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IMPACT



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Evaluation of the Giving Circles at Work Pilot

June 2020

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FOREWORD

Good2Give was supported by funding provided by the Australian Government Department of Social Services to deliver an innovative workplace giving trial with Westpac Group employees. The Giving Circles at Work pilot took a successful individual fundraising concept and trialled it in the corporate environment. This world-first pilot has demonstrated how the willingness of the Australian corporate sector can be leveraged to significantly grow giving in the workplace.

The pilot brought together employees from Westpac Group to collectively raise funds through workplace giving for specific causes or charities that were strategically chosen by the giving circle to address a particular societal problem. The initiative provided an avenue for employee professional development particularly around leading through influencing, increasing their understanding of philanthropy and the charity sector, and delivering vital funds for communities in need.

Westpac has a long history of helping employees support the charitable and grassroots organisations that strengthen communities. Their Matching Gifts workplace giving program has been matching employee donations to eligible Australian charities since 1998. Participation in the trial offered employees opportunities to explore new ways to make a difference to charities and causes that are important to them.

This pilot is a demonstration of the commitment that companies make to engage their staff in giving and to further support this by matching their donations.

This pioneering trial has paved the way for the development of a long-term, sustainable and replicable model to help companies grow their community giving programs even further. It is an exciting step forward to enable Australian workplaces to make a difference to the world in which we all work and live.

Lisa Grinham, CEO, Good2Give

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THE CENTRE FOR SOCIAL IMPACT SWINBURNE

The Centre for Social Impact Swinburne (CSI-S) is a collaborative and multi-disciplinary research and graduate education centre based at Swinburne University of Technology.

Our research strives towards positive social change through improving the systemic and organisational conditions that shape communities. CSI-S forms part of the national CSI network; a partnership between the University of New South Wales, University of Western Australia, and Swinburne University of Technology.

The lead researcher for this project and lead author of this report was Krystian Seibert, an Industry Fellow at CSI-S. Dr Andrew Joyce, a Senior Research Fellow at CSI-S, was a contributing researcher and author.

ACKNOWLEDGEMENTS

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EXECUTIVE SUMMARY

Giving circles are a form of collective giving which generally involve donors joining together to pool their joint resources (most often financial contributions), with donors then collectively deciding when and to whom the funds are to be distributed. They are donor initiated, and there is usually an educational or community building component to the activity.

The Giving Circles at Work pilot was a partnership between Good2Give and the Westpac Group. The pilot involved the development and trialling of a new model of giving in the workplace based around the concept of giving circles. The pilot involved establishing seven giving circles within the Westpac Group, with 67 Westpac employees participating as members of these giving circles.

The purpose of the evaluation of the pilot, which is the subject of this report, was to examine:

- Whether participating in a giving circle at work led to an increase in giving amongst employees;
- The effectiveness of the resources provided;
- The value provided to employees, business and charities; and
- Different giving circle models.

The evaluation found that overall satisfaction with participating in the pilot was positive, and there are encouraging findings which indicate that participating in a giving circle in the workplace may have an impact on the giving of money by employees.

Giving circles in the workplace provide clear and tangible benefits for employees, employers and charities.

Benefits to employees include feeling that their work environment enables them to make a positive contribution to the community, developing enhanced relationships with work colleagues, developing a better understanding of charities and feeling that their giving is making a difference. Developing skills was also a benefit for some employees.

Many of the benefits for employees also provide benefits for employers. If employees feel more satisfied, engaged and motivated, this will have tangible benefits for employers in terms of productivity. Employers also benefit by being able to advance their corporate social responsibility activities within the community through giving circles in the workplace.

Benefits to charities include obtaining financial support, strengthening relationships with corporate partners and staff and raising awareness about their work.

Good2Give provided resources and support to participants in the pilot, and overall satisfaction with these resources was positive.

The role of 'Champions' which led each giving circle was seen as very important.

A number of other matters were addressed, including the importance of having strong backing and endorsement from senior executives within the Westpac Group (or another workplace) for a giving circles program in the workplace.

Based on the results of this evaluation, there is a compelling case for giving circles in the workplace to be rolled out on an ongoing basis within the Westpac Group and within other workplaces. The evaluation identified a number of areas where the giving circles in the workplace model could be altered and enhanced. If a decision is made to roll out giving circles in the workplace more broadly, then consideration should be given to these recommendations. They include:

- Having a larger target size in terms of the number of participants within a giving circle in the workplace, compared with those in the pilot.
- That the establishment of giving circles in the workplace should be driven by employee demand, with some giving circles operating on an ongoing basis and other ones existing for a fixed period of time. However, promotion of giving circles in the workplace by employers will also be necessary in order to raise awareness and generate demand.

- That the resources and support provided by Good2Give should focus on providing the guidance necessary for employees to establish and run giving circles themselves and providing the Workplace Giving Platform for the purposes of running giving circles. Modifications to the resources provided for the purposes of the pilot will be necessary, and further user testing is recommended to ensure that resources meet the needs of employees participating in giving circles in the workplace.
- That a senior executive level 'sponsor' or equivalent acts as an organisational-wide 'champion' for giving circles in the workplace within the Westpac Group or any other workplace in which they are rolled out.
- If a decision is made to roll out giving circles in the workplace more broadly, then consideration should be given to undertaking ongoing evaluation of this process.

1. INTRODUCTION AND BACKGROUND

WHAT ARE GIVING CIRCLES?

Giving circles are a form of collective giving which generally involve¹:

- Donors joining together to pool their joint resources (most often financial contributions);
- Donors collectively deciding when and to whom the funds are to be distributed;
- An educational or community building component to the activity; and
- The activity is initiated by the donors rather than a charity (some charities maintain so called 'donor circles', however these are different from giving circles).

Giving circles can vary in their size and structure, and degree of formalisation. Some can amount to a very informal group of people who pool their donations and then collectively decide which charity to donate them to. Others can be a larger and formal group of people, with grant application processes akin to those of a philanthropic foundation.

Because of the informal nature of many of these groups, it is difficult to obtain a conclusive figure for their number and there is no authoritative figure for the number of giving circles in Australia. However, research by Boyd and Partridge (2017) surveyed 17 such groups and identified a growth trend in terms of the number of such groups being established. In the United States, where giving circles are the more prevalent, Bearman et al (2017) estimated that there were over 1,300 active groups there.

THE GIVING CIRCLES AT WORK PILOT

The Giving Circles at Work pilot was a partnership between Good2Give and the Westpac Group. The pilot involved the development and trialling of a new model of giving in the workplace based around the concept of giving circles. Based on available information, no such model has been trialled anywhere in the world.

The pilot involved establishing seven giving circles within the Westpac Group, with 67 Westpac employees participating as members of these giving circles. The giving circles had membership ranging from 5 to 16 employees. Employees pledged donations towards their giving circle, which were matched by the Westpac Group's Matching Gifts program in the case of eligible employees (ie. permanent employees across all Australian businesses within Westpac Group).

Two models of giving circle were trialled. 'Cause-led' giving circles were focused on a specific cause area, such as 'refugees in Australia' and had a grantmaking process where eligible charities could apply to receive a grant. Members of such giving circles then voted to determine which charity would receive the grant and, in some instances, also provided a smaller grant to runner up charities. 'Charity-led' giving circles focused on a specific charity, with the charity proposing various programs which the giving circle could choose to fund.

Each giving circle was led by a so called 'Champion', who was sometimes assisted by a 'Deputy Champion'.

The total amount raised by the giving circles was \$45,328, which includes matching from the Westpac Group. Nine charities received grants, ranging in size from \$500 (for a runner up grant) to \$11,538, and with the median grant being \$5,180.

Extensive effort went into the pilot, with Good2Give working with the Westpac Group to develop and implement the initiative. Good2Give developed a package of resources for participants including Champion and Member 'Toolkits' (see Figure 1.1 below), held information sessions and provided intensive support and guidance for the giving circles, working very closely with the Champions in particular throughout the pilot. A timeline for the pilot is shown in Figure 1.2.

¹ This definition is based on that used by Boyd and Partridge 2017, Williamson 2016, and Rutnik and Bearman 2005.

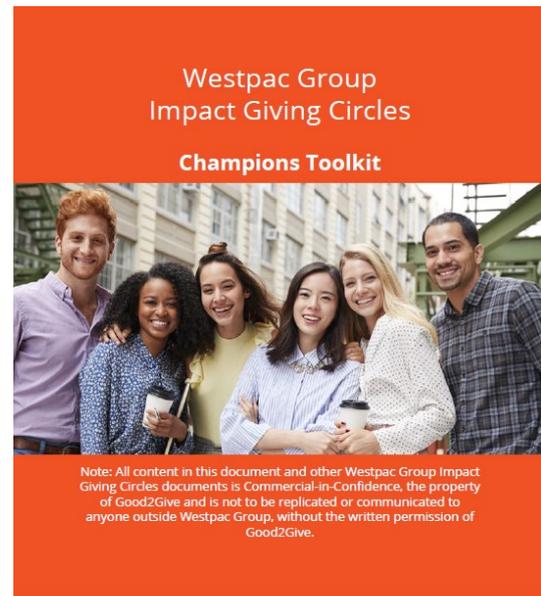


Figure 1.1: Member and Champion toolkits were developed to assist participants in the pilot.

Giving Circles at Work Pilot Roadmap

Cause-led Giving Circles

Plan		Participate						Grant	
		Explore		Decide					
JUNE/JULY	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	FEBRUARY	MARCH	APRIL	JUNE-JULY
Champion -Name Giving Circle -Recruit 9+ Members -Set financial target -Attend Information Session -Establish Giving Circle	Member -Attend Information Session -Receive demo of Good2Give Workplace Giving Platform -Commit to Giving Circle Aug - March	Member -Explore cause -Confirm meeting dates Champion -Launch GC to members	Member -Explore charity selection criteria -Set up Recurring Donations in Good2Give's Workplace Giving Platform DONATIONS BEGIN	Member -Decide charity selection criteria First Application Round opens for charities to apply	First Application Round closes Second Application Round opens 10 charities are shortlisted	Second Application Round closes 3 charities shortlisted, approved by Westpac Group and validated by Good2Give Charity Site Visits DONATIONS FINISH	Charity Site Visits Charity finalists present to GC Members who vote for charity winner/s Charities are notified of outcome	Good2Give processes funds to charities MAY Award funds to charities	Westpac Group celebration event: Release research report AUGUST Charity Acquittal Report delivered to Giving Circle
2019						2020			
Good2Give Champions Feedback and Support Meetings									

Figure 1.2: A timeline for the pilot, developed for cause-led giving circles.

The purpose of the evaluation, which is the subject of this report, was to examine:

- Whether participating in a giving circle at work led to an increase in giving amongst employees;
- The effectiveness of the resources provided;
- The value provided to employees, business and charities; and
- Different giving circle models (in the end, only two different types of models were used).

The approach used to conduct the evaluation is discussed in the next section.

2. EVALUATION APPROACH

The evaluation was conducted using a mixed methods approach, involving both quantitative and qualitative data collection.

The following data collection methods were used:

- A pre-pilot survey of participants was conducted in August and early September 2019 – this involved 34 questions seeking to provide baseline data on participants' giving and volunteering, approach to giving, attitudes to giving and volunteering, knowledge about charities, and attitudes to charities.
- Three post-pilot surveys were conducted in March and April 2020:
 - Separate post-pilot surveys of Champions and non-Champion participants – these involved 66 and 57 questions respectively, 34 of which were identical to those in the pre-pilot survey, with the additional questions focusing on participants' perceptions of the giving circle experience
 - A survey of charities which received a grant from a giving circle – this involved 9 questions focusing on charities' perceptions of engaging with a giving circle
- 14 semi-structured interviews were conducted in April 2020, undertaken remotely using videoconferencing, in order to gain additional perspectives regarding the giving circle experience. The participants and their number (where relevant) were:
 - Champions – 7
 - Non-Champions – 5
 - The former Charity Relations Manager, Good2Give
 - The Senior Manager, Community Programs, Westpac Group Customer and Corporate Relations

The data was analysed in the following way:

- The responses of participants who completed both the pre-pilot and post-pilot surveys were matched, providing a sample of 36 participants from which changes to the responses contained in both surveys could be analysed. The results were analysed using descriptive and inferential statistics. A paired samples t-test was used to determine if changes to pre-pilot and post-pilot survey results were significantly different, using an alpha level of .05 as the cut off. This represents a less than 5% risk of claiming a difference if there was no actual difference in reality.
- The second part of the responses of participants who completed the post-pilot survey were analysed using descriptive statistics. The sample from the survey of Champions was 7, and from the non-Champions survey was 39. In most cases, results from both surveys were aggregated and analysed together, except in the case of questions which were only included in one of the surveys and/or where any difference between Champion and non-Champion perspectives warranted being examined.
- The responses to the survey of charities was analysed using descriptive statistics. The sample size for the survey was 7.
- The interviews were recorded and transcribed. Transcripts were analysed to identify key themes and comments of significance.

Many of the questions in the surveys used a Likert scale which sought to measure participants' views regarding a particular statement. An example is shown in Figure 2.1 below. Therefore, when data is displayed in the report, the closer that a response is to 10, the stronger the agreement of participants with the statement. The reverse also applies.

35. I found participating in a giving circle in my workplace to be a satisfying experience

Strongly Disagree

Strongly Agree

0 1 2 3 4 5 6 7 8 9 10

Figure 2.1: An example of a survey question using a Likert scale.

3. RESULTS

3.1. OVERALL PARTICIPANT SATISFACTION

Table 3.1 shows the mean response to questions within the post-pilot surveys designed to gauge satisfaction with participation in a giving circle as part of the pilot. The responses indicate that overall satisfaction with participating in a giving circle in the workplace was positive.

Question	Mean Response (Out of 10)
I found participating in a giving circle in my workplace to be a satisfying experience	7.57
I want to continue to participate in a giving circle in my workplace	6.72
I would recommend participating in a giving circle to my work colleagues	7.63
I would recommend participating in a giving circle to my family and friends	7.33

Table 3.1: Satisfaction with participation in a giving circle.

Figures 3.2 and 3.3 show the distribution of responses to these questions. Notably, 26 per cent of responses to the question ‘I found participating in a giving circle in my workplace to be a satisfying experience’ were 10 out of 10, and 30 per cent of responses in the case of the question ‘I would recommend participating in a giving circle to my work colleagues’.

As the mean figures and the distribution of responses shows, satisfaction with participation in the pilot did not fully translate across to wanting to continue to participate in a giving circle in the workplace.

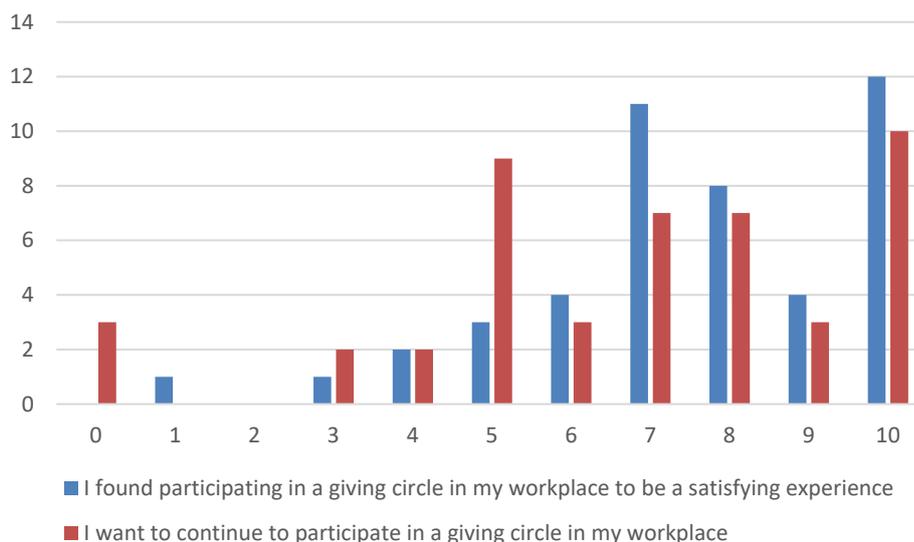


Figure 3.2: Distribution of survey responses – satisfaction with participation in a giving circle in the workplace.

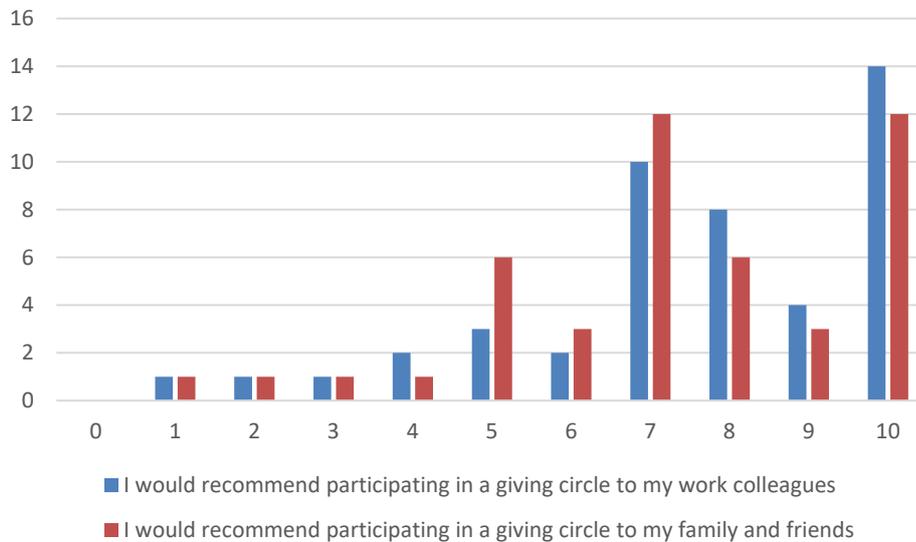


Figure 3.3: Distribution of survey responses – recommending participation in a giving circle in the workplace to others.

The quantitative results from the surveys were reinforced by qualitative results provided as comments within the surveys and in interviews. These were generally positive, such as those below.

Interviewee 8: *It was really good . . . I don't really have a very good opportunity to do any extra-curricular type activity and it provided a way to meet people . . .and contribute to something that was meaningful and that's important to me.*

Interviewee 10: *Yeah, definitely very satisfying. I'd certainly never heard of a similar type of set up or process. So I've always kind of donated to charities a little bit, but never really been so actively involved and learning about the different charities, learning about the cause, and kind of drilling into specifics . . . But it was a really interesting experience and we had a great kind of team leader who was heading it up for us. So yeah, really enjoyed it.*

Survey Respondent: *Overall the giving circles are a brilliant initiative and can be such a great team bonding exercise as well as good community activity that serves numerous social, corporate and personal benefits!*

There were few negative comments overall, with an example of one such comment below.

Survey Respondent: *Didn't work for me. Lack of connectivity and involvement in the cause. Unfulfilling.*

3.2. CHANGES IN GIVING BEHAVIOUR

GIVING OF MONEY

The pre-pilot and post-pilot surveys measured changes in self-reported giving of money amongst respondents. Data from the surveys shows that there was a statistically significant increase in both self-reported giving of money and the self-reported use of Westpac Group's payroll giving program between the commencement of the pilot and its conclusion. This is shown in Table 3.4 below.

Evaluation of the Giving Circles at Work Pilot

Question	Mean Response – Pre-pilot Survey	Mean Response – Post-pilot Survey	Statistically Significant Change?
How much do you donate to charities and causes you care about annually?	\$581.39	\$830.56	✓
How much of the amount in the [previous answer] is through the Westpac Group's payroll giving program, before matching is applied?	\$118	\$347.39	✓

Table 3.4: Changes in self-reported giving of money amongst survey respondents.

This is a positive and encouraging finding, which indicates that participating in a giving circle as part of the pilot may have an impact on the giving of money by employees. It would be consistent with the other findings from the surveys and interviews in relation to satisfaction with participating in a giving circle in the workplace and also developing an enhanced understanding of the impact and operating environment of charities through such participation (which is discussed in the next section).

However, it is not possible to conclusively demonstrate causality and establish a direct link between participating in the pilot and increased levels of giving. In this regard, it should also be noted that there was no statistically significant change in the responses to other questions in the pre-pilot and post-pilot surveys which sought to measure changes in attitudes to the giving of money. These are shown in Table 3.5 below.

Nonetheless, despite these qualifications, the findings in relation to self-reported giving amongst survey respondents are promising and could be further examined if giving circles in the workplace are rolled out more widely.

Question	Mean Response – Pre-pilot Survey	Mean Response – Post-pilot Survey	Statistically Significant Change?
Once my basic needs have been met, donating to charity is one of the best ways I can spend my money.	6.42 (out of 10)	6.42 (out of 10)	X
By what amount are you ready and willing to reduce your weekly spending or saving, in order to donate that money to charity?	\$21.17	\$24.39	X

Table 3.5: Changes in attitudes to the giving of money amongst survey respondents.

GIVING OF TIME

The pre-pilot and post-pilot surveys measured changes in self-reported volunteering and attitudes to volunteering amongst respondents. Data from the surveys shows that there was no statistically significant change to either of these between the commencement of the pilot and its conclusion.

Question	Mean Response – Pre-pilot Survey (Out of 10)	Mean Response – Post-pilot Survey (Out of 10)	Statistically Significant Change?
Approximately how many hours per month do you volunteer for a charity or a community group?	4.28	4.33	X
Volunteering with a charity or a community group is one of the best ways I can spend my time.	6.72	6.64	X

Table 3.6: Changes in self-reported volunteering and attitudes to volunteering amongst survey respondents.

3.3. BENEFITS FOR EMPLOYEES

The following section outlines the key benefits for employees which arose from participating in a giving circle in their workplace, which included:

1. Feeling that their work environment enabled them to make a positive contribution to the community
2. Developing enhanced relationships with work colleagues
3. Developing a better understanding of charities and feeling that their giving is making a difference
4. Developing skills

MAKING A POSITIVE CONTRIBUTION TO THE COMMUNITY AND ENHANCING RELATIONSHIPS WITH WORK COLLEAGUES DEVELOPING CERTAIN SKILLS

Table 3.7 shows the mean response to questions within the participant surveys in relation to making a positive contribution to the community and enhancing relationships with work colleagues.

Question	Mean Response (Out of 10)
Participating in a giving circle in my workplace made me feel that my work environment enables me to make a positive contribution to the community	7.46
Participating in a giving circle in my workplace helped me develop enhanced relationships with work colleagues	6.04

Table 3.7: Making a positive contribution to the community and enhancing relationships with work colleagues.

The feeling that participating in a giving circle in their workplace enabled employees to make a positive contribution to the community was clearly attractive to participants. Developing enhanced relationships with work colleagues was also a benefit, but was less pronounced.

This is also evident in Figure 3.8, which shows the distribution of responses to the relevant questions. Notably, nearly 24 per cent of responses to the question ‘Participating in a giving circle in my workplace made me feel that my work environment enables me to make a positive contribution to the community’ were 10 out of 10, whilst only 11 per cent of responses in the case of the question ‘Participating in a giving circle in my workplace helped me develop enhanced relationships with work colleagues’.



Figure 3.8: Distribution of survey responses – making a positive contribution to the community and enhancing relationships with work colleagues.

Within the survey responses, the themes were amongst the more commonly cited ‘favourite aspect of participating in a giving circle in the workplace’ and ‘main benefits of a giving circle for employees’, as shown in Table 3.9. It also featured in comments provided as part of the interviews, as shown below.

Interviewee 3: . . . meeting like-minded people in the workplace – that was quite mind-blowing for me. I've been with Westpac for nearly 12 - nearly 13 years, and know lots of people, but to be able to talk about something so different at work and have permission to talk about it, that was awesome.

Interviewee 9: It's always nice to know people, like to get to know people. However, the meetings which were organised were not – there were only probably one or two opportunities to meet. And only very brief meetings – very focused meetings on the presentation, and everyone runs to their business afterwards. So did we make really a connection? I wouldn't say that.

As Interviewee 9 commented, for some participants the ability to develop relationships with work colleagues was a not a particular benefit. This comment identifies an opportunity for adopting a different structure for giving circles in the workplace going forward, to provide more avenues for employees to build such relationships. This is discussed in more detail in the conclusion and recommendations section of this report, and would involve having larger giving circles operating over longer periods of time.

Most Favourite Aspect of Participating in a Giving Circle in the Workplace	Main Benefits of Participating in a Giving Circle in the Workplace for Employees
Getting to know other colleagues	Sense of 'togetherness' and being part of something beyond just work output
Meeting people from around the business and discussing each charity	Giving back to the community
To work with other likeminded people	Meeting different people throughout the organisation, supporting a cause

<i>Collaboration with peers</i>	<i>Get [employees] to think about something other than everyday work issues and collaborate with others outside their teams</i>
<i>Feeling like I'm helping where I can</i>	<i>An opportunity to contribute within a work environment</i>
<i>Feeling like we were making a difference</i>	<i>A group approach towards charities allowing employees to feel a sense of purpose</i>

Table 3.9: Comments within survey responses – Making a positive contribution to the community and enhancing relationships with work colleagues.

DEVELOPING A BETTER UNDERSTANDING OF CHARITIES AND FEELING THAT THEIR GIVING IS MAKING A DIFFERENCE

Being able to develop a better understanding of charities and feeling that their giving is making a difference was a clear benefit to participants. The themes were amongst the more commonly cited ‘most favourite aspects of participating in a giving circle in the workplace’ (alongside those discussed in the previous section) in survey responses, as shown in Table 3.10. They also came up consistently in interviews.

Interviewee 5: *I think the satisfaction with the giving circle is . . . You know what’s actually happening to that money. Whereas when there’s an event you get a bit of an endorphin rush, I suppose, when you’re actually clicking on a button saying here I’m going to donate twenty dollars. You don’t really know what happens with that money, yeah. So [a] giving circle I think gives you more of a tangible [feeling], this is where the money’s going, this is how it’s going to be used. I know that that’s what they’re funding it for and I think you feel that you’ve got more ownership over that.*

Interviewee 3: *Yeah, amazing [the giving circle experience]. One of the reasons is because I am interested at some point in being involved in a not-for-profit board, and until now it was just like, well, I’d like to do it, but I have no idea how I would ever get involved in anything like that. So, this seemed like a nice way to get to learn more about charities and how they operate.*

Interviewee 10: *I think for me I just felt a lot more invested in the outcome of what the money was going to be used for.*

Most Favourite Aspect of Participating in a Giving Circle in the Workplace
<i>When the charity came in and spoke to us</i>
<i>Hearing about the charities and the impact they are making</i>
<i>Learning about all these amazing small charities out there</i>
<i>Learning about the number of charities delivering programs in line with our chosen category</i>
<i>To be able to provide input and have a say in how the funds raised would be allocated to the charity</i>
<i>Great to hear directly from the charity and see what they need from us</i>
<i>Working with a group of passionate individuals on a cause, learning more about our charity and tangible outcomes of the donation</i>

Feeling like we were making a difference. Great to hear directly from the charity and see what they need from us

Getting to work alongside a charity representative to decide how the funds we raised would be spent and understanding the benefits they would deliver to the community

Inviting the charity to speak with the Giving Circle. It was a really valuable experience and helped the Giving Circle understand how significant our impact will be to the organization

Table 3.10: Comments within survey responses – developing a better understanding of charities and feeling that participants’ giving is making a difference.

The qualitative findings from the interviews and comments within survey responses were reinforced by quantitative results to the surveys.

Data from the pre-pilot and post-pilot surveys, summarized in Table 3.11 below, show that there was a statistically significant increase in participants’ sentiments regarding their understanding of charities they support and also the general operating environment for charities. There was also a statistically significant increase in participants self-reporting that they do research on charities before deciding which ones to support.

Question	Mean Response – Pre-pilot Survey (Out of 10)	Mean Response – Post-pilot Survey (Out of 10)	Statistically Significant Change?
I have a good understanding of the impact of the charities I support	7.26	7.81	✓
I have a good understanding of the general operating environment for charities	5.33	6.42	✓
I do research on charities before I decide which ones to support	6.69	7.39	✓

Table 3.11: Changes in the sentiments of participants regarding their understanding of charities.

DEVELOPING SKILLS

When asked whether participating in a giving circle in their workplace enabled them to further develop certain skills, the mean response across all survey respondents indicated a neutral view. As shown in Table 3.12, the mean responses in relation to each skills area were in the vicinity of 5 out of 10, indicating that survey respondents overall neither agreed nor disagreed with the proposition that participating in a giving circle in their workplace enabled them to further develop those particular skills. The fact that respondents did not generally feel particularly strongly about having developed certain skills is evident in Figure 3.13, with very few respondents having selected 9 or 10 out of 10 for their responses.

	Collaboration	Teamwork	Decision Making Frameworks	Governance	Negotiation	External Engagement Across Sectors	Communication
	Mean Response (Out of 10)						
All Participants	5.24	5.46	5.11	4.63	4.50	4.41	5.46
Non-Champions	5	5.18	4.71	4.37	4.37	4	5
Champions	6.38	6.75	7.00	5.88	5.13	6.38	7.63

Table 3.12: Development of certain skills through participating in a giving circle in the workplace.

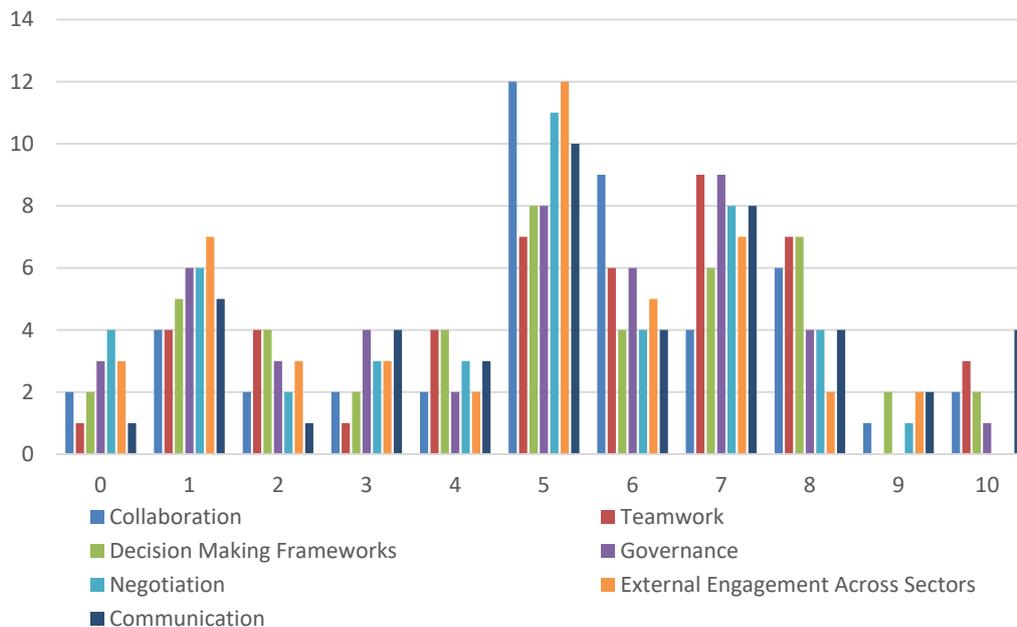


Figure 3.13: Distribution of survey responses – Development of certain skills through participating in a giving circle in their workplace.

As Table 3.12 shows, in the case of most skill areas, there was a marked difference between the views of non-Champion participants and the small group of Champions, with Champions overall agreeing more strongly that participating in a giving circle in their workplace enabled them to develop certain skills. This divergence was also evident from the interviews conducted, with a selection of comments from Champions showing that participation benefited them in terms of skill development.

Interviewee 1 (Champion). . . . It was an opportunity . . . in terms of actually leading a group. . . So, that was a very big learning experience for me.

Interviewee 2 (Champion): I think just running a program, being a bit more of a project management role, I think that was a good takeaway for me as an activity. I think having that lead role and coordinating activities, making sure everyone was accountable for what they needed to do, I think that was a good learning for me as well, to make sure I keep people motivated, keep us on track. That was a good learning as well.

Interviewee 7 (Champion): *I think definitely communicating and my skills definitely increased, like I said, in terms of hosting the meeting, setting actions, following up, sending out comms when there were certain updates, making sure that I regularly interacted with the members, most definitely, yeah, communication and the way I articulate the communication and stuff I'd say definitely increased for sure.*

However, when asked if they developed any new skills through participating in giving circles in their workplace, non-Champions generally did not feel this was a particular benefit to them.

Interviewee 9 (Non-Champion): *I think nothing really comes to mind, to be honest. And probably now that you're saying, I think, in the beginning when I read about this giving circle, I think I read about also an opportunity to contribute otherwise than money; making use of our respective areas of expertise. And that didn't come to fruition, I think.*

Interviewee 11 (Non-Champion): *Not really. I do these kind[s] of things all the time.*

Interviewee 12 (Non-Champion): *Not especially.*

Notably, Interviewee 9, a non-Champion, commented that they had expected that participating in a giving circle in their workplace would provide an opportunity to contribute through the provision of expertise, but they felt that this did not materialise. This comment identifies an opportunity for adopting a different structure for giving circles in the workplace going forward, to provide more avenues for employees to use and develop their skills. This is discussed in more detail in the conclusion and recommendations section of this report, and would involve having larger giving circles with 'committees of management' guiding their operation.

3.4. BENEFITS FOR EMPLOYERS

Many of the benefits for employees which arose from participating in a giving circle in their workplace, as discussed in the previous section, provide benefits for employers. If employees feel more satisfied, engaged and motivated, this will have tangible benefits for employers in terms of productivity.

This and other sentiments were reflected in the survey responses when respondents were asked to nominate what they believed were the main benefits of giving circles in the workplace for employers, as shown in Table 3.14.

Main Benefits of Giving Circles in the Workplace for Employers
<i>Fulfilling their corporate social responsibilities</i>
<i>Giving employees [the] opportunity to 'give back'</i>
<i>Encourage collaboration</i>
<i>Improved employee satisfaction/commitment</i>
<i>Having engaged employees is [a] very positive thing, and increases productivity</i>
<i>Creating a positive, giving atmosphere</i>
<i>Engaged team members who see the bank as [an] employer who is connected to the community</i>

Table 3.14: Comments within survey responses – the main benefits of giving circles in the workplace for employers.

The qualitative findings from the comments within survey responses were reinforced by quantitative results to the surveys. The mean response to the survey question 'Participating in a giving circle in my workplace made me feel that I was contributing to the Westpac Group fulfilling its social responsibility to the community' was 7.17 out of 10. As shown in Figure 3.15, over 20 per cent of responses to the

question were 10 out of 10.

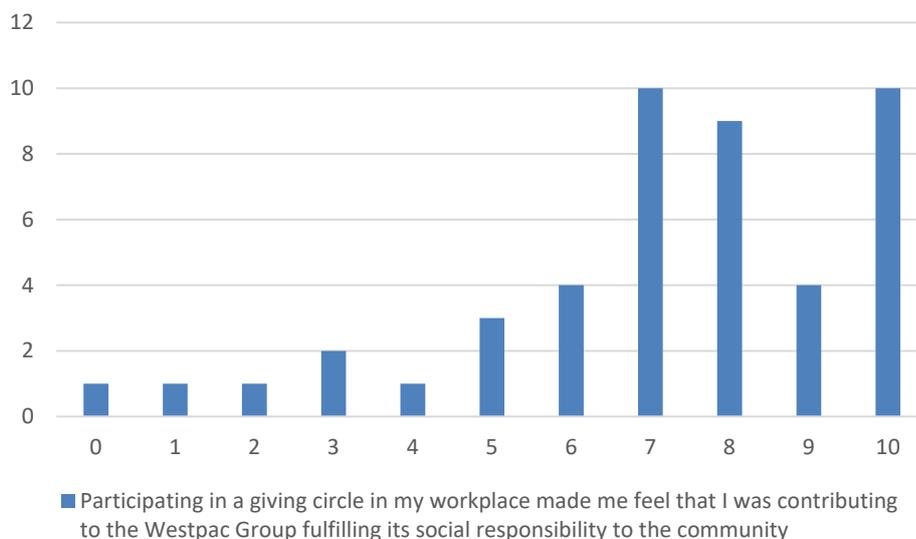


Figure 3.15: Distribution of survey responses – Participating in a giving circle in the workplace and contributing to the Westpac Group fulfilling its social responsibility to the community

The alignment between giving circles in the workplace and Westpac’s broader social responsibility activities was also identified as a key benefit in an interview with the Senior Manager, Community Programs within Westpac Group Customer and Corporate Relations, who commented that:

Giving circles are another way we can engage our employees to support community and charities, in addition to our existing community programs which include matching gifts and skilled volunteering.

3.5. BENEFITS FOR CHARITIES

CHARITY PERSPECTIVES

As shown in Table 3.16, charities were very positive about the experience of engaging with a giving circle in the workplace and would recommend it to other charities. Based on their experience they also believed there would be benefits if more employers would assist their employees to set up giving circles in the workplace.

Question	Mean Response (Out of 10)
Engaging with a giving circle of Westpac employees was a beneficial experience for my charity	8.71
I would recommend the experience of engaging with a giving circle in the workplace to other charities	8.14
Based on my experience engaging with a giving circle of Westpac Group employees, I would like more employers to support their employees to set up giving circles in the workplace	8.71

Table 3.16: Charity perceptions of giving circles in the workplace

The benefits to charities include obtaining financial support, strengthening relationships with Westpac staff and raising awareness about their work. Comments reflecting this, made by charities which received a grant from a giving circle and responded to the charity survey, are shown in Table 3.17.

Main Benefits of Giving Circles in the Workplace for Charities
<i>Face to face contact with high end donors interested in our project</i>
<i>Strengthen [our] relationship with Westpac staff and Champion</i>
<i>To think creatively about our organisation</i>
<i>It spread awareness of [the charity] and the work done by [the charity] around the world</i>
<i>Financial support, raising awareness of our cause and creating a new partnership that we believe will benefit all those involved</i>
<i>As well as raising some vital funds for us, through regular donations which is one of the most sustainable sources of funding for us, individuals who were signed up [the giving circle] were enthusiastic and supportive.</i>

Table 3.17: Comments within survey responses – the main benefits of giving circles in the workplace for charities.

The benefits in terms of obtaining financial support are bolstered by the survey results discussed in section 3.2 of this report and shown in Table 3.4 of that section, which indicate that participating in a giving circle as part of the pilot may have an impact on the giving of money by employees.

EMPLOYEE PERSPECTIVES

The benefits to charities are also apparent in the survey results discussed in section 3.3 of this report, which show that participating in a giving circle in their workplace enabled employees to develop a better understanding of charities and an enhanced feeling that their giving is making a difference.

These were evident in both the comments of participants provided in interviews and survey responses, and also the data from the pre-pilot and post-pilot surveys contained in Table 3.11. It shows an increase in participants' sentiments regarding their understanding of charities they support and also the general operating environment for charities.

In addition, Table 3.18 below shows that there was also statistically significant increase in participants' sentiments in relation to the role played by charities in Australia.

Question	Mean Response – Pre-pilot Survey (Out of 10)	Mean Response – Post-pilot Survey (Out of 10)	Statistically Significant Change?
Charities play an important role in Australia	8.09	8.89	✓

Table 3.18: Changes in the sentiments of participants regarding the role of charities in Australia.

Such an attitudinal shifts amongst employees which participated in a giving circle in their workplace are clearly of benefit to charities, and demonstrates the role giving circles in the workplace could play in terms of fostering and enhancing understanding of charities and the work they do.

THE CHARITY APPLICATION PROCESS

One issue which may be a challenge under the model adopted in the pilot, that of small giving circles giving away relatively small amount of funds, is the effort required on the part of charities to apply for the funds. This issue was highlighted by both one charity survey respondent and two employee survey respondents, with their comments shown below.

Charity Survey Respondent: *From a charity's perspective, I am not sure the model is quite right. The main issue is that the funding on offer is a relatively small amount. Of course, all*

organisations are thankful for whatever support they receive. But funding amounts of this size do not necessarily allow the charity to provide a good return on investment. The time taken to 'win' the grant has to be taken into account, as this is a cost to the charity.

Employee Survey Respondent: *One thing that was a bit of a concern was the amount of paperwork and hurdles we asked charities to jump through. I'm worried they will be spending too much time responding to giving circle's requests.*

Employee Survey Respondent: *. . . I felt the process for the charities was too onerous for the small amount of money they may (or may not) ultimately receive. If I worked for a charity, I probably would have stopped responding at the third request for more information.*

The relatively small size of the giving circles in the pilot meant that ultimately the funds each giving circle was able to disburse were also relatively small. Nine grants were awarded in total, ranging in size from \$500 (which was a 'runner up grant to the charities short-listed by one giving circle) to \$11,538, with the median size being \$5,180.

The application process generally involved the completion of expression of interest form and then an application form if shortlisted, meeting with giving circle members which may or may not involve making a presentation, and also responding to requests for further information. In the case of cause-led giving circles, charities were competing with other charities for funding, however this was not the case with charity-led giving circles. An acquittal for the grant then also has to be submitted to the Champion of the Giving Circle.

Such a process could be considered rather onerous given the amount of funds available. In this regard, it is important for giving circle participants to be mindful of the burden they place on charities, seeking to minimise what they ask of charities to what is essential. There is an inherent power imbalance between those with funds and those seeking funds, and it is important that giving circle participants are aware of this when structuring their granting processes.

These issues could be addressed by simplifying the application process, or alternatively by adopting a different structure for giving circles in the workplace, which would involve having larger giving circles which therefore are able to award larger grants to charities. This is discussed further in the conclusion and recommendations section of this report.

3.6. EFFECTIVENESS OF RESOURCES PROVIDED

Table 3.19 shows the mean response to questions within the post-pilot surveys designed to gauge satisfaction with resources and support provided for participants by Good2Give. The responses indicate that overall satisfaction with the resources and support of Good2Give was positive.

Question	Mean Response (Out of 10)
The Members Toolkit provided by Good2Give was helpful	6.5
The Champions Toolkit provided by Good2Give was helpful (Champions only)	7.71
The Information Session conducted by Good2Give was helpful	6.96
It was important to have support from Good2Give in order to fulfil my role as a Champion (Champions only)	9
The Good2Give Workplace Giving Platform was helpful as a mechanism for setting up our giving circle donations	7.26

Table 3.19: Satisfaction with resources and support provided by Good2Give.

This is also evident in Figure 3.20, which shows the distribution of responses to three of these questions (a figure has not been produced for the Champions only question, given the small sample size for that survey). Notably, nearly 44 per cent of responses to both the questions ‘The Information Session conducted by Good2Give was helpful’ and ‘The Good2Give Workplace Giving Platform was helpful as a mechanism for setting up our giving circle donations’ were of 8 out of 10 or more.

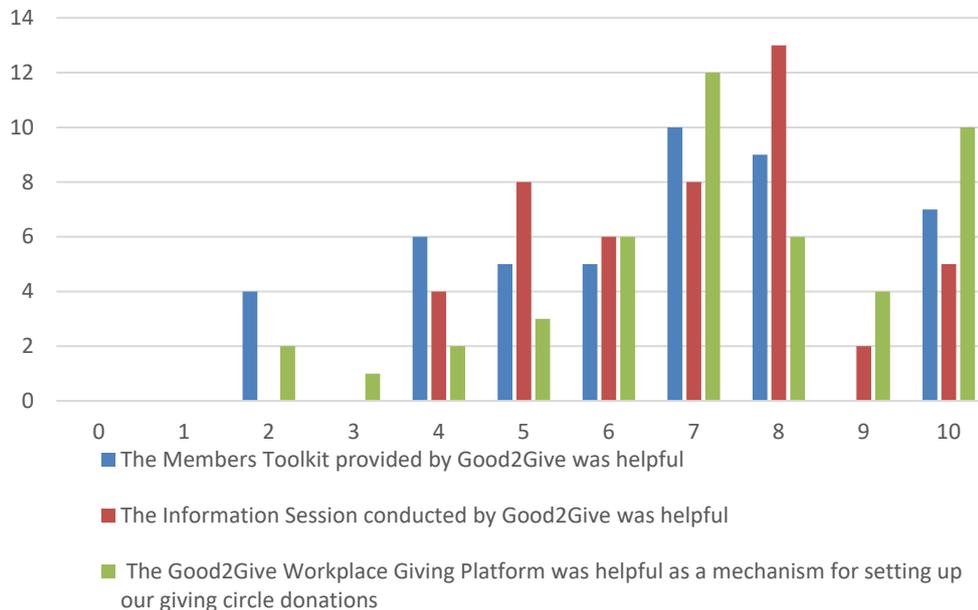


Figure 3.20: Distribution of survey responses – Satisfaction with resources and support provided by Good2Give.

Champions particularly valued the resources and support provided by Good2Give, which is not surprising given the additional responsibilities they had in the pilot and the more intensive engagement between them and Good2Give. A number of Champions commented on the essential role played by Good2Give in assisting them with their responsibilities, with non-Champions also commenting on the usefulness of the resources and support:

Interviewee 3 (Champion): *Having access to [the Good2Give staff member] made a big difference to my journey through the giving circle. She had some incredible insights and, whenever I had any questions, she had really good answers that expanded on and helped me understand better. So, she was able to impart her knowledge really successfully, which I found gave me the confidence in chairing or facilitating the member meetings.*

Survey Respondent (Champion): *The wealth of experience Good2Give has had working with charities was critical to draw on. [Good2Give] staff provided useful context and support along the journey to help us work towards an outcome all members were happy with.*

Interviewee 7 (Non-Champion): *I felt there was a lot of great information that we were provided in the toolkit, was great in that sense and obviously having the [Good2Give staff member] communicating regularly and giving us guidance, that made such a difference.*

One issue identified by a number of Champions in the interviews and survey responses was the volume of information provided by Good2Give, which some felt was too much. In the context of a pilot, it is understandable that it may be unclear how much information is ‘enough’ and therefore there may be a tendency to overcompensate by providing more detailed information and more intensive support.

Interviewee 6 (Champion): . . . sometimes it was almost an information overload, so I think when you're time-poor that just becomes quite confronting.

The Good2Give Workplace Giving Platform was seen as an important and helpful resource, but there were also some comments about how it could be improved.

Interviewee 8 (non-Champion): I think it would actually also [have] been extremely difficult if we didn't have the platform.

Interviewee 2 (Champion): . . . [T]racking donations . . . was really hard. So you'd log in, but because the systems aren't integrated, what's coming through from our organisation through to Good2Give, and the dates that it would actually filter through, you never really knew how you were tracking against your target.

In relation to the platform, further comments in both interviews and the survey indicate that the following matters may need further examination:

- The ability of participants making one-off donations using the platform – this came up as an issue if participants wanted to donate to their giving circle outside of regular pay cycles
- The need for clarity around contractors using the platform – some participants were contractors rather than employees of Westpac, which also had implications for whether their donations were matched
- The ability to fundraise outside the giving circle using the platform – although it is understood that Good2Give developed a functionality to enable for this, which involved using QR codes, there was some confusion amongst participants regarding how they could be used

If giving circles in the workplace are rolled out more widely, then it would be advisable to do further user experience testing in order to ensure that the platform is appropriately adapted to meet user needs.

3.7. ROLE OF CHAMPIONS

THE IMPORTANCE OF THE CHAMPION ROLE

As shown in Table 3.21 below, there was a strong view amongst survey respondents that having an organised and committed Champion was important in terms of enhancing the participation experience, and that sharing leadership and responsibility across the entire giving circle would not be effective.

Question	Mean Response (Out of 10)
My giving circle experience was enhanced by having an organised and committed Champion who drove the activities of the giving circle (non-Champions only)	8.45
I don't think a giving circle in the workplace needs a single champion, and I believe that it can function just as effectively if leadership and responsibility is shared across the group of participants	3.54

Table 3.21: Views on the role of Champions.

Figure 3.22 shows the distribution of responses to these two questions. It illustrates the strong sentiments felt by participants regarding the role of Champions, with 63 per cent of responses to the statement 'My giving circle experience was enhanced by having an organised and committed Champion who drove the activities of the giving circle' being 9 out of 10 or more. 35 per cent of responses to the statement 'I don't think a giving circle in the workplace needs a single champion,

and I believe that it can function just as effectively if leadership and responsibility is shared across the group of participants' being 1 out of 10 or less.

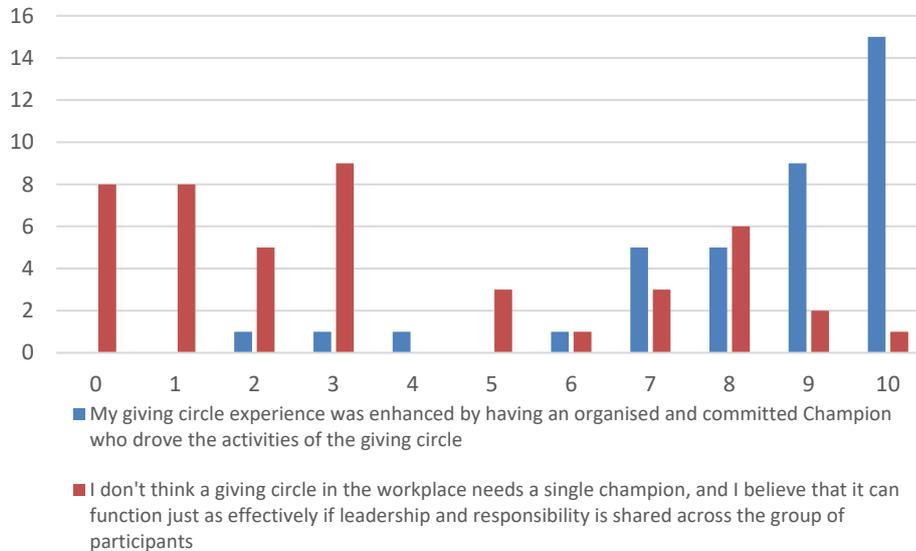


Figure 3.22: Distribution of survey responses – Views on the role of Champions.

Comments in the interviews, such as those shown below, underlined the important role of Champions.

Interviewee 5 (Champion): *I think you need a champion. You really do need somebody that can [do], just the simple things, getting people together, organising meetings, attend[ing] the phone hook ups with Good2Give.*

Interviewee 8 (Non-Champion): *. . . I think the champion [is] critical and the champion role, I think, has much more of a time commitment than the others. That is one thing I think people should probably be mindful of.*

This was also emphasised by the Senior Manager, Community Programs within Westpac Group Customer and Corporate Relations:

I think the Champions played a crucial role in keeping giving circle members organised and engaged. They arranged meetings and provided structure, making it easier for busy employees to participate.

Although there was a clear view that strong and effective leadership and management of a giving circle was important, and an aversion to dispersing this role across a giving circle's participants, this does not mean that a giving circle necessarily should rely on only one Champion to provide leadership. A number of giving circles had 'Deputy Champions', and if giving circles were of a larger size, having such a governance arrangement would become more necessary, as a single Champion may not be able to fulfil all the responsibilities of the role. Indeed, many giving circles outside of workplaces are lead and managed by committees (Boyd and Partridge, 2017), and having a 'Champions committee' or equivalent may be appropriate if giving circles in the workplace are rolled out more widely. This issue was canvassed in a number of interviews, and drew a favourable response.

Interviewee 8: *I do think that model would work because then you could have the people that put the money in and then have a vote here and there. Then you could have the people that were more invested in going through the process as well. I definitely think that could work.*

This is something discussed further in the conclusion and recommendations section of this report.

CHAMPION PERSPECTIVES

As Table 3.23 shows, overall, Champions reflected positively on their experience in the role.

Question	Mean Response (Out of 10)
Being a Champion of a giving circle was a satisfying experience (Champions only)	7.71
I would recommend being a Champion of a giving circle to a work colleague (Champions only)	7.71

Table 3.23: Champion perspectives on their role.

Comments in the interviews and survey responses reflected this positivity, but also showed that some Champions found the role challenging, as shown below. Challenges included being able to allocate sufficient time to the role especially when it was ‘competing’ with the demands of the Champion’s work responsibilities, and the difficulties associated with motivating and engaging some giving circles participants. This second challenge reflects the fact that some giving circle participants were not that engaged, for example they did not attend meetings or teleconferences nor participate in discussions, and/or required considerable follow up in order to undertake tasks requested of them.

Survey Respondent (Champion): *One of the best things I've ever done [being a Champion], I'm so grateful that Westpac put up their hand to partner with [Good2Give] and [the Centre for Social Impact] to pilot corporate giving circles.*

Interviewee 2 (Champion): *Yeah, I think it was [satisfying]. I think it was nice to lead the group through it so you kind of got an understanding of giving circles from coordinating as well as participating with the program. So, I think I enjoyed being a Champion rather than taking a member role.*

Survey Respondent (Champion): *[It] wasn't as satisfying as I had hoped, but that just could be due to [the] commitment from [giving circle] members, and trying to juggle with work commitments.*

Interviewee 4 (Champion): *I do it over and above my day job and so do the other people, so us having monthly meetings and just getting together and shooting the breeze for an hour, it just wasn't possible. I just couldn't get that time from people.*

As Figure 3.24 shows, 43 per cent of Champions who completed the survey expressed an interest in leading another giving circle as a Champion, whilst 57 per cent stated that they would prefer participating rather than leading.

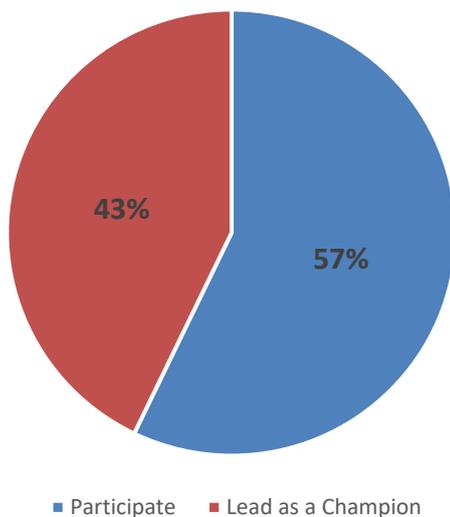


Figure 3.24: Champion views on leading or participating in a giving circle again.

As the comment below shows, one Champion which did not wish to lead another giving circle still encouraged others to take on the role and showed a strong desire to provide support to new Champions.

Survey Respondent (Champion): *I probably wouldn't lead another [giving circle] at Westpac but would encourage others to go through the program as a Champion and happily support someone through leading a [giving circle].*

The potential to form a 'network' of former Champions that are happy to provide assistance or guidance to people who are doing it for the first time was canvassed in one interview, and drew a favourable response.

Interviewee 2: *Yeah, definitely. I think whatever makes it easier for people to run their own, I think would be great to share.*

3.8. OTHER MATTERS

This section addresses several other noteworthy matters which arose during the evaluation process.

CAUSE-LED VS CHARITY-LED GIVING CIRCLES

As the introduction and background section of this report stated, the pilot trialled two types of giving circle models – the 'cause-led' and 'charity-led' models.

The 'charity-led' model, where a giving circle is linked with a specific charity, is rare amongst Australian giving circles more broadly (Boyd and Partridge, 2017). However, it can have benefits in terms of being able to build up a close partnership relationship with the charity and it can also make it easier to explain the concept of a giving circle when recruiting participants, as the comment below reflects.

Interviewee 1: *We were able to get the charity to come along quite early and to give a presentation for the giving circle and I think it made it easy for people to see, 'Oh, this is the exact impact and benefit and I'm actually really enthused about this project,' rather than - in my opinion, I think I was personally more reluctant to donate as much for that period of time for something that's unknown.*

However, for some participants, the ‘cause-led’ may be more attractive, as was the case with the participant below. This model, whereby giving circle participants choose the area(s) of focus, is the more common giving circle model in Australia and beyond.

***Interviewee 2:** I guess if I take it from a lens of why did I pick a cause-led over a charity[-led giving circle], I think it was to get a better understanding of the cause itself and what charities are operating in that space.*

One risk with charity-led giving circles is that they may become overly dependent on the charity in terms of ‘driving’ the work of the giving circle. As noted in the introduction and background section of the report, giving circles are ‘donor-driven’ structures, rather charity driven, and therefore it is important for participants to maintain control over the governance, management and decision making processes in order for it to remain a giving circle. This question was explored in interviews with a number of participants in the charity-led giving circles, with the view being that the giving circle participants did maintain control in this regard.

If giving circles in the workplace are rolled out more widely, consideration should be given to providing additional guidance which may assist participants to navigate this tension. Consideration could also be given to the changing the name of the model, given that ‘charity-led’ implies that the charity rather than the donors leads the giving circle. A name such as ‘charity-specific’ may be more appropriate.

CLARITY AROUND EXPECTATIONS

A number of comments in the interviews indicated that some Champions but also non-Champion participants may not have been fully aware of the commitments involved with participating in a giving circle in the workplace.

This may have resulted in some difficulties further in the process, when Champions may have struggled with the work required in the role, and participants may have struggled to remain engaged.

If giving circles in the workplace are rolled out more widely, consideration should be given to how to effectively communicate the commitment (in terms of time and other effort) involved with participating in a giving circle, balancing the desire to recruit participants with the benefits of having participants who can be fully engaged in the process.

SUPPORT FROM BUSINESS LEADERSHIP

One theme which emerged from interviews with Champions regarded the benefits of having strong backing and endorsement from senior executives within the Westpac Group. The comments below reflect this.

***Interviewee 5 (Champion):** There is something incredibly empowering as well when you’re part of the giving circle and you know that your organisation is backing it. And if you know that it’s being backed at a high level and you’ve got a sponsor of it.*

***Survey Respondent (Champion):** Having a sponsor for the program within Westpac may give it more weight as a program. I think those that actively participated really enjoyed the process, but often would have to prioritise their day job over the meetings and tasks.*

Having a senior executive level ‘sponsor’ or equivalent for a giving circles program was seen as a way to demonstrate that the organisation was fully supportive of the program, and fully endorsed employee participation in it.

There was a view that it could help with recruitment of participants and also support more effective engagement of participants, if those participants know that the activity is something that is strongly valued within the organisation. This may be particularly beneficial given that some Champions

reported difficulties with motivating and engaging some giving circle participants, which may partly have arisen because of competing demands associated with participants' work responsibilities.

If giving circles in the workplace are rolled out more widely, consideration should be given to having a senior executive level 'sponsor' or equivalent, who can act as an organisational-wide 'champion' for the program.

TIMEFRAMES

A number of comments in the interviews regarded the timeframe for the pilot as quite compressed, and also felt that having the process go over the Christmas and New Year period resulted in a loss of momentum for some giving circles.

Given this was a pilot, there was in effect a somewhat artificial timeline that needed to be imposed. However, if giving circles in the workplace are rolled out more widely, going forward they would be able to adopt timelines which reflect the preferences of the giving circle participants.

4. CONCLUSION AND RECOMMENDATIONS

Based on the results of this evaluation, there is a compelling case for giving circles in the workplace to be rolled out on an ongoing basis within the Westpac Group and within other workplaces.

Overall satisfaction with participating in the pilot was positive, and there are encouraging findings which indicate that participating in a giving circle in the workplace may have an impact on the giving of money by employees.

There are clear and tangible benefits for employees, employers and charities. Considerable resources have been invested by Good2Give in terms of developing the tools necessary to support giving circles in the workplace as well as designing and managing the pilot, which provides a solid basis on which to move forward. The Westpac Group has supported these efforts through the time of its employees in terms of participating in the pilot and through its matched gifts program.

This evaluation has identified a number of areas where the giving circles in the workplace model could be altered and enhanced. If a decision is made to roll out giving circles in the workplace more broadly, then consideration should be given to the recommendations made below.

SIZE OF GIVING CIRCLES

It is recommended that the target size of giving circles in the workplace is larger than those in the pilot.

Whilst there is no 'perfect size' for a giving circle, of the Australian giving circles surveyed by Boyd and Partridge (2017), more than 50 per cent had a constant membership of 25 or more. In the United States, where giving circles are more widespread, research by Bearman et al (2017) shows that the average size of a giving circle is 117 members and the median size is 50 members.

Larger giving circles will have a number of benefits:

- The pool of funds available for granting will be larger, which will enable grant amounts to be larger. It may also enable the provision of multiple grants of a reasonable size, for example for 'runner up' charities. Larger and also multiple grants will make the efforts of charities, in terms of applying for grants, more worthwhile and increase the benefits to them from engaging with giving circles in the workplace.
- The potential for skill development by employees will be enhanced, because larger giving circles will likely need to be managed by 'committees'. Such committees would effectively consist of multiple 'Champions' that lead the giving circle, and would therefore present more opportunities for employees to develop their skills by joining such a committee.
- In the case of less engaged participants, their impact will be less obvious in the case of a larger giving circle. Different people have different capacities in terms of how they can engage with a giving circle. Some may be content to contribute financially, but then remain relatively disengaged and perhaps just vote as part of the decision-making process. Others may wish to be more engaged and attend meetings and discussions about the direction of the giving circle. With a larger giving circle, there is more likely to be a core group of engaged participants, providing more effective networking and collaboration opportunities and providing for a more satisfying experience overall.

THE GIVING CIRCLE LIFE CYCLE

The establishment of giving circles in the workplace should be driven by employee demand.

Rather than having a 'top down' model, whereby there is a desire to establish a certain number of giving circles within the Westpac Group or other workplaces, giving circles should be an option available to employees that is integrated into the suite of employee engagement opportunities available within the Westpac Group or other workplaces.

Employees would then be able to come together to form giving circles and be provided with support from both the Westpac Group (or another workplace) and Good2Give.

However, given that awareness of giving circles in Australia relatively low, promotion of this employee engagement opportunity by employers will also be necessary in order to raise awareness and generate demand.

Giving circles could be ongoing, with a focus on a specific cause area or charity, or with a focus that changes based on the views of participants. Alternatively, they could exist for a fixed period of time and could be established in response to a particular event or circumstance, such as a natural disaster or request for assistance from a charity or group of charities.

The giving circles could adopt timelines for their activities that suit the needs and preferences of participants but also, importantly, potential grantees.

Ultimately, there will be no 'right' number of giving circles within a workplace. It will depend on a variety of factors including employee demand, the relationships developed with charities, alternative employee engagement options available, and external events and circumstances.

PROVISION OF RESOURCES AND SUPPORT

The resources and support provided by Good2Give will be important for ensuring the success of giving circles in the workplace if they are rolled out more widely.

However, it will likely not be cost-effective for employers to fund Good2Give to provide the intensity of support that was provided during the pilot for all giving circles going forward.

In this regard, the resources and support provided by Good2Give should focus on:

- Providing the guidance necessary for employees to establish and run giving circles themselves.
 - This can include the provision of toolkits and other material
 - The toolkits should be revised, as they are currently drafted specifically with reference to the pilot
 - As part of this revision process, they should undergo further user testing
 - The term 'charity-led' giving circle within the toolkits and other materials should be replaced with 'charity-specific'
 - Guidance should be included that emphasises the importance of giving circles being donor-driven, and also highlights the need to for giving circle participants to be mindful of the inherent power imbalance between those with funds and those seeking funds, and importance of structuring their granting processes in a manner which minimises the burden placed on charities
 - Consideration should be given to how to effectively communicate the commitment involved with participating in a giving circle in promotional and other materials, noting that larger giving circles would be better suited to participation from employees with varied capacities to engage
- Providing the Workplace Giving Platform for the purposes of running giving circles.
 - This platform should undergo further user testing, to ensure that it fully meets the needs to employees participating in giving circles in the workplace

Information sessions and further support can be provided on an as needed basis.

To the extent possible, day to day operational questions associated with running a giving circle should be handled by relevant staff within the Westpac Group's Customer and Corporate Relations division (or the relevant unit within another workplace).

A network of current and former Champions, who are willing to 'mentor' new Champions with establishing and running a giving circle in the workplace, could be maintained.

SUPPORT FROM BUSINESS LEADERSHIP

As part of integrating giving circles into the suite of employee engagement opportunities available within the Westpac Group or other workplaces, it is important to demonstrate that the organisation is fully supportive of the program, and fully endorses employee participation in it.

Therefore, it is recommended that a senior executive level 'sponsor' or equivalent acts as an organisational-wide 'champion' for giving circles in the workplace. This role can include communicating the importance and benefits of giving circles in the workplace through various channels within the organisation, such as on the relevant intranet pages and in discussions amongst executives and other employees.

ONGOING EVALUATION

If a decision is made to roll out giving circles in the workplace more broadly, then consideration should be given to undertaking ongoing evaluation of this process. Such evaluation would not need to be as intensive as that undertaken for the purposes of the pilot, but it would be helpful in terms of informing the evolution of the giving circles in the workplace model over time.

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