



# Community Engagement Benchmarking Study

# Life Science Cares

## Need

Even before COVID-19 and the realization that systemic racism plagues our country, the data was clear—black and brown people in Greater Boston disproportionately experience poverty. As an anti-poverty organization, Life Science Cares' work is rooted in equity as all data indicate that the impacts of poverty disproportionately affect BIPOC and by addressing disparities in the areas of survival, education, and economic sustainability we are helping to dismantle a system that fails to work for everyone.

## About

Connecting a network of **350+ companies** and **163 C-level advisors**, Life Science Cares has contributed **\$3.6 million** in grants to 42 social-service organizations and performed more than **12,000 hours** of community service. By building partnerships between local nonprofit organizations and life science companies, LSC acts as a conduit to provide strategic support, volunteerism and employee engagement.

## Mission

It is the **spirit of community** and **concern** about the greater good that inspired leaders in the life science industry to join to form **Life Science Cares**. We recognize that all our efforts are connected, and that none of our companies or individuals can succeed without the help and support of our neighbors, many of whom are struggling to make ends meet.

## Areas of Focus



### Education

Education is the most effective solution to impacting poverty in the long term, so the largest percentage of our support goes to those service providers who work in this area.



### Basic Human Survival

Every person has the right to these basic human needs.



### Economic Sustainability

Providing support to the best organizations that work to help families and individuals to lift themselves sustainably out of poverty.

# Executive Summary

Multiple studies confirm that Philanthropy and Community Engagement programs have a significant impact on employee satisfaction and company performance.

Life Science Cares is a trusted thought partner to the life sciences community in the Greater Boston area, bringing forth ideas that help companies and leaders evolve their programs and as a result, increase their impact in the community.

Based on feedback from companies who sought to understand how they compared to their peers, Life Science Cares partnered with Slalom over the course of three months to research the state of non-disease specific philanthropy and volunteerism among area life sciences companies. The goal of this research threefold:

- Empower member companies of every size by providing new, yet practical ideas to increase the impact of their programs
- Set a baseline measure of what models of philanthropy and engagement looks like in the industry
- Use the data to convene executives, CSR leads and other stakeholders to share best practices and align efforts

The approach included methods for capturing both quantitative and qualitative measures, as well as conducting research into best practices of the world's leading programs. The study consisted of three key phases:



## Maturity Model Development

Development of a model to assess the varying levels of maturity across four key dimensions: Program Management & Governance, Financial, Volunteerism and Donations.



## Data Gathering

Leveraging the maturity model, we developed a survey to capture a broad data set across the Life Science Cares member community.

Interviews were conducted with a sample of respondents for a deeper, qualitative understanding of best practices and future visions.



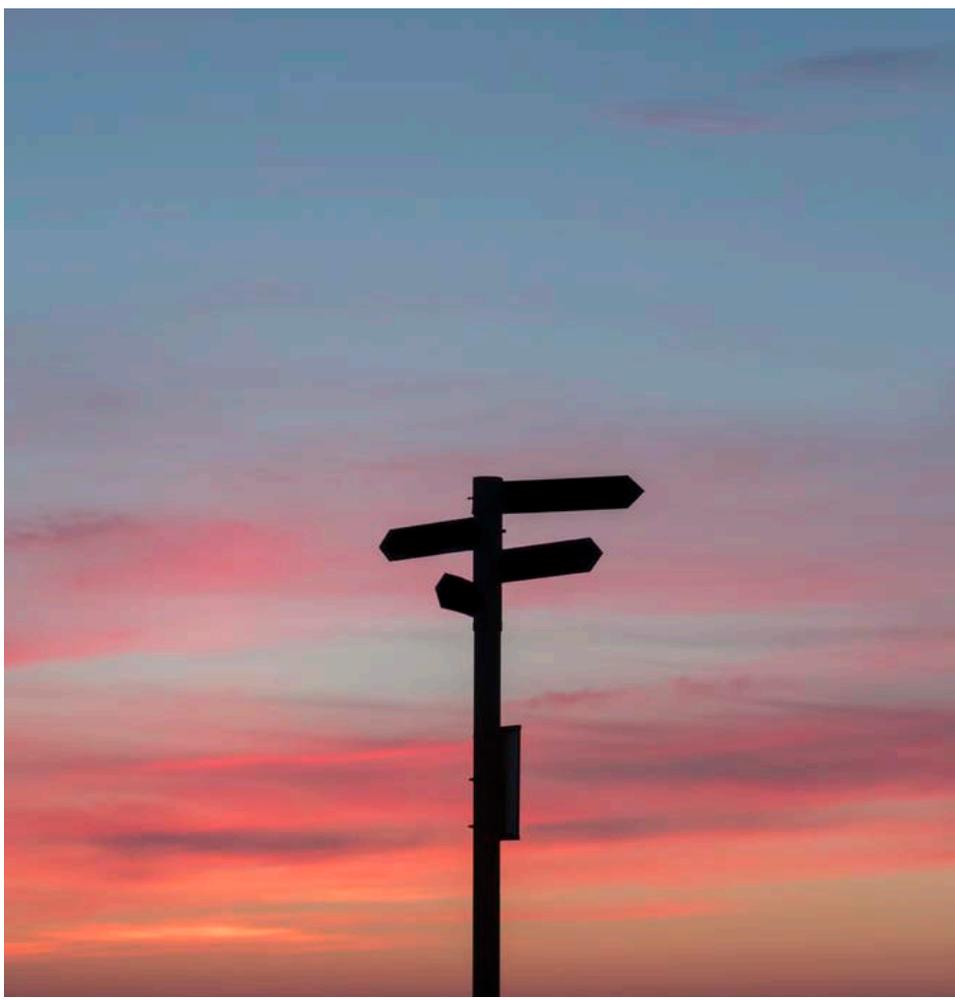
## Analysis & Report

Survey and interview data was analyzed for trends.

Additional research conducted to understand what the world's leaders in community engagement were doing.

# Community Engagement Benchmarking Study

This report examines the non-disease specific philanthropy and volunteerism of life science companies in the greater Boston area with the aim of better understanding their Community Engagement programs.



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## Survey + Interview

Surveys and interviews were conducted to understand trends across financial, volunteerism, donations and program governance

### INCLUDES

Survey responses for 33 companies  
Seven in-depth interviews

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## Assess + Analyze

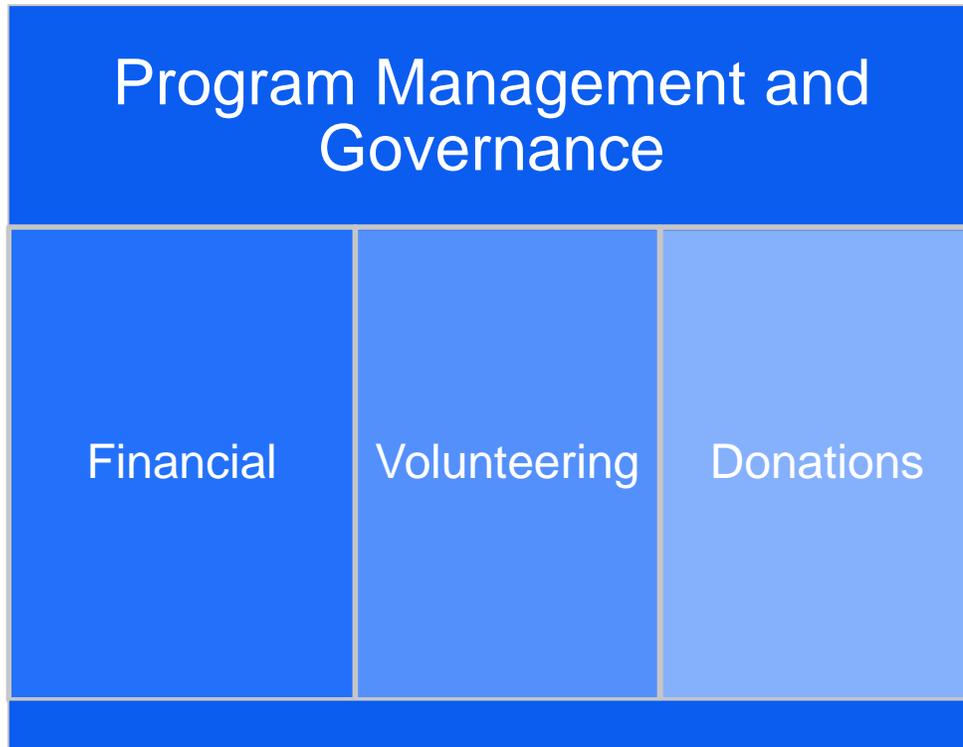
A Maturity Model was developed to evaluate programs and support strategic planning. Using the model, the report identifies best practices for companies based on where they are in their journey

### INCLUDES

Deep-dive maturity assessment from Start Up to Leading

# Community Engagement Resource Categories

There are three categories of giving in which a company can focus their Community Engagement program: monetary (Financial), time (Volunteering) and items (Donations). In addition, as a program scales so does the need for robust Program Management and Governance to ensure that investments remain aligned to company values. Our study evaluated how life sciences companies in the greater Boston area invest in each of these categories.



## Program Management and Governance

Program Management and Governance includes the people, process and tools necessary to ensure program sustainability, alignment to company goals and allocation of resources. Implementing Program Management and Governance creates a shift from ad hoc, tactical activities to more strategic holistic program.



## Financial

Financial giving includes contributions made by the company as well as individual employees. Example programs may include Payroll Deductions, Company Match, Dollars for Doers and much more.



## Volunteering

Volunteering is defined as the investment of time supporting a charitable organization; this time may include a range of activities from participation in one-time events to ongoing board participation.



## Donations

Donations include the giving of items, including facility space, by individuals or the company excluding product donations.

# Community Philanthropy and Engagement Maturity Model

The model provides a framework by which companies can assess and evolve their programs across the giving categories and Program Management and Governance.

	 <b>STARTUP</b>	 <b>FOCUSED</b>	 <b>LEADING</b>
Program Management and Governance	Grassroots-level, employee-led programming that tends to be ad hoc / informal; budget may be provided on an as-requested basis.	Employee-based action committee with allocated budget and executive sponsorship. Limited company-level communication and metrics	Program is fully integrated into the company's culture and is apparent within business goals, vision, values and strategy. Focused, measured outcomes are tracked with dedicated resources and budget included in annual planning.
Financial Giving	Most financial giving is done ad hoc (including crowdfunding for charitable events)	At least one employee directed grant program in place; sponsorship of an annual charitable event; companies in this tier have some metrics and guidelines around employee matching and company grants	Variety of employee directed grant programs are in place with company-sponsored matching and multiple charitable events sponsorships annually
Volunteering	Informal or ad hoc opportunities to volunteer; sporadic organized volunteer events or time off	Formal calendar of volunteer events maintained; up to 1 day of paid time off to volunteer and an annual company organized event is typical	Multiple days of paid time off to volunteer and active participation of executive leadership on nonprofit / advisory boards.
Donations	Ad hoc donations throughout the year	Planned opportunities for employees to donate throughout the year; incentives (e.g. contests, recognition) to promote giving	Ongoing partnership or multiple giving throughout the year; innovative program in place (e.g. donation of facility space)

# General Observations

The following observations were made across all survey respondents, regardless of program maturity.



## Program Management and Governance

- **Company Culture:** Most companies have incorporated their programs into their company's vision, goals, values, etc. but few are discussing it with their boards / investors.
- **Metrics:** Nearly half of survey respondents don't track program metrics; those that do, focus on volunteering - # of hours, participants and events
- **Tools:** Most programs are managed with basic tools such as Excel; very few are using advanced tools such as Benevity, YourCause or Blackbaud. As programs scale, the need for more advanced tools becomes increasingly important



## Financial

- **Employee Giving:** Half of the companies surveyed don't provide employee giving programs, approximately a third give through employee recognition programs and only three gave employees the option to select a donation in lieu of receiving a holiday gift



## Volunteering

- **Volunteer Events:** Nearly all companies participate in a volunteer event at least annually, with over half sponsoring their own events
- **Advisory Boards:** Over half responded that some of their executives participate in non-profit or advisory boards; only 5 companies actively encourage and support placement on boards
- **Planning:** Approximately half of respondents maintain calendars, while the remaining approach volunteering on an ad hoc/informal basis; approximately a third plan 6 months or more in advance
- **Communication:** Email and meetings are the most widely used forms of communication; approximately half of respondents use online portals and posters.



## Donations

- **Physical Donations:** Over half of respondents make donations; of those companies who make donations, half are doing it through a planned event (e.g. coat drives, food donations) or partnership (the remaining are donating on an ad hoc basis)
- **Charitable Event Sponsorship:** Approximately 90% of respondents sponsor at least one charitable event annually and many sponsor four or more events

# Maturity Level: Startup



## Overview / Description

Companies falling into this level of maturity are often early stage and have limited financial resources to invest; employee enthusiasm in community engagement drives grassroots programs focused on employee giving – of money, time, and donations and employees often take ownership to lead impactful efforts.

Given the grassroots nature with little to no overhead, these programs provide unique opportunities for employees to develop leadership skills that they may not get in their day-to-day role.

### Survey Results

- 42% of all respondents
- Avg Employee Size: 192
- 50% plan financial giving on ad-hoc basis
- 50% make in-kind donations on at least an annual basis
- 37% are run without an executive program sponsor

### Key Program Characteristics

- Enthusiastic employee base who take ownership and are involved from planning through execution
- Focus on employee giving with limited to no company-sponsored budget
- Near-term (1-6 months) planning horizon

### What We Heard

- *“Despite being a small, lean start-up with little time on our hands, we still prioritize volunteering in the community. We may not have the treasure to donate, but we give our time when we can.”*
- *“We could plan and budget at the beginning of the year all volunteer opportunities that we'd like to participate in.”*
- *“No formal program, but lots of grassroots participation”*

### Considerations for Future Planning

- Seek out low cost, high impact activities such as:
  - A LSC Lunch & Learn with service activity to engage employees
  - A company drive for critical hygiene, food or other items
  - A fundraising campaign with company match or challenge to employees
- Seek support from LSC to:
  - Develop a Community Engagement annual calendar
  - Coordinate events with partner organizations, allowing teams to focus on impactful activities
  - Provide sample templates for planning and management of the program, including easy-to-track success metrics



As a pre-commercial company, Wave Life Sciences Community Engagement program is employee-led, with a focus on the patient community. In partnership with the Jett Foundation, Wave provides the opportunity for DMD patients to attend a week-long summer camp. Additionally, employees have spun up a grassroots Green Team that coordinates events such as Earth Day cleanup. Wave leverages Life Science Cares to supplement their program with diverse volunteer opportunities to engage with the greater Boston community.





# Maturity Level: Focused

## Overview / Description

Companies who have reached a Focused level of maturity with their Community Engagement program are those that have transitioned from a grassroots effort to one with more structure and proactive planning. These companies are often early stage or recently commercial, with company-sponsored resources available. These additional resources drive the need for more robust program management and leadership support to ensure that the allocation of those additional resources are aligned with company goals.

### Survey Results

- 40% of all respondents
- Avg Employee Size: 210
- 46% of these respondents:
  - had a C-Suite executive program sponsor
  - make in-kind donations on at least an annual basis
- 23% of respondents:
  - plan financial giving 1 to 3 years in advance
  - offer financial giving programs for employees

### Key Program Characteristics

- High-level alignment with strategic enterprise goals
- Dedicated resources to ensure strategic planning and alignment
- Community Engagement program incorporated into public-facing communications (e.g. company website, recruiting, annual report)
- Mid-term (6 months – 1 year) planning horizon
- Some performance metrics are identified, managed and tracked
- Allocated budgeted managed by employee committee

### What We Heard

- *“Coordinate efforts to make a bigger impact to fewer non-profits”*
- *“Reward employees with flexibility in their work schedule”*
- *“Plan further ahead, engage more senior sponsors, more volunteering activities for team building”*
- *“Better strategy, organizing principles”*

### Considerations for Future Planning

- Drive further alignment with company goals by:
  - Identifying program priorities aligned to company objectives (e.g. supporting STEM programs, focusing on organizations with significant unmet needs)
  - Establishing metrics that measure impact of program (e.g. employee satisfaction, community impact)
  - Engaging a senior leader as a program sponsor/advisor
- Consider ways to automate employee giving (e.g. company matching, cause cards, holiday donations).
- Increase impact through non-profit partnerships
- Seek support from LSC to:
  - Provide business case support; helping to quantify the value for each dollar invested in a Community Engagement program
  - Connect with program leads across companies to share best practices (e.g. round table discussions)

# Maturity Level: Leading

## Overview / Description

Companies whose programs are at a Leading level of maturity tend to be those with the longevity and revenue to support long term planning and commitment. Many of these companies have established foundations that focus resources, financial and employee, exclusively on philanthropy and community engagement to ensure sustainable impact in years to come.



### Survey Results

- 18% of respondents
- Avg Employee Size: 2,680
- 83% had a C-Suite executive program sponsor and offer financial giving programs for employees
- 67% make in-kind donations on at least an annual basis
- 50% plan financial giving 1 to 3 years in advance

### Key Program Characteristics

- Report on the impact of the program through public-facing forums
- Advanced tools to manage all giving categories
- Employee-directed giving / company matching available
- Long-term (1+ year) planning horizon
- Integration of financial and time-based giving (e.g. dollars for doers)
- Foundation with a defined mission and long-term giving plans
- Company-sponsored Day of Service

### What We Heard

- *“Our volunteer program is coordinated and run by an employee resource group so we can direct efforts to groups that our associates are most passionate about.”*
- *“I’m proud of our annual Adopt a Family program around the holidays. The employees really get into it and we make the holiday season for a few families.”*

### Considerations for Future Planning

- Establish a 10+ year vision (e.g. J&J, Owens-Corning)
- Seek opportunities to bring different skillsets (internal and external) together to tackle complex problems in an innovative way
- Sponsor Stakeholder engagement initiatives to understand and measure impact on community stakeholders’ greatest needs (e.g. reputation monitoring)
- Move beyond support to active engagement in framing societal issues
- Support Leadership participation on non-profit boards
- Seek support from LSC to:
  - Understand the local non-profit ecosystem
  - Connect with external partners to bring complementary skillsets



- Built and donated kitchen space to provide Food for Free meal prep facilities
- Matches employee giving up to \$25,000 a year



- CSR-STAR branded program that defines the program’s value proposition for all company stakeholders

# Program Considerations by Maturity Level



## Start Up

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- Seek out low cost, high impact activities such as:
  - A LSC Lunch & Learn with service activity to engage employees
  - A company drive for critical hygiene, food or other items
  - A fundraising campaign with company match or challenge to employees
- Seek support from LSC to:
  - Develop a Community Engagement annual calendar
  - Coordinate events with partner organizations, allowing teams to focus on impactful activities
  - Provide sample templates for planning and management of the program, including easy-to-track success metrics



## Focused

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- Drive further alignment with company goals by:
  - Identifying program priorities aligned to company objectives (e.g. supporting STEM programs, focusing on organizations with significant unmet needs)
  - Establishing metrics that measure impact of program (e.g. employee satisfaction, community impact)
  - Engaging a senior leader as a program sponsor/advisor
- Consider ways to automate employee giving (e.g. company matching, cause cards, holiday donations).
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- Seek support from LSC to:
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## Leading

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- Establish a 10+ year vision (e.g. J&J, Owens-Corning)
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# Conclusion

Studies have repeatedly shown the positive effect that Philanthropy and Community Engagement programs have on employee satisfaction and company reputation. The greater Boston life sciences community is uniquely positioned to leverage the power of a highly connected network to accelerate the development impact of their individual programs.

Through this study, we have had the opportunity to engage with leaders across the industry who making a difference within their companies and in their communities by harnessing the energy and passion of their teams. We have learned that every program, regardless of the company's size and maturity, has the desire to do more.

The Community Philanthropy and Engagement Maturity Model is intended to be a resource for companies to identify novel ways to enhance their program by better understanding those of their industry peers. Most companies will not fit perfectly into a single maturity level – some may be focusing efforts on volunteering while others focus on financial giving...and that's ok. It's up to each program leader to work with their teams to understand where the interests lie within their companies. We hope this report will trigger ideas and conversations within companies to take their Philanthropy and Community Engagement program to the next level.

Life Science Cares can be your partner on this journey - helping to shape a program in its early stage, developing a plan for the coming year or connecting you with a network of other individuals who are aspiring to harness company resources for community impact.



# Appendix

- Community Engagement and Philanthropy Maturity Model
- Sample Interview Guide and Survey Questions
- Life Science Cares Services and Non- Profit Partners
- Community Engagement Resources

# Community Engagement and Philanthropy Maturity Model

Detailed View



	STARTUP	FOCUSED	LEADING
Program Management and Governance	<ul style="list-style-type: none"> <li>Employee interest group organizes events</li> <li>Minimally referenced in company communications</li> </ul>	<ul style="list-style-type: none"> <li>Employee- based action committee with allocated budget and executive sponsorship</li> <li>Program referenced in company communications (e.g. website, recruiting, annual report)</li> <li>Basic metrics captured (e.g. total hours donated)</li> <li>Collaboration with community organization(s)</li> <li>Basic tools to support (e.g. Excel, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Fully integrated into company culture</li> <li>Philanthropy is apparent in business goals, vision, values and strategy</li> <li>Sponsorship and participation by executives and employees</li> <li>Dedicated resources (e.g. CSR Lead, Foundation) and program included in annual planning</li> <li>Continual assessment of target KPIs/metrics</li> <li>Focused, measured outcomes from employee engagement</li> <li>Advanced tools to support (e.g. CSR tools) grants management, employee engagement portal)</li> </ul>
Financial Giving	<ul style="list-style-type: none"> <li>Ad hoc employee giving only (including crowdfunding for charitable events)</li> </ul>	<ul style="list-style-type: none"> <li>Company grants or budget in place</li> <li>Employee matching up to 1:1</li> <li>Total community charitable giving (including employee contributions): \$200-\$500 / employee</li> <li>At least one employee directed grant program in place, (e.g. payroll deductions, cause cards, employee recognition programs, holiday gift options)</li> <li>Dollars for do'ers program: Program in place with a threshold</li> <li>Charitable events sponsorship at least once per year</li> </ul>	<ul style="list-style-type: none"> <li>Multi-year planning for company giving in place</li> <li>Employee matching &gt;1:1</li> <li>Total community charitable giving (including employee contributions): \$200-\$500 / employee</li> <li>Multiple employee directed grant programs in place</li> <li>Dollars for Doers: Program in place with no threshold</li> <li>Charitable events sponsorship: 3+ / year</li> </ul>
Volunteering	<ul style="list-style-type: none"> <li>Company <u>attended</u> event(s) throughout the year</li> <li>Informal or ad hoc opportunities to volunteer; sporadic organized volunteer events</li> <li>Informal or ad hoc support for time off</li> </ul>	<ul style="list-style-type: none"> <li>Company <u>organized</u> event (e.g. Day of Service)</li> <li>Calendar of volunteer events maintained</li> <li>Up to 1 day of paid time off (PTO) to volunteer / year</li> <li>Some executive leadership participation in nonprofit board / advisory board</li> </ul>	<ul style="list-style-type: none"> <li>Company <u>sponsored</u> or <u>hosted</u> event(s)</li> <li>Events promoted through engagement tools</li> <li>1+ days of paid time off (PTO) to volunteer / year</li> <li>Majority of executive leadership participates in nonprofit / advisory board, often funded by the company</li> </ul>
Donations	<ul style="list-style-type: none"> <li>Ad hoc donations throughout the year, which may include use of facilities</li> </ul>	<ul style="list-style-type: none"> <li>Provides <u>occasional</u> use of facilities to local non-profit</li> <li>Donations: Planned annually</li> </ul>	<ul style="list-style-type: none"> <li><u>Committed</u> use of facilities by local non-profit</li> <li>Donations: Ongoing partnership or multiple giving throughout the year</li> </ul>

# Interview Guide / Survey Questions

Below is a list of questions used in the survey

Category	Questions
<b>Program Management And Governance</b>	<ul style="list-style-type: none"><li>➤ Describe your company's program.</li><li>➤ What are the goals of the program?</li><li>➤ How are program decisions made? This can include such decisions as: partners to support, employee programs to offer, grant allocations, company matching</li><li>➤ How far in advance do you plan your financial giving, volunteering and donations?</li><li>➤ What tools do you use to manage your program</li><li>➤ What KPI's/metrics do you use to measure the success of your program?</li></ul>
<b>Financial Giving</b>	<ul style="list-style-type: none"><li>➤ What % of your employees participate in financial giving programs provided by your company (e.g. payroll deductions, charitable events, etc.)</li><li>➤ Which of the following employee-directed giving programs does your company provide?</li><li>➤ What is the total community charitable giving per year (including company and employee giving)?</li></ul>
<b>Volunteering</b>	<ul style="list-style-type: none"><li>➤ Does your company offer Paid Time Off (PTO) for employee volunteering?</li><li>➤ Does your company provide funding or board placement support?</li><li>➤ What % of your employees participate in company-supported volunteering?</li><li>➤ How do you promote volunteer opportunities to employees?</li></ul>
<b>Donations</b>	<ul style="list-style-type: none"><li>➤ Does your company provide the use of facilities for local non-profits?</li><li>➤ Does your company make donations (excluding company product)?</li><li>➤ How many charitable events does your company sponsor annually?</li></ul>

# Non-Profit Partners



## Human Survival

- Boston Healthcare for the Homeless
- CASPAR
- Cradles to Crayons
- Circle of Hope
- Food for Free
- Household Goods
- Hope and Comfort
- Pine Street Inn
- Project Hope
- Room to Grow
- Rose's Place
- Pint Street Inn
- Waltham Fields Community Farm

## Economic Sustainability

- Action for Boston Community Development
- BUILD Boston
- Just-A-Start
- Madison Park Development Corporation
- International Institute of New England
- The Possible Project
- Year Up

## Education

- Bottom Line
- BioBuilder Foundation
- Breakthrough Greater Boston
- City Sprout
- Girls Inc
- Science from Scientists
- Tech Goes Home
- The Wily Network

# References

- Life Science Cares website ([www.lifesciencecares.org](http://www.lifesciencecares.org))
- **Company-related Articles**
  - Alexion's CSR-STAR Platform: <https://alexion.com/responsibility/Corporate-Social-Responsibility>
  - Biogen bolsters food non-profit (Boston Globe)
  - Sanofi's CSR Program
  - **J&J's Vision for 2030**
- **Looking beyond Life Sciences**
  - NYTimes: ***Shareholder Value Is No Longer Everything, Top C.E.O.s Say***
  - **Slalom's Innovation for Good Program**
  - Points of Light: The Civic 50 2018 Benchmarking Report

# Meet The Team



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# Additional Ideas for Life Science Cares



## Roundtable Events

- Host a forum for CSR Program leads to come together in smaller groups to network, share ideas and best



## Hackathon Event

- Invite representatives from member companies to participate in a hackathon to address a specific poverty-related issue in the greater Boston area



## “Getting Started” Playbook

- Build a playbook that could be used by companies just starting to form their CSR program
- Playbook could include foundational metrics, useful resources, tips and tricks, annual plans, etc.