

# How Employers Give

A Look at Philanthropy and Volunteerism in Philadelphia



# GIVE



# Introduction

Employer-supported giving is a vibrant trend in the city of Philadelphia. From multinational corporations to scrappy startups, preeminent universities to public utilities, employers across the spectrum are working in their own ways to improve the places in which we live, work, and play.

This report provides a timely update of that activity in the city of Philadelphia.

This report was created by Philanthropy Network Greater Philadelphia (Philanthropy Network) and the Chamber of Commerce for Greater Philadelphia (the Chamber). Its objective is to better understand how the business community of Philadelphia engages in philanthropy, the scale and scope of those philanthropic activities, and the impact on communities of Philadelphia over recent years.

The findings in this report are based on the results of a survey conducted in early 2019, distributed to employers that are represented on the Chamber's Board of Directors—many of whom are also members of Philanthropy Network. The members represent a diverse array of employers, from law firms to technology companies, financial institutions to the city's beloved Eagles.

Figures presented in this report are a conservative estimate of the true scale of giving by companies in Philadelphia, since not all of the members on the Chamber's board participated in the survey—as well as the fact that the Chamber's board represents only a portion of the companies operating in Philadelphia.

We consider this to be the first effort in encouraging increased understanding of, reporting on, and participation in employer-supported philanthropic activities.

"The Chamber of Commerce for Greater Philadelphia has long known that this City's business community is walking hand in hand with neighborhood leaders each and every day in order to make a difference in the lives of our most vulnerable citizens. They do so by volunteering their time and talent and through generous philanthropic donations.

In partnership with the Philanthropy Network Greater Philadelphia, we present this information as the beginning of a discussion on the extraordinary impact that employers in and around Philadelphia make every day, and how together we can continue to lift up the lives of thousands."

– Rob Wonderling, President & Chief Executive Officer,  
The Chamber of Commerce for Greater Philadelphia

"When companies engage in the community and with the nonprofit sector, they help improve the social cohesion of our region. Small businesses, major corporations, and those in between are giving—and they are giving more than monetary support. From creating employee volunteerism programs to providing pro bono support, employers are using a variety of ways to maximize their impact. We're pleased to partner with the Chamber of Commerce for Greater Philadelphia on this survey to understand what employer-supported philanthropy looks like in Philadelphia."

– Sidney Hargro, President, Philanthropy Network  
Greater Philadelphia

# Here are some takeaways based on the survey data.



About a third of employers headquartered in Philadelphia direct 75-100% of giving to communities in the city of Philadelphia.

The employers based here care deeply about the city and want to play a role in addressing many of the city's challenges—from improving schools, to addressing homelessness, to providing residents with job training and skills. According to the data, 90% of employers' giving that benefits communities and nonprofits in Philadelphia comes from companies headquartered here.



Senior leadership's involvement is important.

Respondents shared that senior leadership has a critical influence in the company's philanthropic activity. More than half of the employers surveyed stated that their executive office oversees aspects of the organization's philanthropic activity. Over 75% of employers reported that senior leadership involvement encourages employee involvement—and paired with the fact that only 10% reported that increased buy-in from the executive level would encourage more giving—it seems evident that buy-in is already quite strong.



Employers spread their giving across a large number of nonprofit organizations.

Given that employers cited improving community relations as one of their top five motivations for giving, it's not surprising that more than a third of employers gave to over 50 nonprofits in the past year.



Employers who deliberately align their philanthropic activity with their organization's mission and values see greater impact.

Whether thinking more critically about how to use staff expertise or formalizing an evaluation process to better measure impact, companies that create a thoughtful strategy for their philanthropy state that they saw an increase in their giving.



Measuring is difficult—but vital.

Tracking data and assessing impact is tough and time-consuming, and finding a method that works for a company is difficult. Nearly a quarter of companies do not employ any method of impact measurement, and numerous respondents were unable to share granular-level details about their activities. However, others shared that formalizing their tracking processes was a turning point in their philanthropy, and some even noted that doing so led to an increase in their giving from that point forward.

# Key findings

**\$90.9 million**

Total amount of monetary donations respondents have contributed over the past three years of giving to nonprofit organizations that benefit the city of Philadelphia.

Children and youth, the economically disadvantaged, and ethnic or racial minorities are the most common population groups companies target through their giving.

Nearly a quarter of all respondents reported that at least 70% of their employees participated in employer-supported volunteer opportunities.

Over 50% of employers shared that their company's philanthropic activity is overseen in part by its executive office. Other commonly reported departments included marketing and public relations, and community relations and civic affairs.



**90%**

Percentage of giving by employers headquartered in Philadelphia that benefits local nonprofit organizations.



**86%**

Percentage of respondents that enabled employee volunteering opportunities over the past year.



**Over 80%**

Percentage of respondents that engaged in philanthropic activities beyond volunteerism and monetary donations.

**66%**

Percentage of employers headquartered in Philadelphia that said their number-one motivation for philanthropic activity is addressing issues that impact the communities in which they operate.

Economic and Community Development, Education, and Human Services are the top three issue areas supported by respondents.



**95%**

Percentage of respondents that made monetary donations in the past year.

Figures are based on 30% of the members that make up the Chamber's Board of Directors who shared data on philanthropic activity conducted over the most recent three consecutive years of activity. Three-year data was used to provide a more thorough understanding of the companies' giving patterns. Participants may not have answered all questions, and figures are based only on those who responded. Percentages in other charts in this report may exceed 100% where respondents could select more than one answer.

# Why do employers give?

Employers are recognizing that they need to play a larger role in creating positive social change. Whether driven by increasing investor pressure, millennials looking to work at more socially conscious organizations, or consumers choosing to support brands that align with their values, companies are engaging in more philanthropic activities.

Addressing issues that impact the communities in which the organization operates.

Expressing the organization's values.

Enhancing the organization's reputation.

Improving community relations.

Other motivations, in order of ranking, included:

- Attracting and retaining clients/customers
- Improving employee satisfaction and wellbeing
- Attracting and retaining employee talent
- Creating opportunities to expand into new markets and service offerings

Despite the diversity of employers in Philadelphia, what motivates organizations to give is what ties them together.

Respondents most commonly ranked addressing issues that impact the communities in which their organization operates as the top motivation for philanthropic activity. This was followed closely by expressing organizational values, enhancing the organization's reputation, and improving community relations.

The top four motivations point to a shared interest in both making a difference in the community where employers operate, and doing so on behalf of employees' overall wellbeing.

Surprisingly, organizations did not cite attracting and retaining employees as one of their top motivations, considering many employers do see positive effects on their workforce from their corporate social responsibility (CSR) initiatives. The Chamber's 2018 report, *10 Ways to Retain Young Talent*, found that one way companies can attract and retain young talent is through CSR practices, which helps more than 50% of young professionals feel motivated and fulfilled at work.<sup>1</sup>



› Comcast Cares Day celebrates the spirit of volunteerism that Comcast employees bring to life each and every day of the year.

<sup>1</sup> The Chamber of Commerce for Greater Philadelphia. *10 Ways to Retain Young Talent*. 2018. <https://chamberphl.com/2018/03/10-ways-to-retain-young-talent/>.



# What does employer-supported philanthropy look like?

Many of us have participated in some type of philanthropic activity organized by our place of work. Perhaps you've taken part in a company-wide volunteer day. Maybe your office held a friendly fundraising competition for an event, or your employer matched a donation to a local charity. Workplace giving campaigns alone account for billions of dollars donated to American nonprofit organizations each year.<sup>2</sup> Employer-supported giving is commonplace and effective—and it comes in many forms.

## Financial Support

Based on our findings, financial support is the most common method of employer-supported philanthropy, and most likely one of the first things people think of when they hear about CSR initiatives.

There are a lot of ways employers can provide financial support. Many issue grants or provide cash, oftentimes through a CSR program. Offices may challenge employees to participate in fundraising that centers around an event, or offer employees the opportunity to donate pre-tax money directly from their paychecks to their favorite nonprofit organizations. In both instances, employers may make a monetary donation by matching the funds raised or contributed by their employees.

## Volunteerism

Another common method of philanthropic activity, and another popular method among participants, is volunteering. This can include company-wide days of service, encouraging employees to volunteer during or after their workday, and conducting volunteering opportunities in the workplace itself.

Employer-supported volunteering opportunities also go hand-in-hand with providing monetary donations. In many instances, employers cite donating money to a nonprofit and tying in a volunteer opportunity for employees.

## Other Types of Philanthropic Activity

Monetary donations and volunteering aside, there are a myriad of ways that employers can support nonprofits.

Support may come in the form of offering pro bono services, like a law firm providing legal advice or a marketing firm providing graphic design expertise. A hospital might provide materials needed to perform free health screenings as an in-kind donation. Other employers may host or support events for nonprofit partners to offset the cost of renting space.

These activities not only help nonprofits by providing free or subsidized resources, they also provide the opportunity for nonprofits to tap into expertise they may not have on staff. For employers, employees often find it more fulfilling to volunteer their unique skills and knowledge than to participate in more generic volunteer opportunities.

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<sup>2</sup> Charity Navigator. *Charity Navigator's Guide To Workplace Giving*. [https://www.charitynavigator.org/\\_\\_asset\\_\\_/\\_etc\\_/Guide\\_To\\_Workplace\\_Giving3.pdf](https://www.charitynavigator.org/__asset__/_etc_/Guide_To_Workplace_Giving3.pdf).

## PHILADELPHIA EAGLES

# Helping nonprofit organizations improve their bench strength

When the Eagles reevaluated their CSR efforts in 2012, they wanted to think more strategically and develop an initiative that would allow them to make more of an impact in the community. They embarked on a process of evaluating their past giving, the organization's mission and core values, and the traditional and nontraditional assets they had to offer. From that thoughtful process emerged the Eagles Care initiative, which selects a handful of nonprofit organizations in a critical juncture of growth, and provides a year of intensive, hands-on training and skills development. This capacity building improves the nonprofit organization's operations, and therefore, its ability to pursue its mission.

The decision to focus on working more closely with a few nonprofit organizations was more in line with the Eagles' values of partnership, collaboration, and teamwork. The Eagles also wanted to give more than donations, player appearances, tickets, and memorabilia. Explains Julie Hirshey, Director of Community Relations, "We decided to take a new approach that took advantage of the expertise of staff members across the organization, including marketing, content production, video editing, and public relations, to name a few. We felt that our combined knowledge could greatly help our nonprofit partners."

The nonprofit organizations selected in Eagles Care are encouraged to think broadly about their needs and not just what they think the Eagles can provide. In one instance, one nonprofit organization jokingly



➤ Philadelphia Eagles players and students prepare for a day of teamwork at Horatio B. Hackett Elementary School.

mentioned they wished they had a wall that could turn two meeting spaces into three. To their surprise, the Eagles made it happen—the company's facilities team constructed the wall and then several Eagles players came to paint the wall with the children that nonprofit was serving.

The Eagles invite the selected nonprofit organizations to come together in monthly "lunch and learn" sessions. From having the Eagles videographers share tips for creating videos to using their social media expert to coach the nonprofit organizations on compelling campaigns, the sessions are designed to provide the nonprofit organizations with skills and knowledge to improve their organization and approach. In addition, the Eagles provide unrestricted support. "We view these relationships as important partnerships that help to better our community. We want our nonprofit partners to leverage support from the Philadelphia

## PHILADELPHIA EAGLES

Eagles in whatever way works best for them,” said Don Smolenski, President.

There are nearly 30 nonprofit partners that have gone through the Eagles Care program in its six years of operation. The benefit of intensive capacity building has lasted long after the nonprofits finish their year-long partnership. Says the executive director of one nonprofit partner, “We truly feel we are a different organization today than we were when we entered the partnership. I can think of so many practical examples, ‘aha’ moments, and solid information that have benefited us at all levels of our fast-growing organization.” Additionally, many organizations have developed their own relationships that allow them to provide support for each other into the future.

To that end, the Eagles have applied their capacity-building approach to create an annual, one-day event called the Eagles Care Summit, where 250 nonprofit attendees gain tools, information, resources, and connections to improve their operations.

“We always wanted our giving to be less about us and more about the nonprofit partners,” explains Hirshey. “We recognize that there’s a wonderful spotlight that shines on the Eagles. Our initial approach was like a disco ball, having that light go in a million different ways to a million different organizations. Now our approach is like a mirror, focusing that light more powerfully in specific directions. We get great satisfaction knowing that not only are we applying all our assets but that the nonprofit organizations we work with are better equipped to improve the communities they serve.”



➤ *The Philadelphia Eagles provide capacity building for nonprofit organizations based on the philosophy that strong nonprofits make for strong communities.*



# A snapshot of giving

95%

Made monetary donations.

81%

Contributed in-kind products or services—such as material donations and pro bono services.

86%

Enabled employee volunteering opportunities.

49%

Matched employee donations.

“For over 130 years, PECO has been powering the Greater Philadelphia region. Through giving and volunteering, we also proudly power hundreds of programs, organizations, and institutions that provide community empowerment, access to arts and culture, care for our environment, and quality educational support to the customers and communities we serve.”

– Romona Riscoe Benson, Director of Corporate and Community Relations, PECO

88%

Sponsored, hosted, or otherwise supported events and/or meetings for recipient organizations.



## Philanthropy in Action

FS Investments' FS Financial Scholars program works in collaboration with the University of Pennsylvania to tackle the critical need for financial literacy education. The company has rolled out financial literacy programming in 11 Philadelphia high schools. FS Financial Scholars, through its multi-generational approach, provides financial literacy education in the classroom, an after-school program focused on entrepreneurship, and a financial empowerment class for parents and caretakers. Since its launch in 2015, the program has reached over 1,000 students, 400 parents and caretakers, and has involved over 550 teachers, students, and FS employees as mentors and facilitators.

# How much are employers giving in Philadelphia?

## Monetary Donations

Survey respondents gave a total of \$90.9 million to organizations that serve and benefit communities in the city of Philadelphia over the past three years. Considering that only a portion of the Chamber's membership was surveyed, we know that this figure underestimates the true amount of giving taking place across Philadelphia's business community.

90%

Percentage of money donated by companies headquartered in Philadelphia over three years that benefited nonprofit organizations in the city.

Employers headquartered in the city contributed \$82.3 million of the \$90.9 million total that benefited Philadelphia nonprofits. That's 90%.

It's no surprise that employers focus a greater portion of their philanthropic activity on the location of their headquarters, and that organizations with a national presence may take a more widespread approach. Even so, it's clear reinforcement of the top employer motivation for giving: addressing the issues that impact the communities in which they operate.



## Philanthropy in Action

Archer & Greiner, PC partnered with the city of Philadelphia and Temple University's law school to create a diversity scholarship program that supports selected scholars during the second and third years of their education and provides summer law clerk opportunities at the firm. Their attorneys enjoy the opportunity to mentor diverse candidates at the firm, while the young professionals that received the scholarship have valued the education they gained—both inside and outside of the classroom—as well as the networking opportunities it created.

“The spirit of giving back is part of our culture, our core values, and supported by leadership.”

– H. Marc Tepper, Managing Shareholder, Buchanan Ingersoll & Rooney PC

## Volunteerism

Across three years, employers provided over 265,000 volunteer hours that supported nonprofit organizations in Philadelphia.

Multiple respondents cited struggles with accurately capturing volunteer hours. Over a quarter of the companies that provide employees with volunteer opportunities were unable to provide data on the number of hours contributed. Several organizations mentioned that they do not track volunteer hours, so the actual scale of volunteering is much higher.

## Other Philanthropic Activity

Aside from monetary donations and volunteerism—and often as a supplement to those activities—employers host and sponsor events, contribute in-kind donations and pro bono services, and even contribute stock.

Excluding monetary donations and volunteerism, the value of these services is significant.

In total, the value of these services amounted to \$54.8 million over the past three years of giving.

## Geographic Focus

The survey was focused primarily on philanthropic activity that occurs within and benefits the city of Philadelphia, but participants also shared the percentage of their collective activity that happens in other geographic regions.

While the surveyed employers may be headquartered in the city of Philadelphia, some may have a national footprint, which explains why their philanthropic activity is more widespread; however, local giving is happening. A third of the organizations that are headquartered in Philadelphia give exclusively—100% of their philanthropic activity—to the Greater Philadelphia area, including the city itself.



› AmeriHealth Caritas Partnership's Healthy Hoops program helps Philadelphia youth lead healthy and fulfilling lives.

## THINK COMPANY

# Thinking outside the volunteering box

Be of service. At Think Company, a local design and development firm, that's one of the six core values that employees are evaluated against annually. The intent goes beyond helping clients and colleagues—improving the community and creating positive social impact has been an important aspect for the company since its early days.

The company has two mandatory days of volunteer service per year for each employee. In the first year that this policy was rolled out, Think Company's senior leadership was disappointed by how few employees took advantage of the opportunity. The feedback they received was that employees didn't know where to turn to for volunteering opportunities and didn't have it top of mind. Now the company finds volunteering opportunities and makes them available to the staff. "What really excites our employees is when they can use their specific design and development skills to make more systemic change," explains CEO Russ Starke. For example, the company held a hackathon to improve the "Litter? Not in Philly!" website where Philadelphia residents volunteer to keep their neighborhood streets free from litter.

Over the past three years, the company estimates employees have given over 700 hours of volunteer time. The company also allows each employee to donate \$100 for every year of service toward a nonprofit of their choice on the anniversary date of their hire. For a company of roughly 100 employees, both the volunteering and anniversary donation program add up. "It's a pretty sizable financial commitment, but it speaks to the commitment our owners have to giving back and operating as a different type of company," says Starke.

Many of the nonprofit relationships the company has formed have come from employee contacts and connections.



➤ *Think Company's employees use their design and technology skills to help their nonprofit partners.*

One nonprofit partner is the Neema Project, a nonprofit organization that provides skills training, counseling, and housing for vulnerable young women in Kitale, Kenya. Think Company's funds have enabled Neema to build, furnish, and maintain the 50-person residential facility where the women and their children stay during their first year of the program. "Our funding goes so far in this small community in Kenya. The amount of impact we can make and the number of lives we can improve is unbelievable," says Starke.

Another organization that Think Company has supported for a number of years is Broad Street Ministry. "When we opened our Philadelphia office a few years ago, we saw firsthand all the people who are in need," explains Starke. "Our team found it jarring and that prompted lots of conversations about how we could help and in what way." Starke happened to meet the founder of Broad Street Ministry, Bill Golderer, at that time and felt like the nonprofit's approach and programs were in line with what Think Company's employees were seeking. From having the company's designers refresh Broad Street Ministry's visual identity, to Starke co-creating the Hospitality and Corporate Council that helps execute some of the nonprofit's priority projects, Think Company has used their talents in a variety of ways over the past several years.

"I'm proud to be leading such a great, committed group of employees who constantly give more than is expected of us," says Starke. "I know how much of a difference it's made to our company, and I am constantly banging the drum to convince other companies to get involved and give back. When you've got any kind of influence and/or resources that can be used to help others, it's just the right thing to do. It's good for the community and the company, too."



# What issues do employers care about most?

## Areas of Focus

Respondents support a wide variety of issue areas. The top three areas that respondents support include: economic and community development, education, and human services. Health (36%) and arts and culture (31%) are a primary focus across respondents as well.

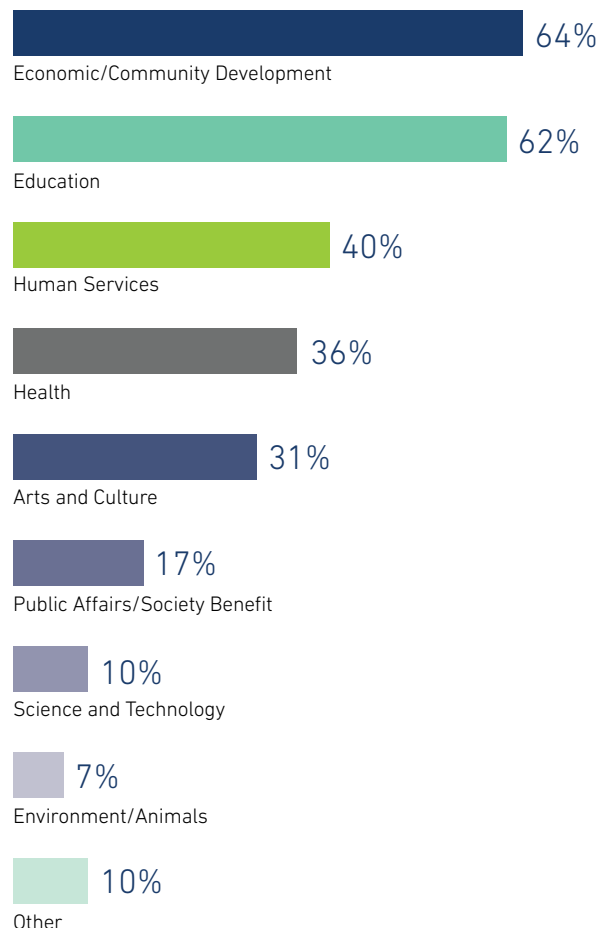
With nearly a quarter of the city's population living below the poverty line, Philadelphia has long been ranked the poorest metropolitan area among the country's largest cities.<sup>3</sup> The top three issue areas might indicate employers' recognition regarding the importance of addressing key intersections that perpetuate poverty.

The wide range of focus areas supported—from autism to arts and culture, from the environment and animals to digital inclusion—reflects the multitude of important issues that employers care about.

"For more than 80 years, Independence has served our community as a health insurer committed to improving the health and wellbeing of its members, and as a strong corporate citizen. We are committed to leading solutions for a healthier community through programs that help increase access to care, build the healthcare workforce, and pursue new approaches to existing health-focused challenges. Giving back to our community is highly ingrained in our culture."

– Steve Fera, Senior Vice President of Public Affairs, Independence Blue Cross

## Areas of Focus Supported by Philanthropic Activity



<sup>3</sup> The Pew Charitable Trusts. *Philadelphia's Poor: Experiences From Below the Poverty Line*. 2018. <https://www.pewtrusts.org/research-and-analysis/reports/2018/09/26/philadelphias-poor-experiences-from-below-the-poverty-line>.

# Who benefits from employers' philanthropic activities?

## Beneficiary Populations

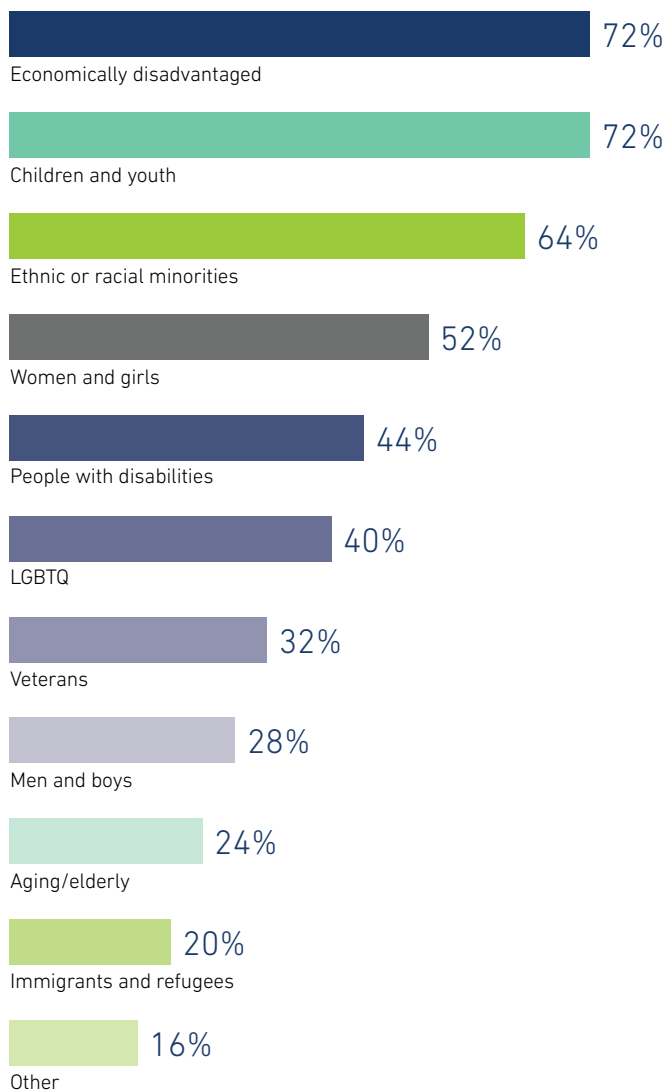
In addition to focusing philanthropic activity around particular issue areas, about 50% of respondents report that their philanthropic activities target specific populations.

Most employers focused on supporting vulnerable populations, including economically disadvantaged (72%), children and youth (72%), ethnic or racial minorities (64%), and women and girls (52%). The range in population groups supported, paired with the issue areas supported, indicates the varied interests across employers.

"Our STEM outreach in schools within our communities is very meaningful to our employees, especially to some of our colleagues that didn't learn about engineering as a potential career until much later in their schooling. Our colleagues tell us how rewarding it is to teach kids as young as kindergarten about the different fields of engineering and to expose children—especially girls and minorities—to the opportunities available in STEM fields."

– Anthony Bartolomeo,  
President and CEO, Pennoni

## Populations Targeted by Philanthropic Activity



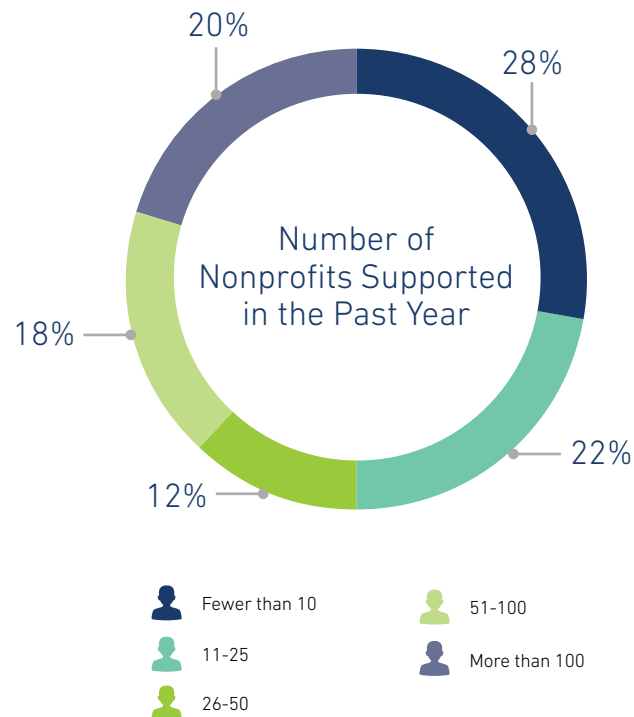
## Nonprofit Partners

We asked respondents to share how many nonprofits they supported in Philadelphia in the past year, and found that employers are spreading their giving across numerous nonprofit partners.

Nearly 30% of respondents partnered with fewer than 10 nonprofits last year. On the opposite end of the spectrum, 38% of organizations support more than 50 nonprofits.

One reason for such a high number of relationships is that employers may offer giving platforms, like United Way, which provide employees with the opportunity to donate to a vast array of nonprofits. Additionally, given that employers cited enhancing their reputation and improving community relations as top motivations, it makes sense that contributing to a wide array of nonprofits helps further those goals.

However, spreading donations over such a large number of relationships may lessen the impact of an employer's giving. In fact, multiple respondents reported they were able to increase giving and volunteer hours, and felt that they had more impact when they were thoughtful and strategic about their giving. Part of that strategic process included establishing stronger ties with fewer nonprofit partners. Another strategy is to encourage more collaboration and partnership among employers supporting similar issue areas as well as the nonprofits working on those issues.



➤ By providing automated external defibrillators (AEDs) to Philadelphia schools and instructing school staff how to perform CPR and use an AED, CHOP filled a gap that now ensures all schools in the Philadelphia School District are fully equipped to protect and save lives.

# What is the impact?

"We believe as a company that contributing to the arts and philanthropic community is an honor and duty as citizens of this region. We have always encouraged it and actively participate in it. Our employees place a great value on this part of their professional lives."

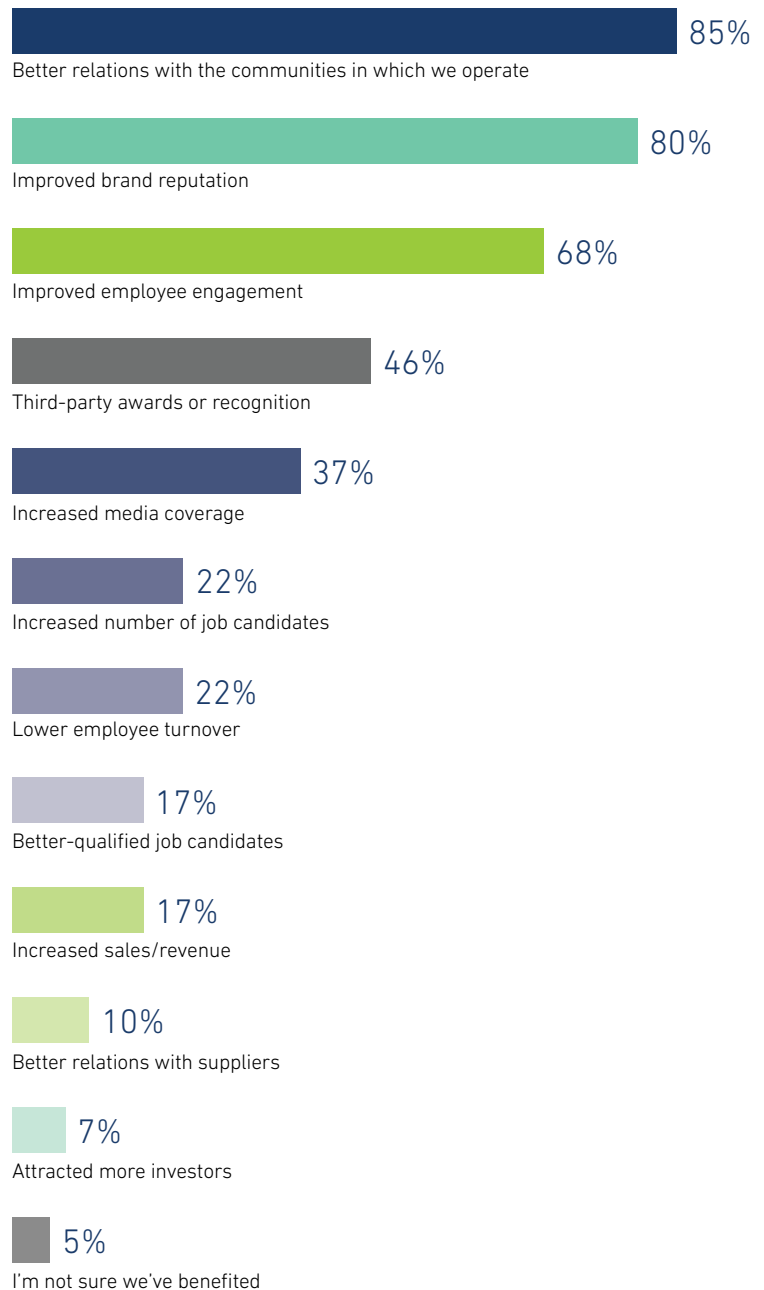
– Molly D. Shepard, President and CEO, The Leaders Edge/Leaders By Design

It's clear that the scale of employer giving, volunteering, and other philanthropic activity reaches many of the city's nonprofits and community members. Employers themselves have also benefited.

The most common benefit employers cite is developing better relations with the communities in which they operate. Given that employers ranked this as their top motivation for giving, it's good to note that they are achieving their intent.

Employers also said their brand reputation and employee engagement improved due to their philanthropic activity. Considering that organizations ranked attracting and retaining employees as lower-priority motivations for their giving, the data signals that they are enjoying some unexpected benefits.

## Benefits Gained by Philanthropic Activity





# 63%

Analyze how giving has contributed to their organization's priorities.

# 61%

Visit nonprofit partners and/or their work on site.

"Our commitment to the communities in which we live and work is much deeper than the dollars we spend. We believe it's our responsibility and our privilege to make a difference in the lives of those who could use a helping hand, and to perpetuate a "Culture of Social Responsibility" that will transform the lives of those less fortunate."

– William R. Sasso, Chairman,  
Stradley Ronon Stevens &  
Young, LLP

## Measuring Impact

Giving happens because people want to affect change. Donors want to ensure that their efforts are making a difference in their communities and on the issues that they most care about. Our respondents use a variety of methods to measure and understand the impact of their philanthropic activity, both within their own organization and across the issues, populations, and nonprofits they support.

There are many methods of measuring impact, and this is reflected in the survey responses.

More than half of the respondents shared that they analyze how giving has contributed to their own organizational priorities. This aligns with one of the top motivations for philanthropic activity: expressing organizational values. As a key driver for giving, it is understandable that organizations would prioritize this as an indication of success.

Another common method employers use to measure impact is conducting site visits to see nonprofits in action. With 86% of respondents enabling volunteer opportunities, it's likely this provides a meaningful chance to see the impact of employers' contributions at work.

With that came some surprises—like the 12% of organizations that track their impact in alignment with third-party reporting frameworks, such as the United Nations Sustainable Development Goals (SDGs). These types of reporting frameworks provide a set of targets or metrics that create a consistent and widely adopted measurement system for others to use. The SDGs in particular are a set of 17 global goals that cover social, economic, and environmental development issues, such as reducing poverty, improving health, and reducing inequality. The fact that several employers are tracking their impact to these types of larger global initiatives points to some very thoughtful giving.

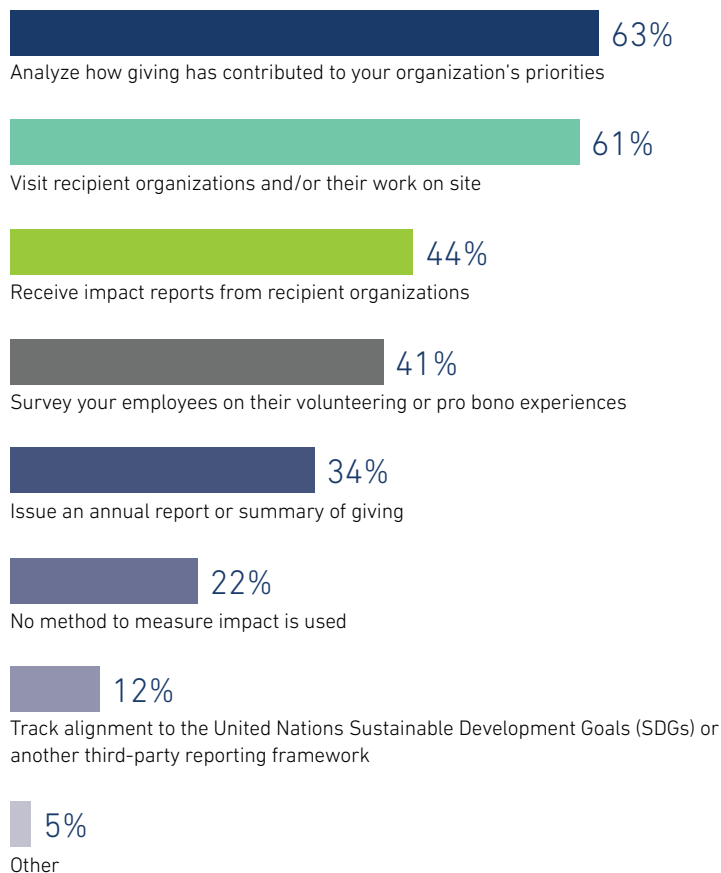


## Philanthropy in Action

Among the various initiatives undertaken by Children's Hospital of Philadelphia (CHOP) in Fiscal Year 2018, the hospital's supply chain department donated over 20,000 pounds of surplus goods, including toys, linens, medical supplies, and equipment. These donations assisted over 100 organizations in and around Philadelphia, including homeless shelters, churches, schools, and animal rescues. Additionally, CHOP provided automated external defibrillators (AEDs) to 20 charter schools, ensuring all charter schools and public schools within the Philadelphia School District have an AED readily available. Many of these schools did not have the resources in place to obtain an AED nor the necessary training and response procedures to best protect their school community. Through this contribution, CHOP was able to meet this critical need and provide each of these schools with the tools they need to save lives.

Nearly a quarter (22%) of organizations shared that they do not employ any methods of measuring impact. This could be because staff overseeing their employer's philanthropic activities don't have the necessary expertise or skills to quantify and report on the impact of their organization's activities. Or possibly these employees are juggling multiple responsibilities and don't have the capacity to evaluate impact—especially since 38% of employers are giving to 50 or more nonprofits. While there are technology systems as well as philanthropic advisors that can help companies track their donations, volunteer hours, and overall impact, perhaps employers are unaware that those resources exist or are unable or unwilling to invest in them. Alternatively, assessing impact may not be a priority and employers are content knowing that they are contributing money and time to address the city's various causes.

## Methods Used to Measure Impact



### Philanthropy in Action

In 2017, Comcast NBCUniversal held its 17th annual Comcast Cares Day, a celebration of the spirit of volunteerism its employees bring to life each and every day of the year. Volunteers, including friends and family members of employees, joined with community and nonprofit leaders on 30 service projects citywide, 10 of which were in Philadelphia schools, including Adaire, Bache-Martin Elementary, Clarke School for Hearing and Speech, Constitution High School, Horatio B. Hackett Elementary, Laura Wheeler Waring Elementary, Logan Elementary, Robert Morris Elementary, Roosevelt Elementary School, and Samuel Gompers Elementary.

In addition, the company's support of Congreso de Latinos Unidos through a 2018 Comcast NBCUniversal Foundation grant helped 528 individuals become better positioned for success through education, workforce readiness, and digital literacy programs. Nearly 40 people obtained GEDs as a result.

# How do employers engage employees?

Organizations do a lot to encourage their employees to get involved in philanthropic activity. In fact, all of the respondents provide some sort of mechanism to encourage giving and volunteering.

Over 85% of respondents encouraged volunteer participation and nearly a quarter of respondents had at least 70% of employees participate in volunteer opportunities.

Nearly 80% report that they use leadership's involvement to encourage the rest of their employee base—reflective of the integral role that senior leadership plays in an organization's philanthropic activity. About 45% of the respondents include employees in the selection of nonprofits.

## Methods Used to Engage Employees in Philanthropic Activity



THE UNIVERSITY OF PENNSYLVANIA

# Tapping into knowledge and expertise

As the city's largest private employer, the University of Pennsylvania plays an enormous role in the city's development and social fabric. As both a university and a health system, there are several ways Penn leverages its employees and knowledge base to improve Philadelphia.

Penn Medicine students and faculty support eleven community-based health care clinics throughout Philadelphia. These clinics provide free medical care, education, and referral services to low-income individuals, the uninsured, immigrants, and people experiencing homelessness. Volunteer Penn physicians, residents, and pharmacists deliver and help oversee care in these clinics. Additionally, the Penn Center for Community Health Workers is a national center of excellence for community health worker research, application, and dissemination. The Center developed a community health model that hires people from within local communities to provide social support, advocacy, and navigation to high-risk individuals. The program has served more than 6,000 people in Philadelphia and is scientifically proven to improve patients' post-hospital primary care access, chronic disease control, and mental health—all while reducing hospital admissions by 30%.



› *The spirit of student and employee volunteerism is part of Penn's culture.*

The scale of student volunteering is vast as well. Penn students volunteered 30,000 hours with local community groups in 2018. In addition, the university's students provided 215,000 hours of free social work, over 400,000 hours of free nursing care, and 30,000 hours of free legal advice from law students.

Additionally, Penn's African American Resource Center helps coordinate a variety of annual volunteer activities for Martin Luther King Jr. Day. Over 300 Penn employees and students spend their day volunteering at activities on campus or within the Philadelphia community.

"The scale and scope of our philanthropic activity is vast," said Anthony Sorrentino, Assistant Vice President, Office of the Executive Vice President. "From revitalizing neighborhoods to keeping our community residents healthy to improving education outcomes for young students, we want to play a pivotal role in improving Philadelphia."



# What would encourage employers to give more?

43%

of employers report that getting a better sense of impact made by their philanthropic activity would encourage them to give more.

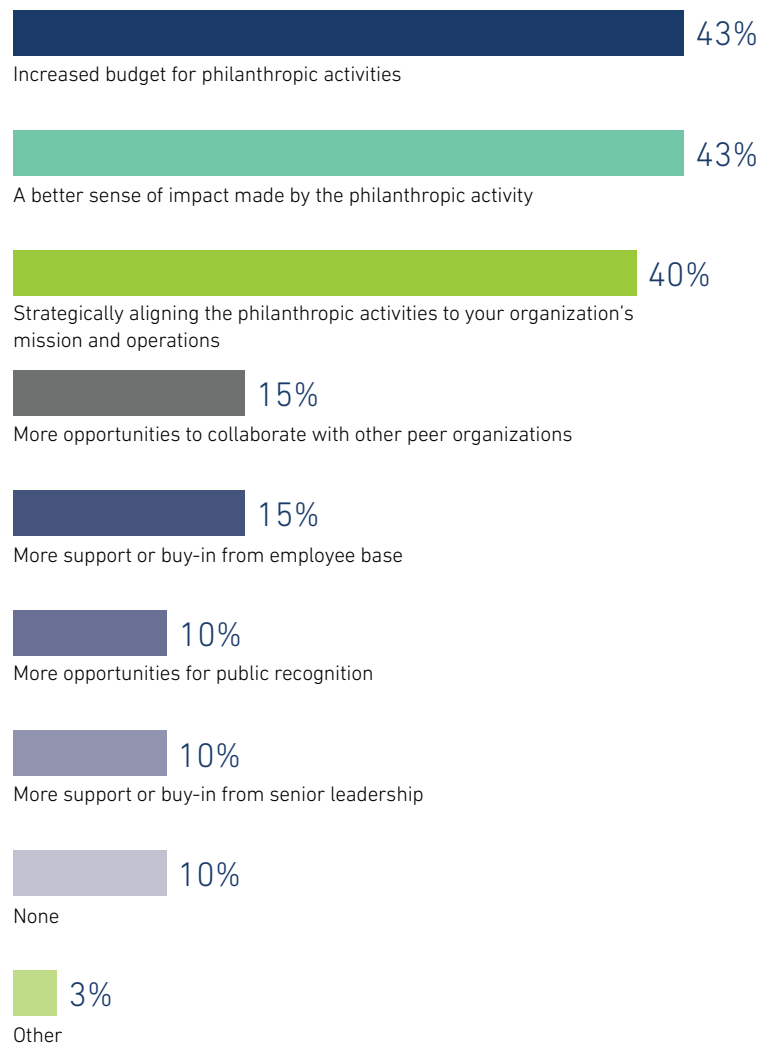
When asked what might encourage employers to give more, there was very clear consensus around three points. Perhaps not too surprisingly, 43% of employers reported that an increased budget for philanthropic activities would encourage an increase in giving.

Equally important to employers (43%) was getting a better sense of the impact of philanthropic activity.

Employers also noted that strategically aligning their philanthropic activity with their organization's mission and operations would encourage them to give more (40%). While undertaking a strategic process takes time, buy-in from many levels of an organization, and the discipline to say no to many other worthwhile issues, organizations that go through a thoughtful, rigorous process often find their giving not only more impactful, but more meaningful as well. As seen with the case studies

in this report, employers who strategically align activities to their mission and operations also give employees a great opportunity to use their own strengths and unique skill sets while serving community members.

## Factors that Would Encourage Employers to Increase Giving



SAXBYS

# Making life better for young adults

There's no shortage of coffee shops in Philadelphia. But there are very few with the mission statement to "Make Life Better." For Saxbys, that mission not only encompasses the values the company adheres to, it provides a competitive advantage that helps the company grow and thrive.

Coffee shops often draw a younger, transient workforce. For Saxbys, attracting and retaining team members is their highest priority and a way they ultimately drive guest satisfaction and growth. By operating as a mission-driven organization, Saxbys is able to attract young workers who increasingly want to work for companies that are enacting social impact. It also helps create brand loyalty among guests, especially among the millennials and students that make up a large portion of Saxbys' customer base.

Several years ago, Saxbys decided to think more strategically about how they could use their business to be a force for good. From that exercise came a decision to focus on providing opportunities and education for young people. This has led to a few different partnerships with nonprofits, including Covenant House. "There are a lot of great organizations working on the issue of homelessness, but we felt an affinity to Covenant House because they reach a demographic that we've prioritized, which are young adults," explains Grace Manning, Manager of Social Impact for Saxbys. Saxbys partnered with Covenant House to offer young people at the shelter employment. Once hired, Saxbys provides mentorship, and fosters important job skills around community leadership, team development, and financial management.



➤ Founder and CEO Nick Bayer strives to "Make Life Better" in pursuit of serving the communities in which Saxbys cafés operate.

Saxbys' flagship initiative is its Experiential Learning Program. The company partners with universities and colleges to open exclusively student-run cafés. They select student Café Executive Officers (CEOs) and team leaders, who then manage all aspects of their store—from hiring employees, to ordering goods, to determining which campus events to host and sponsor. Students gain both a paycheck and academic credit for the six-month program, along with a real-world opportunity to grow and strengthen their leadership and business skills. Says one student CEO, "This café was a game changer for a lot of us. We've developed lasting friendships and so many skills that are crucial to lifelong career and personal success."

The program is also good for Saxbys' bottom line. Saxbys has strategically carved out campuses and urban areas that attract post-graduates as an area ripe for more store openings.

The company also views advocacy as part of their social responsibility. Nick Bayer, Founder and CEO, is a constant presence in the community, not only advocating for the causes the company supports, but also urging other employers to embed social purpose into their business model. "There's still a lot of people that want to wait until their company scales or is successful before they start thinking about their social impact. But if it's not baked into your business model and core values, it's the first thing to go when things get rocky. At Saxbys, we want to demonstrate that companies can do well by doing good."

# What types of employers are involved in philanthropic activity?

The makeup of Philadelphia's business community is perhaps as vibrant as the city itself—diverse in industry, business type, service offering, and size.

Surveying the Chamber's Board of Directors meant we could bring together an array of the city's top business and civic leaders that is as representative of the larger Philadelphia business community as possible—and by extension, begin to understand how and what types of giving occur in the city.

## 51%

Percentage of respondents whose businesses serve other businesses (B2B), while 14% serve customers (B2C), and 35% serve both.

## Company Type

Respondents represented a wide range of industries, led primarily by a number of professional services firms, which varied in specialization and service. The legal services, health care, and financial services industries followed. The wide range of industry representation across respondents demonstrates that all types of employers are committed to giving time and money.

Beyond industry type, participating organizations varied in a multitude of ways—large and small, public and private. Private companies accounted for over 50% of respondents while 26% of respondents were public companies. There were also several medical and educational institutions that participated, indicating that a wide range of employers engage in philanthropic activity.

## Size of Organization

Employers both big and small engage in philanthropic activity.

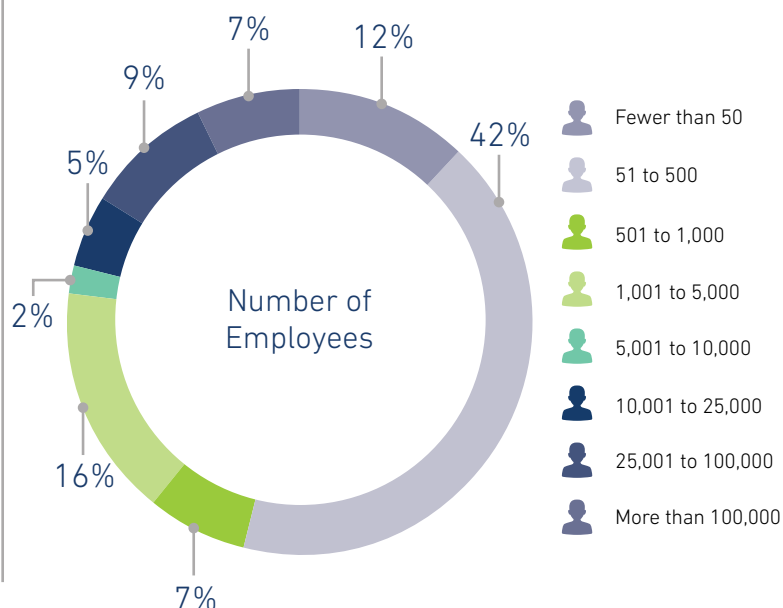
Companies with between 51 and 500 employees account for 42% of respondents. This not only points to substantial representation of the

small and mid-sized business community in the study, it also shows that companies of all sizes are philanthropically active.

## Organizational Footprint

There was fairly even representation of employers located within and outside of Philadelphia, with 55% of participants headquartered in the city. Philadelphia is home to both locally headquartered organizations that operate exclusively within the city, and organizations with national and international footprints.

Of the employers whose headquarters are located within the city of Philadelphia, 43% shared that at least 75% of employees work within the city.



# How do employers manage their philanthropic activity?

Some employers oversee all of their philanthropic activity internally through a dedicated department; others have a corresponding foundation through which they channel some, or all, of their philanthropic activities.

## Employers with Foundations

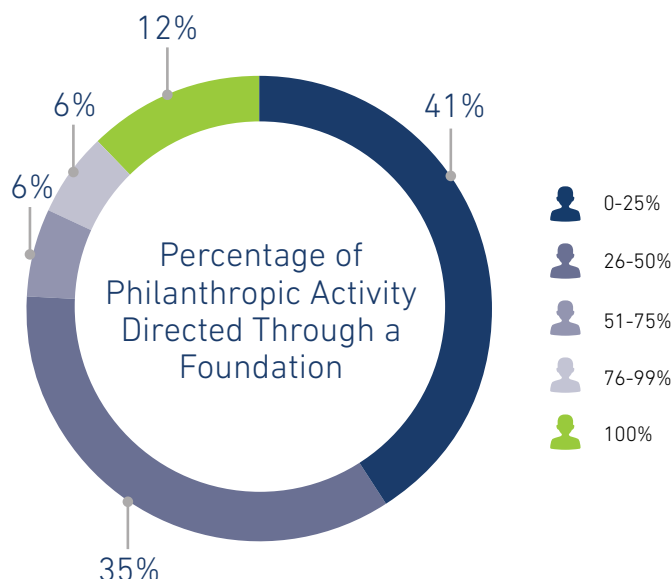
Among survey participants, 41% have a corresponding foundation through which they direct some, or all, of their philanthropic activities.

Of that 41%, a third of organizations have between 51-500 employees, indicating that establishing a foundation is not exclusive to large organizations.

Furthermore, employers with corresponding foundations do not necessarily direct their philanthropic activity through the foundation exclusively. In fact, less than 12% of respondents said that their foundation managed all of their philanthropic activity.

The majority of corresponding foundations are unstaffed or leanly staffed. Of the organizations with a foundation, 40% have no dedicated staff and another 40% have less than five full-time employees.

With many organizations conducting only up to 25% of their philanthropic activity through a foundation and little employee time fully dedicated to it, foundations may not be the primary method of conducting philanthropy.



## Philanthropy in Action

For over 15 years, AmeriHealth Caritas has funded a program that helps children with asthma lead healthy, active lives. The Healthy Hoops program is a hands-on basketball event for children ages 3 to 18. The initiative teaches kids, parents, and extended families how to manage their asthma and weight through appropriate use of medication, proper nutrition, and monitored exercise and recreational activities. The program was so successful in Philadelphia that it was expanded to ten states and the District of Columbia. Nationwide, 15,000 children and families have been involved and over 5,000 health screenings have been completed. In analyzing the program's effectiveness, parents and guardians have reported a 20% reduction in school absenteeism, emergency room visits decreased from 41% to 15%, and the need for rescue medication decreased by 35%.

## Where Philanthropy Resides

Employers with or without foundations may direct their philanthropic activity through several internal departments, and the responses indicated that philanthropic activity comes from the top.

# 52%

Percentage of employers whose executive office is involved in overseeing philanthropic activity.

Over 50% of employers shared that philanthropic activity is overseen in part by their organization's executive office.

This signals that the value placed on philanthropy and volunteerism comes from the top.

This shouldn't come as a surprise, as we learned that one of the greatest motivations for engaging in employer-supported philanthropic activity is the opportunity to express the organization's values. Knowing that an organization's values come from the top reinforces the clear importance placed on philanthropic activity and the involvement of senior leadership in that work.

Predictably, other departments that play a role in overseeing philanthropic activity represent external-facing functions, like marketing and public relations, and community relations and civic affairs.

## Department that Oversees Philanthropic Activity



➤ Joining the "Walking with Sydney" team at the event *Step Out: Walk to Stop Diabetes* is one way that Stradley Ronon strives to demonstrate a "Culture of Contribution."



# What's next?

There is a vibrant trend of giving in Philadelphia—and a lot of it. Employer-supported giving is doing its part to affect change across the communities of Philadelphia, with support of both employers and employees. While there is a lot of philanthropic activity occurring, more can always be done. There is no shortage of challenges facing the city, but employers who have found ways to better their giving can be looked to for inspiration.

We envision that the findings of this study can serve as the first step toward understanding the breadth and impact of employer-supported giving in the city. The stories shared here offer just a snapshot into the larger community of philanthropy in Philadelphia. In future iterations of this study, we hope to increase participation and be responsive to the interests of respondents and readers, refine our process, and deepen our knowledge in a way that facilitates opportunity, brings practitioners together, and inspires even greater philanthropic activities in Philadelphia.

## Methodology and scope

The data and findings presented in this report are based on responses to a survey issued in early 2019 to organizations represented on the Board of Directors of the Chamber of Commerce for Greater Philadelphia. The objective of the study is to understand the breadth and scope of employer-supported giving and the impact it has in the city of Philadelphia.

The survey was distributed to organizations that are represented on the Chamber's Board of Directors, comprising over 100 organizations that operate within the Greater Philadelphia region. Forty-three member organizations participated in the survey. Interviews with a subset of respondents were also conducted for additional qualitative data.

While some survey questions asked about philanthropic activity more broadly, the study sought to capture activity occurring within and benefiting the city of Philadelphia in particular. Details about philanthropic activity in other geographies—including at international, national, and regional levels—were captured for comparative purposes.

The study focuses mainly on monetary donations and volunteer hours. For the purpose of this study, monetary donations are defined as grants and cash donations. The term “monetary donation” is not meant to capture the cash value of other services—such as pro bono work or in-kind donations—which was asked of respondents separately. Participants were also given the opportunity to provide other types of philanthropic activity in which they engage.



### About the Chamber of Commerce for Greater Philadelphia

The Chamber of Commerce for Greater Philadelphia brings area businesses and civic leaders together to promote growth and create opportunity in our region. Our members represent eleven counties, three states, and roughly 600,000 employees from thousands of member companies and organizations. We advocate for regional development, business-friendly public policies, and economic prosperity. We support our members with practical, inspiring programs, resources, and events. And all that we do serves one clear, bold goal: to make Greater Philadelphia a great place for good business.

[ChamberPHL.com](http://ChamberPHL.com) [#GoodBizPHL](https://twitter.com/GoodBizPHL)



### About Philanthropy Network Greater Philadelphia

Philanthropy Network Greater Philadelphia is a hub for the region's funders and social investors, providing unique opportunities for learning, collective action, and support to advance the effectiveness and impact of their efforts.

[Philanthropynetwork.org](http://Philanthropynetwork.org)

This survey report was prepared by Geneva Global, a certified B Corporation that provides advice and services to help philanthropists, charitable organizations, and corporations maximize their social impact.

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