Through the company's charitable arm, **84.51° DEGREES OF GIVING**, 84.51° donated \$90,000 shared

among nine different charities, nominated and selected by employees. Another \$23,000 was donated to 25 other organizations. The charitable giving program at 84.51° is managed by the Chair of Degrees of Giving, who volunteers for the role in addition to his or her regular duties. The position rotates every two years.

GIVING AT A GLANCE

	TQL	PAYCOR	84.51°
CORPORATE GIVING PROGRAM	TQL CARES	COMMUNITY PARTNERS	DEGREES OF GIVING
TEAM	2 full-time employees	Associate-led committee	Employee volunteer chairperson and committee
PROGRAM OVERVIEW	Open matching program and Annual Giving Campaign	Open employee-led fundraising and volunteering projects	Nine focus nonprofits selected by employees
SYSTEM	BENEVITY	INTRANET	MANUAL
VISUAL CUES	Culture wall and lanyard pins	Stickers and community board	Newsletter
POPULAR EVENTS	<ul style="list-style-type: none"> National Volunteer Week Pinktober Military Month Annual Giving Campaign 	<ul style="list-style-type: none"> Flying Pig Marathon Pay It Forward Day 	<ul style="list-style-type: none"> Degrees of Giving Nonprofit Fair Charity Chows Yappy Hour
SKILLS-BASED	MOVES THAT MATTER	HCM TECHNOLOGY FOR NONPROFITS	DATA ANALYTIC SERVICES FOR NONPROFITS

RETHINKING THE STRATEGY OF GIVING

Traditionally, corporate philanthropy has focused on a company's strategically identified core giving focus areas. Company leaders may select charitable causes to support based on strategic business or community goals. These core areas drive company giving and control where employees are asked to donate their time and money. Matching funds offered by the company may be restricted to organizations that fall within these areas.

While this traditional approach is still widely practiced, Total Quality Logistics, Paycor and 84.51° have shifted their giving programs to an employee-driven model where employees are empowered to give to causes with personal significance. Rather than asking the employee to support the company focus areas, the company supports the employee's personal philanthropic choices.

They found this amended approach helps employees positively contribute to the community and make a significant impact on the business. Allowing employees more philanthropic freedom creates a heightened sense of pride and loyalty to the company, increasing engagement. Such a shift doesn't require an "all-or-nothing" approach. At any level, the addition of employee-driven programs can enhance current giving programs in three key areas:

THE COMMUNITY

Charitable organizations benefit from long-term relationships with donors and volunteers. Mobilizing the company's employees to give back helps develop community leaders who are invested in causes with personal importance.

THE EMPLOYEE

Employees not already involved in philanthropy are introduced to giving, paving the way for deeper engagement to their workplace and the community, building their sense of purpose. Employees who already have a favorite cause benefit by leveraging the company's assets to increase their support of the charity.

THE COMPANY

Philanthropic campaigns centered around engagement and recognition build a stronger culture, not only aiding retention, but helping attract top talent as well.

6 PROVEN STRATEGIES

While TQL, Paycor and 84.51° may differ in size, culture and core competencies, all have successfully built corporate giving programs that harness and engage their workforce while making a significant impact on the communities in which they operate. Each of the companies have incorporated tactics that align with six key strategies outlined below. As a result, all have seen significant year-over-year growth in employee engagement and community impact.

STRATEGY 1 /GIVING EMPLOYEE CHOICE

Giving is personal. Everyone has their own reason for supporting one cause over another. Whether a nonprofit helped a family member with cancer, mentored them as a youth, or rescued the pet they adopted, people give because of personal impact. It is no surprise that empowering employees to choose where they donate their time and money is the number one driving factor to increasing engagement in corporate giving campaigns. There are thousands of reasons why someone may choose to support a certain cause and the depth of an employee's engagement is directly correlated to their personal passion for it.

EMPOWERING
employees to
choose where they
DONATE their time
and money is the
number one driving
factor to **INCREASING**
engagement through
corporate **GIVING**
CAMPAIGNS.

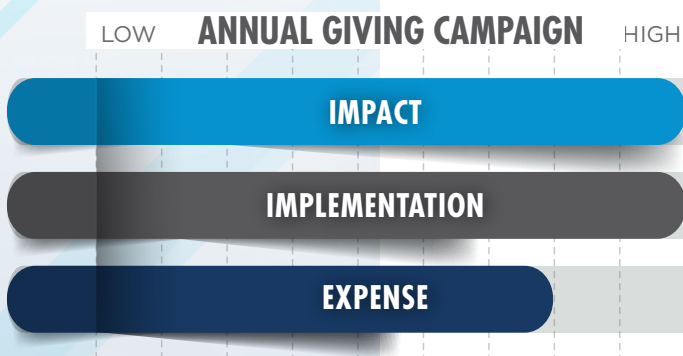
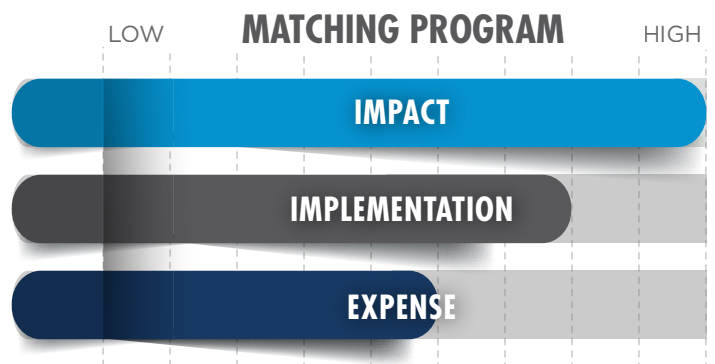
TQL ///

For 10+ years, TQL focused on the annual United Way campaign as its primary employee giving platform, with an overall average participation rate of 56 percent. Each year, TQL worked harder and expended more resources to keep employees interested in its campaign. Beyond that, TQL was experiencing significant growth, expanding to 59 offices across the country. Cincinnati-focused giving was not relevant to employees in new offices, nor did it help connect them to their local communities where they worked.

TQL decided to put the power in the hands of employees and develop its philanthropic arm, **TQL CARES**, into one that promoted employee choice. The company began to alter its campaigns, including the **ANNUAL GIVING CAMPAIGN**, to allow employee choice. TQL engaged a third-party online giving platform to manage the annual campaign and its year-round matching programs. The platform collected employee donations during the campaign, and aggregated and dispersed funds. TQL was able to highlight community partners like the United Way, but also allow employees to support any 501(c)3 nonprofit

of their choosing. The company saw an immediate jump in participation to 75 percent during its annual giving campaign. Supporting everything from health and wellness to animals, schools, hospitals and arts organizations, the campaign grew to fund more than one thousand causes across the country.

In addition to contributions made during the annual giving campaign, TQL also matches donations employees make to any nonprofit throughout the year, further supporting employees' community work. These year-round matching programs also saw a surge in participation. Thanks to the ability to choose which cause to support, TQL offices across the country began engaging with their communities, establishing TQL as a strong corporate citizen in its new markets.



THE FIRST YEAR after TQL implemented an **OPEN CHOICE PLATFORM**, the company saw a **19% INCREASE** year-over-year in its **ANNUAL GIVING CAMPAIGN** participation rate.

PAYCOR ///

Paycor benefits from a hybrid approach to open-choice, sustaining a year-round program where employees donate to their causes of choice, while also supporting corporate campaigns like United Way and ArtsWave.

Paycor's approach to employee choice started when they began receiving countless requests from employees to hold fundraisers with their colleagues for their favorite charities. Rather than restricting requests by building parameters around what type of fundraiser or nonprofit could be supported, Paycor built an internal platform to advertise all employees' fundraising efforts to the company. Then they created an incentive program to help employees increase participation in their fundraisers. Any employee who contributes to a fundraiser receives a community partners sticker. These stickers are accumulated and traded in for special Paycor community gear.

The program became known as **COMMUNITY PARTNERS** and because of the program, Paycor has seen increased engagement and a strengthened culture of giving back. Any employee can submit a proposal on the intranet to raise funds for any nonprofit of their choice. The employee provides an explanation of the cause and a case for support. Each submission is then posted publicly on the Community Partners portal and employees can choose where they give. Some fundraisers include events; others just an online donation, but all connect employees to each other for a purpose. There are always multiple opportunities posted on a rolling basis. Paycor has found that when employees are given many charitable options as opposed to a few, they are five times more likely to give. These diverse opportunities, coupled with personal stories of impact, create open dialogue among employees and a culture of support, building authentic engagement.

Paycor found
employees
are **FIVE** times
more likely
to give
when offered
many **CAUSE**
options to
SUPPORT.

84.51° ///

84.51° takes the unique approach of selecting a set number of organizations to work with annually, but employees ultimately determine which organizations those are. Through a democratic process, they work together to nominate local nonprofits.

Then, through advocacy and voting, they determine nine nonprofits to support for the next two years. The program is called **DEGREES OF GIVING** and helps engage employees on a deeper level, encouraging targeted and sustained involvement in select organizations.

Nominations for nonprofits can be submitted by any employee for any nonprofit of their choice. Along with the nomination, two employees commit to serving as co-chairs for that organization. They take on the role of advocating for the cause and spearheading company involvement with the nonprofit if they are selected as one of the nine final charities. After a campaigning period, employees vote and the nine organizations receiving the highest number of employee votes become the Degrees of Giving focus charities. Each nonprofit receives a two-year commitment of support, including a \$5,000 grant, ongoing employee fundraising efforts and a promise of involvement in three volunteer events annually. The program has sparked employee participation so high that 84.51° has chosen to increase the number of selected nonprofits twice since its inception. 84.51° further supports employees' causes by giving a \$500 grant to each nonprofit that was nominated by employees but not selected. In 2016, a total of \$90,000 was donated to Degrees of Giving charities.

The program is unique in providing an avenue for employees to discuss community needs and personal passions, creating a culture that attracts people who value giving to others.

Companies can
**LIMIT THE
NUMBER** of
organizations they
support but
still give
employees the
CHOICE by creating
a democratic
SELECTION PROCESS.

STRATEGY 2 / DOING-EMPLOYEE-LED

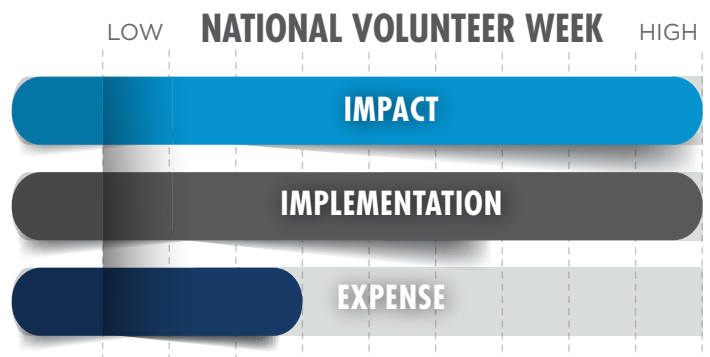
Increased engagement in philanthropic programs come, not only from freedom of choice, but also by empowering employees to lead the work. Whether that's leading the charge in running charitable programs, or providing smaller opportunities to be hands-on with a nonprofit, employee leadership is key in sustaining engagement. Allowing employee ownership enables the company to play a support role, creating a culture where employee voice matters.

Peer-to-peer promotion naturally occurs and giving back becomes a grassroots success. TQL, Paycor and 84.51° each take unique approaches in fostering employee leadership and all have benefited.

TQL ///

TQL uses employee leaders at a variety of levels to accomplish its philanthropic goals. Some are highly engaged for the long-term and others are engaged for a targeted, short-term purpose. At any level, all play a role in advocating engagement in charitable efforts.

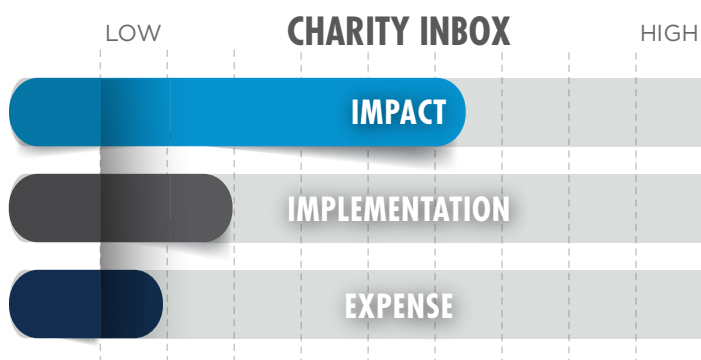
TQL has seen the most success through the appointment of team "Charity Captains." These captains are nominated by each manager and the role provides an opportunity to build a TQL resume and path for leadership advancement. Involvement is encouraged by TQL management and executive leadership. The TQL Cares team works with these captains throughout the year to champion different initiatives.



Charity Captains were an invaluable piece in the success of TQL's recent campaign to kick-start volunteerism in all its locations. The TQL Cares team worked closely with Charity Captains to plan a volunteer event for each team during National Volunteer Week. The captains each chose an organization to volunteer for that would appeal to their team's unique attributes. Some chose a nonprofit the team had worked with before, others looked to long-term corporate charity partners. The captains were essential in recruiting volunteers, executing the events the day of, and communicating with the nonprofits. TQL played a support role, not only helping plan the events, but offering incentives for captains to use as a recruitment tool. Employees who participated could dress casually for two weeks after the volunteer event, and a \$250 "Team Grant" was donated to each nonprofit served. In total, TQL contributed \$13,250 to its communities through these grants. Fifty-three events were planned in one week, and over 600 volunteers contributed more than 1,200 hours of volunteer work – all outside of business hours.

TQL Cares extends these incentives year-round by providing tools and matching funds to teams that plan fundraising and volunteer events.

TQL also allows employees to take the lead by giving them an outlet to be heard. The company maintains a TQL Cares email inbox where ideas from employees

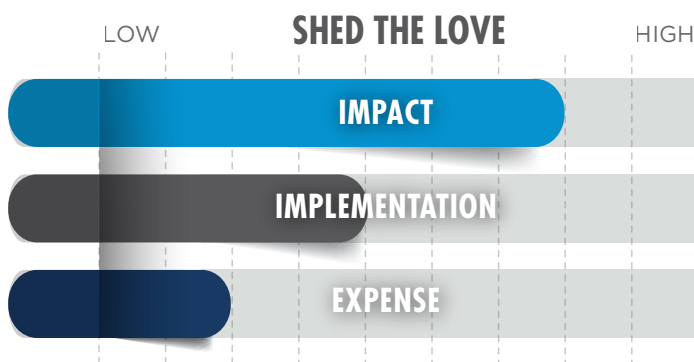


are received and answered within 24 hours. Often, a submitted idea grows into a company-wide event. In 2016, a TQL ultra-marathoner proposed running 12 hours on a treadmill to raise money for his favorite charity. TQL supported him by creating “The TQL Running Man” event. The employee started running at 5 a.m. with local media there to kick him off. The event was streamed live to all TQL offices throughout the day. Employees were encouraged to make a pledge per mile and run on a treadmill alongside him. His final few miles were celebrated with a party at corporate headquarters. By the end of the day, he had raised close to \$10,000 for the charity with the company match.

Another employee suggested bringing homeless pets to TQL offices in hopes of finding them permanent homes. As a result, TQL partnered with local shelters to bring homeless cats and dogs to TQL offices one day each February. Dubbed “Shed the Love,” more than two dozen pets have been adopted after just three events.

Opportunities where the company can create fun and purpose-driven engagement, while supporting causes spearheaded by employees, creates ownership and excitement throughout the company.

While some employees decide to lead as a captain or create a new program, TQL encourages all employees to become a community leader at some level through volunteerism. TQL’s Dollars for Doers program donates \$10 for each hour an employee volunteers at any nonprofit organization. They also heavily encourage youth mentorship through Big Brothers Big Sisters and pay for outings with Littles for any TQL employee that serves as a Big. It is from this position of support that TQL is able to encourage and promote the good work of its employees and foster community leaders.



**TQL’S Dollars
for Doers program
DONATES \$10
for EACH hour an
EMPLOYEE volunteers
at ANY nonprofit
organization.**

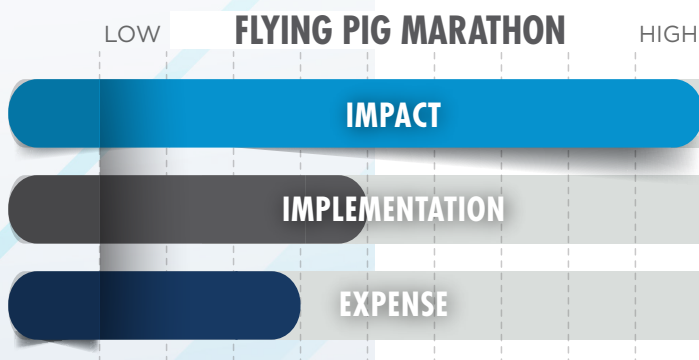
PAYCOR ///

Paycor actively seeks out employees who are passionate about giving back to the community, believing the success of any campaign is dependent on employee advocacy. They have found that employee-led, grassroots initiatives garner more internal support than those promoted only by executives. Because of this, the Paycor Community Partners program is entirely led by employee volunteers.

When an employee submits a proposal to the Community Partners portal, they must serve as the internal ambassador. It is up to that ambassador to rally support for the cause posted. Some set up informational tables outside the café to encourage participation, others choose to advertise on the company's TV monitors or bulletin boards, and many use word of mouth, telling their story to gain support.

Employees who want to take on a larger leadership role can join the Community Partners Committee. This committee of 15 volunteer Paycor employees manages the Community Partners program. They work with ambassadors to approve and post events, measure participation and impact, and report the results.

Paycor also encourages employees to become community leaders by promoting volunteerism and providing a variety of opportunities, driven by employee interests. The Flying Pig Marathon, for example, was started by a group of entrepreneurial Paycor associates who had a vision



of aligning running with supporting the community. Each year hundreds of Paycor associates participate and millions of dollars have been donated to nonprofits that partner with the Flying Pig. Employees can also choose to mentor students through the Adopt-a-Class program and are given time off monthly to do so. Employee leadership at all levels leads to the success of each program.

PAYCOR actively seeks employees who are **PASSIONATE ABOUT GIVING BACK** to the community, and **ENCOURAGES** them to champion a **CAUSE. MORE CHAMPIONS** mean more options, which yields the **BEST RESULTS.**

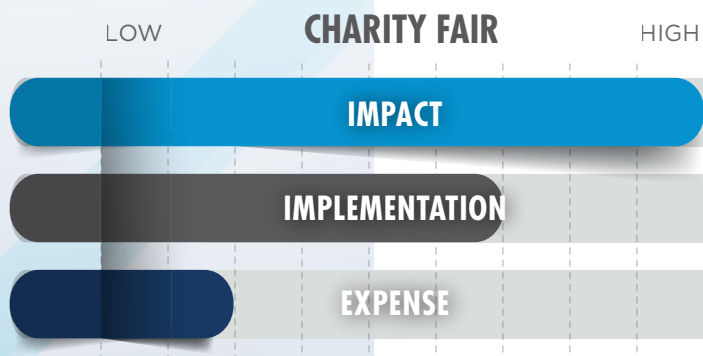
84.51° ///

Just like Paycor's program, the 84.51° Degrees of Giving program is run entirely by employees who volunteer their time. Both companies have seen this employee volunteer approach lead to increased engagement with peer-to-peer advocacy at its strongest.

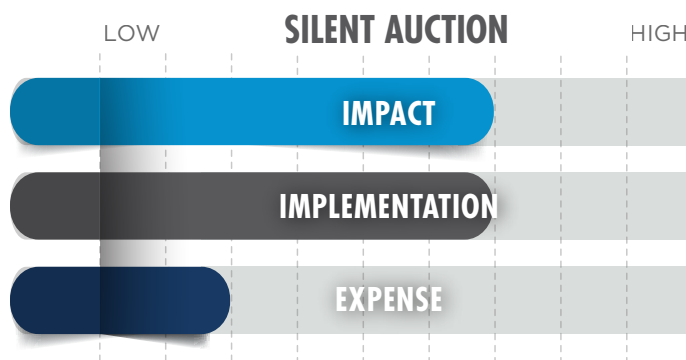
One employee volunteer runs the Degrees of Giving program for a two-year term. This person is the primary coordinator, organizing the nomination, voting and selection process of the nine focus charities. They work closely with the charity nominators once the causes have been selected.

It is up to the charity nominator and co-nominator to champion their cause. They advocate for the organization and generate grassroots support. The nomination period culminates in a charity fair. Each nominated organization is invited to staff a booth at the fair to educate employees on the cause. This collaboration encourages nominators to become closely involved with their nonprofit, working on an engaging booth to educate and earn votes.

After the nine nonprofits are selected, the nominator and co-nominator become the chair and co-chair. It is up to them to lead efforts to support their charity year-round. This includes coordinating at least three group events per year, ranging from volunteer opportunities to fundraising events and serving as liaisons between the company and the charity.



84.51° harnesses employees' collective leadership to create the biggest fundraising event of the year, the Degrees of Giving Silent Auction. Employees donate and solicit items for the companywide auction and submit bids. Items ranging from dinners with executive leaders to prime seats at local sporting events to homemade guacamole go for big bucks. In 2017, more than 350 employees submitted over 1,500 bids, raising \$47,500, including a company match of \$15,000.

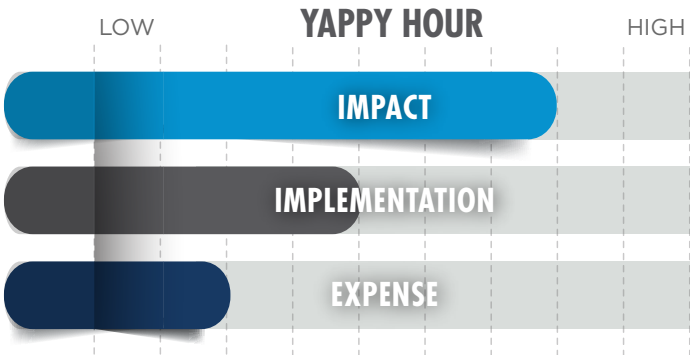


Employees also lead a quarterly Chow for Charity. They bring in homemade food or work with a local food truck to feed the office. Proceeds from the Chow are donated to the Degrees of Giving nonprofits. Each December, the Chow becomes holiday-themed and the company's most talented bakers host a Cookie Chow for Charity.

84.51° also encourages employee leadership by listening to employees’ unique ideas. The social planning group, 84.5Fun, plans company social events and created the “Yappy Hour” where employees bring their dogs to pet-friendly bars. Pet lovers took the opportunity to raise money for their Degrees of Giving animal-related charity.

84.51° also promotes community leadership by supporting volunteerism. Each employee is granted eight hours out of the office to volunteer for any charity of their choosing. Efforts can support in-office giving activities, such as school mentoring and wrapping holiday gifts for children, or can be done outside of any company sanctioned events. It is this open approach that creates a supportive environment for employees to take action.

While not everyone in the company may want to take on management of a program, lead an event, or even nominate a nonprofit, when given the freedom to pursue personal passions, leaders develop organically. As all three companies have experienced, employee leadership solidifies giving back and becomes core to the culture. This, in turn, becomes the catalyst for heightened engagement.



STRATEGY 3 / APPLYING YOUR BUSINESS MODEL TO GIVING

While companies have an opportunity to support an employee's philanthropy through open choice and employee leadership, they would be remiss to ignore how valuable employees' professional skills can be to a nonprofit. TQL, Paycor and 84.51° have learned that leveraging core competencies can increase engagement by creating a partnership of purpose and profession.

TQL ///

Every week, TQL arranges the movement of more than 28,000 loads of freight, helping fuel the economy nationwide. Its logistics professionals excel at offering the best service in the industry to solve shipping needs when no one else can. In 2014, TQL received a request to put these logistics skills to work. A team of volunteers for the Where Angels Play Foundation were preparing to install a playground in honor of a child who was killed during the 2012 Sandy Hook Elementary School shooting. The playground equipment had not arrived and the organization needed help. TQL was able to quickly get the playground delivered to the volunteers. Where Angels Play was so grateful, they asked TQL to move all of the remaining playgrounds. So moved by the transaction, the TQL broker advocated for a grant to assist the nonprofit.

The TQL Moves That Matter program was born. TQL donated \$5,000 to help with future playground builds and now donates \$1,000 monthly to any nonprofit that needs assistance moving a shipment. Any TQL employee can submit a nomination to help a nonprofit move a load. To date, TQL has contributed more than \$25,000 to help nonprofits with logistics needs. The final playground delivery ended with a TQL employee flying with his daughter to Boston to personally ensure the delivery arrived on time and to help install the playground. Purpose met profession and employees who participate in Moves that Matter identify those moves as their favorite.

PAYCOR ///

Paycor is known for excellence in client service and leading HCM technology for mid-size and small businesses. It offers nonprofits special pricing for its cloud-based HCM services. Paycor associates also participate regularly in an Accounting for Kids program, using employees to teach financial responsibility to at-risk youth at rotating school districts in the Cincinnati area. By facilitating interaction with local youth, Paycor encourages employees to see purpose in their skills, strengthening employees' connections to the company and the community.

84.51° ///

As an industry leader in data analysis, 84.51° has the expertise to provide invaluable information to nonprofit organizations. 84.51°'s donated pro bono services have made a huge impact to nonprofits that would ordinarily never be able to gain the valuable analytical insights that can help businesses better strategize growth. In 2016,

With a **FOCUS** on using professional expertise philanthropically, **EMPLOYEES** can easily **CONNECT** their work to a greater **PURPOSE**, driving engagement.

84.51° was asked to support an organization dedicated to reducing infant mortality rates by donating a pro bono analysis of the factors that may signal at-risk households. Sixty analysts worked with demographic, economic and behavioral data to develop key insights and suggest next steps for the nonprofit. The team is rooted in their philanthropic goals, and dedicated to using the skills they hone at 84.51° to continue to solve societal problems.

To further support its community, 84.51° lends its professional skills and resources to help support startup ventures, offering 12 months of free mentorship sessions and workspace inside their downtown Cincinnati headquarters. The company believes this type of support

not only encourages fellow innovators, but helps the economy by supporting the success of entrepreneurs, which ultimately creates jobs. Employees can interact with local entrepreneurs, and see firsthand that their employer is dedicated to the success of the community.

With a focus on using professional expertise philanthropically, employees can easily connect their work to a greater purpose, driving engagement.

STRATEGY 4 / EXECUTIVE LEADERSHIP INVOLVEMENT

The ultimate success of any corporate giving program hinges on how it is viewed by employees. Is corporate giving viewed simply as a requirement of doing business, or as an integral component to the company's corporate culture? When executive leadership advocates for philanthropic programs, it models their importance to the company at large, setting the tone that their acceptance is vital to the company's culture. When leadership walks the walk, and engages beyond board seats, it creates the fertile ground crucial for sustainable success. TQL, Paycor and 84.51° have all seen the culture of giving grow within their company when the value is modeled by executive leaders.

TQL ///

TQL's leadership plays an essential role in driving participation in its giving program. As a result, the company has witnessed high employee participation and engagement. From founder and CEO Ken Oaks to mid-level management, all play a role in developing a culture of philanthropy. Oaks misses no opportunity to personally promote TQL Cares programs and encourage teams to actively participate. He frequently communicates initiatives and his appreciation for employees' contributions through a regular TQL Cares feature in his daily companywide emails, personal emails to TQL Charity Captains, and by participating himself. During National Volunteer Week, Oaks joined fellow employees on a service project making improvements to a local YMCA, and during a companywide fundraiser for Big Brothers Big Sisters, led the charge rappelling off TQL's headquarters to help raise money. Oaks considers charity a core tenet of TQL's culture and thus influences others to do the same.

Others in leadership easily follow suit, from one VP of Sales who leads efforts to raise money for breast cancer research, to a VP of Sales who advocates for mentorship and speaks publicly about his childhood experience as a Little with Big Brothers Big Sisters. Other members of management set goals for their teams to volunteer on a quarterly or monthly basis. This encouragement from leadership reinforces a strong culture of philanthropy that empowers employees to make an impact in their community.

PAYCOR ///

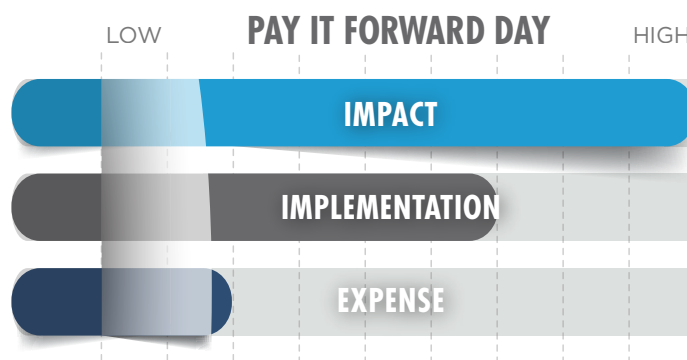
One of Paycor's guiding principles is to do the right thing and have fun along the way. This principle is modeled by leadership in a way that builds a team that not only does the right thing for the company, but also for the community. CEO Bob Coughlin takes the lead by offering his time to support those who model that virtue. He annually incentivizes employees' participation in Paycor's giving campaign by personally hosting a happy hour. Anyone who commits to a minimum donation of \$5 per pay period

for one full year is invited to "Bob's Wine Tasting" held each year at the corporate headquarters. More than 340 employees attended the social event featuring wine and appetizers in 2017.

Twice a year, Paycor employees from across the nation take part in Pay It Forward day, an initiative begun in 2015 by Paycor's VP of Sales, Jay Rouse. After Rouse's biannual web meeting, each Paycor sales office spends the up to five hours volunteering for an organization of their choosing, typically a nonprofit client. The program has expanded to include marketing, IT and product teams. Employees participated in 48 volunteer events donating 2,175 hours and \$7,678 in 2016. Rouse's leadership has helped build a culture among teams that allows time to give back, increasing engagement at work.

84.51° ///

CEO Stuart Aitken boldly speaks within in the community about social issues, positioning 84.51° as a leader in their industry and the community. Aitken has long been a vocal supporter of women, specifically supporting the fight against domestic violence. This influenced him to advocate for Women Helping Women, an organization that provides support to women in abusive situations. He was the first man to join the Men Helping Women Helping Women movement in 2015. Employees, inspired by Aitken's leadership, began a partnership with retired NFL linebacker Dhani Jones' Bow Tie Project to create a custom bow tie to raise funds for the organization. Employees wear bow ties each Tuesday during October's Domestic Violence Awareness month as a sign of solidarity. Today, Aitken continues to be a vocal advocate for the cause, which is among the nine causes chosen each year to be a Degrees of Giving charity recipient. Aitken's influential leadership sets the tone for other employees and leaders following suit, using their voice to be a change agent for causes that are important, creating pride among employees to work for a company that cares.



STRATEGY 5 / LEVERAGING CORPORATE GIVING PRIORITIES

Traditionally, corporate giving programs are built around a company's causes of choice, or the "corporate giving priorities." As strong corporate citizens, companies often choose causes directly tied to the company's industry, specific needs in the community, or the passions of executive leadership. The company's interest in conducting business in both a thriving industry and community drive the causes they choose to support. Traditionally, these defined categories guide a company's giving, from grant making to employee donation matching.

While Paycor and 84.51° have primarily focused their corporate giving programs on employee choice initiatives, TQL has had success merging a program that promotes employee choice, but also uses company giving priorities to strengthen its philanthropy by leveraging them for employee engagement. TQL found that corporate giving priorities can play a role in increasing employee engagement if the traditional approach is enhanced.

TQL ///

In addition to offering employee choice in many programs, TQL focuses corporate donations in three key areas: medical/health-related causes, children, and military/veteran support organizations. While TQL financially supports causes in these areas, the TQL Cares team approaches each grant or donation as an opportunity for engagement. Examples highlighting this approach are outlined below.

Twice a year, TQL designates one month to highlight a corporate giving priority. May is "Military Month" and raises awareness for military/veteran causes. October is "Pinktober" and raises awareness for breast cancer research and patient support.

THE CAMPAIGNS INCLUDE:

- a tribute wall, both physical and virtual, to honor those affected by or involved in the cause;
- a companywide fundraising competition;
- employee ambassadors;
- a commitment from the company to donate a portion of revenue to the cause;
- company match of all employee donations;
- an onsite patio party, including the benefiting nonprofits, where the amount raised is announced;
- TQL headquarters building is lit in the appropriate cause colors.

MILITARY MONTH (MAY)

Causes supported:

- Military and veterans.
- TQL and its employees have raised more than \$101,000 for military charities since 2015 during Military Month.

Fundraising Competition:

- In 2015, TQL hosted a companywide pushup and fundraising competition, raising more than \$24,000.
- In 2016, TQL held a companywide bracket-style sit-up competition, raising more than \$19,000.

Cause Marketing Campaign:

- One week during the month is designated “Hauls for Heroes” week, where a portion of the revenue from every load moved is donated. In 2017, TQL gave \$31,399 to military causes. Hauls for Heroes has raised more than \$154,000 since 2009.

Employee Ambassadors:

- TQL appoints military ambassadors to recognize employees who have served.

Patio Party:

- TQL employees celebrate the conclusion of the month with a party on the headquarters patio where the total amount raised is announced.
- In 2015, TQL invited area employees and community members to the party and broke a Guinness World Record with 734 people doing pushups at one time.

Swag:

- In 2016, TQL designed and sold a military T-shirt. All proceeds were donated to the benefiting causes.
- Every TQL employee that served in the military received a T-shirt for free.

PINKTOBER (OCTOBER)

Causes supported:

- Breast cancer research and direct patient care.
- TQL and its employees raised over \$90,000 in 2015 and 2016 during Pinktober.

Fundraising Competition:

- In 2015, TQL held a companywide fundraising competition called the “Great Shave.” Teams donating \$1,000 or more shaved their managers’ heads. TQL and its employees raised over \$49,000 and shaved more than 25 manager and executive heads.

Cause Marketing Campaign:

- One week during the month is designated “Loads for a Cure” week, where a portion of the revenue from every load moved is donated. In 2016, TQL gave \$29,187 to the American Cancer Society. Since 2010, Loads for a Cure has raised more than \$126,000.

Employee Ambassadors:

- TQL honors two employees who were unfortunately taken from the TQL family, and two breast cancer survivors who inspire TQL. The ambassadors remind fellow employees the importance of the cause.

Patio Party:

- TQL employees celebrate the conclusion of Pinktober with a party on the patio of headquarters, where the total amount raised is announced.

Swag:

- Throughout Pinktober, employees can purchase TQL-branded items from the company store with the TQL breast cancer support logo. A portion of all proceeds are donated to the benefiting nonprofits.

In each example, TQL builds upon its core giving priorities by creating employee engagement opportunities to surround them. Employees become keenly aware of company giving priorities and how TQL supports them. It gives employees the opportunity to become involved and engages employees who may otherwise never get involved in charity initiatives.

By viewing company giving priorities as another means of employee engagement, rather than simply guidelines for grant making, companies can solidify a culture of giving. Opportunities to get involved with a company’s priorities give employees a fun and low-cost option for participating in a charity initiative that may ultimately spark their interest and lead to continued community involvement.

STRATEGY 6 / VISUAL CUES

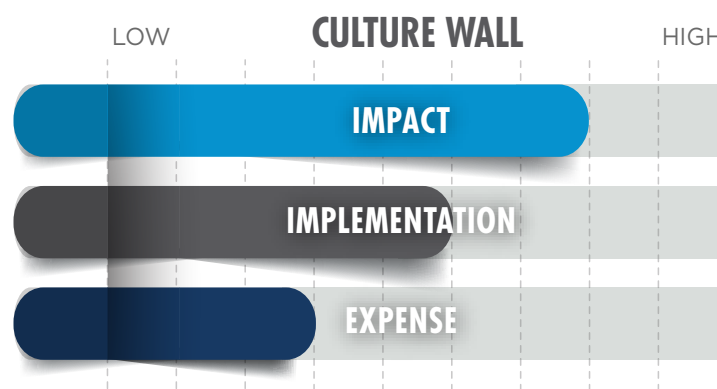
One of the simplest ways to ingrain philanthropic giving in a company's culture is to provide consistent reminders to employees that it is a core value. Recognizing employees and teams who exemplify the value and providing regular visual cues of community involvement strengthen the tie to corporate culture. TQL, Paycor and 84.51° have learned visual cues allow employees to see their impact, discover the work of other teams and internalize the spirit of giving touted by their company.

TQL ///

TQL looks for recognition opportunities at both a macro and micro level. On a large scale, all TQL employees who donate a recurring \$3 or more per paycheck to the charity of their choice receive a TQL Cares pin to attach to their ID badge lanyard. The pin signifies to others that they are making a difference contributing to the TQL Cares Annual Giving Campaign. This simple visual identifies an internal community that employees are proud to be a part of.

Visual reminders of the company's charitable giving efforts also cover the walls of corporate headquarters. Coined the "culture wall," oversized photos are mounted throughout TQL headquarters to highlight the people, events and projects that make TQL's culture unique. Images from the company's charitable initiatives, employee volunteering events and other community

involvement are rotated, with new images added each quarter. TQL also sends a quarterly mailer to every employee with a section recapping that quarter's community work. TQL creates a TQL Cares T-shirt annually for employees that can be worn on any TQL casual day as another regular reminder of the value of giving back.



Because TQL employees are consistently exposed to visual reminders of the company's charity work, they are reminded of its value to the company and are more likely to be inspired to become involved themselves.

PAYCOR ///

At Paycor, community involvement takes center stage in the employee cafeteria. The Community Partners Board serves as a constant visual cue, with fliers about upcoming fundraising events posted and rotated on a near-daily basis. Anyone spearheading a project can host a display table in front of the board during lunch to further promote their cause of choice. Charity events are also promoted on internal TVs located in every office.

Paycor sales employees earn Paycor T-shirts twice a year on Pay It Forward days, and are encouraged to wear them during other volunteer opportunities. The company newsletter adds another visual cue with regular features on fundraising wins, including photos and accolades from senior leaders. For each event or fundraiser an employee participates in, they receive a Community Partners sticker to display at their desk. The stickers become badges of pride for employees to identify as an employee who gives back. The recognition of participation and consistent visual cues further instills the culture of giving and motivates other employees to be a part of the movement.

84.51° ///

Visual reminders of charitable involvement are easy to find at 84.51°, where employees proudly display their involvement on their computers. An employee began designing and creating vinyl stickers to sell to coworkers in the company store. The stickers have parlayed into a point of pride, with each sticker representing membership on a committee or team. Proceeds from the purchase of stickers or company swag are all donated and distributed equally to each of the nine Degrees of Giving charities.

In addition, 84.51° regularly sends a Degrees of Giving e-newsletter where they recognize employees participating in volunteer or fundraising events and emphasizes involvement with the nine charities. The e-newsletter serves as a monthly recognition and communication tool, sharing the successes of the company's giving initiatives.

Consistent visual cues and recognition of outstanding employees go far in ingraining philanthropic values in company culture, and helping drive engagement. When there is little question in employees' minds that the company cares about giving back, the conversation shifts to how employees can partner with the company to impact their community.

TQL, Paycor and 84.51° have
learned **VISUAL CUES** allow
employees to see their **IMPACT**,
DISCOVER the work of other teams,
and internalize the **SPIRIT OF GIVING**
touted by their **COMPANY**.

TAKE ACTION: INCORPORATING THE STRATEGIES INTO YOUR GIVING PROGRAM

Components of each of the above six strategies have been successfully woven into TQL's, Paycor's and 84.51°'s unique giving programs while still maintaining the integrity of each company's unique culture. While practices varied greatly from company to company, overall impact and engagement was consistent. To achieve similar results, a company considering implementing a new philanthropy program or building upon an existing one can start with careful consideration of the following:

☐ **KNOW YOUR TEAM**

Understand the demographic you want to engage and what motivates them. Use surveys to collect data including information about the causes employees currently support or would like to support, motivation for selecting those causes and their preferences for giving.

☐ **RETHINK EXISTING PARAMETERS**

Take inventory of the company's current philanthropy. Are different departments driving their own initiatives? Is foundation giving independent of employee activity? Are matching programs underutilized? Consider what programs are currently working and of those, which may be able to be modified to include employee choice and benefit from employee leadership.

Review how grant money and sponsorships are being distributed. Look for circumstances to leverage these donations for engagement.

☐ **START SMALL AND SIMPLE**

Try launching new projects on a smaller scale to test success and engagement. Look for low-hanging fruit and consider simple modifications to current programs to use as a testing ground.

☐ **LET EMPLOYEES DRIVE STRATEGY**

Using the information gathered about employees and company giving, begin creating engaging programs around the causes your employees care about. Provide ample avenues to hear employees' ideas on how the company can make an impact in the community. Establish an advisory committee, start an inbox and solicit input at all levels. Beginning this way sets the foundation for employee choice and leadership, kick-starting engagement.

☐ **EVALUATE AND TRACK EVERYTHING**

A strong corporate giving program will change and grow with a company's workforce. Assess what is successful and what can improve to ensure the program fits the needs of the company, the community and the employees. Repeat this process regularly, always gathering new data and evaluating against old data. Track results of programs to begin benchmarking levels of engagement.

CONCLUSION

When companies make the decision to transform their model of giving from one based on company-led priorities to supporting employees' philanthropy, the greater good is ultimately served. Simultaneously, a company enjoys the countless benefits of high employee engagement, plus attracts and retains those in the millennial and Gen Z workforce who are eager to make a positive impact on the community with their employer.

The strategies outlined in this white paper are meant to encourage companies to consider or rethink corporate giving as a key component to their overall business strategy. By providing a variety of tactics that range from easily implemented to more challenging, the goal is to inspire companies of any size, type or demographic to contemplate ways to build upon their current corporate giving programs. In doing so, benefits are shared by the company, the employee and the community.

Written with permission.

The Logistics of Corporate Giving was written by Total Quality Logistics, in conjunction with Paycor and 84.51°. We would like to thank our counterparts at these companies for their collaboration and support. Copyright® 2017 Total Quality Logistics, LLC. For more information, please contact us at TQLcares@ttl.com.