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International Association for Volunteer Effort









Corporate Volunteering for a Post-Pandemic World

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CORPORATE VOLUNTEERING FOR A POST-PANDEMIC WORLD

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Foreword

From the IAVE Board Chair and Executive Director

Even in the face of an unprecedented global crisis, corporate volunteering remains a vital force – mobilizing the skills, energy and commitment of workers in every region to help build a better world for all.

That is the core message of this report on IAVE’s Global Corporate Volunteering Research Project. It is built on in-depth examinations, as seen through the eyes of those directly responsible for managing the volunteer programs, of the realities, the trends and the best practices that continue to shape the field.

For the past 16 years, IAVE’s Global Corporate Volunteer Council (GCVC) has been the premier gathering point for global companies to learn from each other and to work together to build the strength and impact of the sector. As the leading advocate for high impact corporate volunteering, IAVE has engaged hundreds of companies across all regions through our conferences, forums and online events playing a direct role in creating and shaping their success

This research, combined with IAVE’s nearly two decades of work with corporations, has brought about the emergence of an “Agenda for the Future”; one which articulates the challenges facing the field, and issues a “call to action” not only for companies worldwide but also for the NGOs and public bodies they serve. This call to action asks that collectively we deepen our commitment to volunteering as part of the solution to the grand challenges we face, and that we embrace volunteering as imperative to the creation of shared value.

IAVE is committed to leading the work needed to respond affirmatively to that agenda. We invite you to join us in ensuring that corporate volunteering continues to grow as a high impact force to address the world’s most pressing human, social and environmental challenges.

Ruth Lewin

IAVE Board Chair
Head of Corporate Sustainability
Discovery Limited

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Executive Director

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*Keppel, Asia-Pacific*

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About IAVE and the Global Corporate Volunteer Council

IAVE – The International Association for Volunteer Effort was established in 1970 to bring together leaders of volunteering from throughout the world to learn from and support one another in a framework of shared values and aspirations.

Over fifty years later, IAVE remains a unique global leadership organization, bringing together the institutions and individuals who give life and energy to volunteering in all the myriad of ways it is practiced throughout the world.

IAVE's primary networks – national leadership organizations, global corporations, individual leaders of NGOs and of grassroots volunteering and its members in over 75 countries – share a belief in volunteering as a critically important contributor to building a more just and sustainable world and as a way to address critical human, social and environmental challenges.

IAVE is a primary convener of leaders through its biennial World Volunteer Conference, regional conferences and specialty gatherings for its primary networks and around specific high priority topics. It has sustained that role throughout the COVID pandemic through an extensive program of online meetings and webinars.

For almost two decades, IAVE has been a leader for corporate volunteering at the global level.

Its Global Corporate Volunteer Council (GCVC) is the primary convener of global companies. It has led the field in global research on corporate volunteering beginning with Global Companies Volunteering Globally in 2011, The Big Tent: Corporate Volunteering in the Global Age, Corporate Engagement with the Sustainable Development Goals; and Leading Together in the Face of Disasters.

IAVE's Global Corporate Volunteer Council (GCVC) is a peer network for corporate social impact leaders from across the globe. GCVC members meet virtually and in-person to have honest conversations about their best practices and critical challenges in designing and implementing high impact volunteer programs for their employees and other constituent groups. Members exchange resources and ideas, providing invaluable benchmarking with other global companies. GCVC members also exhibit their leadership as speakers in IAVE special interest forums, regional volunteer conferences and biennial IAVE World Volunteer Conferences. They are active participants in IAVE's ongoing research and its advocacy for high impact corporate volunteering.

GCVC's counterpart network, the Global Network of Volunteer Leaders (GNVL), brings together and supports national and regional leadership organizations for volunteering in over 70 countries across every region of the world.

Research Methodology

The primary research was conducted through interviews with representatives of 80 companies headquartered in 32 countries with operations in 175+ countries and a workforce in excess of 8 million people. Interviews were done mostly online, were recorded and were transcribed. Each was reviewed by each of the members of the primary research team. Company interviews lasted an average of two hours each. As needed, follow-up to obtain more information was done with additional interviews, via email and review of online documents produced by the company or by independent sources.

Some 90 additional interviews were done with nonprofit organizations, independent consultants, and academics with direct engagement with and perspectives on corporate volunteering. A total of approximately 250 hours of interviews were done with companies and others.

Companies participating in the primary research were asked to fact check what was drafted about them for the research report. Their responses were taken into consideration in final drafting of the report.

Research for the regional reports, prepared by independent consultants, was done through interviews with companies, nonprofits engaged with companies, independent consultants and academic researchers and through review of research literature, company reports and news reports. Drafts from the consultants were subjected to review by the research team, resulting in requests for further information, clarifications and edits. Editing of the regional reports done by the research team was reviewed by the regional consultants.





The Global State of Health of Corporate Volunteering and An Agenda for the Future

Background and Key Themes

- ▶ Preparation for this project began in 2019: conceptualizing, operational planning, developing sponsors, recruiting the research team.
- ▶ The research team met for the first time, a combination of in-person in Washington, DC and virtually in mid-February, 2020.
- ▶ In March 2020, the world changed dramatically as the realities of the COVID-19 pandemic began to emerge.

This report presents what the research team has learned in the two years since, a time of unprecedented crisis and change for the concept and practice of corporate volunteering. Seven broad themes emerged:

- ▶ The emergence of a global corporate volunteer community.
- ▶ Resilience in a time of global crisis.
- ▶ Expanding the “big tent” of corporate volunteering.
- ▶ Reaffirming the case for corporate volunteering.
- ▶ The growth of virtual volunteering.
- ▶ Increased focus on skills-based volunteering.
- ▶ Emergence of younger employees as a leading force for volunteering.

Each of these is discussed in this chapter. In the following section, “An Agenda for the Future,” four major challenges to the field, also drawn from the research, are presented.



The Emergence of a Global Corporate Volunteer Community

A key goal of this research was to create a broad portrait of corporate volunteering as it is practiced throughout the world. The research team directly engaged with 80 companies headquartered in 32 countries. Collectively those companies are operating in upwards of 175 countries, employing well in excess of 8 million people. Their businesses range from high tech to knowledge-based to service provision to heavy industry to extraction, from primarily consumer focused to business-to-business. They are involving as volunteers in their programs employees and their families, their retirees, their suppliers, their customers and the community at large.

Although skills-based volunteering is rapidly growing, direct service remains at the heart of corporate programs. While the degree of their engagement with the Sustainable Development Goals varies widely, collectively they are

involving volunteers in some way in virtually all of them. There is continuing growth of national networks through which companies can learn from, support one another and collaborate in their volunteering. Most important, companies throughout the world rapidly adapted to the COVID-19 pandemic, demonstrating their ability to creatively sustain their commitment to volunteering.

In addition, overview “state of health” research was done regionally in Africa, the Arab Nations, Asia-Pacific, Europe, Latin America and North America, illustrating that volunteering is not the province of global companies alone but has spread to regional and national companies. (Part Two of this report will include full reports from each of these regions). This illustrates the steady emergence of a truly global corporate volunteer community.

Resilience in a Time of Global Crisis

Overall, the field has shown great resilience in the face of the COVID-19 pandemic:

- ▶ Sustaining what was feasible of their existing programs.
- ▶ Responding to employee desires for pandemic-related short-term local assistance efforts.
- ▶ Transitioning to virtual what was appropriate for existing programs.
- ▶ Developing new virtual opportunities.

The pandemic brought a seismic shift to corporate volunteering worldwide, halting a wide swath of in-person programs, stimulating development of alternate online activities and redefining existing partnerships with NGOs. Leaders of corporate volunteer programs demonstrated their ability to respond quickly and creatively to the new realities of the world, adapting their volunteering to meet emerging and shifting needs in their communities and in the interests of their workforces. Decisions to move from in-person to virtual volunteering were critical in sustaining corporate programs.

At the same time, many companies gained a better understanding of the realities of their nonprofit partners. Potentially, this can lead to stronger, mutually beneficial partnerships and increased volunteer and financial support from the company. For example, many nonprofits could not move as quickly as companies wanted

in making the transition from in-person to virtual programs which led companies to invest more volunteers, expertise and financial support to enhance their capability.

As a result of required lockdowns, many employees preferred to focus their volunteering “close to home,” often in their immediate locales with members of their family and with neighbors or friends. As many companies embrace some form of long-term “work-from-home” policies, this focus seems likely to continue, potentially leading to ongoing changes in the design and reach of company-sponsored programs.

Volunteering is helping many employees find balance in a destabilized world through positive actions that help them feel they are responsibly engaged contributors in helping others and sustaining their communities. This reinforces the value of volunteering to employee wellness.

Many companies reported an initial increase in employee volunteering after the onset of the pandemic followed by an overall decrease, as reflected in a May 2021 survey. The initial immediate impulse to “do something” was challenged by the length of shutdowns, disruption in work-home dynamics and growing “online fatigue.” It remains to be seen where the level of volunteering will settle as whatever the “new normal” will be emerges across the world.



Expanding the "Big Tent" of Corporate Volunteering

"Corporate volunteering is a 'big tent' that encompasses a broad range of activities, philosophies, approaches and management structures."

That concept was first articulated in 2011 in "Global Companies Volunteering Globally," the report of IAVE's first global research on corporate volunteering, and further developed in "The Big Tent: Corporate Volunteering in the Global Age."

Not only does that remain a central feature of corporate volunteering today, it also has grown in scope as companies are expanding their universe of volunteers beyond full-time employees. They are finding that a more inclusive approach to volunteering offers them an opportunity to build new, expanding

volunteer communities that reflect a shared commitment to mutual respect, problem-solving, and sustainable growth.

Increasingly, companies are inviting others to join their volunteering – families of employees, retirees, business customers, retail consumers and even the public at large. And they are demonstrating it is possible to do so successfully. This broadens the volunteer workforce, builds community, increases the scope and impact of their work and benefits the company by actively demonstrating its values and commitment to social responsibility.

Underlying this development is recognition of continuous change in the workforce and in the business environment. The cohort of career employees who remain tied to their



Itaú Unibanco, Latin America

companies after retiring with decades of service is shrinking. Workers with families and younger workers are seeking more from their employers than just “the job.” Consumers have demonstrated their growing preference for companies with demonstrated commitments to sustainability and social responsibility. Companies themselves are recognizing the value of building a shared social commitment into their business to business relationships.

It is an exciting and challenging new frontier for those responsible for their company’s volunteering. They are called on to:

- ▶ build new, mutually beneficial partnerships with business customers and suppliers.
- ▶ develop the systems required to effectively engage those from outside the company in their activities.
- ▶ create new messaging for new audiences.
- ▶ document the results and benefits to their company.

They are front-line actors in a significant cultural shift in the ways companies relate to external audiences through their volunteering.



Fujitsu, Costa Rica



Google, North America

Reaffirming the Case for Corporate Volunteering

First articulated in the mid-1980s, the case for corporate volunteering can be summarized easily: it is good for the community, good for the employees who volunteer and good for the company.

Those benefits echoed throughout the current research not as hypotheses to be tested but as received truths, the consensus belief. Indeed, for most companies, any measurement of the perceived value of their volunteer efforts is no longer to prove them but rather for management purposes.

It is assumed that the opportunity for employees to volunteer, for example, is beneficial to and generally held in value by those employees. Measurement of that is not so much repeated testing of a hypothesis but, rather, a way to learn what the nature of the perceived benefits are, how widespread they are and how they can be enhanced. That is, it is market research about the product of volunteering that can contribute to continuous improvement in program management.

Managers of volunteer programs hear fewer questions from those above them about why volunteering is important to do and more about what, how much and how to increase or improve. This is reflected in the examples collected throughout this research, affirming support from the C-Suite and, in many companies, the active personal engagement of top executives.

In many of the companies participating in this research, there was strong evidence that the rationale is understood and accepted in the C-Suite. The results are deliberate efforts to create and sustain an enabling environment for volunteering throughout the company.

This includes establishing a vision of high-quality, impactful volunteer programs, ensuring that appropriate resources are available to achieve that vision and that obstacles to it are removed from company policies and procedures. C-Suite executives also set important examples through their own personal volunteering and the messages they send, which further validate the rationale for and importance of their companies' volunteer efforts.

The Growth of Virtual Volunteering

The immediate availability of technology enabled companies to quickly adapt and respond to COVID-19 – shifting many existing volunteer programs from in-person to online, inventing new opportunities for employees to volunteer and sustaining the sense of community connection that is critical to support those volunteering. It proved to be the essential tool that kept corporate volunteering alive globally at the same time the world was shutting off in-person engagement.

But, in a larger sense over the past decade, technology has been steadily reshaping corporate volunteering overall.

- ▶ By offering the possibility of volunteering at a distance, at times more amenable to people's lives, technology has enabled more people to volunteer not only in their own communities or countries but with a global reach.
- ▶ Companies have been able to create cause-focused communities of volunteers that learn together, plan together and act together, with some focused on the Sustainable Development Goals.
- ▶ Employees who could never consider taking time away from family and jobs now can have the opportunity to volunteer cross-border in programs that both engage their job skills and enable relationship-building with people in other countries and cultures.
- ▶ It has brought new subject matter focus for volunteers with the growing worldwide emphasis on STEM education for young people.
- ▶ Volunteers are able to build sustained relationships with vulnerable people who they may never meet in person but to whom they can offer support, not only in their own communities but throughout the world.
- ▶ The emergence of micro volunteering offers opportunities for people with busy, unpredictable lifestyles to contribute to everything from tagging photos in a museum collection to crowd mapping the spread of a disease to transcribing documents to monitoring elections to small acts of advocacy.
- ▶ Hackathons have grown both within companies and across companies to address important needs, from design of new products to formulation of potential solutions to critical local and global problems.

It is no longer necessary for people to “go somewhere to do something” to help others and to address local, national or global problems. With the leadership of creative social entrepreneurs, both inside and outside companies, and the support of the organized frameworks they are creating, people of all ages, skilled and unskilled, can contribute to solving critical human, social and environmental challenges throughout the world.

Increased Focused on Skills-Based Volunteering



Skills-based volunteering (SBV) is perhaps the fastest growing form of corporate volunteering. It recognizes the breadth of people's skills and the ways in which they can be put to work to enhance individual lives, improve organizational effectiveness and contribute to community vitality. It is widely perceived as having greater impact and value than volunteering that is not deliberately designed around specific skills such as "days of service."

While skills-based volunteering has existed for decades, there now is a rapid acceleration in its popularity among companies, employees and the communities they serve. It has become a core part of most corporate volunteer programs. Eligibility for participation has expanded beyond executives to include both professional and technical employees, with a growing emphasis on those with technology-related knowledge and skills. Nearly every company interviewed for this research indicated that they are planning for or are actively engaged in an expansion of SBV within their broader volunteer programs. Three reasons are cited for this:

- ▶ SBV can be highly beneficial to the nonprofit and public sector organizations served, bringing skills, knowledge and

experience those organizations don't possess and may not be able to afford in such areas as technology, finance, strategic planning, legal and marketing.

- ▶ Employees who participate can realize significant personal and professional gains as they are challenged to apply their skills in new and often more challenging contexts.
- ▶ Companies gain from SBV as their employees often come back renewed, with new perspectives, experience and networks that can benefit the business and yield favorable publicity, new customers and a potential pipeline of new workers.

Traditionally, SBV was reserved for professional employees – lawyers, accountants, engineers, medical staff, etc. Now, it is not uncommon to find vocational skills and those in craft jobs – for example, chefs, welders, carpenters, and gardeners – in demand for SBV.

Too often lost, however, may be recognition of other skills important in volunteering: core human skills of empathy, caring and supportive behavior and avocational skills that also bring value to those people and organizations served.



Emergence of Younger Employees as a Leading Force for Volunteering

The stories are legion of younger workers who seek out potential employers that have demonstrable commitments to social responsibility, including active volunteer programs. A scan of depictions on corporate websites and in sustainability reports show that the majority of the images related to volunteering are of younger employees. This likely is both a recruitment tool and a reflection of the reality of who their volunteers actually are.

Companies participating in this research reported that younger employees make up a higher proportion of those who volunteer than other age groups. They “bring new energy” and are driving the expanding use of technology in volunteering. Climate-related issues are a high priority for them and that carries over into their preferred volunteering. In some countries, they are leading the way on volunteering related to social justice issues.

They are at the forefront of broadening the definition of what constitutes volunteering. “Liking” and “clicking on” to indicate their support for programs or their positions on issues is part of their vision of being involved and taking action, of volunteering.

Early indications are that they also are at the forefront of grassroots-driven volunteering, both spontaneous and planned initiatives promoted by volunteers themselves within the broad umbrella of their companies. In some ways, this harkens back to the corporate volunteering of the 1970s when many programs were employee-driven with self-organization and management. Just as it did then, that may prove to be challenging as expectations grow for company-support of more overtly social-change-oriented activities.



An Agenda for the Future

Major Challenges for the Future

Four major challenges for the future of corporate volunteering emerged from the research:

- ▶ Emerging into a Post-Pandemic World and Reimagining the Future.
- ▶ Coming to Scale: Doing More for Greater Impact.
- ▶ Creating a Volunteer-Friendly Environment in the Company.
- ▶ Becoming Global Leaders for Volunteering.

The purpose of this chapter is to look at each of these broad challenges and their component parts, with particular attention to actionable steps for the field to consider.



BNP Paribas, Europe

Emerging into a Post-Pandemic World and Reimagining the Future

Through adaptation, innovation and persistence, company after company throughout the world has been finding ways to sustain their volunteer programs and, in many cases, to launch new initiatives during the pandemic.

Now is the time to begin to assess and reflect on that work. What can be learned? What worked? What didn't? What should be continued? What should be jettisoned? How can innovation be sustained as a "new normal" emerges post-pandemic? These are conversations to be undertaken within companies – with executives, program managers and volunteers – and with the organizations and communities they serve. Those issues also form an agenda to be discussed more broadly across the field at national and global levels to strengthen corporate volunteering and build sustained communities of practice.

Here are four specific issues to be confronted.

1. Applying volunteering to issues of equity and social justice

Since its very inception, corporate volunteering has focused on underserved communities. Most often, the focus has been on programs for youth in both school and community settings, on support for human service programs and on community development efforts. A high percentage of "hands-on" volunteering takes place in those communities – construction of playgrounds, renovations of schools, environmental projects, etc.

But there have been many fewer efforts to bring lasting social change through corporate volunteering, few programs designed to advocate for systemic institutional change.

Now, issues of social justice; racial, economic and gender equity; climate justice – all of these and more – are moving to the forefront of awareness, discussion and action throughout the world, particularly among younger generations. But, in general, explicitly addressing these issues has not been high on the corporate volunteering agenda.

Direct service volunteering certainly addresses the manifestations of those issues. But by its very nature it has limited impact on underlying causes and behaviors that perpetuate the problems. As companies are pressured to make public commitments and to take actions to address these larger issues, their volunteering must be a key aspect of their response. Importantly, that pressure increasingly is coming from their own employees, particularly younger ones, as well as from outside the company.

In the United States, there has been a steady growth of “employee resource groups” (ERGs) – defined as “voluntary, employee-led groups made up of individuals who join together based on common interests, backgrounds or demographic factors such as gender, race or ethnicity.” For many companies, these groups are at the forefront of building awareness of and responding to these issues. Some companies cited ERGs as important resources for and participants in their volunteer programs.

There also are emerging examples of companies facilitating the formation of employee volunteer groups focused on educating themselves and others on the Sustainable Development Goals (SDGs) and other issues. They are formulating potential actions they and their companies can take in response.

The work of volunteering is the work of change-making – for society, for those who volunteer, for those they serve and for the institutions from which they come. Companies that recognize and act on that will be at the forefront of what corporate volunteering will become in the years ahead.

2. Plotting the future of virtual volunteering

Clearly, the ability to move programs online was one of the saving forces in the face of the COVID-19 pandemic. It proved possible not only to adapt many programs so they could be continued virtually but also to initiate new programs specifically designed to be online. Greater numbers of people were offered opportunities to volunteer more conveniently. Work could be done globally as well as locally. Micro-volunteering enabled people to use small bits of time to tackle larger tasks with the cumulative work adding up to significant contributions.

But throughout the world, companies learned the reality that not all NGOs or public sector organizations with which they were working had the equipment, connectivity and expertise needed to effectively support virtual volunteering. They had to respond to the core issue of imbalance between themselves and the

organizations they sought to serve as well as to the larger issues of inequity of resources and access. It is clear that the expansion of virtual volunteering will require additional investment by companies to ensure that their community partners have what they need to participate fully and effectively.

Also, early enthusiasm of volunteers appears to have waned over time as “screen fatigue” set in and people sought a return to opportunities for the in-person engagement that has been at the heart of corporate volunteering. This has longer-term implications about potential turnover of volunteers and the related need for constant recruitment and support of new volunteers.

Virtual or not virtual? It is not a zero sum question. It is likely that, going forward, strong programs will include both in-person and virtual opportunities for engagement, each tailored to meet the expectations and realities of the employees, the company and the organizations they are serving. The questions are about the balance between the two, the relative investment to be made in each and an assessment of the return on that investment for all engaged.

3. Reimagining cross-border volunteering to meet new realities

Over the course of the pandemic, companies either redesigned cross-border programs to be virtual or cancelled them completely. But challenges to the model had arisen well before the pandemic. The programs are costly and require significant investment in management, often through contracts with qualified vendors.

The programs are generally available only to a very small number of employees, usually more senior people with specific professional/technical skills. According to some companies, there is growing reluctance within that cohort to leave their jobs and families behind for weeks in order to participate. As companies globalize their operations, there may be less need for people to move around the world for what is often described as a professional development experience.

During the pandemic, some companies found they could do the same work virtually with recipient organizations in other parts of the world. However, they also recognized that, with



the loss of the immersion that comes with on-site work, much of the benefit of cross-cultural engagement was lost for both the volunteers and those with whom they were working.

Only a small minority of companies have significant cross-border programs. For some, the programs are the flagship for their volunteering effort. So, undoubtedly the concept will survive. But it remains to be seen whether there will be significant growth in the programs or whether a new model will emerge.

4. Redefining skills-based volunteering for inclusiveness and a renewed focus on excellence

Skills-based volunteering (SBV) has been, in one way or another, a core component from the very earliest corporate volunteering, initially in the form of “loaned executives” to help nonprofits with fundraising campaigns or to perform

specific planning or consultative tasks. Today, some form of SBV can be found in the vast majority of corporate programs. But in most cases, they remain narrowly defined around people with professional or technical skills. Only a small minority of companies broadly define “skills” to include the full range of what people do on their jobs that might be relevant to serving the community.

Too rarely are companies actively seeking skilled “blue collar” or “line” workers, unless that group makes up a significant percentage of their employee base. Nor do most companies consider avocational expertise and skills as appropriate contributions to their SBV. By broadening their perspective on what constitutes a “skill,” companies can open themselves to wider participation by people with skills not normally offered to the community.

A clear challenge for those companies with SBV is to manage those programs in ways that focus on **results, impact and excellence**. That would mean treating them as a consulting firm might –extensively engaging with “customer” organizations, scoping and selecting volunteers based on their skills and the nature of the assignment. It would also entail ongoing case management to ensure expectations are being met and any problems promptly solved. Post-assignment assessment done by the company, the customers and the volunteers would be critical. That level of management would increase value and impact for all.



Randstad, Africa



"Coming to Scale" – Doing More and Doing it Better for Greater Impact

There must be universal acceptance of a single global goal for corporate volunteering: **to do more and to do it more effectively with greater impact**. Anything less is to ignore the realities of the increasing level of need in the world, one that requires a massive sustained response from all sectors of society. To retain their broad “license to operate” corporations must demonstrate how their people, their knowledge, their influence and their leadership are contributing to that response.

This research illuminated three elements of the needed corporate response:

- ▶ A recommitment to the Sustainable Development Goals.
- ▶ Increased efforts to measure what constitutes “doing more”.
- ▶ A stepped-up focus on documenting “greater impact”.



1. Recommitting to the Sustainable Development Goals

A key conclusion of this research has been that the UN’s 2015 Sustainable Development Goals (SDGs) have proven to be educational, inspirational and aspirational but rarely truly and fully operational in corporate volunteering. In part, this is because corporations respond primarily and most directly to the SDGs through their core business functions and practices.

Some companies studied are working to adapt existing volunteering to better align with the SDGs and/or are developing new programs to address them. However, the majority only categorize their existing volunteering into the SDGs at the Goal level. They do little to adapt their activities to directly address the Goals and do not reach to the Target level, let alone to the Indicators.

It is much easier to demonstrate “contribution to” than “impact on” the SDGs. This reflects the complexity of the SDG structure as well as the overall lack of cost-effective ways of measuring the impact of volunteering. Companies can maximize the contribution their volunteer programs make toward achieving the SDGs by renewing their commitment and rising to these policy and operational challenges. Here are some essential steps:

- 1. Increase the level of commitment.** Focus on increasing measurable impact, not just “contributing to” the SDGs. Make this the highest priority for volunteering and commit to sustaining the company’s investment through this decade.
- 2. Move beyond categorizing current volunteering so it appears to connect to the Goals.** Instead, develop new initiatives and recast current programs so they specifically address actionable Targets within the Goals.
- 3. Create broad, inclusive and substantive educational efforts about the substance of the Goals.** Enroll everyone related to the company – employees, families, customers, business partners – in collaborative efforts to learn, plan and act together in new volunteer initiatives.
- 4. Develop meaningful volunteering-focused partnerships** with NGOs, international agencies and other companies to maximize their contribution to and impact on the SDGs.
- 5. Publicly announce operational goals and targets for SDG-related volunteering.** Document and publicize the scope, nature and outcomes of the resulting work.

2. Measuring what constitutes “doing more”

It is extremely difficult to get accurate numbers across the field about how many people volunteer through corporate programs. There simply is no recognized global approach to collecting and reporting such data. Some companies report a percentage of employees who volunteer but do not specify the extent of that volunteering. Thus, when companies report mass participation in a “day of service,” it inflates the numbers of volunteers relative to those of companies that report only sustained volunteer engagement. Some report only the hours employees volunteer on company time while others include participation in company-related volunteering whenever it occurs. Some include everyone who participates in company-sponsored programs – including family members, retirees, community members, etc. – while others include only employees.

But an examination of what is reported plus anecdotal data plus discussions with companies through IAVE’s Global Corporate Volunteer Council and other corporate forums suggests that there is a generally low level of volunteering in sustained activity. Most corporate volunteering is in one time or short term group activities (“days” or “weeks” of service) with the highest numbers associated with these events. Also, reported numbers may come from environments in which **not** volunteering runs counter to overt pressure to participate, thus inflating overall numbers and raising doubts about reports of 100% employee involvement.

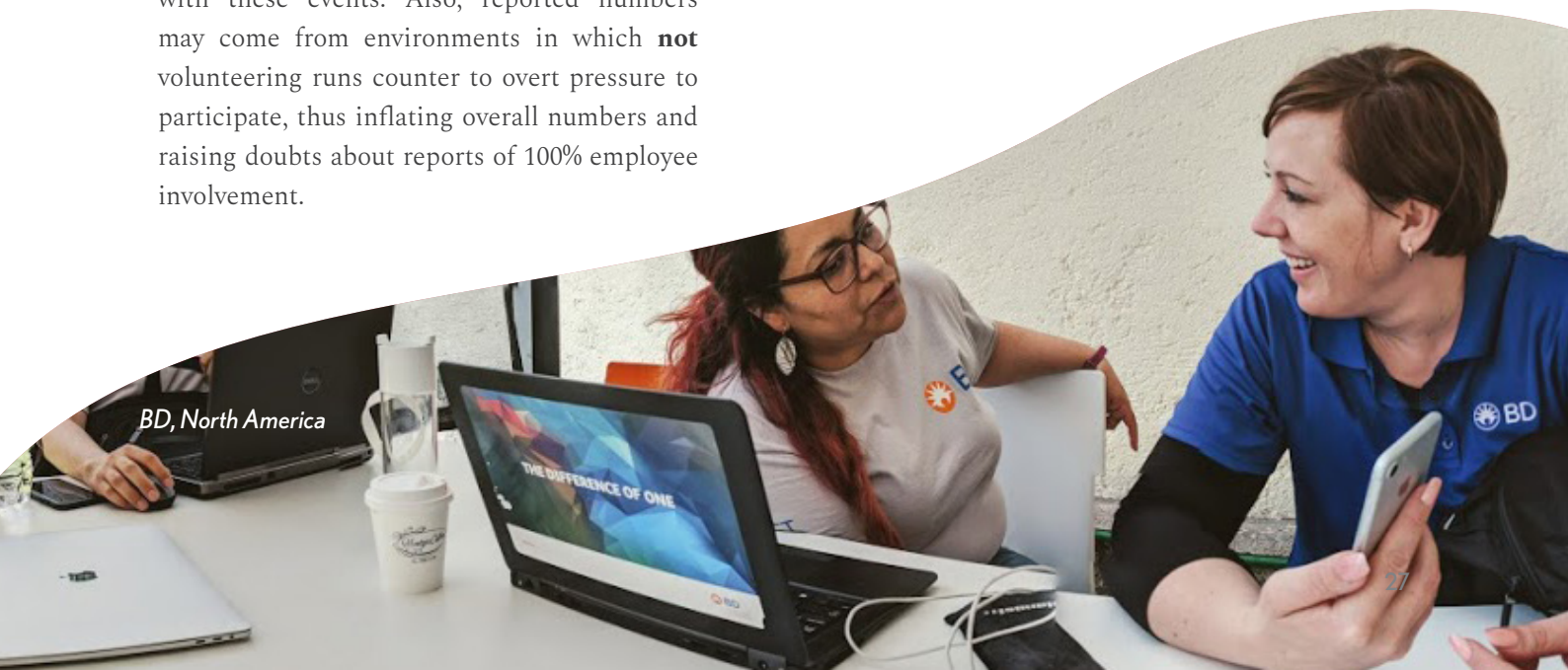
There has been little interest and thus little investment in attempting to develop a universal approach to reporting the nature and scope of corporate volunteering, one that can gain broad support from companies throughout the world and the NGOs, associations and consultants that help them implement their programs. This speaks to the reality that the “field” of corporate volunteering remains fragmented and distant from the realities of many companies.

Serious leadership for development of a standardized, broadly supported methodology for measuring the dimensions of corporate volunteering must come from companies themselves, working together to bridge conceptual hurdles and build practical tools that can work worldwide.

3. Documenting “greater impact”

Volunteering’s impact on and value to companies and their employees are now “received truths,” based on decades of internal and external research, analysis and documentation. In most companies, the current focus is how to sustain and increase that impact. Ongoing measurement and documentation within companies supports that work and enables companies to continuously improve their volunteering to make it more attractive and beneficial.

BD, North America



The real challenge lies in documenting and understanding impact and value for the recipients – the organizations, individuals and causes volunteering is intended to serve, the problems it seeks to solve.

To a great extent, this challenge stems from the complexity of defining impact, dealing with both conceptual and practical issues that surround its measurement and the significant investment required to quantify and “prove” impact. The incredible diversity of what corporate volunteers do and how they do it seems to mitigate against a single “one size fits all” approach, further complicating the development process.

It has been particularly difficult to do this in the context of the SDGs. The design of the Goals, Targets and Indicators was intended to be used at a macro level, with data typically generated at a country level. Data collection at the micro level, where corporate volunteering works, actually can be more complex, particularly given the typically short-term and focused nature of the intervention and its limited contribution to the overall effort and outcome.

Attempts to develop appropriate methodologies and tools to quantitatively measure impact across the field have floundered and ultimately failed. Thus far, there has not been high priority placed on sustained, collaborative development, testing and refinement of shared tools with compatible approaches, measures and data to serve the entire field. The most recent effort, by Impact 2030, ended prematurely when the organization ceased to exist.

Thus, the approaches to impact assessment generally remain company – and situation – specific.

What would it take to move forward a successful development effort to create the methodologies and tools needed to document the contribution of corporate volunteering toward addressing global problems at either the macro or micro level? Consider these five essentials:

- ▶ Sustained leadership from companies willing to invest their time, expertise, methodologies and experience to work in partnership around a shared goal: to create and validate open-source approaches that can serve the breadth of the field.
- ▶ Acceptance that this is not something that will be done overnight. There is no quick fix, no magic bullet; if there were, it would have been done by now. This is a marathon, not a sprint and that requires a willingness to make a long-term investment of time, talent and money.
- ▶ Engagement of people with the knowledge, skills and experience to lead the development effort, a combination of both people who have the conceptual and technical skills and those who know the field intimately, including those with a global perspective on corporate volunteering.
- ▶ Consideration of how best to build on assessment models already used by the organizations served by corporate volunteers to document and describe the value of that contribution.
- ▶ An openness to exploring qualitative approaches – documentation, case studies and storytelling – in recognition that not everything worth knowing and learning can be quantified and that examples of impact are appropriate stand-ins for broader quantitative data.





Why Worry About Impact?

Is this work that needs to be done? Isn't the value of corporate volunteering obvious? Can't we just assume that there is appropriately beneficial impact to those being served?

The rationale for corporate volunteering has long been based on its benefits to the community served, to the employees who volunteer and to the company. But the most important of those three must be to maximize its impact, its value to the people, the organizations, the needs and issues being served. How can that be accomplished without understanding the impact and determining how best to maximize it? That understanding leads to building the strongest case for volunteering.

It is important to remember that volunteering is only one of the ways companies invest in the community and the world. As leadership, circumstances, and external realities change for companies, those alternative approaches may end up in competition with one another for finite resources. It is important to have the evidence of volunteering's impact and value— for community, company and employees – in hand well before that time comes.

In Korea, for example, some companies have become interested in Social Value Evaluation. Here is a description of how that might affect commitments to volunteering as reported by our research partner in Korea, Mr. Do-young Kim, CSR General Manager of SK Group in Korea, and Founder and Leader of the Korea CSR Forum:

[Companies] are beginning to evaluate how much employee volunteer activities actually create social value. Some people think that social value creation activities based on the core competencies of a company are much more effective than employee volunteer activities. There is a movement beginning to convert volunteering into other social contribution activities.

When the results of existing traditional volunteer activities were calculated as social value (monetary value), the results were very small compared to other social contribution activities.

For example, activities such as meal support and environmental improvement for the underprivileged had too little social value compared to other social contribution activities such as support projects for social enterprises, school violence prevention campaigns using media platforms, inclusive financial education projects, social investment, etc.

Therefore, companies began to think strategically about whether it would be more effective to reduce employee volunteer activities and increase other social contribution activities.

Creating a Volunteer-Friendly Environment in the Company

Sustained, impactful volunteering does not “just happen.” It is the result of careful planning, skilled management and, most of all, creating and cultivating a volunteering-friendly environment within the company. There are five critical elements to achieving that.

First, position community service broadly and volunteering specifically as an explicit expectation for the company as an institution and for everyone in it. Make it a shared value. This is the job of the C-Suite, an element of their bigger responsibility to shape and sustain the culture of the company. It must include clear sustained messaging, ongoing recognition of the volunteers and personal participation. The C-Suite rightly should have high expectations for what will be accomplished through volunteering, encouraging innovation and significant results. It also should ensure that all of the company’s stakeholders are aware of and understand the value of this work. As CEMEX put it, they expect their executives to be “the first ambassadors of volunteering policies.”

Second, it is critical to overcome the stubborn resistance of middle managers and human resources professionals. These were the two biggest challenges articulated by managers of volunteering during this

research. Expectations must be set that middle managers will participate, will encourage those they manage to do so and will remove barriers to that participation. Human resource professionals do not recognize the contribution volunteering can make to the personal and professional development of workers and thus their resistance to collaborate. The reasons most often cited in both cases: a lack of clear expectation or accountability from above and an absence of positive recognition when it does occur.

Third, invite broad participation, moving beyond employees to include family members, retirees, customers, suppliers, etc. As reflected in the “Expanding the Universe of Volunteers: Family, Friends, Customers, Community Members” chapter, companies throughout the world have made real progress in expanding the universe of volunteers engaged in their programs. Not only does this expand the company’s volunteer contribution to the community, it also can enhance the company’s reputation among its key stakeholders.

Fourth, ensure availability of sufficient resources to manage existing programs and invest in developing new ones. Global programs must rely on implementation by employee volunteers in locations far from the

home office, ensure they are appropriately supported and recognized by their managers, and afforded released time from regular duties to undertake this work. Give them visibility and include this work in performance assessments and considerations for advancement. Encourage innovation in programming and provide appropriate budgets to enable it.

Fifth, recognize and reward the skills required to be an effective manager of a global volunteer effort. The people

responsible for creating and sustaining corporate volunteering must play a wide variety of roles – builder of external and internal partnerships, long distance manager of diverse teams of volunteers, expert on and bridge builder across cultural differences, energizer of people’s desire to help, creator of innovative programs. They must exhibit a unique blend of skills to meet the expectations of multiple customers – executives, volunteers, community partners – in ever-changing internal and external environments.



EDP, Europe

The Dark Side of Partnerships

"Beyond Painting Classrooms" is the theme of a series of conferences organized by **FirstRand Ltd.** in South Africa to bring together companies and community organizations to discuss how to increase the contribution and impact of corporate volunteering in the community. But what is the origin of the theme?

The story has been told so many times in so many places in so many ways that it has entered into the lore of corporate volunteering. The essence is that there are schools, youth and senior centers and other nonprofit organizations that regularly receive requests from companies for a short-term project that their employees can complete during their "day of service." Isn't there a classroom or other facility that needs to be painted? Or a playground that can be repaired? Or outdoor benches to be repainted? Or...? The common denominator is something physical that can be done quickly, that employees can point to as something they accomplished – and, ideally, something that helped them feel strengthened and empowered as a team.

The dark side of the story is that often there really is not such a project, but the recipient organization feels the need to create something because they want to either sustain or establish a relationship with the company in hopes that it will lead to financial support, more substantive volunteer engagement or long-term partnership. Thus, some organizations report the same room being repainted (or its equivalent activity) year after year because they do not want to alienate the company.

It becomes even darker for many community organizations when they discover that companies wishing to do volunteer projects with them do not understand that the organization will incur costs to have them. Companies have been known to ask for lunch to be provided, for supplies to be purchased for the project, for a project manager to be provided – and then be unwilling to cover those costs or to make a financial contribution to the organization. "We're coming to help you. Why should it cost us any money to do that? Aren't you grateful for our help?"

The reality, of course, is that there is a tremendous power imbalance between businesses and community organizations. Companies have the human, financial and reputational advantages. Too often they approach the community from a position of superiority, assuming there will be gratitude for whatever they are willing to give, without realizing what the actual costs to the organization are.

The challenge is to build meaningful partnerships that recognize and address this power imbalance from the outset. That does not happen spontaneously. It requires intentionality, time to develop, mutual respect for each other's knowledge, skills and resources. Companies must recognize two realities:



FirstRand Ltd., South Africa

- ▶ They have the financial and human resources that can benefit community organizations, but
- ▶ It is the organizations that have the knowledge and expertise that can help companies make meaningful contributions to the organization's work.

These realities were brought home to many companies during the COVID-19 crisis when they discovered their community partners did not have the skills, equipment or people power to support a quick transition of existing employee volunteer activities from in-person to virtual. The greatest success in making that shift quickly and effectively was when the companies involved recognized that they had the resources the organization needed – expertise, people, equipment, etc – and were generous in making those available as part of their ongoing relationship.

Meaningful partnerships are not easy to build and sustain. They require hard work, open communications and shared commitment to:

- ▶ Learn about and appreciate one another's realities.
- ▶ Creatively join their respective expertise and resources.
- ▶ Build trust through open communication and shared responsibility.
- ▶ Learn together about what works and what doesn't, identifying and addressing problems.
- ▶ Assess the impact they are having and the benefit each is getting from their work.
- ▶ Regularly reassess the nature and viability of the partnership.

Because of the inherent power differential, it is critical that companies recognize that it is primarily their responsibility to work toward these partnerships.

Becoming Global Leaders for Volunteering

In February 2022, IAVE published “Future Trends in Volunteering” by Dr. Alice Chadwick El-Ali, a paper it had commissioned to “look across three research reports and provide a briefing paper on the common issues/themes that emerge.” Those papers are IAVE’s own “Leadership for Volunteering: The COVID-19 Experience;” Forum’s “COVID-19 and the Future of Volunteering for Development;” and, the “State of the World’s Volunteerism Report 2022: Building Equal and Inclusive Societies,” developed and published by United Nations Volunteers.

Dr. El-Ali concluded from her review: “The world is facing a constellation of crises, which are negatively impacting societies and hampering progress towards achieving the Global Goals. The impact of COVID-19 and its interaction with social, economic and environmental challenges has led to increased urgency around creating an enabling environment for supporting volunteering.”

The global business community is a critical element in creating and sustaining that “enabling environment.” Because of their reach, visibility, resources and capacity to contribute, global companies have high potential to contribute meaningfully to that task.

At the end of the day, it is not enough for companies to have great volunteer programs or to encourage other companies to get involved. They also must become active advocates for volunteering writ large. Their knowledge, their resources, their skills, their images and

their reach can make a critical difference -- particularly in communications. They can bring to life and sustain the needed enabling environment for volunteering.

The phrase “enabling environment” first emerged as a developed concept in the 2015 State of the World’s Volunteerism Report produced by United Nations Volunteers (UNV). Many ways have been put forward to describe the “enabling environment” for volunteering. The following six requirements encapsulate the primary elements as IAVE views the concept.

- ▶ Provide a supportive legal and regulatory framework that gives permission to volunteer and removes barriers to involvement.
- ▶ Support a viable infrastructure of national and local organizations that have as their primary purpose to promote volunteering, ensure the safety of volunteers and provide appropriate training and resources as well as effective program management.
- ▶ Create high public visibility for volunteering that reinforces its value – to society broadly, local communities, the public sector and non-governmental organizations and to the volunteers themselves.
- ▶ Encourage opportunities for everyone to get involved by volunteering their time, talent and energy, with proactive work to remove barriers to participation.
- ▶ Build capacity for volunteer-involving organizations – NGOs, community-

based groups and public sector agencies – to ensure they are equipped to plan and prepare for volunteer involvement. They must be able to manage volunteers effectively and ensure the development of the necessary knowledge and skills to make the greatest contribution. And they must document and make visible the work and its impact.

- ▶ Promote leadership through public advocacy on behalf of volunteering and through creation of corporate volunteer

programs with openness to engaging people beyond active employees as well as visible, substantive leadership for and investment in development of infrastructure to support volunteering.

The business community as a whole, and individual companies specifically, can lead the way in ensuring such an environment is developed and sustained – through advocacy, leadership, engagement and investment.



Essential Elements for Global Leadership in Volunteering

As illustrated in the "Becoming Global Leaders for Volunteering" chapter, companies can aspire to and achieve integrated global leadership for volunteering. Essential elements of such leadership include:

- ✓ A sustained, long-term commitment to volunteering as a priority part of company culture
- ✓ An aspiration to be a leader for the field, including as a thought leader
- ✓ High priority on innovative, impactful volunteering to achieve the Sustainable Development Goals
- ✓ Demonstrated support and personal engagement from the C-suite
- ✓ Active public advocacy for volunteering, including partnerships with NGOs, governments and other companies to develop and promote high-impact volunteering
- ✓ Financial investment in support of volunteering as a priority through the company's philanthropy
- ✓ Invitation to others to volunteer, moving beyond active employees to include other companies, retirees, families, customers, vendors and the general public
- ✓ Service on behalf of local, national and international leadership organizations for volunteering





The State of Health of Corporate Volunteering By Region

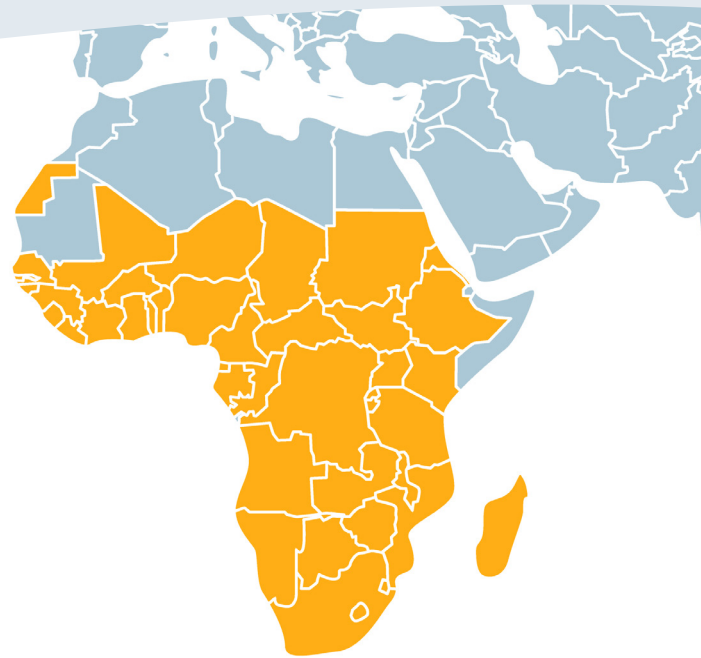
The following short summaries are intended to briefly describe the key trends and characteristics of corporate volunteering in each major region of the world. Detailed essays for each region will be available in **Corporate Volunteering for a Post-Pandemic World, Part Two**.

Africa

In a region spanning 50+ countries with differing political, social, economic and environmental realities and characteristics, corporate volunteering in Sub-Saharan Africa occurs in very diverse settings. In some of these countries, corporate volunteering is at a nascent level, bolstered by sustained surges in GDP growth over the last decade, as well as emergence of new norms of “shared value” where businesses increasingly take the welfare of communities into consideration in their planning and priority setting. Formal, structured corporate volunteering is largely concentrated among companies in South Africa, Rwanda, Kenya, Nigeria and Mauritius. South Africa and Mauritius have a mandatory Corporate Social Responsibility (CSR) requirement while in the other countries it is voluntary.

Many corporate employee volunteering activities in African companies are broadly framed using the Sustainable Development Goals (SDGs) while simultaneously addressing specific local, national, and/or regional development needs. Companies most often focus volunteer programs on education, health, and economic empowerment. Others add environmental issues to these priorities.

African companies increasingly are adapting existing prosocial cultural traits and African philosophical worldviews and expectations into their employee volunteering programs. This includes umuganda (coming together in common purpose) in Rwanda and harambee (all pull together) in Kenya, ubuntu (humanity



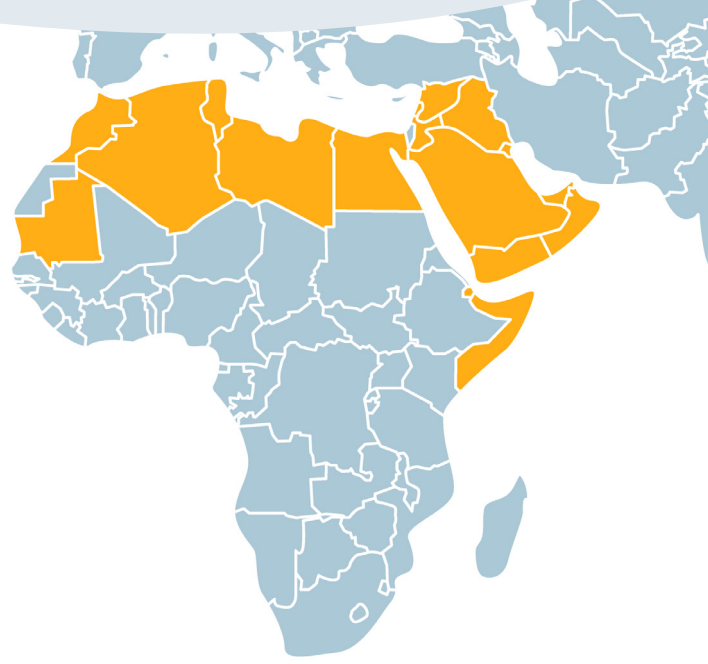
to others) in southern Africa and ujamaa (cooperative economics) in Tanzania. These are invoked, for example in calling attention to humanitarian needs such as famines or the COVID-19 pandemic. The philosophy of “pulling together” and the responsibility of the individual to care for the collective is ever present in African corporate volunteer programs.

As companies’ roles in society continues to evolve in Sub-Saharan Africa we expect to see more employee volunteer programs as well as advocacy for laws and policies to promote corporate employee volunteering.

Arab Nations

Historically, the practice of organized volunteering was not embedded in the culture of the Arab society. It is only relatively recently that civic service and volunteering have been included in the national plans of Arab states and that legal and political environments to support volunteering have emerged.

The Arab Spring was a turning point for corporate social responsibility in the region, as it transformed from a philanthropic or charitable act into a more strategic approach with greater impact for society, for companies and for their workers. There has been extensive progress since in the understanding and development of corporate volunteering in the region. Alignment of programs with the SDGs, development of new government policies and programs, and the emergence of newly committed top leadership in companies have all had a great influence in creating a philosophy of corporate volunteering in the region.



Challenges to the continued development of corporate volunteering in the region remain.

- ▶ The economic crisis in the region has had a direct impact on volunteering as many companies had to stop all activities while others downsized their CSR departments.
- ▶ COVID-19 had a double impact. Imposed lockdowns and other restrictions caused many companies to put their programs on hold; and while much corporate volunteering moved online, both companies and nonprofit organizations were not prepared for this shift, affecting the quality of the programs.
- ▶ There is a high priority need to raise awareness and to educate about its value to those who volunteer as well as to the community.
- ▶ Too often, companies approach volunteering as a “fun day” spent in a nonprofit organization without a focus

on making a significant contribution to meeting the organization’s priority needs.

- ▶ NGOs are not prepared for corporate volunteering. Their primary goal in partnerships with corporations is to secure financial support while companies want the opportunity for their employees to create an impact.

Asia-Pacific

Corporate volunteering in Asia-Pacific reflects the diversity, dynamism and realities of the region. It also references its roots in the expectation for service present in the cultures and religions of the region. It exemplifies how the activities of corporate volunteers may be very similar from one country to the next while the contexts within which those actions take place may differ markedly. It has



grown steadily but unevenly across the region, increasingly well established in East Asia, India and Singapore, a recognized presence in Australia and New Zealand, emerging in other countries.

A distinctive regional characteristic is the role played by governments, business associations and leadership organizations in promoting and supporting corporate volunteering. In China, for example, government policy guidelines call for enterprises to create formal programs as volunteering has risen to be part of national strategy. In Hong Kong, there is sustained support from the government through the Social Welfare Department's Steering Committee on Promotion of Volunteer Service. It presents annual awards and certificates to recognize the companies and their employee volunteers.

Businesses in Singapore may claim a 250% tax deduction on qualifying expenditures incurred when they send their employees to volunteer and provide services, including secondments,

to "Institutions of a Public Character (IPCs)."

The Korean government includes a "social value score" in the management index for public enterprises, leading to expanded awareness among companies that social value creation can be quantified and managed. It has led to comparing the impact and value of volunteering with that of other CSR activities.

In India companies are required by law to spend 2% of their net profit on social responsibility activities. While companies are not allowed to monetize their volunteering and count it toward this requirement, the law has led to increased CSR and with it greater attention to volunteering.

Corporate volunteering in Japan has been stimulated by the ongoing leadership by the Keidanren (Japan Business Federation), particularly through its Charter of Corporate Behavior and its priority on responsiveness to the SDGs. In Singapore, the National Volunteer & Philanthropy Centre in partnership with the Singapore Business Federation Foundation leads the Company for Good Program, promoting and supporting social responsibility generally and volunteering specifically.

Volunteering Western Australia (VNA), the state leadership body for volunteering, has the most developed overall leadership role for corporate volunteering in Australia, including convening the only "corporate volunteer council" in the country.

Programmatically, corporate volunteering throughout the region is shaped by responsiveness to disasters that call for mass engagement, environmental issues, the

growing youth population, the needs of seniors and poverty. An emerging development, particularly in China, is making available public access to corporate online systems that connect people with opportunities to volunteer.

Europe

In Europe, employee volunteering is a concept that applies to all employers regardless of sector, be it profit, non-profit, public or private. This is part of a broadly favorable environment that encourages corporate engagement. The European Union considers volunteering an important issue to build and reinforce EU citizenship and as a fundamental opportunity related to a wide range of EU policy areas and programs.

A 2020 research study by Volunteare on corporate volunteering in Europe, surveying 122 companies, highlighted that almost half the companies (46.7%) have had volunteering programs for more than five years. The most important motivations for having a program are internal: to respond to their employees' social concerns and to reinforce their human resources policies related to employee development.

The great majority of the companies invite families of employees into their volunteering programs (72.1%), close to 27% include retired employees and 20.5% invite clients. More than 70.3% of the programs are aligned to SDGs, mainly

to SDG 8, 10 and 4. A majority (67%) of the companies in the study evaluate their volunteer programs in some way, primarily measuring volunteers' satisfaction.

Primary challenges faced by European companies are a lack of volunteer participation and a lack of staff to manage the programs. According to current corporate managers, half of the programs would improve with a better alignment to business and by establishing partnerships with other companies. At the same time, 85% believe that their programs will expand over the next five years.

As it has throughout the world, the COVID-19 crisis has greatly disrupted corporate programs throughout Europe. It is too early to have a clear vision of the changes that will remain post-pandemic but the digitalization of corporate volunteering appears to be an important trend for the foreseeable future. There has been a shift from team-based and face-to-face activities to individual volunteering through open platforms and cyber-activism. While it is certain that traditional activities will be restored when possible, these new digital and remote activities are obviously here to stay.





Latin America

The realities of the region dictate a focus on meeting basic needs, strengthening people, community development and citizen participation, as well as attention to climate change, natural disasters and migrants. The reality is that “light volunteering” is not possible in Latin America. The needs are so visible that it is impossible not to care. Latin Americans are motivated to volunteer by several factors: ancient community traditions, religion (particularly Catholicism), and an increasing awareness of the needs of individuals from vulnerable groups such as children, the elderly and the homeless.

There is growing belief in including the “other” as an active agent in the analysis, design and decision-making of the actions to be carried out. This implies developing activities designed together, recognizing and valuing the perspective of the communities, their priorities, their knowledge and their abilities, thus strengthening citizen participation. Volunteers are invited to propose solutions and to be co-designers together with the community or organization with which they are going to work. This joint construction of solutions, through local committees, not only develops a sense of co-responsibility in the volunteers but also in the beneficiaries of the organizations or communities served.

Latin American companies are inspired by knowledge of and feeling for the realities of their countries while international companies operating there are likely to adapt models from their global experience or from other regions.

Collaboration is an emerging development in some countries, both between companies around a common cause or of companies with NGOs and governments to serve a specific population. The umbrella organizations of the business world have played very important coordination, execution and evaluation roles in stimulating and supporting these collaborations.

The professionalization of volunteer coordinators will be intensified to maintain and develop initiatives that add value to companies and thus demonstrate the strategic nature of corporate volunteering.

North America

Corporate volunteering began in North America a little over a century ago with AT&T's Telephone Pioneers of America. By 1979, in a survey of some 3,500 companies in the U.S., about 10% reported having some form of volunteer program. Since then corporate volunteering has grown significantly, becoming increasingly sophisticated and widespread.

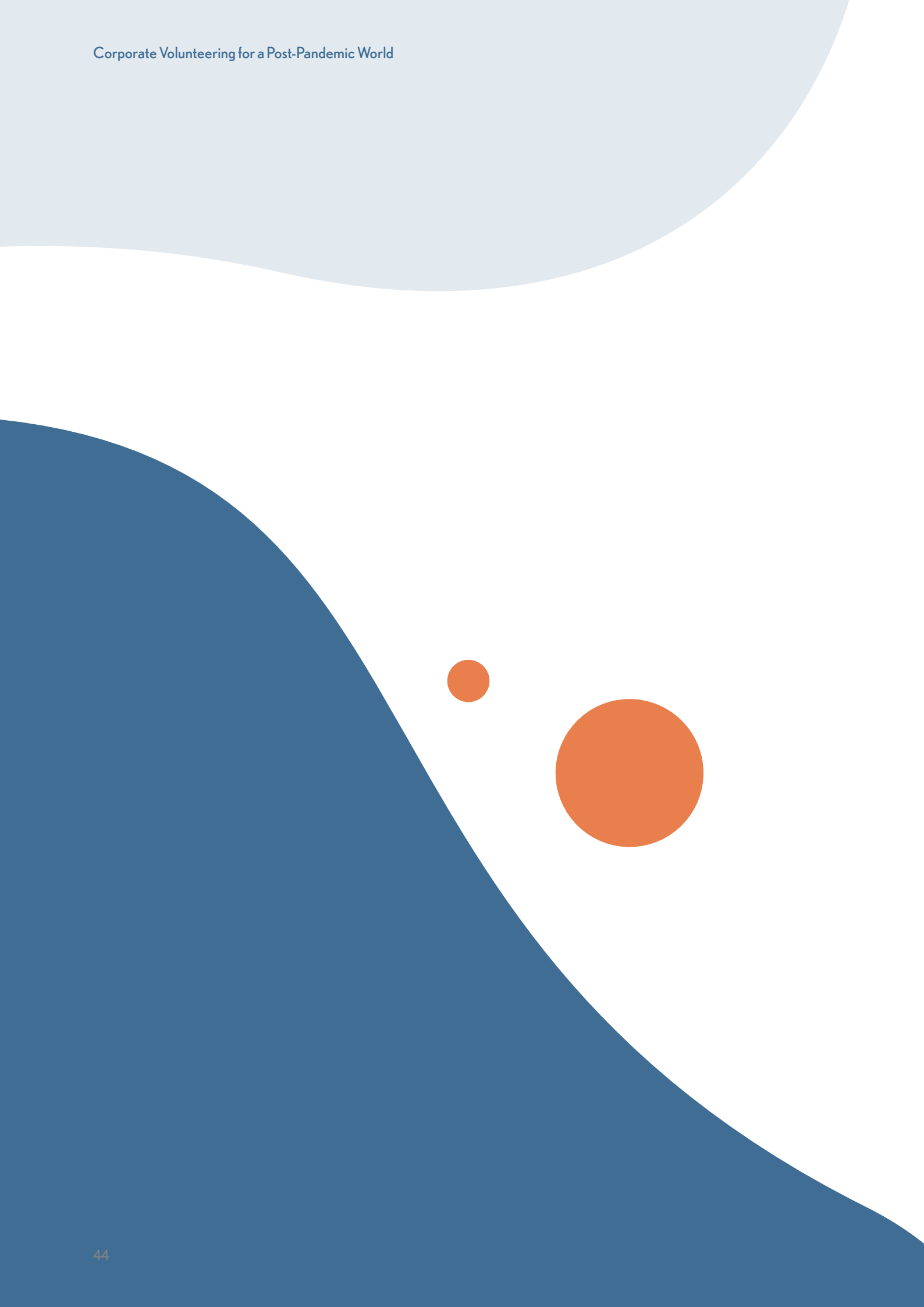
Today, most major companies in North America support some version of employee volunteering. In 2019, the Business Roundtable issued a new "Statement on the Purpose of a Corporation" signed by 181 U.S. CEOs who committed to lead their companies for the benefit of all stakeholders – customers, employees, suppliers, communities and shareholders. Since then the concept of "purpose" has been invoked repeatedly to explain a rise in corporate involvement in communities, particularly through volunteering.

An emerging priority is to give increased attention to inequities in society, persistent human and social problems and social justice issues. This is particularly driven by the newest generation of corporate employees who, having grown up with an expectation of personal involvement, want their employers to share their commitment. Multiple studies have shown that this can be a critical factor in deciding which job to take. This has propelled companies to create a broader range of volunteering opportunities.

"Themed" employee groups (business resource groups or employee resource groups) have become strong proponents of volunteering focused on the themes or groups they represent, such as Black employees, Indigenous employees, LGBTQ+, parents, etc. These groups can supplement and support the efforts of corporate volunteer leaders, helping to resource nonprofit partners and volunteer opportunities.

In North America, corporate volunteering is increasingly woven into broader corporate social responsibility (CSR) or environmental, social and governance (ESG) strategies. Almost all companies now have their own version of skills-based volunteering, believing that it results in more significant and sustained impact for the organizations being served. Many also have opened their programs to participation by family members of employees and to company retirees.







Corporate Volunteering in the Age of COVID-19

COVID-19 brought a seismic shift to corporate volunteering worldwide, halting a wide swathe of in-person programs, stimulating development of alternate online activities and redefining existing partnerships with nongovernmental organizations (NGOs). It remains an open question as to what the field will look like in a post-pandemic world.

Major Takeaways

- ▶ Leaders of corporate volunteer programs are demonstrating their ability to respond quickly and creatively to new realities, adapting their volunteering to meet emerging and shifting needs in their communities and in the interests of their workforce.
- ▶ The initial volunteer responses to the pandemic were very local, spontaneous, “from the heart,” with particular focus on ensuring neighbors and people in need had food, shelter and COVID-related protective items. Employee volunteers played key leadership roles in organizing drives for tangible goods and funds.
- ▶ Moving from in-person to virtual volunteering was critical in sustaining corporate programs. But many NGO partners could not move as quickly to make the transition as companies wanted. As a result a number of companies began using “off the shelf” online volunteer opportunities, such as Missing Maps, Career Village and Be My Eyes. Long term, virtual volunteering will be a complement to, not a replacement for, in-person volunteering.
- ▶ Companies are gaining a better understanding of the realities of their nonprofit partners, potentially leading to stronger, mutually beneficial partnerships and increased volunteer and financial support from the company.
- ▶ As a result of required lockdowns, many employees have preferred to focus their volunteering “close to home,” often in their immediate locales with members of their family and with neighbors or friends. As many companies embrace some form of long-term “work from home” policies, this focus seems likely to continue, potentially leading to changes in the design and reach of company-sponsored programs.
- ▶ Volunteering is helping many employees find balance in a destabilized world through positive actions that helped them feel responsibly engaged contributors to helping others and sustaining their communities. This reinforces the value of volunteering to employee wellness.
- ▶ Many companies reported an initial increase in employee volunteering after the onset of the pandemic followed by an overall decrease, as reflected in a May 2021 survey. The initial immediate impulse to “do something” was challenged by the length of shutdowns, disruption in the work-home dynamics and growing “online fatigue.” It remains to be seen where the level of volunteering will settle as whatever the “new normal” will be emerges across the world.



Making the "Pivot"

An often-heard response from companies about their volunteer programming during the pandemic has been: “We pivoted!” This effectively means that program leaders found ways to keep employee volunteers engaged, to respond to those who said “we have to do something!” and to address the very real needs of those who had come to depend on the company’s volunteer initiatives. The pivot also meant that new and often innovative ways of volunteering evolved in the process of meeting the needs and overcoming the challenges brought by the pandemic.

Nearly every in-person corporate volunteer program worldwide came to a halt by March of 2020 in response to “stay at home” mandates, formal lockdowns and employee concerns for the health of their families, friends, neighbors and themselves. For those charged with running those programs, it presented the classic combination of an unimagined challenge and a new opportunity.

The task was clear: to plan and execute a “pivot” from what they had been doing, sometimes repetitively for years, to what could work in the new pandemic reality; to move from tried and true volunteer opportunities to innovative approaches that would enable employees throughout the world to participate in meaningful ways under trying new conditions. The response of companies by necessity has been evolutionary, albeit on a relatively compact time frame, in many cases in support of actions initiated by their employees. They have moved from localized emergency response modes to first-level online opportunities built on some of their most successful and popular pre-pandemic activities to new, sophisticated virtual programs that expanded opportunities for participation. Over the course of that evolution, companies have had to work in new ways with existing partners and to build new programs with new partners.

The result, across the breadth of the global corporate volunteering field, has been:

- ▶ Validation of the importance of their programs to the companies, their employees and the community.
- ▶ Emergence of models of virtual volunteering that are likely to outlast the pandemic and redefine the breadth and depth of the field.

The latter, virtual volunteering, has proven to be both boon and bane for the field. On the positive side, it has been a way to keep volunteering active and visible in companies. It also has given people who haven't volunteered new opportunities to do so in ways that may be more comfortable, more accessible for them. And it has provided an opportunity for people who have only short bursts of time to participate.

From a management perspective, it offers opportunities to more quickly and less expensively launch new initiatives and allows for creation of multinational teams in virtual projects. It also creates an opportunity to reach a wider range of beneficiaries, since proximity does not need to be a factor. For example, companies could offer online consulting for nonprofits involving volunteers and clients on opposite sides of the world. Or, companies with employees worldwide, could offer 24-hour coverage to those seeking online assistance.

On the negative, working virtually can lead to "online fatigue" and can become stressful to do over time. Internet access is not universally or consistently available for all people, either company employees working remotely or those they seek to serve. Many nonprofit partners lacked the in-house expertise or financial resources to transfer existing programs or develop new programs that are appropriate for online implementation, often leading to the need for companies to invest in building that capacity.

The critical importance of the "in-person" dimension became clear for many people who were active volunteers. People are energized by working in person with others; during COVID-19, they miss the team aspect. "Hands-on" projects are important to people because they relieve the tedium of office or intellectual work. They also provide a way to build relationships among people who might otherwise never meet. What had been freeing, spontaneous, fun events with social value were replaced with less personal, even solitary, online activities that were less fulfilling.

Working with NGO partners also proved challenging. Many were greatly stressed: some struggling to survive financially, others serving people with increased or new needs. They did not necessarily have the time, energy, in-house expertise or resources to quickly move programs online or to develop new ones. In many cases, this required additional investment of expertise and money by the companies to support their NGO partners through the transition.

When IAVE convened global companies and humanitarian relief organizations in 2012 to discuss disaster-related partnerships, one of the loudest messages to emerge was that "during a disaster is the worst time to build a partnership." Building effective, mutually beneficial and lasting partnerships is difficult in the best of times. Doing it "on the run" during a disaster dramatically compromises the process and the end result. This basic premise has been reinforced throughout the COVID-19 period. Among the key challenges for companies both in the present moment and as they look forward to "post-COVID": How to work closely with their partners to assess how well they have worked together and whether they wish to continue to partner. They also must evaluate how to either phase out or move forward to strengthen the most positive, mutually beneficial partnerships.

Exploring the Pivot

Broadly defined, the pivot has had three definable components, independent of one another but inter-related: responding to immediate local community needs, deepening engagement with NGO partners, and adapting through innovation. This chapter describes how companies made the “COVID-19 pivot,” examining each of these components as well as the innovations and challenges that emerged.

The first impulse, almost across the board globally, was to raise money and in-kind goods, primarily food and other essentials, for local relief activities. In communities around the world there were spontaneous outpourings of “neighborly helping” responding to the immediate needs of people who were isolated, dependent on others. That led directly to local “hands-on” efforts, many spontaneous, often organized by employees themselves, in response to emerging needs beyond the ability of local service providers to meet. There was an expectation by many that their employers

would act in support of their spontaneous volunteering as, in fact, happened in many cases. Those first actions often morphed into sustained company-backed efforts.

As companies began to work more systematically with existing or new NGO and public sector partners, new company-organized opportunities to volunteer emerged. Over time, companies added virtual opportunities that allowed more people to return to modified forms of pre-pandemic activities or to launch new online initiatives.

As this report is being written, more and more companies are slowly re-opening to in-person volunteer activities as the countries they are in relax restrictions on in-person activities. A “new normal” seems to be emerging, one shaped by the realities of a pandemic disease that may become endemic and the very human need for people to return to a greater sense of normalcy in their lives and work.



CCC, Poland

Taking the Next Steps

The pandemic offers a unique opportunity for leaders in corporate volunteering to learn from and build on what they are experiencing during the pandemic by:

- ▶ Doing full scale assessments of what is working and what isn't during the pandemic, including what should be sustained, how to document this unique moment in time, and lessons learned that can be applied to the future.
- ▶ Using this assessment as a springboard for active discussion “up the chain” with management about how to maximize the contribution of volunteering to employee wellness and development.
- ▶ Continuing to experiment with new program models.
- ▶ Actively engaging with newer volunteers to build strategies that continue to expand and diversify the volunteer pool.
- ▶ Talking honestly and frequently with nonprofit partners about how to best serve their shared communities by building enduring, mutually beneficial partnerships, as well as new collaborative strategies to increase the scope and impact of their volunteering.

Responding to Local Community Needs

While the focus of this research was on volunteering, which does not typically include making charitable donations, it is important to recognize the importance of those voluntary contributions in local communities. For example, at the outset of the pandemic, employee volunteers stepped up, often spontaneously in advance of company action, to provide support to those in need in their communities by organizing and managing in-kind and cash donations. Companies started COVID-specific funds or contributed to existing ones. Employees were given opportunities to contribute funds and sometimes to raise them through online games or activities with their colleagues. A number of companies matched these employee contributions, with some significantly increasing the maximum potential match. For example, **Dell Technologies** raised the ceiling for matches to \$10,000 and **Microsoft** to \$25,000 per employee per year.

MTN Ghana employees donated funds for Personal Protective Equipment (PPE) that was distributed to frontline health workers.

Schneider Electric created the *Tomorrow Rising Fund*, a program with discrete response, resilience and recovery plans combining grants and volunteers. Volunteers have been particularly active in the resilience phase, working to coach young people to prepare them for further education and careers, and assisting NGO partners to get back on their feet. Additionally, employees, alarmed by second-quarter 2021's rapid spread of COVID-19 in India, contributed generously to an additional Schneider Electric fund to support fellow employees in India, enabling them to cover fees for medical care.

FirstRand created a special fund, *SPIRE* (South African Pandemic Intervention Relief Effort) to support interventions that would help “flatten the curve.” With a special app, the bank's customers were also able to contribute to the fund.

The earliest volunteer responses from **DIRECTV** employees were very hands-on, specific to the urgency created by the pandemic. Examples included: collecting and distributing food, making and distributing PPE and also assisting the elderly, fellow colleagues and communities. An active citizenship platform encouraged employees to share their stories of “random acts of kindness” during the lockdown.

Many **Fujitsu** employees became passionate about helping. An employee in India and her family spent over 100 hours over a period of a few months delivering COVID-19 relief packages around her community. Fujitsu supported these efforts with funding for materials. A group of Fujitsu employees in Poland, who are 3D printer enthusiasts, worked together to print masks and delivered them to local hospitals. Fujitsu employees in China donated 5,000 masks to a children's welfare home. They also conducted an “epidemic prevention” lecture for the children, teaching them how to self-protect during this period, the correct steps for wearing masks and how to keep social distance in public spaces.

In Saudi Arabia, **Alturki** employee volunteers put their skills to work developing an online system to detect if people entering a room had sanitized their hands; they then installed it outside hospital emergency room doors. Volunteers also provide on-going technical support for the monitoring devices.

CCC employees in Poland went to work even though their shoe factory was shut down and they were paid to stay home. They designed and produced special extra high shoe protectors for medical personnel in local hospitals.





Accenture, India

One of the pillars of **Iberdrola's** volunteer program is inclusion of those with disabilities. In collaboration with their partner, Foundation for the Promotion of Development and Integration, employees made masks with a see-through plastic section to allow deaf persons to lip-read. Employee volunteers received materials and instructions mailed to their homes then, once made, the masks were stored in sealed bags to distribute among the deaf population. A total of 700 masks were made and distributed. Other Iberdrola employees developed “pen pals” in local nursing homes, writing virtual letters to help residents feel less lonely and isolated. Some employees donated electronic devices so isolated elders could connect with their families.

CaixaBank employees also volunteered to combat loneliness among the elderly. Their *Adopt a Grandmother* program engaged employees and their families to interact, both in-person and virtually, with elderly persons living alone. They shared stories to distract from the situation, built rapport and provided a “check-in” on those who lived alone. They intend to continue the program post-pandemic with a mix of in-person and virtual interaction with the elderly.



Telus, North America

At the onset of the pandemic, **TELUS** introduced several virtual volunteer opportunities for employees including the *Good Neighbor* project, which encouraged employees to check on their neighbors and to pick up groceries and other items for them. Realizing that many more people would be online, they also adapted their existing program about how to remain safe to deliver it virtually for youth, parents and seniors. Another program, *Grow a Row*, encouraged employees to grow food in their personal yards and then donate it to local food banks.

For three months in early 2020, more than 1,300 **Microsoft** employees volunteered for more than 9,400 hours at a mass vaccination site in Seattle. It was the largest civilian-led mass vaccination site in the U.S., where 1.5 million residents of the area were vaccinated. Microsoft volunteers managed all

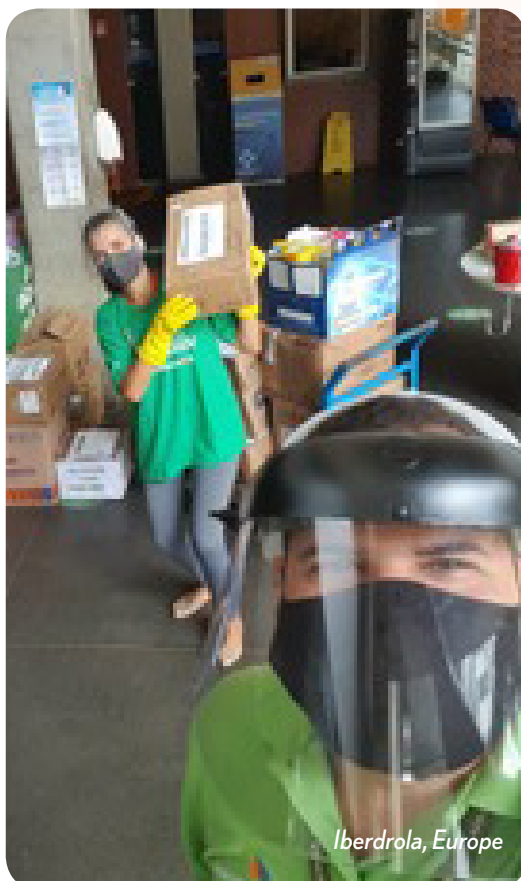


Fujitsu, Asia-Pacific

volunteer and staff check-ins, allowing medical personnel to focus on the clinical side. The company matched their hours with a \$235,000 contribution to support pop-up clinics around Washington State to help vaccination distribution be as equitable as possible.

By the start of 2022, **UPS** – in partnership with UNICEF, GAVI and local health ministries – delivered 31 million COVID-19 vaccine doses to low and middle income countries with lagging vaccination rates. UPS volunteers with expertise in health care supplemented these efforts in Asia and Africa with training on ultra-cold vaccine management and vaccine distribution.

Employees of **Empresas Polar** in Venezuela decided to share important information through their social networks to help their communities cope with the pandemic and its challenges. A team identified the best digital content on critical COVID-19 topics, verifying it with professional experts first. They then developed ways to share the information with videos and micro messages on physical health, mental health, family relations and homeschooling. Five hundred employee volunteers used their social networks to widely share these important messages.



Iberdrola, Europe

InterCement in Brazil arranged monthly online meetings between volunteers and the company's local Community Development Committees to determine local needs for assistance and appropriate responses. Through this effort they uncovered gaps in food programs and learned that with a "first-come, first-served" approach, some families were left with no resources at all. They then developed a single registry of beneficiaries they were serving to ensure equitable distribution of food. Employees also established drive-in sites to donate food, clothing and hygiene products for

those in need. For the “price” of a donated item of food, the public was invited to employee-arranged comedy sessions to both collect the items and help raise people’s spirits.

In response to the pandemic, the **Telefónica Foundation** developed an initiative, #SumaFuerzas, activating significant financial support plus the energy, generosity and skills of employee volunteers. Employees donated their restaurant cards (an employee benefit) to the Spanish Federation for Food Banks who then redistributed the benefits to 54 food banks serving 1.5 million people. This action began in early 2020 and is ongoing today, providing important support to the Spanish Food Banks who have experienced a 50% increase in demand.

Employees became “solidarity influencers”, creating videos in partnership with the Red Cross to share important messages on how to keep safe during the pandemic. Others reached out to isolated individuals through their NGO partners, including the elderly and disabled to provide attention and companionship using digital technologies. Volunteers also packed and delivered care baskets with personal messages for individuals in need.

In Galway, Ireland, **Medtronic** volunteers made use of a still-open manufacturing facility to package care kits for elderly individuals living in the neighborhood. Kits included food, masks, and hand sanitizers; after each item was carefully wiped down, the kits were dropped off on each neighbor’s porch.

EDP employees helped maintain a COVID-specific online platform in Portugal that identified community needs and volunteer opportunities. Additionally, following the donation of computers to students in need, EDP volunteers helped to repair and service them.

Dell Technologies developed an *All for Progress Campaign* to allow employees to log onto a platform and identify needs in their communities. They were then able to describe a project and could include other employees from around the world in providing virtual assistance. For example, if a school in Brazil had a need, employees from anywhere in the world could sign up to deploy their skills to help the school. To date the All for Progress Campaign has engaged over 25,000 unique volunteer participants logging over 83,000 volunteer hours.

Overall, the initial response to the realities of the pandemic was exemplified by employee driven acts of kindness and solidarity. Employees at **Medtronic** China, for example, made and distributed children’s books; employees at **Bank of America** in San Francisco continued their work providing homemade blankets to unhoused people; **InterCement** employees observed their annual *Do Good Day* in 2020 by helping to construct hand-washing stations in public squares and local bus stops.

Employees who engaged in immediate response to the needs of others in their communities, whether through individual acts or creative collaboration to address specific problems, reported feeling grateful for the chance to be part of something important.

Deepening Engagement with Nonprofit Partners

Certainly the pandemic caused companies and their employees to struggle, although to varying degrees depending on their industry, country and situation. However, nonprofit organizations were almost all in crisis mode, facing significant loss of revenue, disruptions as their staffs moved to working virtually and the stress of moving programs and services online, often without access to needed technical support. Some lost both the human capital of corporate volunteers and the revenue generated by corporate sponsorships to support management of their volunteers. Savvy corporate volunteer leaders were quick to pick up the phone and ask about their nonprofit partners' needs. For most, the first answer was for sustained and increased financial support. But through ongoing discussion, it became clear that noncash resources, led by employee volunteers, also were critical to adapting and sustaining their work in the new COVID-19 reality.

Boston-based **State Street Corporation** swung into action in early 2020 getting in touch with their State Street Foundation grant

partners. In an effort to support their partners through COVID-19, the approach to grantees was flexible as they allowed allocated funds to be used for general operations as opposed to programs. This enabled partners to avoid layoffs and “keep the lights on.” Additionally, they suspended impact reporting to accelerate grant payments, reducing paperwork and allowing for a greater focus on service delivery.

To create a wrap-around support approach, the company went further: through the engagement of skills-based volunteers and with support from their nonprofit technical assistance partner Root Cause. They began to work one-on-one with nonprofit leaders to provide executive coaching, business continuity and financial planning as well as workshops and peer-to-peer consultation sessions. As a result, a more personal connection was established that stimulated ongoing discussions about how to move forward together. Leaders within State Street also became more aware and supportive of the company's volunteer programs through employee feedback. Paid time off for volunteering increased from two days annually to four days.





DIRECTV, Latin America

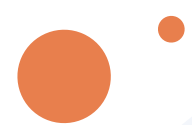
Cognizant volunteers saw an urgent need to help nonprofits more easily organize the individual volunteers coming from the company. They responded by developing, in only four weeks, a simple, user-friendly and scalable community-volunteering platform. The result was Cognizant Assist, a cloud-based, open-source platform designed to help volunteer-involving organizations collaborate and communicate with volunteers, donors and beneficiaries to manage relief efforts. The platform has been implemented by numerous organizations across the UK, US and India. Cognizant provided the technology and implementation support at no cost to volunteer-involving organizations anywhere in the world that are supporting COVID-19 needs.

Telefónica Foundation designed Conecta Educación to help NGO partners quickly adapt to the need for remote service during the pandemic. Volunteers designed workshops to train and coach employees from 300 NGOs of all sizes on digital strategies and techniques logging 10,000 hours of assistance. Additionally, volunteers trained those in vulnerable populations (the elderly, the disabled and children) in all aspects of digital technologies – how to use the technologies and how to remain safe on-line.

Building on the success of its virtual volunteering program, which was established in 2011, **Credit Suisse** supported the development

of an online platform, Copalana, as part of its response to COVID-19, to connect employee volunteers with partner organizations. Founded by a Credit Suisse employee, an alumnus of the company's signature skills-based volunteer program, Global Citizens, the platform enables nonprofit partners to post vetted projects to which employees can apply year-round. It is a family-based nonprofit organization created in specific response to the pandemic. The dynamic nature of the platform allows Credit Suisse to be responsive to its partners' needs as well as the availability of employee volunteers. Volunteers can register their interests and skills on the site and receive notifications when projects matching their skills become available. Unlike many other sites, there are no pre-defined project templates, so organizations can fully customize the project descriptions to meet their specific needs.

Credit Suisse is the founding and lead corporate partner of Copalana. The company's support has enabled the service to be available to nonprofits and volunteers free of charge. Organizations as diverse as Caritas, Room to Read and Muddy Paws Rescue have used it. Projects are skills-based and tap into employees' diverse skillsets, including IT, finance, human resources, marketing, management, communications and more. Once completed, volunteers and partner organizations can share their experience via a designated community page, thereby helping to inspire others.



Innovating to Adapt

EDP in Portugal has a long-standing partnership with Junior Achievement. The program provides mentorships for youth to encourage entrepreneurial thinking. The partners recognized that children would need to keep learning in spite of the pandemic. After consulting with Junior Achievement managers to set direction, EDP volunteers worked in partnership with them to develop alternatives to in-person sessions. For younger children, they designed stand-alone engaging videos. For older children, live online sessions were developed by adapting existing materials.

In Peru, small and microenterprises comprise 85% of the country's employment, but when the pandemic began in early 2020, six million jobs were quickly lost. *Guerrero Emprendedor* (Entrepreneur Warrior) was developed, through a collaboration of the United Nations Development Programme (UNDP), the social lab IKIGAI, civil society organizations and companies to remedy the situation. Employee volunteers from **Belcorp**, **AB-InBev** subsidiary **Backus** and other companies provided digital training and mentoring for thousands of micro-entrepreneurs. The focus was on sales and digital strategies plus financial and business continuity planning. Easily accessible and low-cost channels for communicating such as Facebook and WhatsApp were used to connect volunteers and mentees. According to one Belcorp volunteer who advised two businesswomen: "Volunteering has allowed me to support two entrepreneurs who are fighting

for their family with a dream. Everything about them motivates me – their effort, their desire to learn and get ahead."

Corporate volunteer managers realized they needed to work to keep employee spirits up and volunteers engaged. Many designed interactive team events such as the **Medtronic Volunteer Power Hour**, a day in June 2020, when employees in 44 countries engaged for one hour in one of five virtual volunteer options. These included letter writing for Amnesty International, Love for the Elderly and Save the Children, plus adding geographic detail for Missing Maps and dispensing career advice through Career Village. The event was so successful that Medtronic has since had several more Volunteer Power Hours and plans to make it an ongoing feature of the company's volunteer program.

Iberdrola transformed its usual *Iberdrola International Volunteer Day* into a virtual event that was met with tremendous enthusiasm from employees. In a survey of members of IAVE's Global Corporate Volunteer Council (GCVC), Iberdrola was one of the few companies that reported an increase in volunteering between 2019 and 2021; most saw a decrease. Being virtual also allowed them to engage employees from their smaller offices and countries beyond Spain who had not previously been involved. The focus was on the environment, social inclusion and the societal emergencies created by COVID-19. Eighty-four employees



collaborated virtually to compose and perform a song about what it means to be a volunteer. The song was performed along with the Iberdrola Volunteer Day band, in Spanish, Portuguese and English. Iberdrola made a donation to UNICEF, based on video views, specifically to help mitigate the impact of COVID-19 on children around the world. Employees working together had a shared experience, created a message about volunteering and generated donations in support of a widely known charity.

The **Tata Volunteering Week** is the company's largest volunteering program format. In 2020, the biannual event was restructured to adapt to the pandemic. The volunteer leadership team developed new volunteering activities that could be carried out virtually, implemented specific guidelines, do-it-yourself toolkits and a range of ideas that helped Tata employees remain engaged with and give back to their communities.



Employees from **Tata Communications** recorded over a thousand inspiring stories and poems for the visually impaired. Volunteers from **Tata Chemicals** created a library of resources including guides, worksheets, quizzes and posters to explain different concepts for NGOs that help women and young adults understand banking and finance. In order to combat malnutrition in India, teams from **Tata Consulting Engineers** engaged with caregivers and teachers to demonstrate methods to grow nutrient rich micro-greens and other food items in kitchen gardens. Tata Power volunteers worked with the Tata Institute of Social Sciences to conduct needs assessment for migrants stranded in India.

Some companies used lockdown time to educate employees on the social issues their volunteer programs seek to address. "Lunch and Learn"

sessions, for example, were popular among US companies. **CaixaBank** employees used the opportunity to learn about environmental issues during their first Digital Volunteer Day in mid-2020. Some 150 nonprofit organizations participated, sharing information with 1000+ employees about the environment and how individuals can help to preserve it.

With high COVID-19 cases and hospitalizations, many people have been reluctant to go to the hospital, even with serious conditions. Recognizing this, **Medtronic** employees participated in video training provided by their partner, the American Heart Association, so they would be better equipped to respond to strokes or heart attacks.

Bank of America has had a large and comprehensive volunteer program with a normal participation rate of close to 40% of its 200,000 employees in 41 countries. Although some virtual volunteering was already underway, shifting it to a purely virtual format was a challenge. This came at a time when the company already was considering how to expand their longstanding focus on racial equity and economic opportunity. Working with a key partner, The Smithsonian Institution, Bank of America engaged 6,000 volunteers in 2020 to transcribe historic materials and give voice to marginalized people and communities, including a central focus on the Smithsonian African American collection. Volunteering opportunities with the Smithsonian remain an ongoing and favorite activity of the company's employees. Additionally, the bank began offering its signature financial literacy program, *Better Money Habits*®, through virtual volunteer presentations. During the bank's *Global Service Month* in April 2021, more than 400 volunteers delivered the presentations to more than 250 nonprofit partners, building the organizations' financial management capacity.

A significant issue during the pandemic was how to continue children's education. A number of companies, whose volunteer programs have been engaged in helping to bridge the digital divide with educational content, stepped up quickly to help teachers and students continue learning. **Cognizant** volunteers coached teachers in digital skills and assisted them in translating their educational content for virtual delivery. Volunteers delivered STEM lessons virtually to students with online coding workshops in Singapore.

When the pandemic temporarily closed **Accenture's** NGO-managed skilling centers across India, employees responded by creating *DigiClass*, an online learning platform run by more than 2,800 Accenture volunteers. *DigiClass* enables a diverse audience — from children and youth in rural and semi-urban areas to persons with disabilities, the LGBTI community, and NGO staff — to gain workplace and digital literacy skills, including coding. By early 2022, the platform had been used by more than 14,500 people.

Using *Kidovation*, a product developed by Accenture Interactive, volunteers used a hackathon format to help children in 19 countries learn design thinking and creative problem-solving and apply those skills to social and environmental issues. In 2021, the initiative reached nearly 5,000 children from diverse socioeconomic backgrounds. The program was particularly strong among schools in the UK where they launched the *Kidovation Challenge*.

Working with their partner, SOS Children's Villages in the Philippines, **Fujitsu** employees developed fun, online lessons for children built around Japanese culture including food, origami and the Japanese language. The children in the SOS Children's Villages live there full time, and during the pandemic, their



teachers could not always be present, so these diversions were particularly important.

In Portugal, Fujitsu worked with their community partner, PIN Academy, in support of neuro-diverse young people. Together they helped the youth gain job skills and experience with an eight-month fully virtual program, delivering skills based on PIN's needs assessment of in-demand skills. This included: cybersecurity, programming languages, business communication, project management and more. It also included an introduction to Japanese culture and language, highlighting Fujitsu's heritage and providing some entertainment for the students.

In India, Fujitsu worked closely with their long-term charity partner, School Health Annual Report Programme (SHARP), which provides planned health programs for people from low-income backgrounds across India. Fujitsu worked with SHARP during 2020 to ensure that children were healthy and happy in their homes during lockdown with distribution

of books and board games. There were also multiple online classes and events, including hygiene and nutrition lessons, communication skills classes and virtual yoga for children to improve mental and physical health. These online lessons reached over 200 young people.

Standard Chartered Bank increased paid volunteering leave days from three to four at the outset of the pandemic to encourage employees to support more community work. For their signature *Futuremakers* programs, volunteers switched to online teaching to work around closed schools. They supplemented this with career sharing, mentoring and coaching sessions. Employees also supported isolated people by making safety masks, packing PPE gear and distributing both to nursing homes or residences for senior citizens.

In Europe 400 **IBM** employees took part in the company's Adopt-a-School response to COVID-19 and worked closely with teachers in 14 different countries to coach them in remote learning.

Hewlett Packard Enterprise (HPE) employees in Singapore ran a virtual digital clinic for elderly people to help them become more digitally proficient through one-on-one consultation sessions.

Intel recognized the strain on employees working from home while facilitating their children's remote schooling. They began recognizing the hours a parent spends on assisting children with schoolwork and counts them as volunteer hours, then matches them up to five hours per day at \$10 per hour in the form of a donation to the child's school. While this is not "volunteering," of course, it illustrates the diversity of ways in which companies sought to move beyond normal approaches to recognize and support the pandemic-required adaptations employees have had to make.

Online mentoring was another popular way of engaging employees and shifting in-person activities to virtual. **S&P Global** worked with the LinkedIn Network Gap Alliance to mentor young job seekers facing barriers in the Asia-Pacific region.

Many companies turned to existing virtual volunteering platforms to engage employees. Popular platforms include Missing Maps, which allows volunteers to fill in the geographic details of their communities, and Career Village, a program for youth to pose career questions that are answered by volunteers who respond based on their experience and expertise. Zooniverse, another popular virtual platform, is driven by volunteers, making available a huge number of citizen science projects. For example, **Accenture** employee volunteers served as "citizen scientists" to support environmental research. Using the online platform Zooniverse, they helped researchers track changes in the environment by classifying animal behaviors, such as counting penguins in Antarctica, identifying



elusive wildlife species in the Serengeti and classifying Beluga whales in Canada. Through the GLOBE Observer app, they tracked their observations of clouds and helped researchers interpret satellite data that is key to their environmental research.

Be My Eyes is an app that facilitates communication between a sighted person and a visually impaired person to assist with tasks like checking expiry dates, distinguishing colors, reading instructions and navigating new surroundings. These platforms continue to give volunteers new opportunities to serve. ■





Becoming Global Leaders for Volunteering

At the end of the day, it is not enough for companies to have great volunteer programs or to encourage other companies to get involved. They also must become active advocates for volunteering writ large. Their knowledge, their resources, their skills, their images and their reach can make a critical difference – particularly in communications – in bringing to life and sustaining the needed enabling environment for volunteering.

Major Takeaways

- ▶ A framework is emerging for companies to demonstrate an integrated approach to global leadership for volunteering.
- ▶ Companies around the world are recognizing and responding positively to opportunities to play public leadership roles in the development of volunteering through their public advocacy on behalf of volunteering, creation of corporate volunteer programs and openness to engaging people beyond active employees in those programs. Increasingly, corporations are providing visible, substantive leadership for and investment in the development of the infrastructure needed to support volunteering.
- ▶ Peer-based networks – locally, nationally, and regionally – offer effective ways for those responsible for employee volunteering to learn from and support one another but their reach and impact remains limited.
- ▶ In Latin America and Europe, companies are demonstrating how they can work together regionally to strengthen corporate volunteering, both for participating companies and more broadly for their regions. Similar efforts are underway in numerous countries around the world.



Belcorp, Latin America

Overview

Like many global movements, advancing the cause of volunteering depends on distributed leadership throughout the world, from all sectors of society. To create and sustain a vigorous, enabling environment for volunteering requires leadership at all levels from all sectors, including business.

Marcela Cristo Vaca, former Sustainability Director for Latin America at AB-InBev, recognized that when she said, “As a company, spokespersons and leaders know we have a tremendous ability to bring people together and make a positive impact on communities. So, with this great power, we have a great responsibility. If we know and are aware of what we can add, we have a great responsibility to continue inspiring... because we know that every time a call comes out, there are thousands and

thousands of people who want to participate. This is a great responsibility.”

Companies are giving external leadership for volunteering in a variety of ways. Their examples can be replicated by many and, hopefully, are a call for broader leadership by more companies worldwide. This chapter looks first at a proposed framework for what integrated global leadership might look like and examines how two companies, UPS and Telefónica Foundation, have brought that leadership to light. It then looks at how companies are working together through regional, national and local peer networks to strengthen the field of corporate volunteering and, finally, at examples of how companies are working to build a public profile for volunteering.

Building an Enabling Environment for Volunteering

The phrase “enabling environment” first emerged as a developed concept in the 2015 State of the World’s Volunteerism Report produced by United Nations Volunteers (UNV). Many ways have been put forward to describe the “enabling environment” for volunteering.

The following six requirements encapsulate the primary elements as IAVE views the concept. It is easy to see how the business community as a whole and individual companies can lead the way in ensuring such an environment is developed and sustained – through advocacy, leadership, engagement and investment.

1. A supportive legal and regulatory framework that gives permission to volunteer and removes barriers to involvement.
2. A viable infrastructure of national and local organizations that have as their primary purpose to promote and support volunteering, ensure the safety of volunteers and provide appropriate training and resources as well as effective program management.
3. High public visibility for volunteering that reinforces its value to society broadly, local communities, the public sector and non-governmental organizations and to the volunteers themselves.
4. Encouragement of and opportunities for everyone to get involved by volunteering their time, talent and energy, with proactive work to remove barriers to participation.
5. Capacity-building for volunteer involving organizations – NGOs, community-based groups and public sector agencies – to ensure they are equipped to plan and prepare for volunteer involvement. They must be able to manage volunteers effectively and ensure the development of the necessary knowledge and skills to make the greatest contribution. And they must document and make visible the work and its impact.
6. Leadership from the private sector through public advocacy on behalf of volunteering, creation of corporate volunteer programs, with openness to engaging people beyond active employees and visible, substantive leadership for and investment in the development of infrastructure to support volunteering.



Integrated Global Leadership for Volunteering: A Framework

Integrated global leadership for volunteering may yet be aspirational for companies. But what might it look like? Here are some essential elements of such leadership.

- ▶ A sustained, long-term commitment to volunteering as a priority part of company culture.
- ▶ An aspiration to be a leader for the field, including as a thought leader.
- ▶ High priority on innovative, impactful volunteering to achieve the Sustainable Development Goals.
- ▶ Demonstrated support and personal engagement from the C-suite.
- ▶ Active public advocacy for volunteering, including partnerships with NGOs, governments and other companies to develop and promote high impact volunteering.
- ▶ Financial investment in support of volunteering as a priority through the company's philanthropy.
- ▶ Invitation to others to volunteer, moving beyond active employees to include other companies, retirees, families, customers, vendors and the general public.
- ▶ Service on behalf of local, national and international leadership organizations for volunteering.

A company need not be truly global in the scope of its operations, but the nature and quality of its volunteering and its aspiration for leadership must be global bests.

Two companies – **UPS** and **Telefónica Foundation** – stand out among global companies as coming closest to meeting this model.



No other company in the world has demonstrated the same level of integrated, sustained global leadership for volunteering as **UPS**.

That commitment began with the founder, Jim Casey, who began the company with close friend Claude Ryan in 1907. Today's UPS is a direct descendant of the values and practices they built into the company. Casey believed deeply in service to UPS customers, employees and the community. He was an advocate for employees to give back to their communities. As a result, volunteer service is deeply ingrained in the company's culture and practices.

In 2014, then CEO-elect David Abney announced a company-wide commitment of 20 million hours of volunteering and community service by the end of 2020, a truly unique promise, reflective of the priority UPS top leadership has always put on volunteering. That goal was accomplished in 2019.

Today, employees can use the UPS *Neighbor-to-Neighbor* global platform to record their own volunteer hours and those of family members, neighbors and friends. Those hours may include time contributed to a company-organized project or to volunteer opportunities employees have sought out in their own communities.

The *UPS Road Code* program leverages the expertise of UPS safety professionals including UPS delivery drivers, serving as volunteers, to teach safe driving to teens, using a company-developed five-hour curriculum. The program began as a partnership with the Boys and Girls Clubs of America and has expanded to China, the United Kingdom, Ireland, Germany, Austria, Canada and Mexico.

Globally, UPS is a founding member of the Logistics Emergency Team, an international group of responders connected to the World Food Programme's (WFP) Global Logistics

Cluster Teams. In each region of the world teams train and prepare to respond when requests come from WFP, typically in situations where more than a half million people are affected by a natural disaster. In the U.S., UPS has partnered with the American Red Cross to create Logistics Action Teams which are UPS volunteers that will respond and assist the American Red Cross in times of crisis.

When leadership for volunteering is called for, UPS is there through the active engagement of its executives, the specialized expertise of its workforce, its thought leadership for the field and commitment of financial support for volunteering leadership organizations. UPS is a founding member of IAVE's Global Corporate Volunteer Council, a Founding Partner of Impact 2030, and a major supporter of Points of Light in the U.S., serving on the boards of directors for each of these. Recognizing the value of leadership development, learning and capacity building, UPS has been a major sponsor of IAVE's world and regional conferences, its global research on corporate volunteering, its mutual learning exercise bringing humanitarian organizations and global companies together and its field research on the impact of COVID-19 on volunteering.

The UPS Foundation is one of the few corporate funders that consistently has made financial support for volunteering one of its priorities. Funding has included support for the operations of local, national and international leadership organizations that promote and support volunteering. In 2021, in its most recent strategic planning, the foundation announced that one of its four focus areas going forward will be "Local Community Engagement: To leverage human capital to inspire and mobilize volunteers and organizations to deliver systemic impact to their local communities." This reflects and expands on its long-time priority funding for volunteering.

Telefónica Foundation is committed to complete transparency about their volunteering, seeking always to share not only what they are doing but what they are learning with other companies to encourage replication and adaptation. For over a decade, they have been a thought leader for corporate volunteering in Europe, Latin America and globally. Telefonica's global leadership is built around these fundamentals:

- ▶ A strong corporate heritage of and commitment to service to their communities and to society.
- ▶ A well-established multi-faceted volunteer program.
- ▶ A willingness to build on the company's core competencies to innovate.
- ▶ An openness to leading through example and sharing without reservation their experience and learning.
- ▶ A strong relationship with partners built on consistency and long-term commitments.

Telefónica employees and corporate leaders are all driven with enthusiasm and energy for the work they are doing and the messages they are bringing. "We think we have something to say." Headquartered in Madrid, Spain, Telefónica Foundation in 2020 had over 56,000 volunteers in 25 countries where the company has a business presence. Their intent: to mobilize every employee wherever they are and whatever their job responsibilities.

At the core of this commitment is the company's mission: "We want to make our world more human by connecting people's lives." Solidarity and volunteering are critical elements in bringing that mission to life.

One of the key facets of Telefónica Foundation's leadership is a commitment to transparency. "We have a responsibility to share with other companies both our best and worst practices" so all can learn and grow together. It is about "bearing witness to what we do to encourage others" to make their own commitments.





Telefónica Foundation actively encourages employees to enlist and influence others to become active volunteers. Building on their core competencies, they actively promote what they term “self-volunteering,” using digital tools to sensitize, raise awareness and stimulate individual action. It is built on the belief that everyone, even with a small action, can contribute in a very large way to transforming society. Self-volunteers are considered to be “solidarity influencers” as they use a broad range of digital tools and networks to educate about critical issues, share stories of what works and provide a framework for individual and collective action.

Telefónica Foundation is an active leader in coalitions designed to promote and strengthen corporate volunteering: a member of IAVE’s Global Corporate Volunteer Council (GCVC) almost from its inception; a founding member of the Employee Volunteering European Network (EVEN) of the European Volunteer Centre (CEV); a “managing partner” of Volontare in Europe; and a founding member of CLAVE: The Latin America Corporate Volunteer Council.



The company has been a thought leader for the field through its sponsorship and active participation in IAVE’s global research on corporate volunteering, both the original and this current study. Telefónica Foundation has sponsored and helped to publish *The Big Tent: Corporate Volunteering in the Global Age*, now available in multiple languages. It has been a key contributor to IAVE’s *Research Working Group on Disaster-Related Corporate Volunteering*. In addition to its active participation in IAVE’s 2016 *Forum on the Corporate Volunteering Response to the Refugee Challenge* in Berlin, the company served as the host, in Madrid, of IAVE’s 2017 *European Conference on Corporate Volunteering: Partnering for Impact*.

Learning, Growing and Leading Together Through Peer Networks

The first peer networks for corporate volunteering were the local “corporate volunteer councils” (CVCs) that emerged in the United States in the early 1980s. By mid-decade, there were 26 active CVCs with another 13 in development. In a national survey published in 1986, some 600 companies reported that they were members of one or more CVCs.

The work of these networks is remarkably like that of many later-generation peer networks today:

- ▶ Exchanging information about their activities; that is, learning from each other what works and what doesn’t and serving as a support group for those responsible for managing their company’s programs.
- ▶ Expanding the field by helping new companies start programs.
- ▶ Learning together about community needs, from their own experiences and from NGOs, government agencies and community groups.
- ▶ Creating collaborative projects to address issues too large or complex for one company to handle alone.
- ▶ Serving as ambassadors for corporate volunteering, raising its visibility and credibility through community-wide activities and recognition events.

The original CVCs were creations of the member companies themselves, typically

motivated by a single company with a deep commitment to volunteering, an energized individual leader and a willingness to invest time, energy and image toward institutional leadership. As CVCs grew and moved beyond simply sharing information with one another, it became more difficult for member companies to provide the staff support required to manage the activities they wished to undertake. Over time, the responsibility for sustaining CVCs fell to community organizations like Volunteer Centers and the United Ways.

Today, there are peer networks for corporate volunteering active at the global, regional, national and local levels. They offer needed mutual support and serve as professional associations for those responsible for volunteering in their member companies. These networks are leaders in building the strength, visibility and impact of the field.

But, like their predecessors, many are resource-poor, with limited dedicated funding and heavy reliance on already over-taxed corporate members to provide leadership and to implement collaborative programs in the absence of dedicated staff. Many have small memberships relative to the number of companies with programs that could be members. The strongest have built mutually beneficial partnerships with NGOs or have retained consultants who can leverage what the members bring to the table to increase impact for the members and for the communities they are serving.

Below is a sampling of the local, national, regional and global peer networks identified through this research.

Local Networks

In the mid-1980s, there were perhaps 40 local Corporate Volunteer Councils (CVCs) either operating or in development in the United States. A 2012 survey by Points of Light, the U.S. national organization focused on volunteering, identified some 60 CVC-like structures. Today, the best estimate is about 25-30 in the U.S. A handful in large cities are independent nonprofit organizations – in Atlanta, New York, Boston, Houston and Minneapolis-St. Paul. But the majority are programs within other organizations, primarily local United Way and local affiliates of Points of Light.

The website of the Corporate Volunteerism Council Twin Cities (Minneapolis-St. Paul) lists five organizational goals that have guided the Council's work since 1983. They are very representative of the work of CVCs today:

- ▶ To promote corporate volunteerism.
- ▶ To build bridges between corporations and the nonprofit sector.
- ▶ To communicate new developments in the field of employee involvement and new opportunities for employee volunteers.
- ▶ To develop cooperation and communication between companies.
- ▶ To promote professional development of corporate volunteer coordinators.

Virtually all of the work of CVCs today fits into those five areas.

Corporate Volunteers of New York City, founded in 1972, is the longest continuously operating CVC. It has a membership of over 200 professionals from 50+ major corporations.

A major focus is on providing professional development opportunities for members.

The primary members of many CVCs are local representatives of global or national corporations. But there are exceptions. In Brown County, Wisconsin, population 270,000, for example, the Workplace Volunteer Council is a program of the Volunteer Center. It has over 180 members, mainly local companies, businesses and other employers. It is “a local resource for encouraging, educating and connecting businesses that support employee volunteer programs as a business strategy.”

While Points of Light no longer prioritizes active leadership and technical support for CVCs, it does present two CVC-related awards at its annual conference – the “CVC of the Year Award” and the “CVC Fast Start Award.” The latter recognizes outstanding performance by CVCs established within the previous three years. Both awards are selected through competitive processes.

The Corporate Volunteer Council of Western Australia is a coalition of businesses that recognize and promote the importance of workplace volunteering and their positive impact on the community and employees involved. The CVC shares good practices in corporate volunteering and encourages more businesses in the region to implement effective volunteering programs. Every year, corporations that are members of the Council bring a senior executive from their business to volunteer as a CVC group during National Volunteer Week, demonstrating their commitment to leadership in volunteering. Corporate Volunteer Council members include: Woodside, Bankwest, Beyond Bank, RAC and Deloitte. Woodside chairs the CVC and also sits in the Minister's roundtable for volunteering council.

Greater Philadelphia Corporate Volunteer Council & Philadelphia Foundation



The **Greater Philadelphia Corporate Volunteer Council (GPCVC)** has partnered with the **Philadelphia Foundation** since 2019. It describes itself as “a community of practice of members dedicated to increasing the collective impact of employee volunteer engagement by sharing best practices and helping advance employee volunteering programs.” Established in 2010, GPCVC is guided by a steering committee drawn from its 40+ members. In 2021, the GPCVC was named “CVC of the Year” by the national nonprofit Points of Light “for its success in maximizing its operations, effectiveness and accomplishments.”

Its partnership with the Philadelphia Foundation created important synergy with the foundation’s existing Key Skills Hub, a service that matches volunteers with community nonprofits needing assistance with business strategy, marketing, accounting, graphic design, human resources, website development and more.

GPCVC and the foundation are currently developing a new signature program focusing on matching highly skilled retirees with identified “mission-critical” projects of selected regional nonprofit organizations.

Note: The Philadelphia Foundation is one of the 12 sponsors of this research project.



National Networks

Companies interviewed for this research identified a range of volunteering-related **national organizations and networks** with which they engage. These examples illustrate the diversity of relationships companies are building in support of their own volunteer efforts and of the broader field of corporate volunteering.

GRACE, founded in 2000, is the leading association dedicated to corporate social responsibility in Portugal, bringing together more than 180 companies to share good practices, influence public policies, build national and international partnerships and provide technical support to members. Volunteering is a key part of their agenda, including sponsoring skills-based volunteer projects. **EDP** is an active leader/member.

The **Corporate Service Council of Points of Light** in the United States, established

in 1990, brings together some 90 companies and consultancies for corporate volunteering to benefit from its online Community for Employee Civic Engagement that provides curated content and experts; peer-to-peer learning opportunities; advisory services; virtual discussions, webinars and courses; and, recognition activities. Ten of the companies participating in this research are members of the council.

The **Corporate Community Engagement Council (CCEC)** is a program of **Volunteer Canada**, the national leadership organization for volunteering. Its 20+ members create a “community of practice” for mutual support and learning, information exchange and professional development. CCEC members have access to consulting services, leadership opportunities in Council activities, toolkits for National Volunteer Week, as well as a mentoring program to assist “employer members” of Volunteer Canada to develop their own volunteer efforts. CCEC members

Accenture, RBC and **Randstad**, participated in this research.

The **National Volunteer & Philanthropy Centre (NVPC)** in Singapore focuses on both volunteering and philanthropy, aiming to build a “giving culture” through its City of Good initiatives. A key element is the Company of Good program in partnership with the Singapore Business Federation Foundation (SBFF). Three companies participating in this research called out their partnership work with NVPC: **Cognizant, Keppel** and **Nikko**.

Grupo Terra participates in the **Red Honduras Voluntaria** whose members are organizations that work with volunteers.

Belcorp relates to **Empresas que Inspiran** (Companies that Inspire), a platform in Peru developed by the United Nations Development Program (UNDP) that promotes corporate volunteering and enables companies to connect with one another and to work together.

Banco General in Panama participates at the national level in **CAPADESO** (Panamanian Chamber of Social Development), a union of NGOs. “It is very important for us because it is a foundation of foundations. Efforts by NGOs to improve their management are essential, because we depend on them to do our volunteering well.”

Polar in Venezuela is an active member of **Dividendo Voluntario para la Comunidad** (Voluntary Dividend for the Community), which brings together companies for collaborative projects designed and organized by Dividendo staff. For example, in March 2020, they aligned with SDG 6 Clean Water around a *World Day of Water*, organizing a campaign with educational and recreational activities. Dividendo also has



begun an online conversation focused on issues related to corporate volunteering, “Manzanilla con Iraida” or “Tea with Iraida Manzanilla,” a member of IAVE’s corporate research team.

AIA-Philam engages with the Zero Extreme Poverty consortia, a program of Philippines Business for Social Progress.

Cognizant participates in India in chambers of industry and trade such as the NASSCOM Foundation, the social arm of the technology industry body, and in the Confederation of Indian Industry (CII) as well as the National Volunteer & Philanthropy Centre (NVPC) in Singapore.

Collaborative Leadership in Brazil

There are four organizations that play significant leadership roles for corporate volunteering in Brazil. They work in parallel, with overlapping memberships and with support from professional consultants specializing in support for corporate community involvement and volunteering.

GEVE - Grupo de Estudos de Voluntariado Empresarial (the Corporate Volunteering Study Group) was begun in 2009 at the initiative of specialists/consultants in the field to bring together a broad range of companies, organizations and professionals with relevant experience and expertise. It now has more than 700 participating enterprises. It provides free bimonthly meetings that combine lectures, workshops and face-to-face as well as online discussions, all focused on building collective knowledge about the field. Meeting content is organized and published online along with relevant content from beyond Brazil. The network, which does not charge a participation fee, currently has a membership of over 700 enterprises.

CBVE - Conselho Brasileiro de Voluntariado Empresarial (the Brazilian Council of Business Volunteering) is “a network of partners of great reference in volunteering and an innovation space for sharing and creating experiences. Our meetings and exchanges generate relevant content about corporate volunteering that we share with society. We inspire other people and organizations to align efforts on behalf of a shared future that leaves no one behind, considering the 2030 Agenda and the SDGs, and ESG (Environmental, Social and Governance) criteria. We continue to collaborate so that these programs impact communities, engage employees, promote brands and inspire even more.” In addition to free meetings open to the public, companies and consultancies, it provides training and research for its 19 members who pay an annual fee.



CMVC - Conselho Mineiro de Voluntariado Corporativo (the Minas Gerais Corporate Volunteering Committee) is a program of CDM - Cooperation for Development and Human Morada, a nonprofit organization in Minas Gerais, a major agricultural and industrial state in Southeastern Brazil. The main objective is to bring together companies and organizations that develop or want to develop and structure a volunteer program, making it a space for sharing experiences in the governance of social transformation programs. Together, they hope to create synergy among volunteering experiences developed by members, foster the social responsibility of companies through corporate volunteering and disseminate the Minas Gerais experience of corporate volunteering. There are 30 members of the network.



Atados HUB is the largest volunteering platform in Brazil, with more than 3,000 social organizations recruiting volunteers through it. A primary business focus of Atados, an NGO, is to assist companies in the development and execution of their volunteer programs. The platform's main objective is to bring together companies and organizations that develop or want to develop and structure volunteer programs. Atados provides a space for sharing experiences, disseminating guidelines and contributing practical solutions for companies in managing their programs.

GEVE, CBVE and Atados reach companies throughout Brazil while CMVC is focused on companies within the state of Minas Gerais. All have as members or participants global companies doing business in Brazil.

These four groups have now begun to work together through **JUNTOS**, a network of networks, focused on strengthening corporate volunteering. Joining them in this collaborative effort are **CLAVE**, the Consejo Latinoamericano de Voluntariado (Latin American Council on Corporate Volunteering) and **Voluntare**, the Spanish and Latin American corporate volunteering network.

Regional Networks

CLAVE, the Consejo Latinoamericano de Voluntariado (Latin American Council on Corporate Volunteering), is a space for innovation and collaboration in corporate volunteering for the sustainable development of Latin America.

The Council is a unique initiative in the region. Its members are CSR and corporate volunteering leaders in Latin America and the world. Together they have become powerful allies, working together toward CLAVE's ultimate goal: to generate high-impact and long-term changes in the community, in the culture of the companies and in their businesses. Having a regional space for dialogue, reflection and collaborative actions maximizes the impact of the corporate volunteer programs.

CLAVE was born in 2015 with the support of IAVE and its Global Corporate Volunteer Council (GCVC). Representing the business sector, CLAVE has a leadership role in raising the standards of corporate volunteering in

Latin America, promoting sustainability through practices with positive impact. Its three lines of action are strategic networking, collaborative projects and knowledge exchange and dissemination.

CLAVE's eight corporate members are Disney, DIRECTV, Banco General, Dell Technologies, Itaú, AB InBev, Grupo Terra and CEMEX.

In 2019, IAVE and CLAVE partnered to organize a "by invitation" convening of key leaders from throughout the region to focus on critical issues that will shape the future of volunteering, to create together a plan of action and to lay the groundwork for a sustained partnership to achieve that plan.

The 98 participants from 20 countries represented civil society, business, academia and government. They were challenged to collectively envision and design the volunteering scenario of the future through a structured, facilitated and collaborative process.

Voluntare is a Spanish and Latin American corporate volunteering network in which close to 100 companies and NGOs work together to foster the practice of more professional corporate volunteering, with a greater impact and a growing number of volunteers and companies promoting it.

Founded in 2011, Voluntare is a think tank that develops and spreads knowledge, promotes research, convenes thematic working groups, develops and shares tools with its more than 7,000 users worldwide through its social networks, newsletters, webinars, lectures and conferences. Voluntare promotes networking within its membership through dedicated tools and innovative, multi-actors volunteering projects.





Disney, Latin America

Its activities include the publication of a review of academic literature on corporate volunteering, a 2020 study on corporate volunteering in Europe and Latin America and research on employee engagement through corporate volunteering.

In Voluntare's best networking event, "Volunteering Spot," its members present their best projects in an elevator pitch format. The event provides tools such as a guide for resuming face-to-face corporate volunteering programs after the pandemic. The network also fosters thematic working groups on pro bono and skill-based volunteering as well as on such topics as the best practices of corporate volunteering in the energy industry.

Other events, such as its international corporate volunteering conference and its formal training on corporate volunteering, have earned Voluntare recognition and reflect its deep commitment to fostering knowledge and awareness about corporate volunteering through the active participation of its members and international alliances.

In 2021, **CLAVE** and **Voluntare** began a collaborative project involving two companies and two NGOs in Latin America and three companies and two NGOs in Spain. Multidisciplinary teams of volunteers from the companies will contribute to the search for solutions to challenges NGOs are facing because of COVID-19. The challenges are framed around SDG 4 – Quality Education and SDG 9 – Decent Work and Economic Growth.

The two teams will seek to create four project designs for the four different NGOs in Spain and Latin America. Their efforts will be monitored to measure project impact, with a special focus on the commitment of employees to this type of volunteer program. Done entirely in virtual format, the project will include direct intervention of an expanded number of volunteers. The teams will identify the type of volunteer profiles and dedication necessary for these projects to be implemented.

Another regional network, the **Employee Volunteering European Network (EVEN)** was created by the Centre for European Volunteering (CEV) in 2013. Founding members were Telefónica Foundation, Intel and Voluntarios de la Caixa, (now Voluntariado CaixaBank). CEV describes the work of the network this way: "Capacity building events, both online and face-to-face, and dedicated publications aiming to increase competencies and knowledge about Employee Volunteering. EVEN and CEV events also give members the opportunity to share experiences and have access to reliable and competent partners for employee volunteering projects."

Building a Public Profile for Volunteering

Because of their own public profiles, their messaging capacity and their extensive networks, companies have a unique ability to contribute to building a strong positive public image for volunteering.

● **PIEDRA, PAPEL Y TJERA (PPT;** “rock, paper and scissors” in English) is a game played throughout the world by people of all ages and often used as a way to resolve disputes. But for **DIRECTV Latin America**, a brand of **VRIO Corporation**, it is their signature high-impact corporate volunteer program and also its popular television show.

The strategy behind DIRECTV’s volunteering reflects the company’s way of doing business as well as its culture. Since its creation, the volunteer program has been conceived as a “product” that applies the same 360° methodology DIRECTV has for other business products. This means that it is developed from all areas of the business and with the expectation that it will last and not be replaced by another. It is a “product” that is designed, developed and expected to grow and improve over time.

The volunteer program aligns perfectly with *DIRECTV Generation*, the company’s social responsibility strategy in all of the nine countries in which it operates and with the SDGs the company has identified and contributes to.

PPT is known and supported throughout the company by senior and middle management and by employees. Consistent with DIRECTV’s culture of inclusion, it also brings together other stakeholders who actively participate in the volunteer activities led by the company – suppliers, local and national governments, NGOs, foundations, other companies and communities.

Every year, in each of the nine Latin American countries where the company is present, Direct TV employees, joined by those other stakeholders, undertake a physical project in a community physically remote from cities and public services. It could be repairing and renovating schools, houses and community places. Or it might involve building shelters for elderly people and children, constructing houses and multi-sport courts and gymnasiums in vulnerable communities. With careful advance planning and resource organization, these projects may take a day, a weekend or more.

For each project, DIRECTV prepares and shows a documentary video in the country



DIRECTV, Latin America



in which the project takes place. These programs represent real life demonstrations of how organizations and individuals can come together to affect the lives of communities. It is DIRECTV's longest-running original content series on the air: 11 seasons, equivalent to over 5,000 minutes broadcast.

Once a year, a regional project is organized in response to a natural disaster that has occurred. Volunteers are enabled to come on site from throughout the region thanks to free air transportation provided by **LATAM Airlines**.

FirstRand Ltd. has taken the lead in stimulating the development of corporate volunteering in South Africa through its series of "Beyond Painting Classrooms" conferences for companies, NGOs and public agencies. It has tapped expertise from throughout the world as well as the experience and insights of local practitioners to challenge other companies to grow the nature and scope of their volunteer activities. The fourth biennial conference was held in 2019 in partnership with Charities Aid Foundation Southern Africa. The company feels it is now positioned to leverage the convening power and legitimacy it has built. FirstRand Ltd. hopes this will enable them to

give greater visibility to and institutionalize volunteering among other companies.

FNC Entertainment in Korea leverages the power of its stars to raise public awareness of volunteering and encourage public participation. The social networking service (SNS) of the company's public interest foundation has more followers than large domestic NGOs. Through social media, FNC celebrities constantly try to make people aware of places that need attention and people who need help. Thanks to these efforts, fans in the Philippines volunteered to help children in need in locations the artists visited. Many fans joined the artists' support for social enterprises, creating what they called "a virtuous cycle" in society.

As described in the "Extending the Universe of Volunteers" chapter, companies such as **AB InBev**, **Tata** and **Ping An** also are inviting and enabling people outside the company to volunteer through public platforms. Such efforts build the profile and legitimacy of volunteering and offer direct connections to opportunities to get involved.



FNC Entertainment, South Korea





Chacko Thomas, Managing Director and CEO, Tata Coffee

C-Suite Engagement and Profiles of C-Suite Advocates for Corporate Volunteering

The role of the C-Suite is to do what only it is uniquely capable of doing – creating and sustaining an enabling, encouraging environment for volunteering throughout the company.

Major Takeaways

- ▶ Founders and early leaders in many companies have created cultures that value service to the community and that have resulted in longstanding traditions of employee volunteering.
- ▶ There is a dynamic relationship between corporate culture and volunteering. They influence one another, reinforcing and strengthening what a company is, what it wants to be and what it is becoming.
- ▶ CEOs and C-suite executives can set an important example through their own personal volunteering and the messages they send that validate the importance of volunteering to the community, the company and the employees themselves.
- ▶ The C-suite can create and sustain a vision of a high quality, impactful volunteer program, ensuring that appropriate resources are available to achieve that vision and obstacles to it are removed from company policies and practices.

Which came first, the leader or the culture? Likely that is a question best left to the organizational development theorists. But, in this research, it was clear that, as it pertains to volunteering, there is a dynamic, reinforcing interaction between the two, complemented by worker expectations and societal pressures. These create and sustain environments that encourage community engagement and volunteering by both the institution and its people.

Founders, later-arriving executive change-makers and, in current parlance, the “C-Suite” were cited in interview after interview as critical to building and sustaining enabling environments for volunteering in their companies.

IBM can make reasonable claim to having one of the longest standing corporate commitments to community service. During celebration of its 100th anniversary in 2011, the company noted: “IBM’s tradition of volunteerism is as old as the company itself. In the 1910s, IBM President Thomas J. Watson Sr. challenged employees to share their time and talents with their communities, and IBM’s culture of community service was born.”

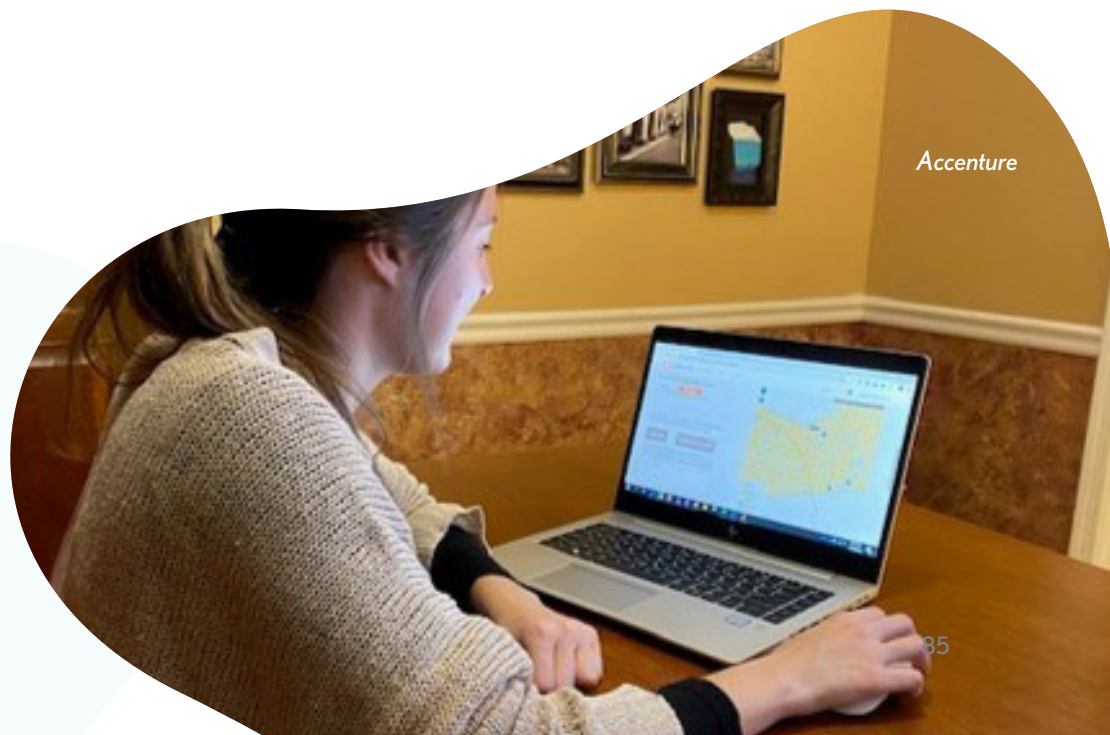


Keppel, Asia-Pacific

The company has this important message on its history webpage:

The character of a company – the stamp it puts on its products, services and the marketplace – is shaped and defined over time. It evolves. It deepens. It is expressed in an ever-changing corporate culture, in transformational strategies, and in new and compelling offerings for customers.

That reality describes the ongoing evolution of how companies have chosen to serve their communities, the world and their own employees through their commitment to volunteering. From *Volunteers from the Workplace*, the original research done by the National Center for Voluntary Action (NCVA) in the U.S. in 1979 that first defined corporate volunteering as a discrete field of activity worthy of study, to the 1986 follow-up study, *A New Competitive Edge*, by VOLUNTEER, NCVA's successor organization, to IAVE's 2011 *Global Companies Volunteering Globally*, the central theme, a commitment to service to the community, has remained constant while the nature and scope of programs has evolved to fit our changing world.



Accenture

From the Beginning

Companies with legacies of community service and volunteering have shaped what they and their employees are doing today. Some have been around since early in the 20th century, while others are relatively newer, a few only one or two decades old. They share in common an early leader who had a vision of what the company should be, of how it should behave, of the responsibility to community and society that it bore. Here are prominent examples.

AXA Hearts in Action was created by the founder of the **AXA Group, Claude Bébear**, in 1991. He was convinced that CEOs have a “citizen role” to play in addition to their business role. Thanks to him, AXA was one of the first companies in France to have a volunteer program. After Bébear, AXA has had two other CEOs, **Henri De Castries** and **Thomas Buberl**, both of whom have continued the volunteering

program with enthusiasm. “It’s clearly rooted in the culture of the company, in our DNA.”

Today the program stretches from Europe to the Americas, Asia to Africa in the 54 countries where AXA is present. It involves more than one third of its 120,000+ employees worldwide in three priority areas: health and disease prevention, social inequality and inclusion and climate change and environment.

Volunteering remains the “front row” of AXA’s corporate social responsibility (CSR) strategy.

Peter Ma (Ma Mingzhe), founder and chairman of the **Ping An Group** in China (rated number 6 on the 2021 Forbes list of the world’s largest companies), is committed to support for education and poverty alleviation. He was personally engaged in the Shenzhen welfare center sponsored by the company to provide a “safe home” for children and participated as a volunteer teacher at the *Ping An Hope* primary school. In 2018, his advocacy led to creation of the Ping An Volunteer Association to launch the company’s *Three Village* poverty alleviation project.

Following Ma’s example, other Group executives are personally engaged in additional poverty-stricken rural areas, working with villagers to develop new alleviation strategies, creating science and literacy courses and exploring other ways to assist. The company’s expectation is that “through the attention of senior managers to public welfare, we can drive more employees to devote themselves to [participate].”



AXA, Europe

In 2016, **Marc Benioff**, Founder, Chairman and CEO of **Salesforce** wrote this in his article “Businesses Are the Greatest Platforms for Change” in the Huffpost.

At my company, Salesforce, we baked philanthropy into our business model from day one, leveraging one percent of our technology, people, and resources to help nonprofits around the world achieve their missions. So far, we’ve provided more than \$100 million in grants, our employees have logged more than 1.1 million volunteer hours and we’ve given products to more than 27,000 organizations. Following our example, more than 550 companies have signed up for Pledge 1%, committing one percent of their equity, product, and employee time to their communities.

As businesses, we can be financially successful, and at the same time we can make the world a better place for everyone. As business leaders, we can collaborate with our customers, employees, partners, communities, governments and institutions to create cultures of trust that put the wellbeing of our people and planet first. We can engage in corporate philanthropy with the same focus and dedication as other business investments. We can rethink our educational systems to train the workforce of tomorrow. We can work together to ensure that this technology revolution serves humanity to its fullest potential and benefits all the citizens, not just a chosen few.

For all new employees at Salesforce, half of their first day on the job is spent volunteering, “So they really understand at the beginning that it is a core part of our culture.”

Hewlett Packard Enterprises (HPE) is only six years old. But it traces its lineage back to the creation of the original Hewlett-Packard Company in 1947 and its founders, **William Hewlett** and **David Packard**. Both founders were deeply committed to community involvement, personal and corporate philanthropy and corporate social responsibility. Their vision of what their company should and could be formed the culture in which today’s corporate volunteering is based.

The *Serve 360: Doing Good in Every Direction* initiative at **Marriott International**, the company’s global sustainability plan, includes goals specific to volunteering: “By 2025, contribute 15 million hours of volunteer service to support our company priorities and community engagement strategy. 50% of our volunteer hours will serve children and youth, including those at risk and disadvantaged, by developing their skills, employability and supporting their vitality. By 2025, 50% of all

reported volunteer activities will be skills-based.” The roots of this commitment stem from the values instilled by its founders, **J. Willard** and **Alice Marriott**, roots that have been nurtured and grown into maturity through the dedication and leadership of the Marriott family.

Other examples include:

UPS which traces its commitment to the community back to founder Jim Casey.

Polar, the largest family-owned company in Venezuela, remains a leader in community engagement and volunteering, even in the difficult current national environment there. For more information on Polar and its inspirational CEO, Lorenzo Mendoza see the CEO Profiles section of this report.

Dell Technologies, where founder Michael Dell is known for talking about the company’s commitment to the community during onboarding sessions for new employees, ensuring it is “really ingrained and a part of the culture.”

A Great Example from the Global South

Banco General was founded in 1955 but it began a period of growth and success that continues until today when Federico Humbert Azcárraga joined the bank in the mid-1970s. He passed away in 2017 after over 40 years of service to the bank. In its 2017 social responsibility report, “Following a Great Trajectory,” the bank honored him with this statement from the current president, Raúl Alemán. It underscores the lasting influence that a leader can have in shaping the culture and values of a company. Today, the bank has an active volunteer program, *Vecinos en Acción* (*Neighbors in Action*), and is an active member of the Latin American Corporate Volunteer Council (CLAVE).

The success achieved by Banco General over the years has been the product of four fundamental factors: the daily practice of a corporate culture based on values, the commitment to serve customers with excellence, a strict financial discipline and our strategic long-term vision.

Within this vision, social responsibility plays a fundamental role, since doing business responsibly, always thinking of how to carry it out and how it will impact our stakeholders, has allowed us to lead the organization to success, creating value for society and contributing to the sustainable development of our country.

These pillars, the vision and the way of doing business of Banco General’s President, Mr. Federico Humbert Azcárraga, for more than 42 years, inspired all of us working under his leadership to follow his example and consolidate the culture that today is part of our daily living within the organization.





Banco General, Latin America

Before social responsibility or Sustainable Development Goals (SDGs) were even mentioned, Mr. Humbert promoted the well-being of his collaborators, as well as fair labor practices; he spoke about the responsibility we have in promoting values through advertising and communication; about the responsibility we have for knowing the customer and addressing their requests promptly; and of course, he believed in the great responsibility we have with our community, especially with the more excluded and vulnerable within our society.

Thanks to his leadership, Banco General was the first Panamanian company to sign the United Nations Global Compact in 2001 and today, as always, remains committed to its 10 principles that are the guide in continuing to work on social responsibility.

As is known to our customers and the community, Mr. Federico Humbert rested in the peace of the Lord on November 2, 2017. But the culture he founded will continue to grow in order for our organization to be part of the integral development of our country through social responsibility processes, programs and projects. Keeping his values alive is our commitment.

Their 2021 report featured this quote from Mr. Humbert: “It takes many...thousands of ideas, programs and, above all, the calling to courageously face the problem of poverty. But we all must and should offer the best of each one of us in ideas and action.”



Banco General, Latin America

The Interplay of Culture and Volunteering

There is a dynamic relationship between corporate culture and volunteering. They influence one another, reinforcing and strengthening what a company is, what it wants to be and what it is becoming. This is true throughout the world. Here are notable examples in the words of a sample of the companies interviewed over the course of this research.

Ping An illustrates the mutual benefit of this dynamic: “Volunteer service is one of the effective ways of corporate culture construction. Through its transmission of corporate social responsibility, aspiration and mission, employees also enhance their sense of belonging and value in the process of participating in voluntary service activities. It not only conveys the love of Ping An people to the outside, but also enhances the internal cohesion. The establishment of *Ping An Volunteer Association* also promotes the normalization, platform and mechanism of Ping An volunteer service.”

For **AB InBev**, “Volunteering has given us a very beautiful way to materialize the dream we have as a company to build a better world and we are always seeing how – in the actions we do throughout the company – we are building that better world and volunteering is therefore a very important part.”

The signature program at **DirecTV**, “*Piedra, Papel, Tijera*” (*Rock, Paper, Scissors*), “has allowed the culture of DIRECTV to be expanded outside the company. The regional volunteers have strengthened the culture of the company, the volunteers perceive that the experiences are the same even if the country changes. It is about the same values, the same dedication, the same teamwork to fulfill a goal and finish it.”

At **Accenture**, “We strive to offer engaging employee experiences and empower our people to pursue what they are most passionate about. Volunteering is one of the many ways our people can fulfill a purpose, connect with



their communities and make a difference while growing their careers.”

S&P Global: “Our core values of excellence, relevance and integrity are reflected in the way we serve our customers, as well as in the volunteering programs we pursue to support our communities.”

There has been, at **Novo Nordisk**, a “passion for helping.” Taking responsibility in society is part of the company’s almost 100 year-old culture and its famed *Novo Nordisk Way* as well as of its strategic *Triple Bottom Line* commitment.

“We try to catch the employees as soon as they join **Discovery**. It's really introducing them to the culture, which is that we want to impact the great people that we employ, and we want them to impact society. Our volunteer program is deeply entrenched in the culture of our business. So we receive a great deal of support from senior people which is very much integral to the program's ongoing success.”

The core strengths of the **AIA Philam** companies are leveraged for CSR and volunteering programs. Core values of integrity, passion for excellence, care for others and giving freely in the service of others are common values shared between the group and foundation.

“We have three values at **EDP**: innovation, sustainability and humanization. Volunteering is connected with the three. It's totally aligned with our values and with our culture and that's why it started very organically in the organization. Before having a structured program, people at EDP were already volunteering outside company time or on company time with the support of their managers.”



AIA Philam, Asia-Pacific



Microsoft,
North America

What Can the C-Suite Contribute?

Our research identified four broad categories of actions by the C-Suite that can contribute to developing a vibrant, sustained volunteer effort by the company and its employees: setting an example, leading the way internally, creating expectations and motivating and recognizing.

Setting an Example

Geoff Martha became CEO of **Medtronic** in April 2020, bringing his “personal passion for giving back to the community” and his goal for the company to support employees in how they want to participate in that. “By employees seeing and hearing from the new CEO, there has been more comfort for people to say, ‘Oh, it’s okay for me to take an hour to volunteer, it’s okay for me to come together in teams.’” Encouragement from the top ripples throughout the company from headquarters through its operating regions. “Employees, even locally, feel comfortable knowing that my vice president or director, they encouraged us to volunteer. That’s helped with integrating that into the culture over time... The biggest cultural shift is really just opening up the conversation about social justice and racial inequality, [helping] people feel like they can use volunteering and giving as also a way to contribute to responding to those injustices.”

Michael Mussallem, chairman and CEO of **Edwards Life Sciences** since it was spun off from Baxter as a publicly traded company, established Edwards’ commitment

to philanthropy and corporate social responsibility. He is a participant in on-site company volunteer activities such as assembling food packages for Feed the Children and leading the Wear Red initiative to inspire heart health among women. He “is an amazing sport when we do our annual Oktoberfest awareness event for United Way Orange County with employee competitions and wacky relay races.” He often speaks to and offers mentorship presentations to students of nonprofit partners on innovation and serves on several nonprofit boards.

In Russia, the Chairman of the **OMK** Management Board and other top-executives, including the managing director, human resources director and trade union leader participate in blood-donor campaigns, event volunteering, sports marathons and bicycle marathons, among others.¹

C-suite executives at **Cognizant** actively participate in volunteering initiatives where their participation is strategic or crucial – for example, in program launches, initiating dialogue with major clients or agencies and call outs in town halls and social media. “These go a long way towards achieving volunteering engagement and outcomes.” The CEO and board of directors met in person with select volunteers in 2020 to discuss their views on the program, their motivations and challenges. The Chief People Officer hosted a chat show with select volunteers which was telecast to the entire organization.

¹ Research for and preparation of this chapter was completed in 2021.

The CEO and top executives at **Asahi Poland** set an example through their involvement in community focused actions. They participate as volunteers and encourage managers to be involved.

Cargill expects that CEOs will be involved, because there is a "people first" principle and therefore they must be dedicated to communities and set an example for employees. There are four measures for performance at Cargill: enriched communities, profitable growth, customer satisfaction and committed employees.

CEMEX expects its executives to be "the first ambassadors of volunteering policies and to support a responsible business culture." The CEO and Executive Committee members also are expected to get actively involved. "It is part of the culture."

At **SAP**, there is strong C-Suite support for volunteering, not limited to exclusive sponsorship through one particular board member. "It is less about setting expectations – top executives want to be involved. They also care about getting involved in an authentic way, with an activity that is meaningful for them personally."

There is an observable correlation between executives at **RBC** championing employee involvement and the level of participation in a given unit. Many RBC executives sit on nonprofit boards through the company's board matching program.

Leading the Way Internally

From its beginnings, **Bank of America**, now headquartered in Charlotte, North Carolina, has always had a strong tradition of community service. The bank was early in the development



UPS, North America

of employee volunteer programs, providing significant leadership for the emergence of corporate volunteering as a definable field of activity.

Brian Moynihan, the company's chairman and CEO, regularly highlights and promotes volunteering with his management team and company-wide.

The strong executive-level support is critical to the work of the small global team that drives the program, creating vision, policies, strategy, framework and resources. The program is implemented throughout the company by some 150 community volunteer teams led by "ESG teammates" (Environmental, Social and Governance). The company has seen an increase in volunteer participation rate among some 200,000+ "teammates" in 41 countries from 27% in 2014 to 39% in 2019, across all lines of business, U.S. markets, and global regions. The bank's online volunteer platform allows company leaders to promote, monitor and celebrate volunteer activity over time, across geography, line of business and other key indicators.

The company emphasizes volunteer recognition and storytelling at all levels of the company. Its #BoFAVolunteers hashtag is one of the company's most successful social media hashtags.

Bank of America's strategic approach is "top down, bottoms up and through the middle, which is pretty exciting. There are activities at the enterprise level, the grassroots level, and everywhere in between. It all comes together across our global footprint."

Tim Cook, CEO of **Apple**, makes it a habit to talk or Tweet about the company's commitment to supporting the community through volunteering, corporate giving and matching employee gifts. His main concern is "ensuring that our employees are aware of the programs

[and] know that this is a benefit to them that they can take advantage of." His question: "What are we doing to increase visibility of these programs?" His message to the board, the employees and the public is consistent: "This is what we're doing, because it's the right thing to do." For staff responsible for those programs, "Tim has been a really strong advocate for us. That's awesome, because it really elevates our programs. It gives them that much more importance."

Bill Winters, Group Chief Executive (CEO) of **Standard Chartered** is the Executive Sponsor for the company's volunteering. Under his leadership, the bank's management team played a key role in development and approval of *Futuremakers*, a new global community program, designed to empower young women through financial education, life-skills training, development of employability skills and preparation for job-seeking. The program also has a focus on developing women and young entrepreneurs through financial skills training and business plan development. Volunteering roles include mentoring, coaching and training in all of those areas.

At **TELUS**, CEO **Darren Entwistle** has been "the innovative force of focusing 'giving back' locally, where we work, live and serve. He's been passionate about it and made it a priority within our corporate giving," motivating staff to look for ways to improve and expand their programs. As a result of his setting high expectations "with *TELUS Days of Giving* last year, we had 100% participation from all VPs and above." They select activities "that are close to their heart. They roll up their sleeves and get right into the activity with all the other volunteers. Those range from community clean ups (collecting trash), bike trail maintenance, gardening at various community organizations, fundraising and participating in charity walks, packing and assembling comfort and school

kits, preparing and serving meals at soup kitchens, and sorting food at food banks to donating blood.”

“At **Microsoft**, we say that giving is in our DNA.” As CEO **Satya Nadella** describes it, “It's like having a coffee first thing in the morning. It's habit forming.” He can count his years in the company from the number of employee giving campaigns he's been part of.

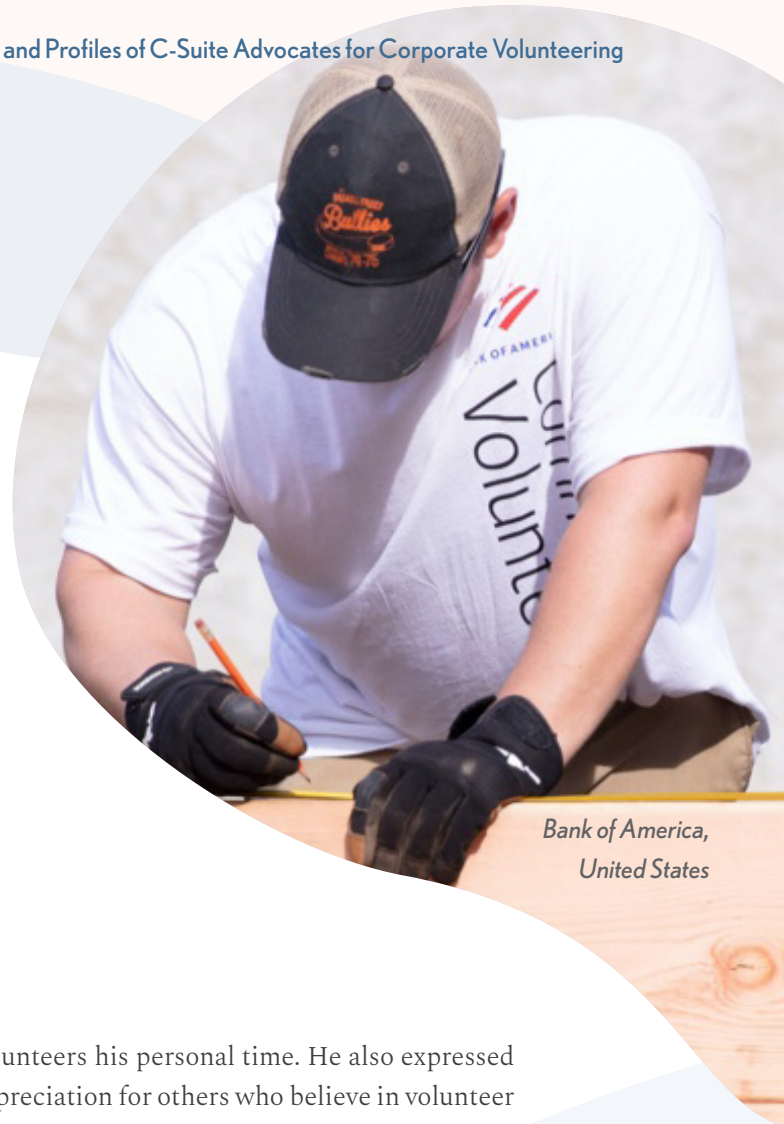
Microsoft's October Giving Campaigns are the only time the company's employees in the U.S. can be solicited – or solicit one another – for financial contributions to support nonprofit organizations. The company matches employee contributions, and in 2020, this generated over \$225 million, inclusive of the corporate match. October Giving also is a prime time for executives to donate their own time and talents in an on-line auction in which any employee can bid.

“Those are very, very popular items – coaching time, shadowing time, career mentoring. Usually they will offer unique experiences: 'I am Greek. So come to my house with six of your friends and my wife and I will teach you how to cook a three-course Greek meal.' One that's extremely popular: Our CFO will pick you and seven of your friends up in her minivan and take you to Burger Master, an institution here because it was beside the first Microsoft office, so Bill Gates always ate there.”

Another example, “Our head of HR has done 'Carpool Karaoke.' She will pick you up in her car with another two members of the leadership team and you will drive to work singing karaoke, then have breakfast with her.”

Creating Expectations

Al Kelly, the Chairman and CEO of **VISA**, has shared in multiple employee addresses that he



Bank of America,
United States

volunteers his personal time. He also expressed appreciation for others who believe in volunteer engagement and encouraged employees to support their personal passion. Kelly's personal leadership sets a positive example, and many other executives commit significant time to charitable causes as well. He and the executive leadership have continued to be major champions of employee participation in social impact programs (through volunteering, matching gifts and more) and set a goal for participation in FY21, which was exceeded with 85% of employees participating through third-quarter 2021.

At **FirstRand Ltd.** in South Africa, the volunteer program is “...fundamentally a part of how we do business and how we encourage active corporate citizenship... From a senior top-level management perspective, the volunteer program has absolute and total support and involvement... Our CEOs come to the venue. They come to the initiative. If diarised with good lead time, they will make a plan to be there.”

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When **Antonio Neri** became CEO at **HPE**, he made it clear that people and culture are among his top priorities. Building on the legacy of the founders, William Hewitt and David Packard, he set the tone to hold everyone accountable for contributing to the culture, including engagement in the community. It “made middle management pay more attention to this and to make sure they are engaging their team members in this way.”

At **AIA Philam** in the Philippines, CEOs or other senior executives of member companies sit on foundation boards, giving them responsibility to drive volunteer activities in their respective companies. This enables them to institutionalize the company’s core values through their advocacy and participation. “When you’re volunteering, you’re not the CEO but the same as any employee. Leaders at Philam Group set the tone from the top and help a lot in boosting morale and building synergy across the organization.”

During annual town halls with **Keppel** employees all over the world, volunteering and CSR activities are mentioned in the CEO’s speech and shown in videos. “Our leaders make sure that the employees know that volunteering is important to them. Without that visibility, it’s hard to rally volunteer support.”

At **Sage**, members of the C-Suite “have to be involved. They must do five days volunteering annually, because from our perspective it is leading from the top. As a general rule, members of our executive team – in total around 50 people – are all fully engaged in the program. They are measured on it as part of their key performance indicators (KPIs). So if they don’t do it, then they won’t reach their KPIs and won’t get their bonus.”

Responsibility to advance corporate citizenship at **Accenture** starts at the top, with the board, executive chairman and CEO, then “cascades through our business. Our governance structure ensures there is a clear path of responsibility to achieve our corporate citizenship goals.”

Motivating and Recognizing

At **POSCO**, one of the world’s largest steelmakers, based in South Korea, the overall status of employee volunteering and the improvement of the company’s volunteer system are reported to the CEO, **Jeong-Woo Choi**. To motivate employees and enhance their self-esteem, he holds a lunch meeting for volunteers who, over their tenure with the firm, have a cumulative 3,000 hours or more. He does this two or three times a year, directly

awarding “mileage certification plaques.” The company has 77 skills-based volunteer groups across the 51 countries in which they operate. POSCO employees volunteer 27 hours per year, on average. Over 95% of employees participate in volunteer work. More than 80% of employees volunteer during their personal time.

CEO and other board members beside high-level members from the EDP Foundation. Now, they have a sponsoring board member who meets with them quarterly. “Every time the sponsor appears internally or externally, it gives us a sense of importance, of being strategic. And that's very, very important.”

Top executives at **EDP** have been actively engaged in its program since it was created. The first initiatives had the participation of the



How “C-Suiters” Can Support Their Company’s Volunteering

- ✓ Become a “first ambassador of volunteering” (*Thank you to CEMEX for this term!*)
- ✓ Be an advocate – up and down, internally and externally
- ✓ Participate personally in company volunteer activities
- ✓ Tell stories of your own volunteer experiences
- ✓ Actively engage and show interest in planning and monitoring activities
- ✓ Encourage middle managers to set an example for their direct reports by actively supporting and engaging in programs
- ✓ Recognize what volunteers are doing publicly and privately
- ✓ Encourage other C-Suiters to get involved
- ✓ Endorse projects through your presence
- ✓ Respond affirmatively and energetically to company expectations
- ✓ Fulfill your own interests and values through personal volunteering
- ✓ Ensure appropriate allocation of resources for high-quality, high-impact volunteer programs
- ✓ Identify and remove obstacles to volunteering in company policies and practices

Profiles of C-Suite Advocates for Corporate Volunteering

Jacques van den Broek CEO, Randstad

Jacques van den Broek served as CEO and chair of the Executive Board of **Randstad** for eight years. In March 2022, he stepped down after 30-plus years with the company. In making this announcement, Supervisory Board Chair Wout Dekker noted van den Broek's role in “strengthening our culture and values.”

Mr. Van den Broek and other CEOs and leaders in the Netherlands launched the *NL 2025* movement to develop a better future for those living in the country. A survey was conducted among 100,000 residents asking what they thought about the country and what they felt was important for the future. The results helped form the basis for three themes: excellent education, sustainable growth and a vibrant society. Projects initiated and launched employ the “pay-it-forward” principle: I do something for you and then you pass it on to someone else. According to van den Broek, they are developing projects to help individuals improve their lives, such as providing financial coaches to help those burdened by personal debt.

Views on Giving Back to Society

Randstad is “a family-owned company, but one-third is still with the founder. He founded the business in 1960. He said that a company doesn't have the right to exist if they don't contribute to society and not just on the sidelines. Not just because it's fashionable... but because that's the essence of what drives you.”

The business of Randstad is work and “lifting people out of poverty, giving people chances. I've personally worked all my life in this business. So, I worked in bad neighborhoods, and I've seen the effect that work has on people.



We work a lot with people with a distance to the labor market, handicapped people. So a large part of my motivation, and [that of] many of my colleagues [stems from] this purpose of contributing to society.”

Active Involvement in Volunteering

“I've worked a lot with startups. I've worked a lot with professors from schools, school managers on how to deal with running a school. I did that for eight years with my son's school, and on the board. ... Actually, my wife also does that. So on a Saturday morning, we [work] with startups or with school professors.”

In terms of volunteering abroad, “we think people come back better than they were. I mentioned my experience in tough neighborhoods. You come from a privileged background, and then you're in this neighborhood, and you either like it, or not. I like it. It's absolutely impressive to see my people on projects in India.... They just land there, can't speak the language, but still they

cope. I support them, of course, in talking to them once every two to four weeks and help them if possible. So that's been inspiring for them, but also for me. They make little clips, and we put them on our social media.”

“I can't say I come from a privileged background, but rather from a pretty modest background. I always played football. So, you're in the midst of society. I worked as a student to pay for my tuition. Also, I worked as a photographer in a retail store, again, in an okay neighborhood, but not a great neighborhood. I always felt at home there, so to say, and also found out increasingly that through my capabilities I could contribute.”

The Role of the CEO in Volunteering

“As I said, we're a family business. And I see myself as the replacement of the founder; so, very much to carry the torch. That means, first and foremost, to modernize the purpose and the values of the business to keep them alive. The second one is to run the business from day to day. But last year, we lost 150,000 of our workers in a few weeks [as a result of COVID-19]. So last year, it was all hands on deck. But way more importantly, and that is very much I think the family thing, is to set the company right for the next 60 years. We are not a shareholder-interest company. We are a

stakeholder-interest company. So we invest in the future. We don't maximize profits.”

Mr. van den Broek often coaches Randstad volunteers when they are on cross-border assignments. “We've had a volunteer program in place for 15 years, [but in the beginning] it was a bit unsafe. That it is not good for your career to say that you're going to go six months to Africa, right? So, by coaching these people, it's quite clear that from the top, we believe this is valuable for society and for you as a person. I think that's very visible. Second, we founded a platform, Randstad with Heart, where people get a day per year to work on their favorite charity, and to create a platform for people to create teams to create literature, roundup support for their favorite charity, that sort of thing.”

“When I was in Buenos Aires, I went to a barrio...where people are teaching young immigrants how to fend for themselves in the labor market. What kind of jobs are relevant? What kind of training could be relevant? How to apply for a job?”

“And I'm pretty visible certainly here in this whole market, on social causes again, on decent work for all, how to get out of COVID-19, that sort of thing. It's all about behavior.”

“It's not about talking; it's about doing and showing.”

Chacko Thomas

Managing Director and CEO, Tata Coffee

Chacko Thomas is the Managing Director and CEO of **Tata Coffee**. Based in Bengaluru, India, it is the largest integrated coffee plantation company in the world with 12,000 employees in several Indian states and Vietnam. In 2019, Mr. Thomas was given the Tata Responsible Leader Award in recognition of his personal volunteering and his leadership in encouraging others in his company to volunteer.

Personal Views and Involvement

“[Volunteering] is about more than business, it's more about getting people together, it's about some of the passions that you have within you... It is something pretty close to me.”

It is also part of his family history. “I am fortunate to have parents who believe that if you are a bit more privileged than others, you need to give back to society. I am very fortunate that my family, especially my wife, and I share pretty much the same kind of philosophy. One of the things I really enjoy doing is to spend time with geriatric dogs. There's a society here that cares for dogs which are old and blind and not taken care of. So we spend time there. These are the kinds of things that we've been fortunate in having.”

The Role of the CEO/C-Suite in Corporate Volunteer Programs

“I think, first and foremost, you need to get your hands dirty. So, we had this project around cleaning a certain lake. This is something we decided to do with a set of other companies. While it's not compulsory, you're here, and

it's okay to be digging, doing manual labor for five, six hours. It's not something that you need to do on a weekend. The company feels you should do it during working hours. But you need to be walking the talk. Your presence there is extremely important.”

“The second bit is setting direction. I will not take the credit for the direction that we took. But I was clear that we needed to move in specific activities we needed to do, not spray our attention all over the place doing 10 or 15 different projects. That bit I do feel that a CEO would need to do.”

“There are many other things a CEO actually can do. For me, I did see that it's an opportunity to get people together, it is an opportunity to be able to meet people when they are the most disarmed. And they actually give you absolutely forthright and very clear, no-holds-barred kind of responses to some of your queries. Some of what is happening is because, after about five or six hours of actually working with them



physically, it's easier to talk to people. So I thought that was one of the things a CEO can actually build in and be able to take away from volunteering.”

Speaking of the different company locations in India and Vietnam, Thomas noted that each of these locations “have different kinds of people who have different understandings of what community is about and what service is all about. I was there at the right moment when we decided that we would have a concentrated effort towards volunteering. I was able to tell people, ‘Let’s choose things which are important not just to you but to the community around you.’ First thing, it needs to be pretty close to where we are operating. The second thing I told them was, ‘Let’s do something that you truly believe in, something which finally gives you a lot of joy and happiness.’” The result was that each of the sites “chose things that impacted the people and communities around where they were based.”

Advice to other CEOs

“First, if you have the [employees’] families also involved in a volunteering activity, it becomes extremely, extremely efficient and effective. I’ve seen in our volunteering, when we had a child and somebody’s husband coming or somebody’s wife coming in, the entire happiness quotient, the entire way people actually looked at volunteering in itself was totally different.”

“Second, if you really want to make a big, big difference in any particular project that you undertake, you need to hitch your wagon to a very effective NGO, or go along with some of the government schemes that may be there. It’s a rub-off kind of thing, since some of these NGOs have done a fantastic job of getting people together, the community together, helping you in being able to effectively roll out these things.”

“Third, is celebrating your successes. It is very important for the team to see what they have been able to do. Maybe there is a video or photographs. These are reminders of the good that you have done and that it is not forgotten. Celebrate with your team.”

“It’s very easy to forget everything in the business part of your work. But you will never forget the giving back to the community because it is the center of what the Tata Group is all about.”

Lorenzo Mendoza CEO, Empresas POLAR

Lorenzo Mendoza is CEO of **Empresas POLAR**, owned by his family since its founding in 1941. It is Venezuela's largest food and beverage company and one of Venezuela's major employers. It is seen as a symbol of resilience in the country.

Reasons for a Corporate Volunteer Program

“I do believe that your workers become more productive. I've seen it. The most productive workers we have are the ones that are volunteering. It has nothing to do with time but with the state of mind. Being involved in something creates also a self, a sentiment that you're being useful, you're helping others. I've seen the shyest people blossom through the volunteering program... You can do it quietly. But you've got to be involved. I would tell CEOs to measure your productivity once you have a volunteering program.”

The Role of the CEO/C-Suite in Corporate Volunteer Program

I find very few things are good top-down, but one of them is obviously modeling values and principles and commitment. The rest is usually bottom-up. But that one, you cannot just shy away and just give it to a group of people. You've got to be the example. You've got to really be committed.”

“I find a lot of CEOs are responsible people. They assign resources and that's good. But that's not enough, that's not going to move the needle.

You've got to be committed to the things you ask your troops to be. It starts from the top. I find it is a total turnoff for employees to see a CEO that is only great in ideas, only great in innovation. You see high rotation in those companies because at the end, they're there just for the quarterly earnings; there's nothing else.”

“On the other hand, when you see there is a system that creates a cultural environment of being impactful to others through the privileges you have already, then you see a company that is well set and well established. I feel we have to be impactful with our people and then with our communities. Everything starts with your people. They need to feel they are well treated, well respected, well taken care of. They're the biggest force to represent you on the frontline of your supply chain and of your community and volunteer programs.”

“So I would tell [other CEOs] to embrace it, to try it but really with commitment.”



On the Current Situation in Venezuela

Referencing the impact of the current realities in Venezuela on businesses, Mr. Mendoza says of Polar, “What has not shrunk is our volunteering and our capacity to commit to the communities we work with. That talks volumes about the commitment our people have to really keep doing volunteering work in the three areas we work on – education, the environment, and what we call *tempo libre* [free time].”

“We have had volunteering work since we were founded (in the 1940s). But, in the 12 years since our volunteer program was formalized, I have seen an organizational development that is very, very impactful. I think that's the area in which we have grown the most; we create activities in which people jump in, and then things happen independently. I'm amazed by the thousand things that happened in the communities where we're doing volunteering work, given the danger that exists in those places. But people don't stop; they just follow through with their program of volunteering.”

“They just go for it. There can be a violent crime just a couple of blocks away or a problem of no access to electricity or clean water. . They just keep going. That's what I feel most proud of. We've been able to create a program in which we have to deal with all the chaos that exists – and yes, our people live it also in their day-to-day lives. But when they're volunteering, they just go and help others.”

“I'm very impressed by my people. If you're well organized, no matter the adversities we have in the country, they can be impactful. Their time is very, very valuable to others, to all the people [they're] helping. That's powerful, because people trust each other, they don't stop, even in danger.”

Personal Views & Involvement

“I'm an ultimate optimist. I was raised by a great dad and my mom is my hero. She was always a volunteer. I was brought up in a way in which the country came first and others came first.

“...The family decided on a long-term view. In all of our 80 years of history, we have had what the country gave us and the respect and reputation we earned, reinforced our commitment to Venezuela. So there is a price to pay now under these difficult times. We don't shy away from that.”

“You cannot just run away from problems. When you have responsibilities, and you've been blessed and privileged, you cannot look aside. That's what keeps me going, looking at my mom's eye every day when I see the commitment that she has and how she goes about her life. It's something that really gives me strength and gives me gasoline. So looking at my people and knowing we have not lost one top-management person or middle-management person because of the crisis.”

Mr. Mendoza also is an active volunteer himself. “I do about two or three impactful volunteering things with my people on a quarterly basis. But if I show up at a company volunteer activity, it also can be a stopping moment for everyone, and I don't like that. So, I have other volunteering that I'm doing myself. I cannot live without volunteering. I cannot live without being committed to something that that goes beyond my responsibilities in my work environment.”

His favorite personal volunteer activity is working with children and youth, especially

single mothers. "I'm trying to make sure that they empower themselves. I do love to see young girls really take control of their lives. I love to spend time trying to encourage them to be themselves, to give them strength to see how far they can go, really believing in themselves and not relying on any single male reference in their lives. Making sure they believe that they can accomplish things on equal terms."



Advice to Other CEOs

"Your true identity and your true values and principles come through your employees. If they all jump on the bandwagon of volunteering, you're a better company, you're a better citizen in the different markets you're in, and you are more impactful. Your products are going to be beloved much more than your competition's. You are going to be recognized by clients and consumers as a committed party."



Bongwiwe Nomandi Njobe Head, Social Investing, FirstRand Ltd.

Bongwiwe Nomandi Njobe is Head, Social Investing at **FirstRand Ltd.** in South Africa and on the board of seven other companies. Previously, she served as Director General at the Department of Agriculture, Forestry and Fisheries, Director of Corporate Affairs at SABMiller South Africa Ltd. and Director, Corporate Affairs at South African Breweries (Pty) Ltd. She is a Fellow of the Inaugural Class of the Africa Leadership Initiative-South Africa and a member of the Aspen Global Leadership Network. Across her career, she has served as a Board Member/Non-Executive Director or Trustee of various private sector, NGO and government-owned organizations.

Ms. Njobe perhaps has one of the most diverse backgrounds of any of the C-Suite executives interviewed for this research. But woven throughout her career is the ethic of service and the need for effective change management in business, government and the voluntary sector.

At its root, she says, is “where I come from – activists, teacher, parents and rural background. You're always sitting with an image of your family in the background. My late Dad used to say: ‘We didn't go into the liberation struggle to move into the towns. We went into the liberation struggle to change the conditions of the areas where we live...’ When I think of my siblings, I think we all took something from there. We retain an appreciation for polish, humility, modesty, but also for doing the right thing and trying to do things that change other people's lives intentionally.”

“I enjoy engaging with the young people at FirstRand Ltd. They're very bold, they're very courageous. [Some are] coming to talk about their social passions and trying to navigate how they can be a hard-nosed transaction advisor and still want to solve for something in the community. I think that's where the volunteering capability in the bank starts to help that conversation. What we're trying to do now is to bring the foundation closer to the business [to] have those conversations at multiple levels.”

She emphasizes the need to be clear-eyed about the often-undiscussed complexities of volunteering:

“Until we get to a point where we measure the impact of volunteering on an equivalent basis, we can't really claim it's doing the right thing. The one thing volunteers do well is stand up.

They choose a cause. They work hard, and they put in a lot of extra energy, raise funds. They go out and help somebody in a lesser position than themselves. It gives most of them a 'feel-good' factor; they feel good about their actions and, to some extent, can see the good they've done."

"What we don't have, though, which is my critique with 'days of service,' [is an understanding of] the expectations of the beneficiary. Volunteers have to appreciate the needs and ambitions of a school headmaster, for example, to set expectations for success. In fact, that's the primary objective: to say, with the beneficiary, 'We set out to do this because this was your agenda, and we've achieved it. I'm so glad I was able to bring my skills, experience and discretionary energy to help solve your issue.' Then you start getting an equivalent set of reporting."

Ms. Njobe tells a story about one of the first volunteer events she attended at FirstRand Ltd., a reception recognizing the work of mentors in the community, featuring mentors and mentees talking about what the experience meant for them. "You could immediately see what the FirstRand Ltd. employees had come away with. They were very clear, they were emotional. They didn't want to stop the relationship.

But then you listened to the mentees – headmasters or teachers or whoever the heads of the organizations were – [express their gratitude.] I can be a little bit cynical. How easy it is for people to plead poverty and how grateful they are. But actually, they don't engage with whether they have shifted from 'where I was' to 'where I need to be' in order to be more independent."

"I was hearing these two levels of inputs. So, I challenged the business a bit: Did we set expectations of the beneficiaries beforehand outside the fact that they're going to receive

help from you? That becomes part of the agenda for collaboration. Equity schemes taught me about how you've got to understand beneficiary expectations and articulate them in such a way that they really are achievable."

"I continue to challenge volunteers in terms of what are they really doing. How does it change people's lives and what happens when they walk away?"

She applies that directly to her work at FirstRand Ltd.: "I would love to see a situation where banks are about financial inclusion and well-being, where people who work in the bank become agents in society, to be empowered to use banks for their own advancement. Very few people actually understand the role of banks: For individuals to be empowered to use banks for their own advancement. If we all fully understood how to work with banks, we probably would be in a much better place than we are now."

"You can imagine if you took [an approach of] each one, teach one, everybody with their domestic workers, with gardeners, with NGOs, with small businesses, school principals, critical leadership points in society, and mentor those through volunteering. You're very focused on bringing what you deeply understand into the world to enable others to be able to use that better. I would love to see most of the volunteering being geared towards transference of this financial savviness."

Another example of her challenge to the corporate volunteering status quo relates to the community projects that many companies undertake on the United Nations declared International Nelson Mandela Day.

"Everybody had a Mandela project. They would literally paint and they'd fix things, then at the end the day, have a [sausage] and beer. It was

fun. It was a teambuilding kind of thing. I said I have two problems with it. First, you're not technically competent to be fixing buildings for vulnerable groups, because you don't have the certification. What you should be doing is contracting people to do that work, because you're going into a place of need. It's not fair to those people. The second challenge: You go in one year, and next year, you're not there.

“So we then agreed that volunteers would choose a community and initiative, a project location where they would be for at least three years as a unit. They started by understanding needs. Rather than doing actual construction work, they facilitated the construction. Their compassion became the contribution. And it worked. Units picked their projects – invariably, somewhere near where they lived or worked – and went with it.”

Ms. Njobe believes it is important to see volunteering as giving “in a South African context in all of its forms” because “Asian and African families do a lot of coaching, mentoring and supporting each other... Indian families will cook large pots of biryani, and feed people, two, three times a week, but they don't see that as volunteering. I wonder if we could build a South African definition of giving and reward the different forms of giving so people see that actually, all of this is more of the same. You're giving of yourself and your time, and all of your efforts to improve the life of someone else. Once you've got that, you suddenly get a sense that we've actually got a nation of givers. Who knows how much more compassionate we might feel when we actually appreciate the fact that we do give in different forms?”

“I continue to challenge volunteers in terms of what are they really doing. How does it change people's lives and what happens when they walk away?”

Nicole "Nikki" Clifton

President, Social Impact and the UPS Foundation

Nicole "Nikki" Clifton leads **UPS's** global philanthropy, social impact and community affairs efforts as part of the UPS Corporate Affairs, Communications and Sustainability team. She oversees company efforts to respond to the world's most pressing social, humanitarian and environmental needs. She has been instrumental in UPS's response to human rights and social justice issues, including spearheading and coordinating UPS's anti-human trafficking awareness and education.

A Commitment to Service

Ms. Clifton's commitment to service "started at home," nurtured by her parents, both of whom were educators. "I don't think you have more of a servant's heart than teachers. I was taught really early that service is the rent you pay for being on this earth. They instilled that in me growing up as a child. I was taught service is what you do, whether it's service in the church or for poor people in your community. If you've been given an opportunity, you owe it to return that in some way."*

She sees that same heritage in UPS. "The spirit of volunteerism and the ability to bind through a common spirit really does connect our workforce. We celebrate it, we recognize it, we have awards and competitions for people who are good community servants. I think that drives a lot of engagement. Our leaders see

that servant led people make better business leaders."

The commitment to service extends throughout the company, not only in the U.S. but worldwide. She notes that while "there are different expectations culturally, what we do best is having communications that highlight employees who represent the gold standard. We highlight them globally and regionally. [This] helps our international workforce recognize that as a global expectation. It's something that will be rewarded, regardless of where you live."

The Benefits of Volunteering

"It's the business community's responsibility to be an outstanding corporate steward; it is our responsibility to give back. Whatever their special assets are, the businesses should be

* The quote - "Service to others is the rent you pay for the room here on earth" - was first said by Muhammad Ali and printed in the February 27, 1978 issue of Time Magazine and is considered to be one of Muhammad Ali's greatest quotes of all time. This iconic quote has been used by millions of people across the world as a global symbol of hope, peace and philanthropy.



using them to benefit communities where they live and where they work. It's the right thing to do.”

“It's a huge employee engagement opportunity. UPS never closed throughout this pandemic. You've got to keep morale up, you need opportunities to be able to connect with your employees, help them feel like they're making a difference. Volunteering does that, it gets you out of yourself, out of your rut, maybe takes your mind off of the things that are troubling you.”

“I read a statistic yesterday about the connection between volunteerism and improving mental health and lowering depression. All workforces are struggling to keep morale high and employees engaged. The simple act of volunteering has benefits we have not fully appreciated. It should be celebrated and should be advanced because it comes back to the benefit of the company, when you've got highly engaged, highly motivated employees and volunteers.”

Keys to Success

“First, you've got to have top-down leadership support and buy in. It's not going to work as effectively if you don't have support from the top.”

“Second, I think you need to be clear about the objectives that you're trying to serve. Who are you trying to help and why? The more clearly you can connect your volunteer programs to things that connect to your business and make sense to the business, they're more sustainable.”

“Third, bring some structure around why [you're] volunteering, whether it's for humanitarian relief or to support equity and economic empowerment. You want to be able to do something that has a clear message. You

must have a strong communication platform and make sure people know why you're doing what you're doing and understand how to volunteer. Then, you thank them for it. Everybody wants to be seen and everybody wants to be appreciated. Simple things like a T shirt or cute tchotchkes, water bottles or something that says ‘thank you for volunteering, we recognize you.’ There's nothing that touches your heart like a letter from a child saying why it was important that you came to tutor or mentor them. That's super important.”

“Fourth, your volunteer programs are really only as successful as you can show data to demonstrate impact. So, if you want to collect that data, you've got to have employees who are willing to give you that information. You've got to make sure that it's easy to log into and use your systems.”

“Finally, partnerships with entities like IAVE are so helpful to be able to generate new ideas, new thought leadership, helping us advance our mission. Having a strong external partner is incredibly important.”

Taking Volunteering to the Next Level

“Given where the world is headed and the strategic shifts that have happened, it's not only important, it's vital. Customers, your stakeholders, your investors, your employees, your future employees, all want you to be able to tell them the story of impact. And the savvy ones are asking beyond counting things, they really want to be able to quantify how you moved the needle.”

“I think those companies that really plan to be in the top ranks of being socially responsible have to measure, to quantify the things that companies are being asked now in terms of how to tell your story for social investors. It's a requirement. The more that we're able to really

quantify what we're doing and then be able to craft a narrative around it so that the data is supported by good stories, I think that's the win-win."

"Our goal is to positively impact 1 billion lives by 2040 and that's a lot of people. So we've got to measure that."

Clifton also sees the importance of qualitative analysis, of collecting stories about what volunteers are accomplishing and how they are effecting change. "I think you look at perhaps

investing in nonprofits to collect those stories. If you could strategically invest in maybe your signature partners, your big-dollar grants. That could be at the local or national level. I think that's an important part of what we are expecting and what we're starting to see as more of a trend. I see us moving in that direction from a technology standpoint. It's even reflected in who we want to hire, people who are able to help mine the data for those kinds of data points, because that's a skill set."



"The more we're able to quantify what we're doing and craft a narrative around it so the data is supported by good stories, that's the win-win."



Tim White
**Corporate Executive
Officer, Executive Vice
President, Fujitsu Global**

Tim White is Corporate Executive Officer, Executive Vice President at **Fujitsu Global**. *

About the Role of the Company in Society

“In Japan, we very much see ourselves as core to society. We’re not just a business, and we’re not just a company on the stock exchange. We have a huge responsibility to look after the

people, to look after the culture. It’s Fujitsu’s responsibility to be there. It’s not a business opportunity. It’s about being much more visible and vocal. [For example,] our president is very passionate about the United Nations Sustainable Development Goals (SDGs). He’s really using them as a rallying point or as a focus for us as an organization to use the framework to guide our activities. It means you can be much more vocal because you are aligning yourself to a common global language.”

“[As it says in the Fujitsu Way, the company’s] purpose is to make the world more sustainable by building trust in society through innovation. It is a reflection of the obligation... to contribute back to society and to use our innovation to do that. But we’re also seeing the benefits for us as an organization being visible out there as a responsible business.”

One of those benefits: “[If] you want to attract an employee in today’s market, they want to work for organizations that have purpose, for organizations that give back to society. Being vocal is an important thing because it can drive change.”

One of Fujitsu Delivery’s programs is “SDG communities.” “Essentially, what...we have created is an online environment for people to collaborate around the SDGs. We’ve got sponsors for each of the Goals, spread across the global delivery teams, bringing communities together from around the world to talk about a common theme – but to do so in a way that says, ‘How can I make a difference?’ or ‘How can I connect with you to make a difference on a global basis.’”

* The “Fujitsu Way” was established in 2002 as “a principle for the behavior of all of its people” and has since been revised as Fujitsu has become an increasingly global company. It has three components: a purpose statement of why Fujitsu exists in society; an articulation of the three core values of aspiration, trust and empathy; and a code of conduct. All Fujitsu executives share responsibility for safeguarding and bringing to life the Fujitsu Way.

“We are the single largest group of employees within Fujitsu. We are the youngest group of employees and the most diverse in terms of culture, gender and so forth. So, by connecting these people, it becomes contagious in terms of the spirit of giving back.”

Ongoing internal communication about community engagement is a key element of their program, “just promoting the smallest little thing that happens in a location, it resonates so well with people.”

“We say to people, don’t send us an email, don’t write a report. Send us the picture, the image of a small group of Fujitsu people working in a local community doing some work with an orphanage or feeding children in a school in India or doing an education session in the Philippines...as soon as you see that image, that connection is different from reading about it on paper, or in an email.”

The company also makes it a practice to involve their customers in their community activities. “For example, in India, if we have customers visit, we’ll organize a visit with them to one of the local schools that we support because it does give that kind of human touch to our customer engagements when they see that.”

Role as Leader and Participant

As White travels a great deal of the time, his own favorite way to connect with employees is to join local Fujitsu teams, whenever he can, in their volunteer projects. “It’s a great way to get to know your people. Instead of sitting in a hotel, I’d much rather be out with our teams doing something.”

He very much sees himself as a supporter, promoter and ally of Fujitsu’s employee

volunteer efforts. During our interview, he was wearing a rainbow lanyard in support of the LGBTQ+ community. “I think one of the most important things I do is being an ally. Just being a voice out there is a really important thing” on issues that are priorities for employees.

His appreciation for diversity comes from his own upbringing. “I grew up in Southeast Asia. When I was very young, I lived in Malaysia. The differences in the world have been apparent throughout my life, and my love of travel means you come across all that diversity – and to a certain extent, you have an appreciation for the kind of privileged life many of us have. It accelerated as I got more and more opportunities to experience things, but then also to give back. I got a bit concerned a few years ago that I was starting to be excluded, because [some might feel I was] too senior. It was like a trigger point. You’ve got to make an effort to make sure your trajectory [of involvement] continues.”

“In our leadership meetings, I’m always vocal that the topic of responsible business is not last on the agenda. We try to make it the first. It’s not like a compliance check. In all my presentations, we always refer to responsible business in some way, generally with a picture, as opposed to words.”

The day of this interview, White and his team had conducted a global kickoff meeting for some 500 employees. “I’d say in the two hours, responsible business initiatives would have been mentioned 60 times. There was no agenda item for it. I think because people realized how important it was to me, they include it. Then it sort of took off. People are going, ‘Hang on, this is actually good. I feel good. My teams feel good. People are rallying around doing this. Let’s all get involved.’”

“I have this theory: When you create something, the more people that say, ‘I built that,’ the bigger the sign of success. For me, it's the fact that everyone within our team feels like they built it, that they personally were part of the team that created this thing that became bigger, and bigger, and bigger.”

Advice to Other Executives

His advice to other executives and other companies:

- ▶ Contributions through volunteering are about long-term thinking, long-term change. It's not just about a point in time.

- ▶ Don't try to do everything. Focus on areas you genuinely believe in.
- ▶ Bring the power of the collective with you when you are doing it so it's not about one or two people. Make it part of your entire organization.
- ▶ Build true Win-Win partnerships with other companies and with communities that become more than financial or contractual transactions.
- ▶ Most important, make a genuine commitment to society.

"For me, it's the fact that everyone within our team feels like they built it, that they personally were part of the team that created this thing that became bigger, and bigger, and bigger."



The UN Sustainable Development Goals: Challenges and Opportunities for Corporate Volunteering

The UN's 2015 Sustainable Development Goals (SDGs) have proven to be educational, inspirational and aspirational but rarely truly and fully operational in corporate volunteering.

Major Takeaways

- ▶ The primary and most direct corporate response to the SDGs is through their core business functions and practices.
- ▶ Some of the companies studied in this research are working to adapt existing volunteering to better align with the SDGs and/or are developing new programs to address them. However, the majority categorize their existing volunteering into the SDGs at the Goal level, do little to adapt their activities to directly address the Goals and do not reach to the Target level.
- ▶ It is much easier to demonstrate “contribution to” than “impact on” the SDGs. This reflects the complexity of the SDG structure as well as the overall lack of cost-effective ways of measuring the impact of volunteering.
- ▶ If companies can rise to the policy and operational challenges outlined in this chapter, then they will maximize the contribution they can make through their volunteering to achieving the SDGs.





Sustainable Development for Everyone Everywhere

When the Sustainable Development Goals (SDGs) were adopted in September 2015 at an historic United Nations Summit they brought the message that they are for everyone everywhere, that, as they “universally apply to all, countries will mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.”

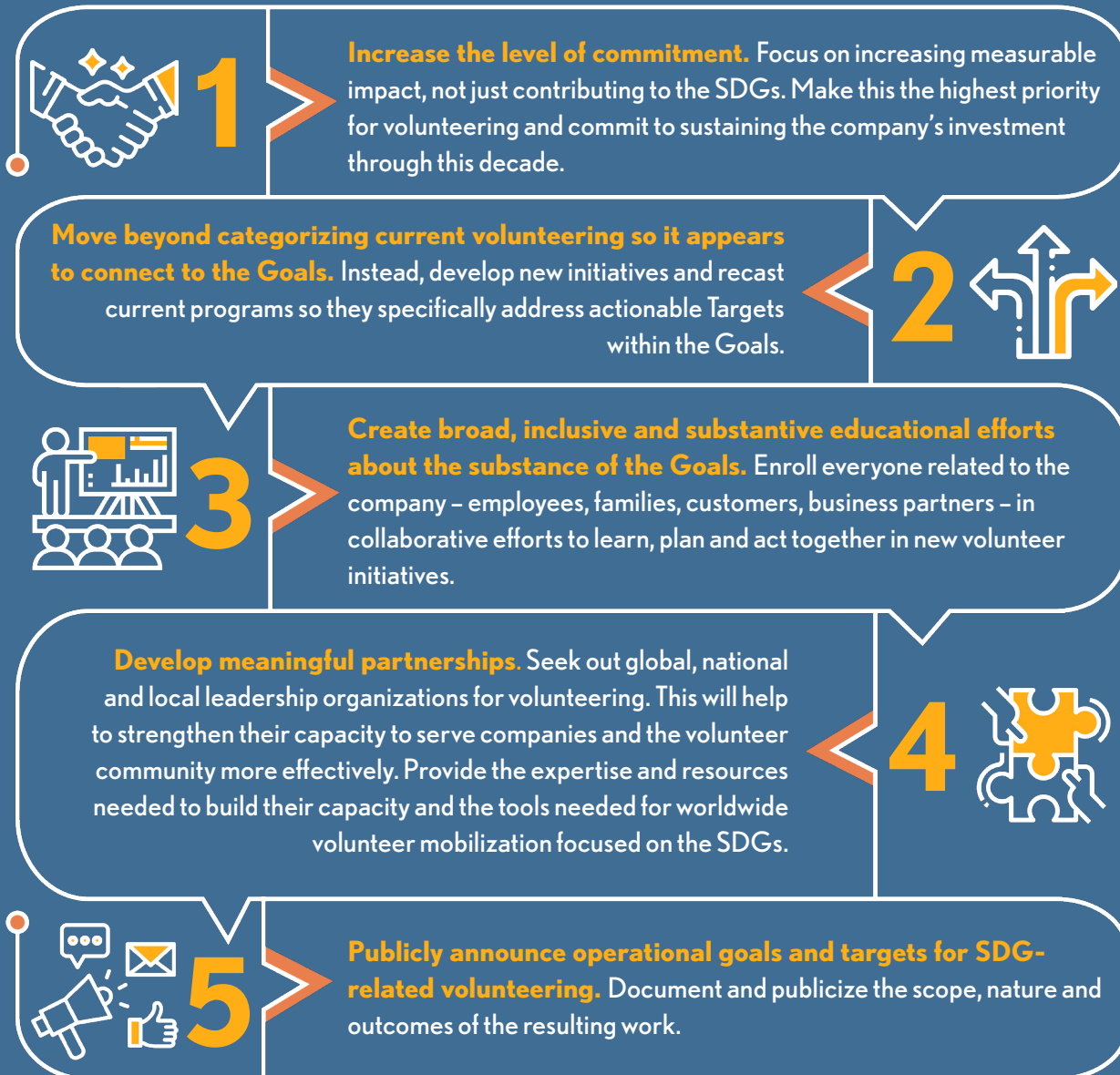
While governments have been expected “to take ownership and establish national frameworks for the achievement of the 17 Goals,” it is broadly recognized that achievement of the Goals in the targeted time frame must have acceptance that it can only come through shared responsibility by all sectors of society, reflective of the spirit of Goal #17 – Partnerships for the Goals.



Corporate Volunteering: An Agenda for Action



There should be no debate about the absolute necessity of responding to the SDGs with sustained action. They address the most critical challenges confronting “everyone everywhere.” For corporate volunteering, here is the challenging agenda for action.



The Corporate Response

For the business community, the SDGs conceptually fit with their ongoing commitments to sustainability and social responsibility. Indeed, the UN Global Compact (UNGC), founded in 2000 and now with over 12,000 participating companies in 160 countries, has developed a “multi-year global strategy...to drive business awareness and action in support of achieving the SDGs by 2030.”

The primary and most direct corporate response to the SDGs is through their core business functions and practices.

Through their core business operations and controllable resource allocations, companies can best define specific operational goals and commit the resources required to directly and measurably contribute to select SDGs.

This point is well made in the 2019 CEO study on sustainability by UNGC and Accenture Strategy: “Given the large number of targets across the goals (169), CEOs say they focus their strategy on the areas that most align with the company’s core business and the impact on its community.”

This reality is reflected in the annual sustainability reports that companies now routinely issue. Typically, these identify the SDGs to which they are giving priority attention. They may quantify the scope of their contribution and often offer some equivalent measures of impact.

Importantly, however, many of those reports also reflect the contributions companies are making through their community engagement, philanthropic and volunteering activities. Here are two visible examples by companies participating in this research.



Iberdrola in Spain has made a significant institutional commitment to the SDGs. They publicly express their *direct* contributions in three ways:

- ▶ “We are driving the green economy and employment through SDGs 7, 9, 13 and 15.
- ▶ “We are protecting people's health and safety through SDGs 3, 6 and 17.
- ▶ “We support compliance with the SDGs.”

They also recognize the value of their significant employee volunteering efforts. “Iberdrola makes an indirect contribution to all the other Sustainable Development Goals. For example, its international corporate volunteer program is in line with the 17 goals, although it mainly focuses on SDGs 7, 13, 3, 4 (quality education) and 10 (reduction of inequalities).”

Operationally, Iberdrola has incorporated the SDGs into their volunteering portal so that when an employee chooses a volunteer activity, they see which Indicator is involved. They also can see which skills or competencies they are developing with the volunteer activity and can download a certificate specifying their contribution to the SDGs and the skills involved. This was a collaborative effort between their CSR and training departments with the goal of making volunteering skills part of overall employee development.

In its FY20 Social Impact Report, **Dell Technologies** clearly stated its commitment to the SDGs: “We believe technology will play a key role in many of these 17 ambitious, interrelated goals, and we see opportunities aligned with our own commitments to create a positive social impact. While further work is required to better understand how our own *Progress Made Real 2030* goals might contribute to specific targets, we see the potential to contribute to the SDGs...” They group their potential contribution in three areas: advancing sustainability (SDGs 6, 7, 8, 12, 13); cultivating inclusion (SDGs 3, 4, 5, 8, 10, 16); and transforming lives (SDGs 3, 4, 8, 17).

The company has set a significant goal for employee participation: “Each year through 2030, 75% of our employees will participate in giving or volunteerism in their communities.”

Volunteer efforts in support of the SDGs are tracked within the company's social impact community. As team members log volunteer hours or create an event, they select an SDG from a drop-down menu that aligns with that event. This allows Dell Technologies to get a good sense of the nature and focus of employees' volunteer engagement. Over time, this will help them make program decisions based on data. It also serves as a teaching tool for employees who may not be familiar with the SDGs or want to learn more about them and how their local volunteer efforts are contributing to a global priority.



The Volunteering Response

By its very nature, the vast majority of corporate volunteering fits comfortably into the 17 Goals of the SDGs, particularly in the areas where corporate volunteering traditionally occurs – education at the elementary and secondary levels, the environment, hunger relief, housing, health care, emotional support for those in need, disaster response, strengthening NGOs and public sector entities, etc.

While the SDGs are on the “radar screens” of the community engagement teams at almost all of the 80 companies examined for this study, the nature and level of involvement with them varies widely:

- ▶ A small handful appear to give lip service at best to the SDGs, noting their knowledge of them but indicating that they are not meaningfully incorporated into their volunteering.
- ▶ The majority categorize their existing volunteering into the SDGs at the Goal level, do little to adapt their activities to directly address the Goals and do not reach to the Target level.
- ▶ Some adapt existing volunteering to better align with the Goals and/or are developing new programs to address them.
- ▶ A few have made the SDGs a high priority, launching innovations that increase the potential for long-term impact by combining education, advocacy and action, often driven by employees themselves.

By categorizing their volunteering into the relevant Goals, most companies can demonstrate a tie to the SDGs. They can measure their inputs (number of volunteers, number of hours volunteered, type of work done, etc.) and their outputs (number of activities completed, number of people, organizations or communities served, etc.) and can estimate the economic value of that work.

But, as discussed in the Impact Measurement chapter it remains difficult to document the impact their most important resource, their employees, are making on the world through their volunteering. **It is much easier to demonstrate “contribution to” than “impact on” the SDGs.**

The reality is that the fundamental issues addressed by the SDGs require sustained long-term action. Now, coming out of the disruption of the pandemic is the time to recognize the opportunity companies have to renew their commitment to the SDGs. By focusing on them with a long-term perspective, companies can both reenergize and expand their commitment to being SDG champions, not only through their volunteering but also through the actions they can stimulate within their communities, through their global networks and in close collaboration with the companies with which they do business.

From Awareness to Action and Advocacy: Two Examples

The SDGs offer an unprecedented opportunity for companies to educate themselves and their employees about critical global challenges and to use that knowledge to determine how best they can respond through action.

Telefónica Foundation and **Fujitsu Global Services** are extraordinarily strong examples of collaborative processes to achieve that, each with direct impact on their volunteer efforts. Not only do they utilize social media, but they are also led by employees who volunteer to do so out of their personal passion around SDG-related issues. Their efforts are supported by a central team, giving them the potential to move from education to idea to action.

For the **Telefónica Foundation**, which has responsibility for the company's volunteer efforts, the SDGs are inspirational, reflecting an underlying spirit of strengthened citizenship and responsibility, calling on all of society to participate. Their externally focused response has been massive awareness-raising activities that mobilize many people to a new level of commitment toward transforming society.

For example, since 2019 they have been focusing on UN-established "world days" (for example, World Environment Day in June), as opportunities to build awareness, educate and call people to action. This has become a key part of their overall strategy for educating employees and the public about the SDGs. They

consider December 5, *International Volunteer Day*, "the largest solidarity party in the world."

Telefónica Foundation continues to actively promote among its employees what it has termed "**self-volunteering**," described as "actions that promote the autonomy of the volunteer, are replicable and allow reaching a greater number of beneficiaries." The company sees it as an approach that is more sensitizing, raising awareness and stimulating individual action. It is built on the belief that everyone, even with a small action, can contribute in a very large way to transforming society.

This initiative was developed by the Telefónica Foundation team in Brazil to build citizen awareness and promote online micro actions that many people could join. It is based on a belief that everyone can contribute in some way and that new technologies can help them make that contribution. Now it is operational throughout the company.

Telefónica Foundation supports this philosophy with its partner Games for Good, an interactive and collaborative online tool. It includes more than 100 digital volunteering "missions" based on the SDGs. Volunteer collaborators can suggest and create missions, as the platform allows the process of co-creation, thus generating involvement in the cause as well as engagement. The tool changes somewhat the vision of what social networks mean and of the

power of volunteers, focusing on their roles as connectors and multipliers of information. The resulting actions promote the autonomy of the volunteer, are replicable and allow for reaching a greater number of beneficiaries.

Central to this approach is the concept of "solidarity influencers," individuals who, through their social networks, share information, sensitizing and motivating many people online. "With solidarity influencers, there is a 'click,' but thousands of clicks have a lot of transforming power for society, launching this massive, sensitizing volunteerism that motivates a lot of people."

The Foundation strives to be as open as possible, sharing everything they are doing. There is a potential multiplier factor in all their work when they approach programs with a spirit of transparency, open about what works and what doesn't, seeking to learn and grow with others.

Fujitsu Global Services Business Group (GSBG) is the largest, youngest and most diverse group of employees, in terms of culture and gender, within Fujitsu.

Online Fujitsu SDG Communities 絆 represent the centerpiece of their SDG response. The kanji character in the project title (kizuna) means strong bonds or long-lasting connection, representative of the intent of the Communities project. The goal is to enable and encourage employees to bring their personal passions related to the SDGs into the workplace, driving engagement, productivity and innovation. This then will help drive the Fujitsu Group Purpose "to make the world more sustainable by building trust in society through innovation."

The SDG Communities enable employees to collaboratively build their knowledge and understanding of the SDGs and the global



Telefónica Foundation, Europe



Fujitsu, Costa Rica

challenges they represent and to develop and execute actions in response. Employees across the world can join virtual discussion groups, using Yammer, a social networking service used for private communication within organizations. There are 17 groups, one for each of the SDGs. By connecting with people who share their interests and passions, they can learn from each other, share what is happening in their region, create collaborative learning activities, engage in discussions about potential actions and, ideally, move those ideas forward.

“Enablers” are the facilitators of the conversations in the Communities, the person relied upon to continually share new information and create a sense of unity and identity. There are three enablers for each SDG. They are allowed a specific number of hours they can dedicate to this role as part of their job. Being an enabler is seen as part of “junior talent development” so “early career employees” are targeted for the role. They are provided with a “learning pathway,” a specifically curated set of online courses that cover topics like project management, remote team management, communication skills, and storytelling skills.

The SDG Communities complement Fujitsu’s broader structure of what they have branded Global Delivery Responsible Business Program (GRiP) Teams at the global and national levels. GRiP Teams are the Responsible Business teams across GSBG who implement Fujitsu’s responsible business strategy locally. The goal is for the two to interact along with their global team, identifying and developing ideas to move into action, particularly when there is a group of people passionate about and willing to drive it.

The program will be rolled out to the entire Fujitsu group of companies in March 2022. There is no requirement for participation, no directive from management. Rather it is intended to be a bottom-up effort led by the interests and passions of the employees. The goal is 20% active participation in each country. They also are tracking their increase in reach and number of followers on social media as a result of sharing information directly related to the SDGs.

“The power of our responsible business program is actually in the people, not in the management. So what the SDG Communities do is create an environment for people to collaborate. But the actual benefit is in the collaboration activities underneath that. We’ve got sponsors for each of the SDGs, across the Global Delivery teams, and it’s bringing communities together from Russia to Malaysia, from Costa Rica to India... to talk about a common theme, but to do so in a way that actually says, ‘How can I make a difference? How can I connect with you to make a difference on a global basis?’... What we’ve done has created an environment for people to have that voice and to connect and collaborate.”

**Tim White, Corporate Executive Officer,
Executive Vice President, Fujitsu Global**



For Every Company Everywhere

Just as the SDGs are for “everyone everywhere,” the commitment to meaningfully address them can come from every size company in every industry from anywhere in the world. Here are several examples of that.

In South Africa, both **Discovery** and **FirstRand Ltd.** cite the greatest external influences on their corporate social responsibility (CSR) strategies generally and their volunteering initiatives specifically as the SDGs and the country’s national development plan. This pattern repeats in other African countries.

For **Safaricom**, the largest telecommunications provider in Kenya, the SDGs are a key driver as they develop their CSR strategies. Their internal consultation processes, where employees and management consult before community engagement and philanthropic decisions are made, has led to greater ownership of their CSR initiatives. Employee volunteering activities range from single-day events like tree planting under their environment portfolio to longer term engagement under their youth mentorship program. The company has given each employee four leave days to enable them to engage in volunteering work or some other community outreach program. The result is about 82% employee participation.

The **NCBA Group** operates banks across East African countries and Ivory Coast. Their CSR initiatives are built around five primary pillars: education, youth empowerment, financial inclusion and innovation, health and the environment. The choice of these pillars was

informed by SDGs and especially by those areas of greatest need where the bank felt it could make the most impact sustainably. Volunteer activities differ from country to country based on local needs and priorities. They range from employee mentorship of students and youth, incubation of innovations and raising funds for maternal health and cancer research through participation in marathons or other sports like white water rafting.

From its base in Lima, Peru, **Belcorp** manages a network of almost 1 million consultants in direct sales of its beauty products in 15 countries in Latin America and the United States. It has a strong ongoing commitment to aligning sustainability strategies for all its activities and draws on global initiatives that set related guidelines to inspire plans and actions. Belcorp’s direct sales channel represents a model of income generation and banking for women in emerging sectors who have little chance of entry or development in the labor market.

Voluntarios BELCORP began in 2006 with celebration and infrastructure activities designed to provide opportunity to awaken the passion of “solidarity work” for the benefit of the community among its employees. In 2019, the company carried out a diagnostic study to develop a volunteer program with greater social impact, engaging program staff and employee volunteers from throughout the company in the process of change.



Belcorp, Latin America

In recent years, the program has begun to develop skills-based volunteer activities to support young men and young women entrepreneurs, particularly women. The first beneficiaries have been its independent "beauty consultants." Mentoring this population has been very helpful for the beneficiaries and for the volunteers.

The company has identified nine SDGs which it can influence, with three directly tied to their volunteer program: SDG 4, Quality Education; SDG 5, Gender Equality; and SDG 8, Decent Work and Economic Growth. "Mujeres Sin Límites," the most important mentoring program for women, focuses on SDGs 5 and 8.

For young people, they have the "i3 Challenge," which is a contest where Belcorp volunteers design initiatives to face social problems and compete to obtain funds to make these initiatives a reality. In 2019, one of the winning projects focused on providing workshops on self-esteem, vocational guidance and entrepreneurship for 50 public high school teenagers, plus talks for their parents.

PIMCO, an investment management firm based in California, has some 3,000 employees and a global reach, with offices in the Americas, Europe and Asia. The company has a strong and focused commitment to the SDGs.

The firm took a methodical approach to engagement using it as an opportunity to evaluate and restructure existing volunteer programs as well as to define its commitment to the SDGs. Employee focus groups were conducted in each office around the world and interviews held with senior management. This approach resulted in decisions to focus on SDG 2, Zero Hunger, and SDG 5, Gender Equality. The company made a long-term commitment with meaningful employee engagement, naming the overall framework *Purpose at PIMCO* and created the PIMCO Acts pillar for implementation.

PIMCO works to leverage its core competencies to create high-quality volunteer experiences for employees. To support its commitment to SDG 2, Zero Hunger, PIMCO developed a partnership with the Global Food Banking Network (GFN), active in more than 44 countries, principally in emerging markets. GFN offers expertise, resources and connections to assist food banks in procuring surplus food and serving food insecure communities. When developing the partnership, PIMCO ensured they leverage GFN's extensive network to connect with food banks in communities where PIMCO has offices.

Employees conduct food drives and sort and pack food in food bank warehouses and provide

pro bono service to advance the mission of GFN and help alleviate food insecurity. Together the PIMCO volunteers and local GFN members track and measure the outcomes of their work.

Most recently PIMCO sponsored an innovative multi-company pro bono project benefiting GFN, run by PYXERA Global. The project is leveraged the unique skill sets of PIMCO, Bayer, Goldman Sachs, Morgan Stanley and Western Digital to “Reimagine Green(er) Solutions to Hunger.” The goal: to develop a multi-prong strategy for minimizing food banks’ environmental impact, while increasing service delivery to communities experiencing food insecurity.

As part of a broad initiative to call attention to and address Gender Equality (SDG 5), PIMCO has committed to one global partner, the Nomi Network, to provide economic opportunities for survivors and women at risk of human trafficking. Similar to GFN, they deploy an “all-in approach” dedicating resources, employee expertise and volunteerism to support Nomi’s mission. For example, PIMCO employee volunteers work with girls to deliver financial literacy workshops.

Fattal, family-owned and operated for four generations, is a Lebanese distributor of premium brand products – including food and beverages, pharmaceuticals, medical and office equipment, perfumes and cosmetics, electronics and home appliances. The company operates in the Middle East and North Africa, particularly Lebanon, Iraq, Jordan, Egypt, Algeria and UAE, and also in France and Cyprus. In 2022, Fattal will celebrate its 150th anniversary. As proclaimed on the company website, its mission is to “Improve the daily lives of millions of families.”

One of their public commitments is “empowerment to community” which they



Other Examples

At **Bank of America**, planning began with determining, from a business perspective, which SDGs to target and then “backward map” to where volunteering could contribute to them. Now, the bank is able to report how much volunteering aligns with those SDGs. For example, in 2019, almost 25,000 employees volunteered over 155,000 hours related to SDG 2, Zero Hunger.

AB-InBev has a global strategy within which their companies in each country analyze and select the SDGs that will affect their local situation. Overall, they are working to build awareness of the SDGs and of the contributions being made by volunteers. The SDGs are taken into account to develop volunteer activities that are closely aligned with the business. For example, in health and well-being, the theme of responsible consumption is very strong, and they campaign with volunteers to avoid the abuse of alcoholic beverages. In the environmental goal, the issue of water is very important, so they are generating activities that will enable each person to know whether they may be impacting positively or negatively on the environment through their daily actions.

describe as “a platform for us to share our knowledge, expertise and care with our local community beyond the ordinary financial contributions. It is also an opportunity for us to engage our own employees in thinking about the main challenges faced by our community starting from the basic need for food, lack of awareness about health issues, difficulties in accessing education and other issues.”

Their social responsibility efforts are led by a committee of volunteers from various departments, supported by professional staff. The SDGs are the basis for their activities which are organized around the “3 E s:” employee well-being, the environment and empowerment to the community. They are strong believers in achieving consistency in both purpose and action, believing that leads to constant improvement.

Because food distribution is a major part of their business, SDG 2, Zero Hunger, is of particular importance. Similarly, they are committed to SDG 3, Good Health, as a reflection of their interest in the well-being of their own employees and then extending that to their families and communities. By the very nature of its business, Fattal is a polluter, which leads to its commitment to SDG 12, Responsible Consumption and Production.

A long-term leadership goal is to make volunteering a Key Performance Indicator (KPI) of the company. Currently almost 70% of employees are participating in CSR activities.

Fattal’s CSR program is “driven by a big heart.” So even if volunteering is objectively important, employees “should feel it” to be able to participate effectively. A first priority for the CSR team, then, has been to create an environment of volunteering for the employees by organizing activities related to “the employee well-being.” They believe that when the employees feel they are part of

the community, they will be encouraged to volunteer and help the community.

EDP Group began its commitment to the SDGs with a corporate-wide internal exercise to identify the SDGs to which the company wanted to make a commitment. After that, the same exercise was done with the volunteer program. That exercise, as well as sharing and learning with other companies, fostered an understanding of how EDP could demonstrate to both employees and external stakeholders how they are addressing key current global challenges.

EDP has a strong connection to the SDGs that are related to the energy business, but also to the SDGs that correspond to protection of biodiversity and concern for the environment. Since its business has a direct and significant impact in local communities, it also focuses on helping to develop sustainable cities and communities and to promote responsible consumption and production. These multiple commitments are reflected in SDGs 7, 8, 11, 12, 13 and 15.

In Portugal, EDP is working in partnership with Just a Change, an NGO addressing household poverty, to address the issue of energy poverty. They have activated a pool of electricians and other trained employees to build the knowledge and capacity of the organization to improve energy efficiency in homes of those they serve. The partnership began with hands-on volunteering and expanded to building the organization’s knowledge and capacity by training their management and volunteers on energy issues. It now includes a skills-based component where EDP volunteers do energy certification of assisted households, measuring the impact of their joint intervention. The partnership has naturally evolved from initial hands-on activities to become strategic, inclusive of pro bono and skills-based volunteering and with measurable impact.



AXA, Europe

Other Examples

InterCement, headquartered in Brazil with operations in South America and Africa, has a unique approach to the SDGs: “The main focus at the moment is to widely share information about the SDGs. Therefore, we have encouraged volunteer groups to identify how their activity contributes to one or more of the SDGs. The activities are varied: strengthening education, empowering women, reducing inequalities, volunteering in sports and activities that address cultural diversity.”

AXA’s approach focuses on identifying the major possibilities for engagement based on the SDGs and supplemented by its in-house risk analysis expertise. “These potential commitments are then examined using a business filter that enables AXA to invest its efforts on subjects where the Group can make a real impact through its activities.” For example, AXA Hearts in Action volunteers provide financial education to people living in extreme poverty which responds to Targets 1 and 2 under SDG 1, No Poverty.

Fosun, a Chinese pharmaceutical company headquartered in Shanghai, working through the Fosun Foundation, has launched some 30 projects related to SDGs 1, 2, 3 and 4, addressing poverty, hunger, health and education. For example, in 2019, they reported on a collaboration of university-based experts and Fosun volunteers working with Family of Lymphoma to increase awareness of correct life choices, diagnosis and treatment, thus contributing to SDG 3, Good Health and Well-Being.



Discovery, South Africa





PIMCO, North America

Measuring Impact

One of the great challenges for corporate volunteering remains: how to effectively document and articulate its impact and value to the communities, organizations and individuals served, as well as to the company and those who volunteer.

Major Takeaways

- ▶ The search continues for the “holy grail” of corporate volunteering: easy to use, not very expensive, yet credible, tools to measure the impact of volunteering on those who volunteer, those they serve, on the company they come from and on the community into which they go.
- ▶ Qualitative assessment through documentation, case studies and storytelling are slowly growing in popularity based on recognition that not everything worth knowing and learning can be quantified and measured.
- ▶ It is quite common for companies to rely on the nongovernmental organizations (NGOs) which they are serving to assess and report the impact of their volunteers’ work. Some companies are now helping their NGO partners develop the capacity to do that.
- ▶ Most companies are well aware of the benefits of volunteering for their employees and the accompanying value to the company itself; often they use employee surveys to quantify those.
- ▶ Thus far, there has not been a high priority placed on sustained, collaborative development, testing and refinement of shared tools with compatible approaches, measures and data to serve the entire field.



The Challenge

PIMCO, Hong Kong

We're really good at measuring the hours people volunteer and the funds they raise and the participation rate of our employees and the number of charities that we support; we do a really good job of measuring that. We have really good results, and we celebrate them.

I don't think we've figured out a consistent way to go deeper than that and connect some of those outputs to outcomes or impacts. So, I think that's where it drops off. I think we have isolated examples where we've done a really good job of looking at outcomes. Like some of our skills-based work. We've done a good job there. But we haven't aggregated that up to the whole so that we can talk about the holistic impact of everything that we do.

Spoken by a single company, but representative of many, these words resonate across the vast majority of companies interviewed for this research.

If there is a “holy grail” of corporate volunteering, it is the search for tools to determine the impact of volunteering on those who volunteer, those individuals and organizations they serve, on the company from which they come and on the communities into which they go. And, of course, those tools should be easy to use, credible and not very expensive.

Experience over the decades since corporate volunteering was recognized as a definable field of activity has demonstrated that those specifications are virtually impossible to meet.

Thus, it is not surprising that in the current research, that “holy grail” has not been found. However, the research has shown that there are significant efforts underway – by companies, NGOs and the bevy of consultants that serve the field – to pursue the goal of maximizing impact and to find ways to document it.

The purpose of this chapter is to present and discuss the examples and experiences found. The framework: First, look at how companies are thinking about impact assessment and the challenges they face; second, evaluate approaches being used to measure impact on communities and NGOs served; third, consider the impacts on those who volunteer; and, finally, assess efforts to conceptualize and develop new generation tools to make meaningful impact measurement more feasible.

Issue of Impact Measurement

From a company with one of the largest and most comprehensive volunteer programs in the world: “Impact assessment to understand the difference being made at the community level is our most pressing challenge.”

To a great extent, this challenge stems from the complexity of defining impact, dealing with both conceptual and practical issues that surround its measurement and the investment that may be required to truly document and “prove” impact.

The **Fattal Group**, headquartered in Lebanon, articulates the fundamental realities and the challenges inherent in dealing with the impact of volunteering:

With the community outside, you can measure your success by the impact on the people. You see it in the people, in the change to which you contributed.

If you are working with an NGO, if the NGO succeeded in the initiative, it means that you succeeded too because you were a contributor to it.

When you are doing business, you always have return to the investment that you can measure in numbers. When you are doing corporate social responsibility (CSR), you have something called social return on investment that you see only in how things change. There is no one tool that you can implement on all the activities because it depends on what you are doing.



Fattal, Lebanon

One company described how their volunteers leveraged their hours volunteered at an orphanage into a company financial contribution to help build a new library there. That is a positive, commendable result of collaborative action by employee volunteers and the company. But does it really get to what the higher value impact hopefully will be – for example, children having access to more or better reading material, a safe place to study, etc.? It also leaves unanswered the even larger questions of whether the students actually are learning more and doing better in school as a result of the new library.

Nevertheless, it is a good illustration of the importance of being clear about desired goals. It would be a perfectly acceptable goal to create a better library for the students. In this case, that goal was accomplished. But then the question would remain: What is the value, the impact, of achieving that goal?

This is the dilemma that ultimately confronts companies and the organizations they serve. What is the difference between an obvious benefit and the impact of that benefit? How deep must a company go to demonstrate the value of their volunteering?

Companies also recognize the limitations inherent in their programs. As one company put it, “Realistically measuring human impact is not a universal standard. We can’t say we’ve gone into a town and the whole town is different now. But we can say we’ve gone into a school, changed everything so they now have Wi Fi and technology for the kids to have a chance to get hands-on design. Still, it is really hard to know what you have achieved.”

There also is an argument to be made for accepting what might be called “implicit impact” based on recognition that what was done is better than what existed before. Fosun

in China, for example, reported that “by the end of 2019, (its) rural doctor project has covered 60 national poverty-stricken counties and 87 stationed team members have been sent to carry out first-line assistance. They have visited 1,289 township health centers and 6,769 village health stations and established assistance files for 10,925 rural doctors.” It would be fatuous to argue that there had been no value, no benefit, no impact from this work or that the work done had been harmful.

For some companies, it may be a matter of where they are in the evolution of their program. As one put it, “We talked about it, but how would we do it? We just don’t really have a good way to measure that right now. Our focus is really on getting the volunteering to happen and making volunteering a standard part of what we do. And I think measurement will be the next step on our journey.”

Practical considerations of cost also have been cited as obstacles. One company foundation, responsible for both philanthropy and volunteering, responded this way about impact measurement for both activities:



We made the decision very early on that we would do high level impact measurements...so, we don't go into that much detail, and we probably wouldn't spend thousands and thousands of pounds on those types of things. That type of (in-depth) impact measurement, is a waste of money. If you're spending 3 million pounds on something, and it costs you another million pounds to do the research, clearly that's just an absolute waste, so we don't do that kind of granular impact reporting.

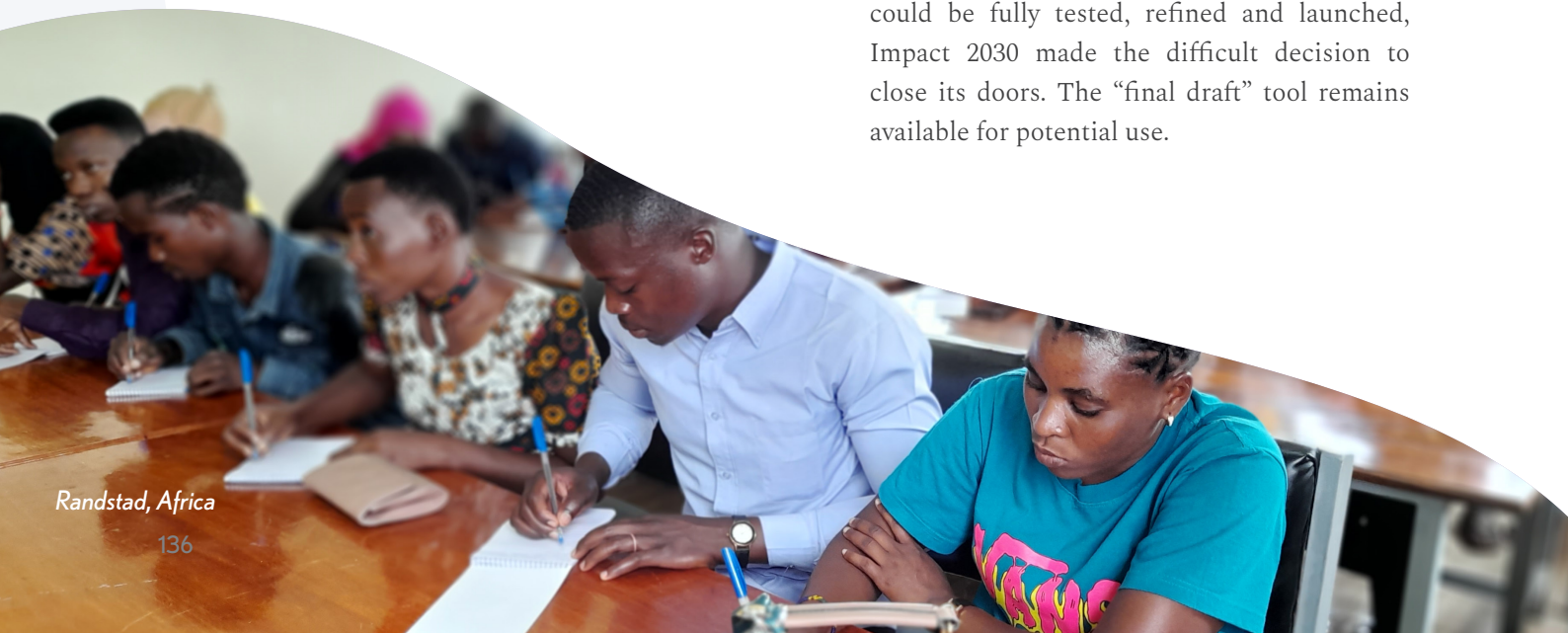
EDP, in its March 2021 presentation to IAVE's Global Corporate Volunteer Council about its impact measurement practices, cited what it sees as four global challenges that the field will need to confront:

- ▶ Diversity of methodologies across companies.
- ▶ Insufficient benchmarking on impact assessment specific to corporate volunteering.
- ▶ Different approaches to corporate volunteering across companies and around the world.
- ▶ Companies sharing examples of practices typically happens neither easily nor often.

But, despite these conceptual and practical issues, there are companies that are doing a credible job measuring the impact of their volunteering on the communities they serve and on their employees. Collaborative efforts are underway, facilitated by third-party consultants

and NGOs, to develop tools to document those impacts and to make the results available to the field. These companies are, in effect, serving as advocates for the growth of corporate volunteering.

The most significant collaborative effort to develop shared tools for the field was led by Impact 2030, the NGO created by companies themselves as an advocate and resource for human capital investment as a contribution to realization of the Sustainable Development Goals. Initial development efforts revealed both the difficulty of the task and the challenge of developing it in a collaborative environment. Companies then partnered with the True Impact consultancy to develop and do initial testing on a model built on a "contribution claim" approach. This would enable companies "to claim a portion of a program's social impact equal to how much of the program they supported." The work was led by Farron Levy from True Impact who has been a leader in supporting both companies and NGOs in impact measurement. Sadly, before the tool could be fully tested, refined and launched, Impact 2030 made the difficult decision to close its doors. The "final draft" tool remains available for potential use.

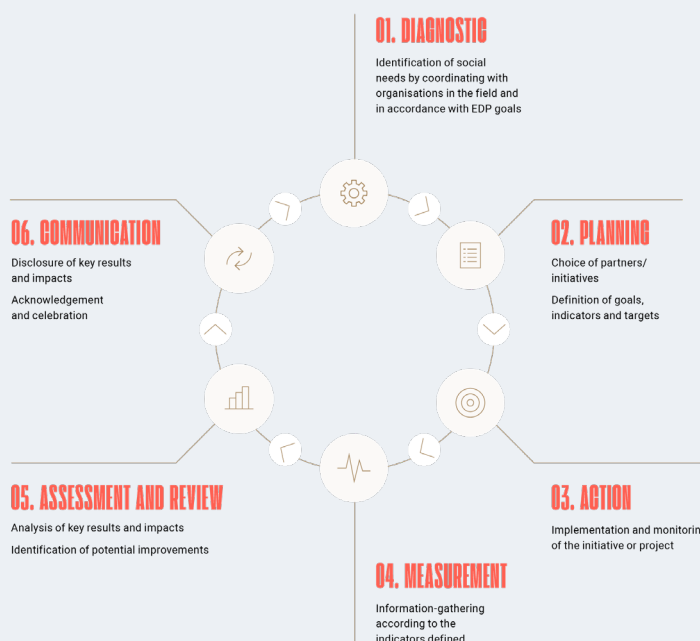


EDP

EDP provides an excellent example of a company with a comprehensive conceptual and practical approach to impact measurement which was comprehensively presented in their report on 10 years of volunteering at the company (2011-2021). Expressing the company’s conceptual understanding of the importance of volunteering, EDP builds to a theory of change that leads from Purpose to Development to Impact on volunteers, local communities and the company itself. The company describes its approach to impact measuring as “pragmatic and...based on a process of continuous improvement.”

APPROACH TO IMPACT

Our approach to impact is pragmatic and is based on a process of continuous improvement. For us, impact is the set of changes that take place between a given starting situation and the end of the intervention involving that same situation. For there to be an impact, there must be change and transformation. Therefore, in order for the moments to be comparable, it is essential to have at least a basic reference and a final objective. These two factors have guided our constant measurement, assessment and learning.



THEORY OF CHANGE

PURPOSE

Actively contribute to the development and positive transformation of the communities in which we are present through a volunteering programme that leverages people’s skills and talent and creates value for stakeholders and the company

DEVELOPMENT

RESOURCES

- Management team
- People’s skills and the business’ skills
- Employee’s time (voluntary management and action)
- Material resources
- Financial investment
- Management platform

ACTIVITIES

- In-house communication and mobilisation
- Social and pro bono volunteering
- Themed campaigns
- Actions that empower individuals and/or social organisations
- Project investment and support

RESULTS

- # Unique volunteers involved (employees, family members, friends, former employees, clients and partners) – during work hours and outside work hours
- # Participation of volunteers in activities
- # volunteering hours and # skills volunteering hours (during work hours and outside work hours)
- # Countries involved
- # Recorded on the Platform
- # Beneficiary organisations
- # Beneficiaries
- Financial investment, in money and time (EDP, partners/employees)
- Volunteer Promoter Score

IMPACT

VOLUNTEERS

- Motivation
- Skills development
- Identification with the company and its purpose
- Healthy individuals and greater active involvement
- Greater awareness of surrounding circumstances

LOCAL COMMUNITIES

- Organisations empowered
- Children and young people empowered
- Improved facilities and energy efficiency/security
- Development of local communities
- Involvement in biodiversity initiatives
- Awareness-raising initiatives

EDP

- Transparent and lasting relationships with stakeholders
- Reputation linked to social investment themes
- Employee appeal and motivation
- Enhancement of company’s culture and work climate

Learning About Impact on Communities Served

“Impact assessment to understand the difference being made at the community level is our most pressing challenge.” This perspective from a major global company was echoed, with varying levels of intensity, through many of the interviews conducted for this research. But there also were significant examples of company efforts to accomplish that goal in a wide variety of ways.

In Latin America, **InterCement**, **AB InBev**, and **Cargill** are playing leading roles in their approaches to planning for impact and developing appropriate planning and impact measurement tools and processes for themselves and their community partners. AB InBev reflects what seems to be the companies’ shared view: “Measurement is always an important topic; we have to evolve and continue our learning. It is the subject that needs us most.”

InterCement has a well-developed infrastructure that empowers not only employees but also the community itself in planning and executing its volunteer programs, with a focus on achieving the desired impact through its actions. The infrastructure has three components: the *Community Interaction and Volunteer Incentive Committee (CIVICO)*, local employee committees; Community Development Committees that include a range of actors from the community; and its *Ideal Voluntary Action Group (GAIV for its initials in Brazil)*.

This approach enables community participation in the planning and execution of activities. It responds to the challenge they gave themselves: to make the community the protagonist of their actions, of strengthening citizen participation in each locality. It also leads to stories that reflect the impact of the work that is done. For example:

We transformed a square together with the community and it became an example of safety, of a beautiful space, and it began to positively affect other parts of the city. The members of the community took ownership of the idea, they were inspired and added services to the original idea and recovered other public spaces – even without our support, they continued to improve their environment. They ask us for materials, but they don't ask us for volunteers because the community takes on the project with a local group.

This form of qualitative assessment through documentation and storytelling appears to be slowly growing in popularity based on a recognition that not everything worth knowing and learning from can be quantified and measured.



Banco General, Latin America

AB InBev describes itself as committed to developing resources for the institutional strengthening of NGOs. The company now provides a digital platform to help NGOs improve their management of both corporate and general volunteers. This has been a first step that enables organizations to keep the metrics of volunteer involvement. From this solid base, organizations can move on to collect and manage data on perceptions of and satisfaction with the volunteer program. The ultimate goal: to collect data that will help improve retention of volunteers by responding to their views and also letting them know how their actions are generating impact. The latter, AB InBev recognizes, is often difficult for NGOs to measure. So, a longer-term goal is to help the NGOs adopt measurements of social as well as numerical impact. “But that takes much longer.”

For **Cargill**, field research has been critical to knowing community needs directly from the community. “Projects thought from office boxes can be disconnected with the needs and realities of the community. You have to go out into the field and understand from experience and from strategic planning to decide how to support communities to really cover basic and elementary needs. You need to build projects

based on field research. You have to focus on the long term in order to create a basis for sustainability.”

Work along these same lines can be found throughout the world.

MTN Ghana puts a priority on trying to determine if their social initiatives, including their volunteering, have “transformed the community.” Most of their work is in rural areas where the contrasting realities with those of urban areas is most sharply defined.

The company primarily uses a qualitative approach, engaging with the community served, both by its own staff and external consultants and through the media. With the latter, “the beneficiaries themselves are interviewed to talk about what we have done, the impact it has for the community and how it’s actually going to empower or transform that community.” The company then is able to describe the perceived value of the work in very human terms.

Safaricom also recognizes the value of stories. “We have a monitoring and evaluation section that helps to amplify stories, find out what is working, and what is not.”



NCBA Group in Kenya uses clear targets, operational tracks and ongoing performance monitoring to gauge the impact of employee volunteering and broader CSR activities. “Through continuous reporting, and being on the lookout, setting out goals that we achieve, we’re able to conclude (a program) as successful.” The company places a high priority on setting targets to be achieved and then assesses the work against those. For example, for its target of planting 5,000 trees in a year, the key questions become: “Were they planted? Are they surviving?”

The importance of detailed planning is echoed by **CJ CheilJedang** in Korea. When planning an educational program, the company develops a performance measurement tool with the school faculty. The results are measured by conducting annual research with participants. In the example cited, research confirmed that

children participating in the company’s Donors Camp Cultural Club “find their dreams and prepare for a positive future.” Characteristic of this program is continuous development of performance management and evaluation tools. The company has analyzed performance of volunteers since 2013. Evaluation tools are being developed with a research team from the Seoul National University.

Cognizant in India takes a very organized and deliberate approach to collecting data on volunteering and to assessing its impact. An external audit helped the company create a dashboard with an “impact index” that measures volunteering activities every month. The company explains: “The index records and reports success rates and outcomes of all projects and initiatives under Outreach. The index also helps measure and quantify the level of volunteerism, volunteering hours, lives impacted and more.”

That effort has morphed over time into an index that allows schools to compete to be on top. That creates “a competitive spirit among volunteers to do varied activities.” As an incentive, schools get cash prizes every month, which they can use to buy a laptop or other technological equipment that benefits the school and ultimately the children.

The company also does pre-assessment, midline assessment and post assessment of programs.

“For education initiatives, volunteers use this method to understand and gauge the impact of intervention. Based on the learning level of a child as understood through a pre-assessment, focused coaching is provided. The improvement in competency is understood through a post-assessment. A similar approach is used for our pro bono initiatives. When we organized capacity-building workshops for NGOs, we

designed a detailed needs assessment survey. Our team members conducted one-on-one interviews with the NGO heads and staff members. The results were then analyzed and the top five needs of the NGOs identified. Based on that, we offered the training workshops. The volunteers executed the workshops. We also designed the post execution survey and sent it to all the participants. The feedback was then used to determine the topics of subsequent sessions.”

Cognizant believes that “volunteering which is consistent with the same beneficiary for a longer period of time is more impactful than the one-time engagement. Hence, frequency is a measure that we consistently track to measure the success of a program.”

PIMCO is supported by the True Impact consultancy in measuring the scope and impact of its volunteering and its entire philanthropic portfolio including priority hunger and gender equality portfolios. For volunteering, this includes a *Volunteer Impact Scorecard*, which provides the data to measure performance against peer companies and progress against

key performance indicators which were set with True Impact’s support. Members of PIMCO’s staff underscore the value of having external expertise guide them through the process of developing the conceptual framework and practical tools that allow them to report with increasing accuracy on their work. They echo about True Impact what other companies have said about their consultants: “[It] now is like an extension of our team...a great thought partner...”

Dell Technologies offers employees who volunteer a special benefit that increases their contribution to the community. After volunteering ten hours in a calendar quarter, employees receive a virtual volunteer reward card worth a \$150 donation to a vetted nonprofit of the employee’s choice. In India, Dell employees many times come together to decide where to jointly donate their rewards. Their report back to the company provides specific examples of how their volunteering and their reward dollars have increased impact on the organizations they are serving.



Discovery

Discovery, in partnership with the City of Johannesburg (COJ), has partnered with the Orange Farm community to support a shared vision of promoting thriving communities.

Orange Farm is the biggest and most populous informal settlement in South Africa. Located almost 50 kilometers from the central business district, it is one of Johannesburg's most geographically isolated and most deprived communities, home to more than 380,000 families. Orange Farm faces many socio-economic challenges: the area is marked by high levels of poverty and unemployment, low levels of literacy and poor access to basic services and health care facilities. The high levels of unemployment, drug-use and crime contribute to the social complexities of the community.

This flagship project is being implemented through strategic and creative partnerships among Discovery, the COJ and other key stakeholders from the public and private sector and civil society. "Ensuring a deep understanding of the needs of the community, was a critical step in shaping the nature and focus of volunteers' time and in determining project focus areas. The emphasis has been on sharing Discovery's employees' time and expertise, rather than cash or donations."

The program has three focus areas: youth, health and enterprise and supplier development. Each has its own objectives. Virtually all are amenable to the engagement of volunteers as a strategic and operational resource to support their accomplishment. For example, the youth-focused objectives are:

- ▶ To provide accredited training (including efforts by various partners) and place 500 youth at the Technical Skills Centre (TSC).
- ▶ To reduce the number of behavioral incidents at identified primary and secondary schools by 10%.
- ▶ To provide basic training and work readiness workshops for out of school youth (18- to 35-years-old), to improve their employability.

At the outset of the project in 2018, Discovery and COJ developed their Monitoring, Evaluation and Reporting (MER) Plan. At its heart was its "logical framework" that for each objective outlined activities to be done, anticipated outcomes, indicators for each outcome, techniques for verification of whether outcomes were met, who was responsible for the evaluation and how frequently it would be carried out.

Outcome indicators were both quantitative and qualitative. Verification techniques include surveys, case studies, reports from mentors and mentees, school records and pre- and post-tests.



Discovery, Africa

Understanding the Impact on Employees Who Volunteer

There once was a time when volunteering was thought of as a selfless act, done to help others without expectation of benefit to the person volunteering. Now, it is generally accepted that the act of volunteering has significant benefits to the volunteers as well as to the individual or institutional recipients of the service. There is a strong body of literature, developed over decades, that volunteering provides a way for people to build self-esteem, to learn new knowledge and skills, to develop new social

relationships and to improve their physical and mental health.

Most companies are well aware of these benefits and the accompanying value to the company itself.

Yet, the challenge remains to continue to build the internal case for greater priority on and investment in volunteering. As Royal Bank of Canada (RBC) put it, “...figuring out ways to



NGO Partners

It is quite common for companies to rely on the NGOs which they are serving to assess and report the impact of their volunteers' work. For example:

Linklaters tends to use the metrics that the organizations they are working with already use rather than expect them to run a new set of data for the company. Airbus asks their NGO partners to measure the impact on beneficiaries of their programs.

FirstRand Ltd. is able to quantify its volunteers' output – for example how many children get meals in one year given that employees packed a million meals for distribution. Still, the company relies on the organizations they are serving to tell them what the impact of their efforts has been.

Randstad relies on the monitoring and evaluation tools of VSO, the implementing partner for their cross-border skills-based volunteering.

Standard Chartered Bank (SCB) is working with an external consulting firm to assess community level impact and to design key performance indicators and theories of change. The consulting firm is going to all of SCB's partner organizations as part of this process.



make connections with employee retention, leadership development... are we building empathic leaders by having them go through these programs, are we building a more creative management style because people are doing pro bono work?"

This research offered clear evidence that companies are developing a variety of approaches to document these impacts.

Banco General in Panama perhaps captures the most significant overall impact, the one that gives greatest hope for the future. Some four thousand of its employee families participate in the Special Olympics. Their assessment: "[They] go to places they have never been before, understand social problems and become more aware of the fact that they have to fight for this change and then they have an impact beyond that." They experience, they learn, they see what they must do to bring change. This reflects the potential for volunteering to be transformational for the volunteers, like a stone tossed into still waters creates ripples that reach out in ever widening circles.



Woodside, the largest Australian natural gas producer, uses surveys and employee-produced case studies to understand the value of volunteering to its employees. "Feedback is something really important to us and part of our partnership. It is done manually by employees at the end of an engagement to reflect their feelings. That is how we make sure that the volunteering quality is maintained."

Employee surveys look at the impact of volunteering on dimensions of teamwork, communications and problem solving. "Problem solving, time management, active listening, adaptability and an enhanced work ethic are all outcomes we would expect from skills-based volunteering."



The Role of Quantitative Data

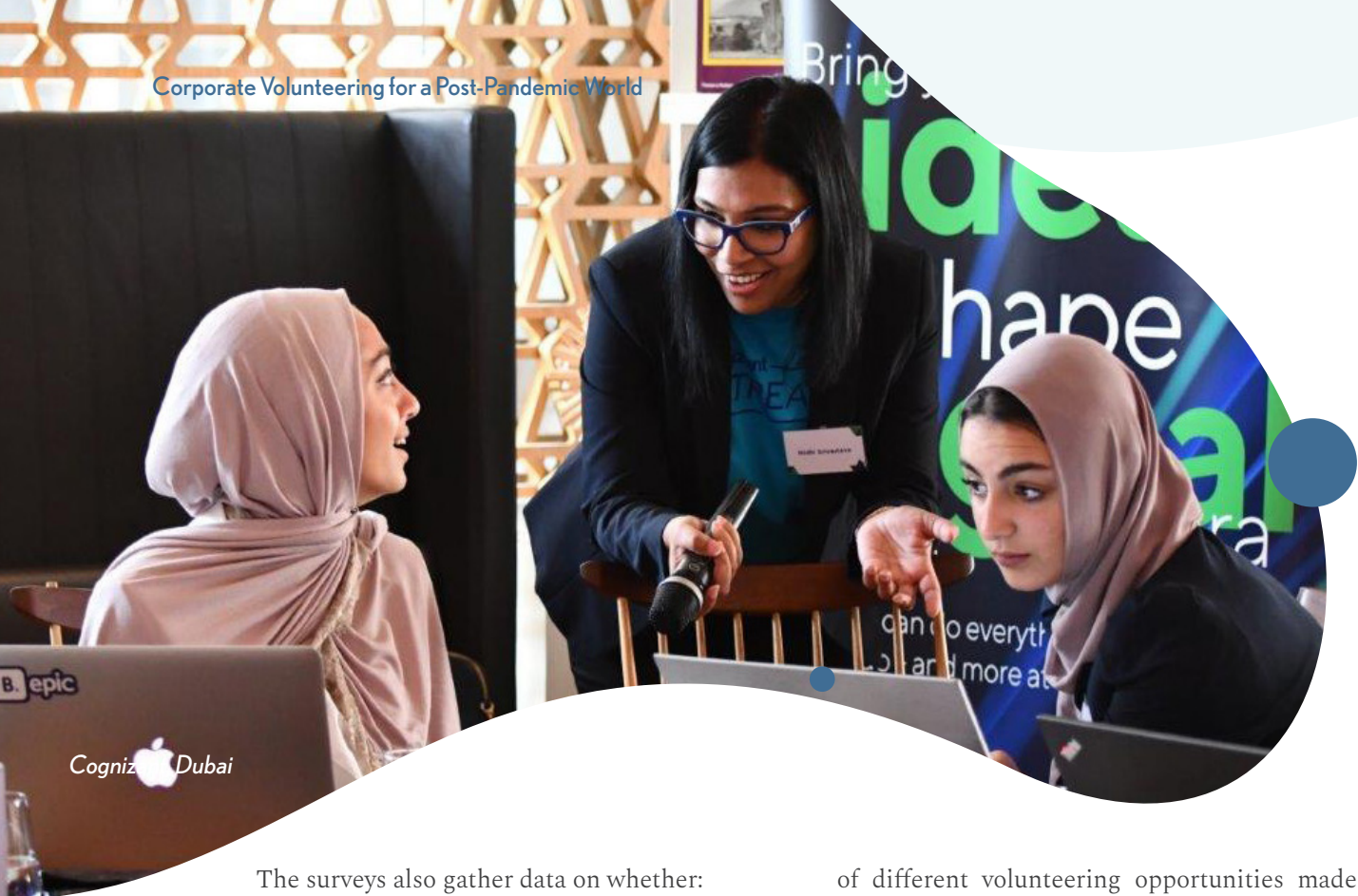
Virtually all of the companies interviewed in this research utilize quantitative data to understand the operations of their volunteer programs. But they vary widely in the scope and depth of the data they collect and how they use that data.

Bank of America uses the quantitative data it collects in a wide variety of ways including in finding correlations between those who volunteer and employee satisfaction. The bank looks at things like overall satisfaction with the company's response in the community and with its volunteering specifically. It is able to review year-over-year data about the scope of their volunteering by geography, lines of business, employee resource groups and other measures. The data are particularly helpful in understanding factors such as how well volunteer efforts represent employee diversity, how many friends and family of employees and retirees volunteered, how many were related to an employee network (Asian, leadership, professional, people with disabilities, Black, Hispanic, Latino, women, LGBTQ+, military support, Native Americans, parents and caregivers).

At **Telefónica Foundation**, "We have a scorecard with hundreds of indicators: by countries, unique volunteers, donors, hours, beneficiaries, entities and digital intervention. We can see each of the beneficiaries.... We have data for projects. If we look at [data for] our World Volunteer Day at an international level, we can evaluate how many people have registered, how many are unique, how many are not, in which countries, by activity, by group. We have results related to COVID-19, which groups were served, who was impacted. We can see it at the level of details of beneficiaries and actions: how many beneficiaries have been reached, from what area they are, community, childhood, if it has been more of some than others, the names of the activities. We measure absolutely everything."

When **Marriott International** redesigned its social impact and sustainability strategy (Serve 360, launched in 2017) the company recognized the value of data in building support from its C-Suite, including the board of directors and the continent presidents. All of these receive quarterly reports on progress toward each of the program goals, broken down by region. Using a baseline of 2016, they share what was done in a specific quarter, what was done through the calendar year and also how much progress is needed to hit goals that extend to 2025. They also indicate if they are on target to achieve, if they've fallen behind or if they achieved a target early and need to reset and/or increase a goal. Each goal is measured and presented each quarter to the CEO, his direct reports and during quarterly board meetings.

At the **Medtronic Foundation**, a scorecard and specific target metrics have driven more insights in terms of leveraging data analytics to understand more about employee segments – whether executive level or the sales, office or manufacturing segments. The data help build understanding of how those individuals volunteer and what the foundation can do to support them "where they are in their volunteer journey." It also has led to a greater understanding of cultural nuances across the company, particularly internationally in how employees view giving and volunteering within their own cultural contexts.



The surveys also gather data on whether:

- ▶ Employees feel increased job satisfaction and motivation for their work, increased empathy and understanding of others, more pride in their work and increased sense of well-being and happiness.
- ▶ Employees would recommend volunteering to their colleagues.
- ▶ Employees report more positively about the company.

The results have been striking. In 2019, Woodside volunteers clocked 11,000+ hours benefiting 75 organizations directly through volunteering. About 88% of their 3,300 employees felt an increased pride in the company, and 90% reported an increased sense of well-being and happiness.

Impacts on critical thinking and decision-making are captured more from case studies that employees share on the company's volunteering portal. After finishing a placement, whether skills-based or team-based, employees share stories with colleagues

of different volunteering opportunities made available to them. Case studies are sometimes used in publications, including employee magazines that go to all employees and a range of external stakeholders.

AXA, headquartered in France, has measured the link between engagement in volunteer programs and engagement at work, finding a strong correlation between the two. "We have an annual opinion survey worldwide for employees because we want to monitor [their] mood...if they are they engaged or are federated around the strategy, HR priorities and so on. It's within this annual survey that we have measured this correlation."

Anatoly Sedykh, Chairman of the Board of Directors at Russian steel manufacturer **OMK**, is quoted on the company's website: "We are sure that a life shouldn't be restricted to a plant only. It is very important for us to make sure that our employees live in comfortable conditions, strive for self-realization, organize their spare time and take care about health. We offer wide possibilities for them in this direction."¹

¹ Research for and preparation of this chapter was completed in 2021.

Their volunteer program is key to achieving this vision and to fulfilling their social responsibility commitments to the communities where they live and work.

Charities Aid Foundation Russia has conducted external audits and social impact assessments using the SROI (Social Return on Investment) model, based on qualitative methods and interviews with various stakeholders within the company and in the local community, including beneficiaries.

The SROI results demonstrated an increase in community social impact and enhancement in employees' soft skills and professional skills, as well as an economic impact. Latest estimates revealed that the OMK Partnership program attracts three extra rubles for each ruble invested. Corporate volunteer projects as well as those of local NGOs participating in the OMK's grant competition achieved that impact. The SROI results are presented to the top executives as an argument for continuing corporate volunteering and the OMK grant program.

“The success of individual volunteers reflects horizontal or vertical mobility within or outside the company when employees are actively committed to the social life of their towns and grow as social activists and nonprofit leaders.” For example, one of the company's employees, who worked in a manual labor position, organized her own NGO in the city to search for missing persons. Her nonprofit works in partnership with a large regional volunteer rescue center.

A second example is a case of social entrepreneurship in which a volunteer project to clean up the Chusovaya River has grown into a regional ecotourism organization. “Such activities have broad social impact and help with the growth of domestic tourism, and employee development.”



Telefónica Foundation, Europe

A unique component of the volunteering at **House Foods** in Japan is focused on providing an intensive development opportunity for a single staff member each year to have an international experience, working with social enterprises and local NGOs. So far, seven volunteers have participated in the program with placements in Indonesia, Thailand, Vietnam and Laos. They have been drawn mostly from the company's Research & Development and Sales teams. Each volunteer has worked full time for at least six months on a project with support from a remote group of two to three colleagues helping from the head office. The program is done in partnership with Cross Fields, a Japanese NGO that, among other programs, manages international skills-based volunteer programs that pair Japanese companies with NGOs and social enterprises

in Southeast Asia. The placements are focused on enhancing volunteers' knowledge of global markets while building innovative skills and co-creating unique solutions. They have developed new food items and drinks, redesigned the packaging of existing products and created marketing strategies to improve sales volumes.

Cross Fields project managers do one-to-one weekly sessions to understand the changes a corporate volunteer is going through and also communicate with the partner organization regularly so that House Foods gets their feedback as well.

Teams from the House Foods HR department also visit the corporate volunteers while they are in their placements, especially at difficult stages of the project. They also meet with the leaders of the NGOs to get their feedback on the engagement. The goal: to gather information from different stakeholders and collect “diverse perspectives and angles.”

The impact the program makes on the company differs from person to person. For some volunteers, the effect may be immediate while for others it may take years. The HR department also seeks to understand how, in

the long-term, the culture changes and leads to innovation in the company.

At **CJ CheilJedang** in Korea, “competency development” through volunteering is a high priority. A satisfaction survey is conducted at the end of volunteering for participating employees. It generally shows a high score for “one's growth of work contribution.” Other questionnaire responses show the degree of improvement in “soft skills” such as teambuilding, confidence, leadership, mentoring and coaching.”

For **Apple**, the “overarching goals (of the employee volunteer program) are to increase awareness, increase participation and to create exceptional experiences for our participants. We can measure the first two simply by comparing reports from Benevity,” the contractor that tracks Apple's volunteering through an online portal. “But, the experience piece is harder. We generally listen to feedback from our employees which we receive mostly via email.” Apple is now considering additional ways to better measure impact.

Looking at volunteering from the employee perspective has revealed interesting insights. For example, results of an impact assessment undertaken by **Tata's Sustainability Group** highlighted locations where employees are more interested in volunteering compared to employees at other locations. The analysis gave a peek into the employees' backgrounds,



the cultures they come from, social issues they have witnessed in their neighborhoods and what steps can be taken as a response. One of the insights that emerged: younger-generation employees look at volunteering as a way to improve skills, increase networks and gain knowledge, whereas more accomplished colleagues look at it as philanthropy and a way of giving back to the community.

In its Latin America region, **AB-InBev** has been a leader in building the capacity of NGOs to promote and manage volunteering, providing them with a volunteer management platform. The next step is to capture data on volunteers' perceptions of their involvement and their level of satisfaction. This may help volunteers know if their action is generating impact and whether that correlates to their continued engagement – all part of their overall goal to build the “habit of volunteering” regularly and throughout the year with actions in their communities.

For **Credit Suisse**, the focus over the past 11 years has clearly been on the impact of volunteering on employees who participate in the company's flagship international skills-based volunteering opportunity, the *Global Citizens Program*. The now 12-year-old program is “designed to promote the transfer of skills and expertise between employees and social organizations. [It also] provides an exceptional opportunity for employees to leverage and develop their talents while at the same time building the capacity of our partner organizations in the areas of education and financial inclusion.”

Credit Suisse's Global Citizen Program was presented at IAVE's 2019 European Regional Corporate Volunteering Conference in London. The program has demonstrated the following benefits for partner organizations served, employees who participate and for the company.

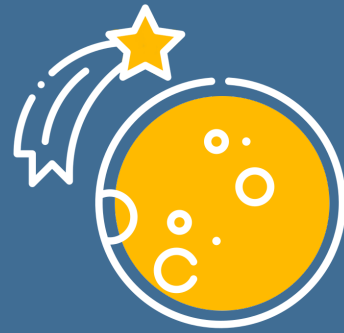


For partner organizations:

- ▶ Additional capacity and capability to tackle challenges .
- ▶ Opportunity to learn from high-caliber Credit Suisse employees with specific expertise that the partner may not be readily able to access.
- ▶ Deepened partnership with Credit Suisse.

For employees:

- ▶ A chance to develop existing and new skills in a different context.
- ▶ Opportunity to gain new perspectives and think outside the box.
- ▶ Deepened understanding of Credit Suisse's Corporate citizenship.
- ▶ Opportunity to support a nonprofit partner's mission.
- ▶ Insights into how to put Credit Suisse's values into action.



Shooting for the Moon

Dell Technologies has established the social impact goals it is pursuing for 2030, driven by what the company calls its “moonshot goals,” described as “our highest aspirations reflecting how we’ll make our positive social impact real and measurable.” To hold the company accountable to these goals, Dell reports annually on its progress. There are four groups of goals: advancing sustainability, cultivating inclusion, upholding ethics and privacy and transforming lives.

For example, the moonshot goal for transforming lives is “With our technology and scale, we will advance health, education and economic opportunity initiatives to deliver enduring results for 1 billion people by 2030.”

A key element in achieving that goal is “Each year through 2030, 75% of our employees will participate in giving or volunteerism in their communities.” The company explains: “Dell employees who volunteer consistently score higher on all measures of job satisfaction in our annual Tell Dell employee survey than those who don’t, so we make it easy for employees to give back.”

With its annual reporting, Dell holds itself publicly accountable for progress toward its ambitious goals, sharing both successes and shortcomings. These performance reports on their volunteering goals reflect the challenges the field has faced: “In FY21, 51% of our global Dell team members participated in giving or volunteering. This represents an 8-percentage-point decrease compared with our FY20 baseline. We attribute this decrease to the negative impact COVID-19 had on in-person volunteerism.”



For the company:

- ▶ Development of future leaders.
- ▶ Deepened employee engagement.
- ▶ Demonstration of Credit Suisse's values and social responsibility.

The program is supported by the UK-based consultancy Emerging World which focuses on employees' leadership development through experiential learning and what it terms "immersive experiences" through "corporate international service learning (CISL)." Such programs "are defined by the fact that employees travel across international borders to apply their work-based skills to a project or to other assignments that serve a third-party constituency."

In 2015, **Emerging World** produced the first comprehensive benchmark study to examine the longer-term impact of CISL programs on participants and the associated return on investment for their employers. That study was done annually through 2019, suspended in 2020 and was being taken up again in 2021.

There is not universal agreement on whether pro bono activities are necessarily volunteering, given that in some professions or in some businesses, there is an affirmative expectation or even a clear requirement that employees will provide services to the community at no cost. But given that at the heart of both volunteering and pro bono is service to the world outside the company, it is important to note the work being done by **Global Pro Bono LEAD**, which describes itself as "an exclusive community of corporations advancing the field of Global Pro Bono (GPB)." It "provides companies implementing GPB programs, programs that engage the skills of corporate employees to build the effectiveness of social sector organizations, with a no-cost networking opportunity to connect around four pillars" – Learning from one another, Exchanging ideas and tools, Adapting and innovating, and Delivering programs that deliver benefits for all involved.





Skills-Based Volunteering

Skills-based volunteering (SBV) represents one of the fastest growing forms of corporate volunteering. It recognizes the breadth of people's skills and the ways in which they can be put to work to enhance individual lives, improve organizational effectiveness and contribute to community vitality.

Major Takeaways

- ▶ While skills-based volunteering has existed for decades, there now is a rapid acceleration in its popularity among companies, employees and the communities they serve.
- ▶ The most common focus of SBV: improving the capacity and skills of NGOs. It applies technology to social and environmental challenges and provides educational and skill-building support for youth and underserved groups.
- ▶ As organizations come to rely on skills-based volunteers, ensuring consistent participation and quality becomes a major challenge.
- ▶ Skills-based volunteering originated in the professions, which remains a continuing emphasis. However, efforts to engage employees with craft and vocational skills have been steadily increasing.
- ▶ *Pro bono* traditionally has been used to describe the contribution of knowledge and skills by lawyers, executives and other highly skilled workers – often at the behest of their employers or in response to expectations of their professions. But now it is increasingly being used as an umbrella term for skills-based volunteering more generally.



Introduction

Skills-based volunteering has been part of the spectrum of corporate volunteering since before documentation of the field began in the United States in the late 1970s. Then, it most often was described as “loaned executives” or, in some more enlightened companies, as “loaned personnel,” in recognition that not only executives had skills that might be useful to community organizations. Companies gave those involved paid time away from the job to work in support of an NGO or a public sector agency, typically on a specific project for a defined period of time. A classic example in the U.S. was the loaned executive program which provided the leadership and management for annual local United Way fundraising campaigns.

Today, the breadth of skills-based volunteering has widened considerably. It has become a core part of most corporate volunteer programs. Eligibility for participation has expanded beyond executives to include both professional and technical employees, with a growing emphasis on those with technology-related knowledge and skills. Nearly every company interviewed for this research indicated that they are planning or are actively engaging in an expansion of SBV in their broader volunteer programs. Three reasons are cited for this.

- ▶ SBV can be highly beneficial to the nonprofit and public sector organizations served, bringing skills, knowledge and experience those organizations don't

possess and may not be able to afford in such areas as technology, finance, strategic planning, legal and marketing.

- ▶ Employees who participate can realize significant personal and professional gains as they are challenged to apply their skills in new and often more challenging contexts.
- ▶ Companies gain from SBV as their employees often come back renewed, with new perspectives, experience and networks that can benefit the business and yield favorable publicity, new customers and a potential pipeline of new workers.

Traditionally, SBV was reserved for professional employees – lawyers, accountants, engineers, medical staff, etc. Now, it is not uncommon to find vocational skills and those in craft jobs – for example, chefs, welders, carpenters, and gardeners – in demand for SBV.

Too often lost, however, is recognition of other skills important in volunteering: core human skills of empathy, caring and supportive behavior and avocational skills that can bring value to the people and organizations served.

This chapter discusses each of these broad categories of skills – professional, vocational and avocational – and their relevance to volunteering.

Challenges

Despite its popularity, practitioners of SBV also confront challenges. This research identified six significant ones.

- ▶ **Identifying needs.** Nonprofit partners have to want and need the skills on offer from their corporate partners. As mentioned in other chapters, honest and on-going conversations between them and their corporate partners about true needs, effective processes, and timing are critical.
- ▶ **Sustaining commitment.** When a program is underway that suits the needs of the nonprofit, the company and the employee volunteer, there needs to be a commitment by all parties to continue the program for an agreed upon time. But companies also report that it can be challenging to get volunteers to commit to longer-term assignments.
- ▶ **Maintaining consistency.** In interviews with global NGOs, the concern most often mentioned was the need for commitment and consistency on the part of the volunteers no matter the length of the assignment, particularly when vulnerable populations are involved, e.g., children, youth, elders, persons with disabilities, etc.
- ▶ **Inspiring creativity.** For as many volunteers who pride themselves on using their unique skills, there are just as many who want to do something completely different when they volunteer. When employees are asked to offer feedback on their experience, companies often find that employees don't want to perform as volunteers the tasks they normally do in their work.
- ▶ **Supporting volunteers.** It is important to make the time and provide the resources needed to prepare and support volunteers. Focused orientation to the realities and expectations of the organization they will be serving and of the specifics of their assignment will be needed. Tailored training may be needed to prepare volunteers to successfully adapt their work habits to the realities of the organizations they are serving.
- ▶ **Recognizing volunteers.** Employees want to be acknowledged for more than what they do on their jobs. They have much more to give than their professional skills and often want to enthusiastically bring “the rest of themselves” to a volunteer assignment.

These challenges underscore the importance and the complexity of the roles played by those managing corporate volunteering. They always must be responsive to the realities of all of the parties – employees who volunteer and the organizations in the community with which they partner, as well as the company for which they work. The nature and visibility of SBV work elicits higher expectations on the part of all involved.



Marriott International, North America

Is It Volunteering or Is It Pro Bono?

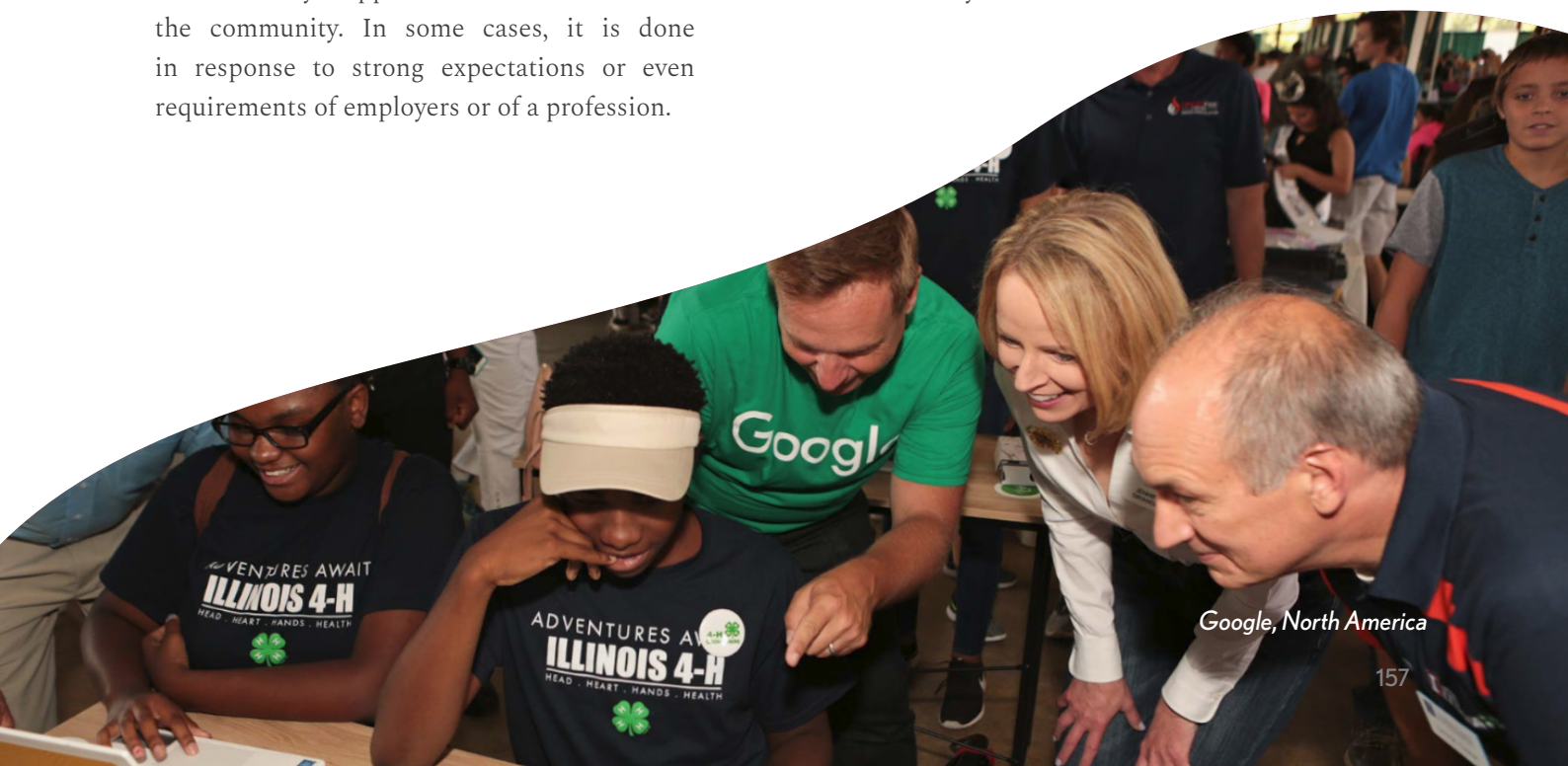
YES. But does it really matter in the face of more urgent concerns?

Classically, pro bono refers to the willingness of members of a profession to provide a portion of their services at little or no cost. Fields requiring a high level of education and training with defined areas of knowledge typically have ethical standards enforced among practitioners who organize themselves into associations. Examples include law, medicine, architecture, accounting, engineering, social work and teaching.

In the context of corporate volunteering, pro bono work primarily has referred to community service that utilizes professional skills and is supported by employers who consider it part of the job. Companies provide paid time off and other accommodations such as flexible scheduling, orientation or training. It is an institutionally supported form of service to the community. In some cases, it is done in response to strong expectations or even requirements of employers or of a profession.

For example, in many parts of the world, lawyers are either required or proactively expected to commit a percentage of their time to pro bono work, done of their free will and without expectation of full, if any, compensation. Many law firms actually require lawyers to provide pro bono services and provide released time with pay from the job to perform these activities.

The professional legal pro bono program at **Linklaters**, for example, is extensive and drives approximately three-quarters of the company's volunteer work. The mission: to provide "access to justice and equal opportunities." The program is based upon two or three social issues, and the firm's 2,500 lawyers provide about 30,000 hours a year of pro bono advice. Recently, volunteers worked with the United Nations to have climate change recognized as a justifiable reason for claiming asylum. The head of the program at Linklaters summarizes their work this way:



Google, North America

We are most proud of the fact that we make a difference at both ends. On the refugee piece, we are working pro bono on legislation to reduce the amount of displacement of people, but equally on the ground, we're supporting current refugees with problems they face today. It's a good, unique position of a law firm, because we can look at both the causes and the effects together.

S&P Global has leveraged employees' skills within the company's data visualization, legal and technology teams to work on projects with TrustLaw, the **Thomson Reuters Foundation's** global pro bono legal program that connects NGOs and social enterprises with law firms and corporate legal teams to provide them with free legal assistance focused primarily on creating social and environmental change.

Over roughly the last 10 years, the term pro bono has been applied more generally to a broader range of skills-based volunteering, performed either domestically or across international borders. NGOs and consulting firms have emerged to manage those programs, often under contract to the sponsoring companies. The **Global Pro Bono Network**, for example, has some 60 member organizations in 34 countries across every continent.

The Network has five criteria it uses to define pro bono service. These can be applied equally well to describe skills-based volunteering generally. They are:

- 1. Professionalism.** Pro bono work is led in a professional way, and beneficiaries expect professional services.
- 2. Skills.** Pro bono involves skills the beneficiary is lacking that the pro bono provider can bring.
- 3. Common good.** Pro bono serves the common good, meaning it can be used to support a social change, non-profit organization or a person who cannot access these skills because of money or location, etc.
- 4. Free access.** The pro bono service is provided without compensation by the beneficiary. However, it requires some investment by the beneficiary in terms of time and human resources.
- 5. Voluntary.** Pro bono is based on free choice. Those participating (both the provider and the beneficiary) are involved because they have agreed to.

It is important to stress that no matter what the label put on the activity – pro bono or skills-based volunteering – operationally, both have the same requirements: careful scoping of and formal agreement on the nature and specifics of assignments, informed recruitment and placement of volunteers, clarity of expectations for all parties, ongoing oversight with continuous communication and identification and resolution of any problems that arise.



AXA, Europe

SBV and Professional Skills

Improving the capacity and staff skills of nonprofit partners increasingly has become a major focus of skills-based volunteering.

Although engaged in all types of volunteering, **FirstRand Ltd.** believes they can make a greater difference in communities when they leverage their professional skills. They make a point of not only tapping the expertise of employees in different sectors of the company such as healthcare, IT and finance but also promoting programs proposed by employees. Their primary objective is to strengthen non-profit organizations. They do this with teams of five to six volunteers with expertise in accounting, finance and communications working together to help build the capacity of the non-profit organizations.

Each year, **National Australian Bank (NAB)** co-designs a program with Australian Business Volunteers to send 10 employees for two weeks on a project with a nonprofit partner or customer to solve its business problems and further its social impact.

Other companies work to assist small businesses and microenterprises. Recently, **VISA** launched a skills-based volunteering program through which employees can mentor small businesses. They have partnered with Bridge for Billions in the United States and Latin America – with other regions to come – and have a partnership with Digital Boost in the United Kingdom.

Belcorp, a Peruvian company with more than 50 years of experience in the beauty industry, has developed skills-based volunteer activities to support the training of women entrepreneurs. The first beneficiaries have been its "beauty consultants." Volunteers act as trainers, mentors and coaches on topics such as entrepreneurship and financial management.





Belcorp, Latin America



Cemex, Mexico

Volunteer Your Skill, **SEDCO's** flagship program, gives employees the opportunity to channel their passions by transferring knowledge and expertise to benefit non-profit organizations, small and medium-sized enterprises (SMEs) and entrepreneurs. A SEDCO Holdings lawyer volunteered for an entire year at a non-profit as a legal advisor. His efforts and the relationship built resulted in his being made an honorary member of the organization's board.

Another popular form of SBV is teaching, coaching, and mentoring youth and sometimes adults from disadvantaged groups. The **CEMEX Building and Growing** program, developed in Mexico and Egypt, focuses on construction workers and aims to strengthen or complement their education on the job site. Generally, construction workers have not finished high school and are migrants from the interior of the country. They travel from rural communities to urban centers looking for work. They are hired per day and during the course of the project have the opportunity to complete their studies. They learn English or computer skills on site in mobile classrooms installed by CEMEX UNITE, where employee volunteers actively engage to facilitate courses and workshops one hour prior to construction employees' scheduled work.

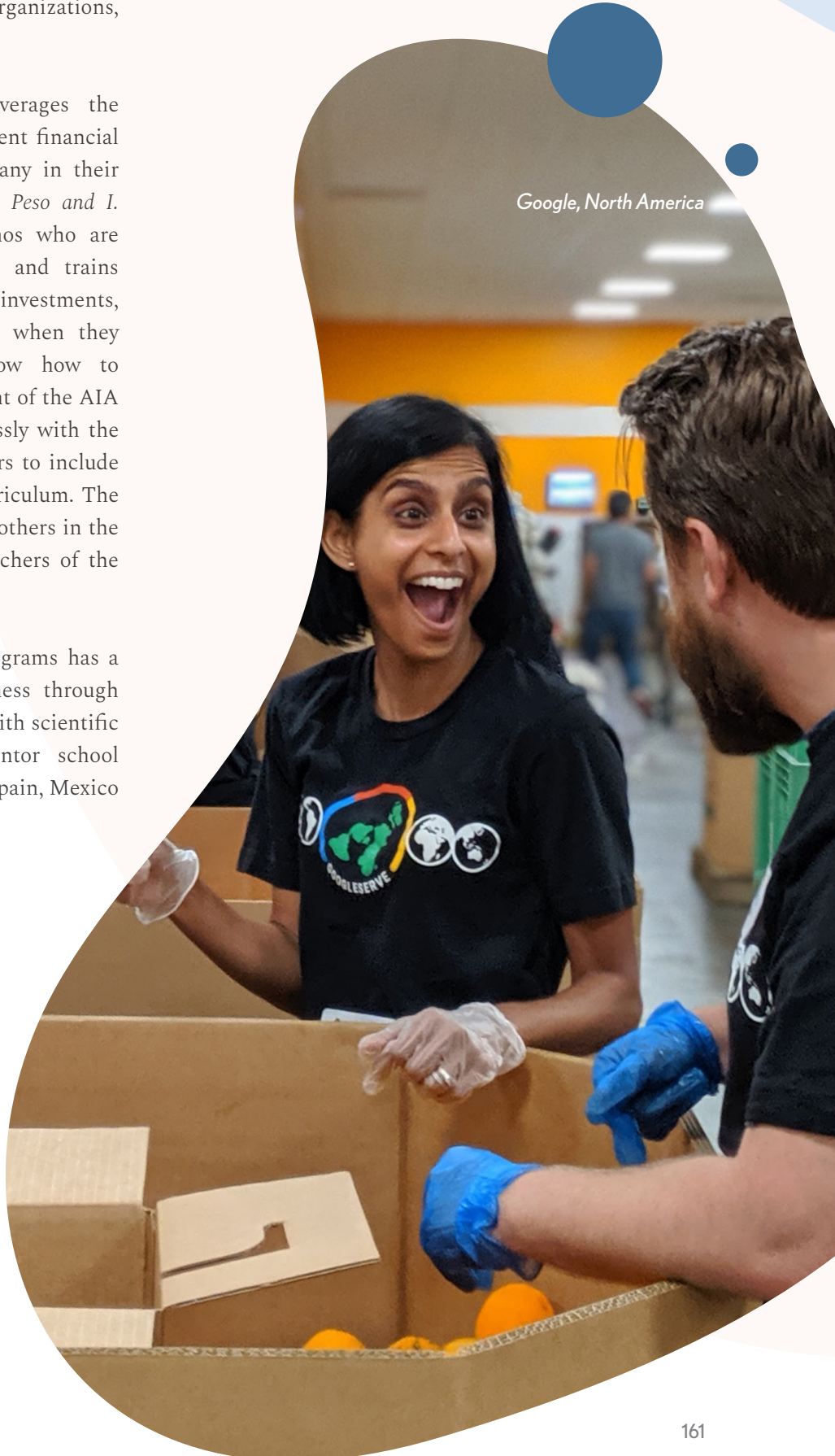
Fujitsu is intent on providing youth with skills that will provide them with a prosperous future. In developing their program, *Fujitsu Futures*, employees worked with an external education consultant to design a series of lesson plans. The objective is to provide young people with skills useful to a digital future, including communication, empathy and critical thinking. These are skills that as a technology company Fujitsu has determined are essential for the workforce of the future. To execute *Fujitsu Futures* they have developed a number of lesson plans and learner outcomes. Employee volunteers go through training to

become acquainted with the lesson plans and learn how to deliver them. Volunteers work with community partners to reach young people through schools, youth organizations, orphanages and children's homes.

AIA's Philam Foundation leverages the skills of employees and independent financial advisors working with the company in their signature volunteer program, *My Peso and I*. The program focuses on Filipinos who are about to graduate from college and trains them on the basics of savings, investments, securities and mutual funds, so when they enter the workforce, they know how to manage their money. The president of the AIA Philam Foundation worked tirelessly with the government and other stakeholders to include the program in the university curriculum. The foundation also worked to attract others in the industry to become volunteer teachers of the program.

One of **Iberdrola's** volunteer programs has a focus on climate change awareness through workshops staffed by employees with scientific knowledge to educate and mentor school children in local communities in Spain, Mexico and Brazil.

Google, North America



SBV and Vocational Skills

Marriott International has a huge international footprint with a presence in 131 countries, 7,000 properties and 700,000 associates. Some 90 % of employees are hourly, and 70% of properties are franchised. The company's social impact strategy and framework have been developed by its corporate headquarters, but individual hotels have discretion on how to serve their local communities. The *Serve360* – doing good in every direction framework – supports NSEW: **N**urture Our World, **S**ustain Responsible Operations, **E**mpower through Opportunity, **W**elcome All and Advance Human Rights.

Marriott International is well positioned to provide new opportunity for people through the development of hospitality skills. The company partners with several leading nonprofits to ensure workplace readiness and access to opportunity, with a focus on youth, diverse populations, women, people with disabilities, veterans and refugees. Partners include Youth Career Initiative, We Connect International and the International Rescue Committee. Employees engage in workforce development programs to mentor, educate and provide job-shadowing opportunities in hospitality and food and beverage topics. Employee volunteers also help impart the essential skills that will help a prospect get hired: communication, resume writing and interviewing.

Marriott's volunteer efforts in the community near its headquarters in Montgomery County, Maryland have been recognized. Leadership

Montgomery selected the company to receive its 2020 Innovation Award. This award recognizes businesses serving Montgomery County that have implemented a new angle or approach to employee volunteering through service to the community. In support of Manna Food Center's Community Food Rescue program in Maryland, Marriott International helped launch *CFR Cooks!* in 2018, a cooking-with-recovered-food program. Over the past two years, Marriott chefs have volunteered their time and talent to create restaurant-quality meals, teach and lead volunteer cooks from Kind Works, and together produce meals for about 100 people twice a month. The meals are donated to two residential shelters run by the Montgomery County Coalition for the Homeless (MCCH).

For **United Metallurgical Company (OMK)**, a leading national manufacturer of steel products in Russia, skills-based volunteering is a fundamental component of project-based corporate volunteer projects.¹ The majority of OMK employees (70%) are mechanics or line workers. They apply their skills to improve cities by welding fences and putting up playgrounds for local community children. This skills-based volunteering is included in grant projects, initiated by corporate volunteers. In 2019, company volunteers staged 130 events involving over 8,000 participants. OMK employees worked 33,000 hours at volunteer events and raised over 2,000,000 rubles for community projects.

¹ Research for and preparation of this chapter was completed in 2021.

A Winning Combination: Technology Skills + Company Products and Services



One trend that has grown throughout the last decade is the focus on technology: employee volunteers using their technological skills, sometimes in combination with their companies' technology products and services.

Some companies focus on promoting technology careers. At the mobile telecommunications company, **MTN Ghana**, volunteers use their technical expertise to provide career counseling in schools, encouraging women and young people to study STEM subjects like engineering.

IBM's signature volunteer program is designed to enable a better future for adults and students through access to online learning. The company developed two core education programs: *Open P-Tech* – a platform to bring digital skills to youth aged 14-20; and *Skills Build* – a platform to bring digital skills to adults. The idea is to put individuals on a path to employment through online learning, with up-to-the minute technical skills, without the need to secure a university degree to land a good job. IBM

volunteers serve as coaches, mentors and guest speakers in the learning sessions. The platform for coaching and mentoring is provided by Kronos.

P-Tech and Skills Build are not programs that have been retrofitted to go online. Rather, they are initiatives designed with online usage in mind to maximize the company's digital capabilities to help provide key skills to individuals. The goal is to have 1 million registered users for P-Tech; as of early 2021 there were 250,000.

IBM is working towards making their P-Tech and Skills Build platforms available to other companies' volunteers so that even small and medium-sized companies worldwide can become involved and contribute their skills as coaches, mentors and guest speakers to enhance students' online learning.

The P-Tech program is noteworthy for the volunteers' long-term commitment. IBM employees typically commit one or two years to



Sage, Europe

the program, although options include a 3-, 6-, 12-, or 24-month commitment.

Dell Technologies has a number of initiatives that leverage the company's commitment to improving digital literacy. To address the issue of unreliable and expensive connectivity, Dell's *Solar Learning Labs* program has enabled learning to continue in Mexico, Colombia, Morocco, Kenya and South Africa. Each Solar Learning Lab is a standard shipping container that has been converted into a classroom, equipped with solar panels, workstations and network technology from Dell. With the addition of outside space and laptops, each lab can offer up to 20 people at a time a wireless connection to learning materials. To provide a comfortable experience, each lab features high-quality furnishings and good insulation from the elements as well as a community space that can be used for training or as an Internet café. Some labs (such as the first lab in Mexico City) are set up as double labs, featuring two classrooms that share a single roof and provide a covered area for outdoor classes when weather permits. Double labs are often also

equipped with Dell laptops for mobile learning.

Dell volunteers have key roles in the Solar Learning Labs. They help to set up the labs, install the technology and provide overall project management. They also provide virtual mentoring chats and videos to share their STEM career experiences and answer students' questions.

Dell also partners with Girls Who Code, a national nonprofit dedicated to closing the gender gap in technology. In this strategic partnership, Dell makes a financial contribution, provides the hardware for the program and also engages employee volunteers to lend their expertise. The company collaborates with Girls Who Code on field trips across North America to various Dell campus locations. Members of Dell employee resource groups recruit volunteers at each site to plan an agenda, issue invitations to the girls and then spend the afternoon with them. The girls get exposure to a technology company and are able to ask questions of employees who are in STEM fields to learn about possible career

trajectories. The program includes a “hands-on” component offering the opportunity to use computers.

Google’s mission is to make the world’s information more accessible and useful. The company provides funds, products, technology, and people toward that end. Specifically, Google commits 1% of its profits to support nonprofit partners, while employees might volunteer to install wifi after a disaster. Google allows employees to use up to 1% of their work time, or 20 hours per year, to volunteer with eligible nonprofit organizations, and the company will also donate \$10 for every hour an employee volunteers (up to \$2,500 per person, per year). On average, Google employees worldwide log around 300,000 volunteering hours each year.

In 2019, the company launched its signature pro bono program, the *Google.org Fellowship*. Teams of Googlers are embedded with nonprofits and civic entities for up to six months, during which they work full time on technical projects that help accelerate the impact of the organization. Fellows work alongside the organization’s staff as a team to build scalable solutions to help ensure that the work has a sustained and lasting impact. Google typically deploys engineers, product managers, user-experience (UX) researchers and designers, and more on these Fellowship projects.

Recently, Google has intensified its focus on racial justice and equity, and Google.org Fellowship assignments reflect this. Eighteen employees work full-time with the Satcher Health Leaders Institute at Morehouse School of Medicine to create the Health Equity Tracker, a first-of-its kind, public-facing data platform that contextualizes health disparities facing communities of color throughout the U.S. Its initial focus has been on COVID-19. Other Google.org Fellows work with the Vera Institute of Justice to design and create a

central source of jail population data for the nation’s 3,000+ counties. This data is being used to help advocates and policymakers in their work on criminal justice reform.

The Chinese conglomerate, **Tencent**, founded in 1998, offers a range of products and services including search engines, a web browser, artificial intelligence (AI), music, video games, films and social networking tools such as the popular WeChat. In 2006, employees took the initiative to launch the *Tencent Volunteers Association* as a platform for leveraging Tencent’s technology products and services in combination with volunteering to meet community needs. The company allows each employee one day of paid time off per year to volunteer. Skills-based projects have included using technology to track missing persons and the use of AI to prevent falls in nursing homes.



Microsoft annually hosts what they believe is the world's largest hackathon, *Hack for Good*. Projects focus on digital transformation that allows partner nonprofit organizations to accomplish their missions more effectively. Recent projects or "hacks" have included ways to reach out to and more effectively help victims of sex trafficking. Others developed a robotic arm for an employee's young son who was born without a full right arm. The solution even incorporated a way for the arm to be replicated in larger sizes in a cost-effective manner as the child grows. Another project monitors children who suffer from epileptic seizures to provide an early warning system as well as data that can be used in the search for prevention methods. Volunteers have employed technology to develop a way for a nonprofit partner to connect children all over the world who need life-saving surgery with organizations that will provide those surgeries at no cost.

Other Hack for Good projects are less dramatic but help nonprofits accomplish their objectives more efficiently and in a cost-effective manner. Typically, projects work one of two ways: Nonprofit leaders define and scope a project and then identify a Microsoft volunteer lead. The next step is to list the project on the hackathon site. More frequently, passionate

Microsoft volunteers contact the organizations based on their personal interests to determine if they want to work on a hackathon project. They then scope the project together.

Airbus has developed a year-round approach to volunteer-led technological innovation through its *Humanity Labs*. The program is an innovation center run and staffed by company volunteers on their personal time. Their purpose is to respond to the needs of NGOs. The typical project creates a prototype of a critical product. For example, Humanity Labs volunteers were asked by a medical humanitarian organization to develop an accurate portable scale to weigh babies before and after breastfeeding to determine the need for supplemental nutrition. This product is now being used in Sudan. The volunteers also designed and produced a forearm prosthetic for a young girl using a 3 D printer. Airbus volunteers designed a special wheelchair for a Paralympic badminton athlete. At present, the program is working on environmental projects such as wind turbines.

The **Sage** *Future Makers* program was recently developed to inspire and teach young people about artificial intelligence (AI) and help them understand how technology can be leveraged to solve social and environmental challenges. A program was delivered face-to-face by charity partners and volunteers (prior to the pandemic) to over 500 young people in South Africa, Spain, the UK and the US. An online version was piloted in France during the COVID-19 lockdown. In the pilot young people created their own concepts for how to use AI to tackle



Sage, Europe



social challenges. Among the examples: a carbon-footprint calculator of private versus public transport systems and a video game to create awareness of the impact of public transport and its resulting carbon reduction where a points system illustrated the tradeoffs of speed versus carbon reduction.

The 1,000-person IT group at **AXA** has developed a global volunteer program focused on digital inclusion. To support the program, the company provided computers, tablets or phones to individuals in vulnerable communities who do not have access to technology. Volunteers provide lessons on how to use the various technologies.

The company also was concerned about the need to ensure children's safe use of the Internet. AXA France developed a comprehensive prevention initiative called the *Internet License for Children* with AXA insurance agents throughout France and the French National Police. Volunteers have been giving talks in schools to help children learn to use the Internet and social networks in a safe, responsible manner, in an effort to avoid harassment, exposure to violence and other dangers.

An **Intel** employee recognized a problem and developed a solution with support from the Intel Foundation's seed grant program. The volunteer realized that first responders, Emergency Medical Technicians (EMTs), often arrived on the scene of an accident and were writing patients' vitals on their hands, arms and scraps of paper. This information would then be used in hospitals to treat the patients. Seeing the need, the Intel volunteer used the grant to supply the EMTs with iPads. He also developed an app to convey patients' critical information to hospitals in advance of their arrival.

The **Vodafone Foundation** created a Social App Hub which is part of the company's *Connecting4Good* program that fosters the use of mobile technology for Social Good. It is India's first crowdsourcing platform aimed at curating, strengthening and promoting social sector related mobile solutions within the critical sectors of health, education, governance, agriculture and disability. One app used by volunteers aims to improve financial literacy for individuals living below the poverty line. The content is based on a simple story-telling format, features games, activities and quizzes and is available as a free download in 10 Indian languages.

SBV With Avocational and "Human Skills"

Activities outside of paid work can become the basis for volunteering. Hobbies or life skills, such as cooking or home repair, as well as the “human skills” that enable individuals to successfully navigate life, including empathy, compassion, communication, mentoring, caring about and for others, providing emotional support – all of these can, by providing avenues for helping others, contribute to the life of a community.

Employee volunteers at **Kompania Piwowska**, a Polish brewing company owned by Asahi Breweries in Japan, often put skills acquired from their hobbies to good use. For example, a passionate and skilled photographer took pictures of dogs for a nonprofit’s calendar to help increase the animals’ chances for

adoption. In another example, an employee who took a stylist course selected the colors and clothing for mothers of adult children with cerebral palsy as part of the fundraising Breath for Mums campaign.

At **TELUS** in Canada, one employee created her own volunteer project during the pandemic. She taught baby sign language to mothers unable to afford to pay for classes, so they could communicate with their babies.

The **POSCO** Pohang Clean Ocean Volunteer Group in Korea has had an impact, not only on the environment but also on the livelihoods of local fishermen. The award winning nationally recognized program was founded in 2009 and combines employees’ talents and

CEMEX, Latin America



hobbies to preserve the marine ecosystem. POSCO executives and employees with skin diving experience or scuba certificates dive into the sea to collect marine waste such as tires, plastics, and discarded fishing gear from the seas of Pohang, Gwangyang, Seoul, and Incheon. To date, some 150 employees have participated on 582 trips and collected a total of 1,771 tons of marine garbage.

In an example of what the company terms “volunteering with pure heart,” **Nikko** partners with Daughters of Tomorrow, a nonprofit that supports women in difficult circumstances. The NGO runs a series of programs and evening courses for low-income women who have suffered abuse. The courses provide skills training to help the women become financially independent. One evening a week over nine weeks, Nikko employee volunteers serve as childminders/babysitters for the mothers attending the programs.

At **OMK** employees who know how to knit, sew and cook, provide those services for children in orphanages.

These are only a few examples of employee avocations providing the impetus for skills-based volunteer programs.




Employee Development Through Corporate Volunteering

Corporate volunteering is broadly acknowledged throughout the world to be a benefit to companies, communities and employees. A number of companies are very explicitly using corporate volunteering as a professional and personal development tool for employees. This is most often done in cross-border and skills-based volunteer programs, but can extend beyond these to other forms of volunteering as well.

Woodside partners with Jawun, an Australia-based non-profit organization that supports innovative change management programs in Indigenous communities. Woodside employees volunteer for six-week secondments to share their expertise with Indigenous organizations in the Kimberley, Lower River Murray and North East Arnhem Land. Typically 20 employee volunteers participate each year. Once they return Woodside evaluates several developmental dimensions including teamwork, time management, active listening, communication, adaptability, and problem solving. Additionally they measure employee willingness to recommend volunteering to their colleagues, feelings about the company, job satisfaction, and work motivation. Woodside also attempts to determine if employees have developed increased empathy, an understanding of others and a sense of well-being and happiness. Explaining why they participate in the Jawun secondment program, the Woodside manager explains: “Volunteering contributes to skill development, sensitizes the volunteer to community issues and builds empathy.”

CEMEX believes employee volunteering can increase an individual’s performance on the job as well as their overall well-being. For that reason, the social impact and human resources staffs work closely to maximize employee development in the design of the company’s volunteer program. They have incorporated volunteering into the company’s top executive leadership development program.

*Iberdrola, Spain*

For example, at a CEMEX off-site executive meeting in Prague, the organization [Impact Hub](#) was enlisted as a partner to design the CEMEX executives' volunteer program. Four NGOs were selected, each with a focus that aligns to CEMEX social impact priorities: STEM careers for girls, homelessness, urban and home gardens and recycling programs. For the first half of the day, executives learned about the activities of the NGOs and engaged in hands-on activities; in the second half, they used their specific professional skills to work with the NGOs on solving some of their top challenges.

RBC's Social Impact Learning Program (SILP) is designed for the company's Future Diverse Leaders and Future Global Leaders. The program is a 10 to 12 week skills-based volunteering opportunity where employees use their expertise to advise the company's nonprofit partners on real business decisions, challenges, and opportunities. Projects are typically capacity-building challenges, where volunteers use a broad range of skills, including financial management, strategy development, human resources, marketing and branding, as well as operations and process improvement, data analysis and impact measurement expertise. The company believes employees strengthen their leadership and consulting skills while volunteering in the dynamic

context of an NGO's real challenges. RBC partnered with the Taproot Foundation to execute the program and in 2021, 150 RBC employees from Canada, the US, the UK and the Caribbean region participated in the program. One SILP cohort focused on supporting 30 organizations that serve the BIPOC (Black, Indigenous and People of Color) community.

State Street Corporation's global volunteer program has partnered with the company's Talent, Learning and Development group to engage the leadership team (the top 4% in the company) in long-term volunteer projects supporting nonprofit organizations that also receive State Street grants. Working with their partner, Root Cause, executive volunteers are engaged in a very structured program to provide executive coaching plus targeted workshops for 10 grantees each year. As part of three-year strategy, the focus in 2020-2021, was on responding to adapting to the pandemic; in 2021-2022, the theme was continuous quality improvement; and in 2022-2023, the focus is program stability.

Iberdrola also has good alignment between the human resources team and those leading volunteering initiatives. Together they developed a system so that when employees sign up for a volunteer activity on the internal company portal, they can see which skills or competencies they are developing through their participation. On completion of the volunteer project, they are able to download a certificate from the portal tagging their contribution to specific SDGs and also indicate the specific skills they utilized in the project.





Cross Border Volunteering

Cross-border volunteering is a niche product in the broad spectrum of corporate volunteering. Its rationale is based explicitly on its value to the business and participating employees as well as to the organizations served. Its future will be shaped by the impact of COVID-19, changing worker attitudes about participating, evolving views of top management and the not-yet-proven viability of virtual delivery.

Major Takeaways

- ▶ Program design, the key to a successful cross-border volunteer program, is ideally created in close consultation with non-profit partners whose activities address a critical need.
- ▶ Cross-border volunteering offers a wide range of benefits to employees, including soft-skill and leadership development, team building and increased knowledge of global markets.
- ▶ Companies and employees reap the most benefit from cross-border volunteer programs when adhering to rigorous pre-trip preparation and training as well as post-trip follow-up.
- ▶ Team volunteering – that is, pairing local employees with those from outside the country, and young employees with senior leaders – has been a best practice for some companies.
- ▶ In-person cross-border volunteering is typically available to a very small set of a company's employees. So, it is critical to select both those most likely to create the greatest impact toward the program's goals with the skills they offer and those who can derive the most benefit for themselves and the company from skills they gain.

Of all the forms of corporate volunteering, “cross-border” (international) programs clearly have suffered the most during the COVID-19 pandemic because, traditionally, they have been built on a model of taking volunteers away from home to work onsite with NGOs and government agencies.

The reality is that cross-border programs have occupied a very narrow niche in the spectrum of corporate volunteering since their emergence in the early part of the 21st century. Many companies with volunteer programs may be able to point to isolated examples of employees crossing borders to volunteer. However, relatively few have been prepared to make the required commitment and investment to create and sustain a defined international program over time. Indeed, of the 80 companies engaged in research for this report, only nine have done that.

This chapter explores the nature and realities of cross-border programs in order to understand why that is the case and to reflect on what the future may hold for them.



The Realities of Cross-Border Programs

Cross-border programs share four primary characteristics:

- ▶ The programs align closely with the core competencies of their companies and are built around the knowledge and skills of their employees.
- ▶ They are focused on addressing real, definable needs through skills-based volunteering and/or pro bono service with the expectation of making a meaningful contribution to the work of the host organization. They typically focus on organizational capacity-building while addressing specific program challenges the organization is facing.
- ▶ The programs overtly are about developing future leaders for the business by increasing employees' understanding of and experience with the complexities of worldwide realities, working in multicultural settings and adapting their

knowledge and skills to new, unfamiliar situations. But because of the cost, these programs are only available to a very few employees, in many cases those with the highest technical and professional skills.

- ▶ Companies take their programs seriously and manage them to high standards of performance and impact. They have dedicated professional program management – either inside the company or through outside contractors – and they leverage resources within the company in support of their work.

Often these are “signature programs” in a company’s broader volunteering portfolio, earning significant visibility inside and outside the company.

Because of their resource-intensive nature, the programs require significant commitments from participating employees. As a result, cross-



GSK, Tanzania

border volunteering is particularly vulnerable during times of change within and outside the company.

During this research, for example, some companies reported that even before COVID-19, employees were growing reluctant to being away from home and jobs for extended periods in order to participate. Others reported that changes in top management had led to rethinking the priority and nature of their programs. For some, the realities of mergers or downsizings were disruptive. There also is growing awareness of and sensitivity to perceptions of employees from “developed countries” going to “less-developed” ones to “help.” This has led to a rethinking of basic premises of the work.

The COVID-19 pandemic essentially shut down programs or led to substitution of online variations which limited the return on investment for the company, the volunteers and the organizations served. As one program leader

said, “It’s really challenging to understand the context and connect with community through a computer... You’re not living, eating, working in a community, meeting community residents; so that contextual learning, unfortunately, is going to be a challenge.”

For the moment, for those companies most invested in the work, the potential benefits continue to outweigh the costs. But, the COVID-19 experience has surfaced existential questions for some companies about the future viability of cross-border programs.

The growth of virtual volunteer programs may well redefine what it means to be “cross-border.” Clearly, many activities – particularly those focused on capacity building, problem-solving and knowledge/skill development – can be carried out virtually, just as they are every day in most companies. The uniqueness of being able to put their skills and expertise to work in new environments, without ever leaving home, may attract a new audience of volunteers within companies. Programs still will require intensive focus on partnership development, project scoping and team management. The same skills that enable companies to build highly functioning teams virtually within their global workplace can be called into play to build similar teams with nonprofit partners on the other side of the world, transcending distance and difference through shared commitment, attentive management and focused effort by all participants.

But those “new generation programs” will inevitably be different from what we have known as cross-border volunteering up until now. What will be the shape of future cross-border volunteering? It can be known only through making the attempt, mobilizing the same resources as would be committed for similar work within companies and remaining open to clear-eyed assessment of the results.

The Case for Cross-Border Volunteering

There are four primary rationales that companies offer for investing in cross-border programs.

They help develop employee skills. This generally is at the top of the list. The tradeoff in cost and time away from a job is offset by the benefits widely acknowledged to accrue to both the individual and the company from a volunteer's time in a cross-border program. Those benefits generally increase with the length of the assignment. Employees learn how to work in cross-cultural teams, to manage in uncertainty and to hone problem-solving and critical thinking skills. One company interviewed for this research went so far as to state that they had ceased sending employees to high-priced university-based executive education programs in favor of cross-border volunteer programs because the benefits were more significant.

They offer a way to make significant impact. Cross-border programs enable companies to help strengthen the capacity and skills of the nonprofit organizations with which volunteers work, as illustrated in the examples of the companies in this chapter.

They help integrate employees across business units and companies. Some cross-border programs can be leveraged for other purposes. One company reported using the program to help integrate employees from recent acquisitions.

They educate employees about foreign markets. Companies can overtly use the programs and the time abroad to better understand how their products and services might be modified to suit those markets.



Making it Real

These rationales are clearly reflected in the programs of nine companies that have made major investments in their cross-border programs: **MSD/Merck**, **Iberdrola**, **GSK**, **SAP**, **Randstad**, **Nikko**, **BD**, **Credit Suisse** and **House Foods**.

The global pharmaceutical company, **MSD** (known as Merck in the U.S. and Canada), offers a transformative in-the-field volunteer opportunity to employees. The *Merck Richard T. Clark Fellowship for Global Health* launched in 2012, is a three-month, immersive pro bono program sending employees to different countries. It is designed to leverage the skills and expertise of employees to address the challenges of global health and global development. The Merck RTC Fellowship for Global Health is also viewed as an opportunity for the company to develop its workforce and strengthen the capacity and reach of NGO partners with technical and human capital support. Each year about 30 employees support 10 projects in teams of two, three or four people. To date, over 250 employees have participated in the program.

Projects change each year and include vaccine campaigns, finance and marketing projects as well as effective and efficient supply chain development. The bulk of the projects are in Sub-Saharan Africa; however, RTC Fellows have also been deployed to other countries including Peru, India, Kazakhstan and Bangladesh. Two recent examples:

- ▶ An initiative designed to build the capacity of health professionals helped to address cancer in Africa. A team of employee volunteers was deployed in 2018 for a three-month commitment to build the capacity of Bio Ventures for Global Health through training and education to strengthen the clinical trial capacity at Moi Teaching and Referral Hospital in Eldoret, Kenya.
- ▶ Bites from rabid dogs account for 99% of the 59,000 persons worldwide who die from rabies each year. Merck RTC Fellows tackled assignments in Malawi and India to address the problem of low levels of canine vaccination and a general lack of awareness of the problem. The employees worked with Mission Rabies to develop the Eliminate Rabies by 2030 Campaign.

One Fellowship objective: deliberately take employees out of their comfort zones so they can grow and learn. The manager of the Fellowship program believes that a lot of learning results from the immersive three-month assignments. Living and working for an extended period someplace dramatically different from what an employee is used to can be challenging, particularly since not all Fellows have traveled widely. Fellows come from many different countries with a wide range of skills and job responsibilities. On assignments, they live together in housing with shared common space.

Spanish energy company **Iberdrola's** signature employee volunteer program is *INVOLVE*. This is a 16 - month program that takes place in Mexico and Brazil for the purpose of mentoring young people aged 13-17 years. The children in the program are vulnerable and come from very disadvantaged communities. The *INVOLVE* program seeks to provide them with high-quality educational opportunities combined with encouragement from mentors, who work to open the children's minds to new possibilities. The goal is to prepare them for employability and social inclusion. Iberdrola works closely with local NGO partners to design and deliver the program.

The volunteer cohort for the *INVOLVE* program is made up of employees from all of Iberdrola's country locations. Each year, there are 34 spots reserved for international volunteers (outside of Mexico and Brazil) and 10 for local Iberdrola volunteers. This creates a cross-cultural team to enhance the experience for volunteers and youth alike.

Prior to going in-country, employees participate in training for four months to learn about the

technology and social issues plus language skills that will equip them to succeed once they are in the field.

After the training period, volunteers go to either Mexico or Brazil for two weeks to meet the children face-to-face. Once employee volunteers return to their home countries, they coach and mentor two children each for one year. The volunteers are in contact every week with their two assigned mentees. During this time, the children are in school and are educated by local teachers. Iberdrola finances their education by funding the teaching with grants.

The *INVOLVE* program is now 11 years old. It originated in Sao Paulo, Brazil, and Mexico was added soon after owing to the company's international expansion. Each year the program moves to a new city in each target country as Iberdrola aims to spread the opportunities and benefit as many disadvantaged communities as possible. The programs take place in communities where the company has a physical presence, and they select schools that are close to Iberdrola plants. The best students are hired to be apprentices at Iberdrola, providing clear benefits to the youth *and* the company while creating a systemic impact in the communities where the program is implemented.



Randstad, Africa



While the students clearly benefit from the INVOLVE program, volunteers do as well. They tend to progress more rapidly in the company than nonparticipants. The program is aligned very closely with HR, as the volunteer program reports into HR, making this more seamless than in most companies. The INVOLVE program is seen as providing employees with significant skill development including initiative, self-confidence, flexibility, innovation and communication. Most volunteers have not been abroad or even exposed to relatively poor communities before participating in the program. Having to communicate in another language adds to the challenge. INVOLVE takes volunteers out of their comfort zone and makes them develop competencies faster than with traditional training. Imagine, for example, a Scottish engineer communicating in Brazilian Portuguese and trying to empathize with and gain the trust of vulnerable young people from very different cultures.



GSK's *PULSE Volunteer Partnership* program has allowed employees to step away from their work roles for three to six months to provide full-time skilled services to meet a need, challenge or opportunity faced by a non-profit partner. The first PULSE class went abroad in 2009, and since its inception, 814 employees from 65 different countries have gone on assignments, working with 127 NGO partners in 77 countries. Assignments have been driven by their strategic NGO partners' needs. Save the Children is GSK's biggest PULSE partner. The program also has worked with Malaria No More, PATH, Smile Train, Amref Health Africa, CARE International, Clinton Health Access Initiative (CHAI) and Partners in Health.

Because of the ongoing global COVID-19 pandemic, GSK made the difficult decision to cancel PULSE in 2020 and 2021. In lieu of that, working together with the GSK U.S. Community Partnerships team, four GSK employees were successfully matched to take



Credit Suisse, India

part in a new program, the Philadelphia STEM Equity Collective.

In partnership with the Philadelphia Education Fund and the Philadelphia STEM Ecosystem, GSK is supporting a comprehensive 10-year collective impact initiative to increase the number of Black, Latinx, and women students entering STEM (science, technology, engineering and math) careers by 2030. In the first year of the Philadelphia STEM Equity Collective, volunteers worked with the Philadelphia STEM Ecosystem and other partners to develop a common agenda. The goal: engage students, parents and teachers and build a sustainable backbone and measurement infrastructure to increase the number of diverse Philadelphia students entering STEM careers over the next decade.

Rather than volunteer for three to six months full-time, as with traditional PULSE assignments, volunteers were able to volunteer one to two days of their week, while continuing to work their normal job at GSK, for a period of up to 12 months.

GSK is now reviewing the PULSE program and considering modifications. At the height of the program in 2013-2014, 100 volunteers went on assignments. In 2018-2019, 40 volunteers participated in PULSE. In 2019-2020, the focus narrowed to work with 20 strategic NGO partners. Now they are in the process of developing new opportunities for employees that will continue to support their strategic partners in alignment with a new GSK purpose, strategy and culture for 2022 and beyond.

SAP's signature program, the *SAP Social Sabbatical*, is a portfolio of pro bono volunteering programs designed to achieve two key objectives: first, to solve the concrete business challenges of nonprofit organizations and social enterprises, particularly ones that bridge the digital divide; and second, to challenge and develop SAP leaders to understand the global consequences of a rapidly changing world.

A team of 12 employees is selected for four-week volunteer assignments. The selected employees work in culturally and functionally diverse teams to solve strategic challenges for NGOs in different markets around the globe. Four projects at four client organizations are chosen with three employees supporting each client organization. Typically, 120 employees participate in the program each year. SAP believes program participants strengthen their leadership competencies, intercultural sensitivity and cross-industry sector knowledge.

The SAP Social Sabbatical also has local options so that employees can volunteer in their home country as well. Because employees may only participate in a cross-border SAP Social Sabbatical program once, many employees next cycle into a local version.

Despite their different program designs and durations, in 2016, the **GSK** PULSE Volunteer Partnership Program and **SAP** Social Sabbatical volunteers collaborated to solve one of PIH/IMB's (Partners in Health/Inshuti Mu Buzima) technology challenges in Rwanda. PIH hosted both companies on the ground. SAP brought the technical know-how, while GSK supplied expertise in health data management. GSK also provided a human resources professional with change management skills. The outcome of the partnership fueled by volunteers: a pilot, centralized database repository and content management system in only three weeks. SAP volunteers continued to advise on the project remotely after leaving the country, and GSK volunteers remained in Rwanda through year's-end to support project implementation.

Randstad, founded in 1960 and headquartered in the Netherlands, is a global leader in HR services. Randstad has been partnering with the UK-based Volunteer Service Organization (VSO) for 17 years to provide employees a chance to create meaningful social impact mostly beyond their home countries.

Since 2004, Randstad has placed nearly 300 skilled professionals in 31 countries to support programs on health, education and livelihoods. In 2015, the company decided to focus on "employability" as the key theme and developed an all-volunteer initiative to address the need for increased employability of youth, women and persons with disabilities. They also began team volunteering – pairing international volunteers with national volunteers. They discovered this model worked well; the national volunteer brings understanding of local context and dynamics, while the international volunteer brings a different and fresh perspective to the challenges.

Randstad cross-border assignments can be between three and 12 months, but most often are three to six months. Volunteers range from relatively young employees who are early in their careers to very experienced senior leaders. An employee must have been at the company for at least two years before applying to participate in the program.

After time in the field as volunteers, Randstad employees often develop a passion for something new and then change roles within the company to pursue that passion. Many have developed an interest in training. One Randstad employee who volunteered for a project in India became intrigued with the welcoming culture and attention to small details. After returning to Randstad, using what she learned in India, she started working in the "Customer Delight" department, which focuses on increasing customer satisfaction.

The Singapore subsidiary of the Japanese financial firm **Nikko** works with the Singapore International Foundation to implement their cross-border volunteer program, *Water for Life*. In this program, volunteers travel to Cambodian villages for one week to build water filters. The program provides rural communities with access to drinking water through the implementation of clean water technology, which enhances their quality of life through improved health and hygiene practices.

The Water for Life program in Cambodia is innovative and affordable and reinforces the company's commitment to see that more communities around the world have access to clean water. Nikko employees get five days paid leave and the firm covers 50% of travel costs, with employees covering the

other 50%. Employees come from multiple countries to participate in the program and occasionally a family member also joins the trip. One motivation for the program is cross-cultural understanding between volunteers and international communities.

On day one of a typical assignment, volunteers meet with the local NGO team to get acquainted. On day two, they travel into the field and build molds for the water filters. Volunteers join the NGO experts in the field on day three to work with villagers to learn how to use the filters. For the balance of the week, volunteers go to local schools to teach children about general hygiene and the importance of effective hand washing techniques.

According to the head of volunteering at Nikko, volunteers returning from a Water for Life project present it to colleagues; one was overcome with emotion when describing the experience. She feels a good volunteering experience can be life-changing and, at a minimum, can change an employee's thinking and perspective about the world.

In 2020, **BD**, a global medical technology company, celebrated the 15th anniversary of its *Volunteer Service Trip* program. A senior executive launched the program after coming back from a trip through Africa with WHO and CDC leaders during the HIV and AIDS epidemic. The program aims to provide BD employees with meaningful, hands-on opportunities to leverage their passions and expertise to help address unmet healthcare needs in some of the most underserved communities in the world. The program also seeks to expand the worldview of employee participants and to help them strengthen their collaboration, teamwork, problem-solving and leadership skills. From its founding until 2020, BD conducted 23 Volunteer Service Trips in eight countries through six NGOs. The



participation of 262 volunteers from 89 BD sites across 33 BD country locations reflected BD's commitment to make participation as global as possible.

Examples of BD Volunteer Service Trips and their impact include:

- ▶ Six months after the major 2010 earthquake in Haiti, a team of BD associates, coordinated by non-profit partner Heart to Heart International, visited Haiti in person for a period of three weeks, to help build lab capacity, train community healthcare workers and complete construction projects. The team's work helped to strengthen the infrastructure of a local healthcare clinic providing health services to some 3,000 vulnerable women. Team members then continued to work virtually, over a period of six years, training 219 village community healthcare workers, four nurses, and 264 lab managers in WHO standards. As a result of these efforts, partners in Haiti successfully acquired lab accreditation for much-needed local lab services.



Nikko, Cambodia

- ▶ Another trip involved long-term partner Direct Relief and 40 skilled BD employee volunteers deployed to Peru for a cervical cancer screening outreach campaign. Over a period of three years, 500 women were screened for cervical cancer through three outreach campaigns supplemented by BD product and equipment donations.
- ▶ Over a two-year period through long-term partner Americares, 19 volunteers helped 500 patients struggling with diabetes by training over 50 healthcare professionals in diabetes care and leadership skills.

At its core, the *Global Citizens Program* at **Credit Suisse** promotes the transfer of skills and expertise between employees and social organizations. Established in 2010, the flagship international skills-based volunteering program offers a unique leadership development opportunity enabling employees to work with the bank's partner organizations based abroad.

The support offered to partners focuses largely on strengthening organizational capacity in education and financial inclusion.

From the start, the program has consisted of both virtual and in-person components. Employees are introduced to their partners for their secondments and begin to engage with them remotely before going abroad for up to three months.

Since the program's inception, employees have completed over 440 assignments in more than 50 countries across the globe, ranging from HR to marketing and finance. Examples include: development of new savings products for microfinance clients in Ghana; development of financial forecasting and budgeting tools for an education non-profit in Colombia; measurement of the social impact of microfinance in Zambia and Tanzania; and delivery of project management training for education non-profits in Bangladesh, South Africa, Senegal and Sri Lanka.

House Foods Corporation, founded in 1913, is one of Japan's largest food manufacturers, with more than 6,000 employees spread across eight countries. The company began a cross-border skills-based volunteer program in 2014 in partnership with Cross Fields, a Tokyo-based nonprofit that matches “Japanese corporate employees to NGOs and social enterprises in Asia for two to 12 months as volunteers using their professional skills.” House Foods designed its volunteering program to work with social enterprises and local NGOs. Employees’ six-month placements focus on enhancing each volunteer’s knowledge of global markets while co-creating unique solutions for their partners. To date, seven volunteers have participated in the program with placements in Indonesia, Thailand, Vietnam and Laos.

House Foods initially designed its volunteer program to provide employees with an immersive global education. However, many have returned with new views about the communities they worked in and fresh business ideas, plus a new measure of self-awareness. Volunteers have been primarily from the Research & Development and Sales departments. While abroad, they have developed new food and drink items, redesigned the packaging of existing products and created new marketing strategies. Each volunteer benefits from a remote support group of two to three colleagues from the head office.

House Foods further capitalizes on the volunteers’ experiences by gathering the alumni of volunteer programs (including those of other Japanese companies) and organizing panel discussions and dialogue sessions to share key learnings and challenges related to their volunteer experience overseas.



Iberdrola, Mexico



SAP, Ghana

Success Factors

Companies with sustained cross-border programs identify three core factors that contribute to their success: program design, volunteer selection and preparation and quality follow-up.

Program design is done in close consultation with the non-profit partners they are serving. Typically, these are long-term relationships in which both parties continuously assess, reevaluate, and make changes to programs based on community needs and any identified operational problems. Some company volunteer managers, such as those at BD, travel to the volunteering site in advance to meet in person with partners and communities. This helps with arranging program details. It not only promotes trust and common understanding, but also facilitates communication and problem-solving plans up front.

Volunteer selection and preparation are critical to success. The selection process is often highly competitive and sometimes

reserved for those employees deemed to have “high potential” for leadership roles. This is not surprising, given the expense involved in travel and living costs, pre-trip preparations and job responsibility coverage for employees while they are abroad. Programs involve so few employees that it is critical to select those who can likely create the greatest impact toward the program’s goals with the skills they offer and also derive the most benefit for themselves and the company in terms of skills gained.

The selection process for **Iberdrola’s INVOLVE** program, according to the program director, is very rigorous. Each year the number of applications is much higher than the number of places offered. Among Iberdrola employees, this program is very appealing since it offers the possibility to work as part of a diverse team of employees differing in background, nationality, culture and age and to get to know realities different from those in their home countries.

Randstad volunteers are well supported by the headquarters in the Netherlands. CEO Jacques van den Broek typically mentors a team of volunteers, checking in with them every two weeks and sometimes participating in their brainstorming on a particular challenge.



Before embarking, **BD** volunteers attend a two-and-a-half day training course at BD headquarters, where they meet each other in person, receive important background on the project and the population they'll serve and organize into small groups to develop plans related to the work they'll perform during the trip. They continue developing plans and working together virtually up until they reconvene in country. The BD headquarters-based Social Investing Team checks in with volunteers during each trip, to ensure everything is going well and to see if they need any support.

Quality follow-up once volunteers return home from their assignments makes a difference. Some volunteer managers report returning volunteers can feel disoriented when they return to their jobs and home countries. Programs that help volunteers reenter what will likely seem like a very different world for them play a role in helping companies and volunteers get the most from the investment of time, effort and expense.

In addition to the manager of the **Merck** Fellows program, Alumni Mentors stand ready to provide virtual support to the Fellows. Since employees generally can only participate in the program once, many are eager to continue their commitment to the program as a volunteer mentor. Says an Alumni Mentor: "I've gotten on the phone with colleagues at times and just kind of listened to help them through their challenges. We're all people. Right? So, it can be very much a very rapid growth experience. By and large people say, 'It was hard, but it was one of the best things I've ever done in my career at Merck or in my life.'"

Upon return from an assignment, Merck Fellows participate in an important part of the overall program: a reintegration session. The process acknowledges that, in many cases, their experience has been a transformative one. The reintegration session provides an empathetic space to help sort out what they've just gone through and how they might be able to translate what they've done perhaps into changing the way they work or coming up with new ideas for the company's business and/or social impact commitment. The session is followed up with another after six months and again at nine months after their return to see how their reintegration journey is continuing.



The Impact of the COVID-19 Pandemic

International travel restrictions and health hazards brought about by the global pandemic have caused companies, in almost all instances, to cease their in-person cross-border volunteer programs, although some are attempting to deliver a version of or portions of their programs virtually.

COVID-19 delayed travel for the 2020 cohort of volunteers in the Credit Suisse Global Citizen's program and prolonged the virtual portion of their engagements. The expectation – and hope – is that all employees from the 2020 cohort will be able to go into the field at some point in 2022 to complete and build on their assignments.

With the pandemic, the Iberdrola INVOLVE program shifted to a remote model and dropped

in-person meetings with children. The program director was surprised that not a single volunteer withdrew when the program became virtual even though the time commitment in this new model was even greater and did not have the incentive of traveling to other countries.

To adjust to the restrictions caused by the pandemic, Randstad ramped up its virtual mentoring program. Those managing the program feel that while it does not replace the immersive learning that happens in-country, they will keep virtual volunteering as well as a hybrid program once they can restart in person, in-country volunteering. In the meantime, volunteers are actively engaged in *Randstad with Heart*, an initiative that enables employees to volunteer locally for eight hours per year virtually or in the community, when possible.

At the onset of the pandemic in 2020, Merck paused its RTC Fellowship program and provided funds instead to selected partners. In 2021, the program returned in a fully virtual format.

When COVID-19 began to have a significant impact on international travel in 2020, BD transitioned to a virtual volunteer service program. And through it, the company worked with non-profit partners to provide employees with meaningful opportunities to address unmet healthcare needs of underserved communities by sharing their expertise virtually. For example, their new project included three significant partnerships:



Randstad, Africa



- ▶ With Heart to Heart International, virtually deploying 16 BD volunteers to remotely provide COVID-19 infection prevention training to more than 700 individuals throughout the United States.
- ▶ With PYXERA Global, virtually deploying 18 BD employees with communications, branding and marketing expertise to help members of the National Association of Free and Charitable Clinics reach more patients by improving and expanding their marketing and communications focus.
- ▶ With AmeriCares, virtually deploying eight BD volunteers to help community health centers throughout Puerto Rico develop a best-practice toolkit that will help them better address diabetes, hypertension and other non-communicable diseases in the wake of emergencies common to the island such as earthquakes and hurricanes.

Early feedback from employees who have participated in BD's virtual Volunteer Service Trips indicates high interest, engagement and satisfaction. Volunteers who have long wanted to participate in company-sponsored volunteering but who, for personal or professional reasons, did not feel comfortable leaving their home country, welcomed the opportunity to serve virtually.





AIA Philam, Asia-Pacific

Corporate Volunteering and Disasters

Given the increasing number and severity of natural and human-made disasters, it is imperative that companies determine the most appropriate roles they can play – and where volunteering can best make a difference.

Major Takeaways

- ▶ **Now** is the time for companies to plan, prioritize and prepare for future disasters. The worst time to build disaster-related partnerships is after a disaster happens. Impactful partnerships take time to develop, build trust, define roles and be prepared for activation.
- ▶ Many engagements with disaster situations will require companies to volunteer as an institution through not only contributions of financial support, seconded employees and goods and services, but also the encouragement of and support for employees to volunteer both on company time and their own time. Companies need to have plans in place for that broad response.
- ▶ For global companies, an important reality is that their own employees may be directly impacted by disasters. They must plan to support their own people and families, perhaps through company volunteers, as well as the broader community.
- ▶ Many disasters have a long-term impact. Companies have to decide, case by case, the length of their commitment. Is it only until the media leaves at the end of the emergency response phase, or is it through long-term recovery?
- ▶ Humanitarian organizations are clear: the corporate volunteers they need are those who have been trained and are practiced in specific aspects of emergency response. These organizations stress that untrained spontaneous volunteers often are more hindrance than help and may complicate response efforts.

There is no avoiding the obvious reality that natural and human-made disasters are worsening throughout the world, many as a result of the growing impact of climate change. Already the lives of tens of millions of people are being affected and most forecasts suggest the worst is yet to come. As a matter of self-preservation, countries, communities, companies and other institutions must prepare for that inevitability. As a reflection of their humanitarian obligations, all companies must be willing to take steps toward mitigation wherever possible; they must be prepared to respond immediately; and they must be willing to assist with long-term recovery wherever disaster strikes.

This chapter is based both on interviews conducted over the course of the current research as well as 10 years of engagement with global companies and international humanitarian relief organizations on issues of volunteer involvement and partnership development related to disaster mitigation, relief and recovery.

For Global Companies, Global Responsibilities

Global companies – with people, facilities, supply chains and customers around the world – have a particular imperative to develop clear policies and partnerships and put in place mitigation strategies, emergency response and long-term recovery plans well in advance. They also must be clear about their institutional commitment to help others confronting disaster – in their own communities and beyond. Not only is it in companies' immediate self-interest to do so, it also demonstrates responsiveness to expectations of employees, customers and society as a whole. That is, given their immense resources, they can and will **do something!**

That help can take multiple forms:

- ▶ Philanthropic commitments through contributions of money and donated goods.
- ▶ Institutional volunteering through donated services by employees who have

stepped forward to participate, loaned personnel, pre-planned and focused skills-based commitments around specific pre-identified needs.

- ▶ Encouragement, facilitation and support for volunteering by employees, retirees and their families in disaster-related activities through released time and expense reimbursement.

All of these call for clear strategic and tactical decisions, advance planning and building sustained relationships with key partners that can facilitate and multiply the impact of what a company can do.

This chapter explores the major issues related to corporate volunteering in disasters: partnership development, helping communities prepare for disasters, company engagement in “close-to-home” disasters, specialized disaster response skills, recovery assistance and support for mitigation programs.

The term “humanitarian organization” in this chapter refers to the panoply of local and global nongovernmental organizations (NGOs) and humanitarian agencies directly engaged in one or more of the action phases related to disasters. Notable examples include the International Federation of Red Cross and Red Crescent Societies (IFRC) and United Nations agencies like the World Food Program and the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA).

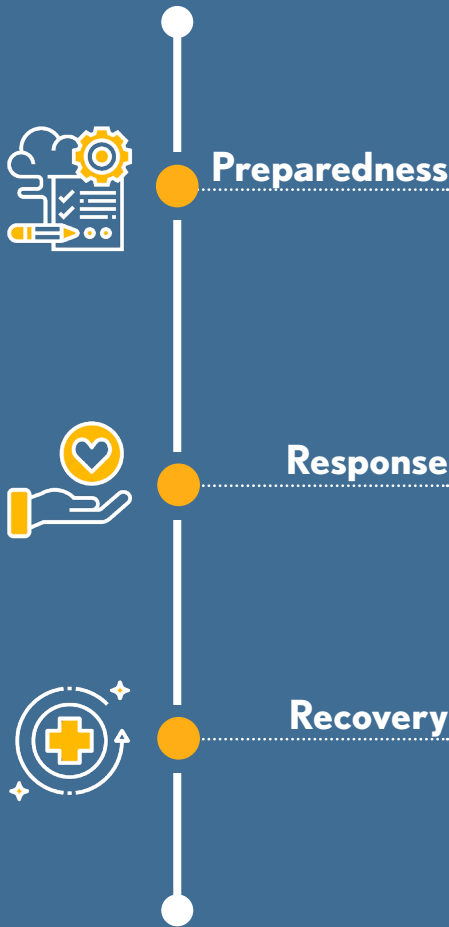
For the past 10 years, IAVE has been leading a series of facilitated dialogues between companies, humanitarian organizations and

intergovernmental agencies on the topic of disaster-related corporate volunteering. This work began in London in 2012 with *Leading Together in the Face of Disasters: The Global Dialogue on Corporate-NGO Volunteer Partnerships*. It continued in subsequent years with the IAVE Research Working Group on Disaster-Related Corporate Volunteering, and gatherings specific to the topic such as the 2016 forum in Berlin, Corporate Response to the Refugee Challenge. This chapter is informed by these conversations in addition to company and humanitarian organization interviews conducted specifically for this research report.



The Phases of Engagement

Although there are multiple conceptual models for defining actions related to disasters, they generally include three major phases. Each offers an opportunity for corporate involvement and leadership, from the community level to global.



Preparedness

Developing the knowledge, skills, partnerships, processes and required resources needed to react to and manage an emergency – and ensuring that employees and their families are well-informed and ready to respond if needed. This includes actions focused on mitigation, those done in anticipation of disasters, reducing the possibility of something harmful happening or mitigating the harmful effects if it does.

Response

The first phase of engagement during and immediately after a disaster, usually driven by highest priority emergency needs, focusing on saving lives and caring for those impacted.

Recovery

Begins with assessment of need, helps people and communities begin to return to a “new normal,” ensures vital systems are being restored. Ideally, this morphs into sustained effort, often over years, to rebuild lives, property and community systems through significant, sustained investment and action.

Humanitarian organizations urge companies that are not disaster-focused to prioritize preparedness and recovery, leaving response to those trained to engage. This may include loaned personnel and volunteers from companies who have been trained and are practiced in specific aspects of emergency response. However, these organizations stress that untrained spontaneous volunteers often are more hindrance than help and may complicate response efforts.

Building and Sustaining Partnerships

While humanitarian organizations, NGOs, governments and companies need each other in disaster situations, the reality is that they have different business models and value sets that may not quickly and easily mesh. Each may be suspicious of the motives of the other in seeking partnership. Each may be concerned that their expertise and experience will be discounted by the other. Each may initially overlook the potential for win-win partnerships.

Humanitarian organizations may be dubious about whether corporate volunteers bring needed levels of skills, time and knowledge. They may also question whether volunteers will still want to be engaged after the cameras quit rolling and the media rushes to the next newsworthy event or whether companies with which they partner will respect the organization's experience, knowledge, expertise and skills.

Similarly, companies may have doubts about the ability of humanitarian organizations to effectively manage their skilled employees, whether acting as volunteers or loaned personnel. They may have concerns as to whether an organization has the expertise and skills needed to manage a crisis situation or whether "partnership" is seen by those organizations mainly as a way to obtain financial support for their work.

All of these concerns are legitimate. But they underscore something that both organizations and companies engaging in humanitarian programs agree on: Attempting to build a successful, sustained partnership in the middle

of a disaster is a recipe for failure. Partnerships depend on mutual respect and trust, on shared knowledge and experience, on well-defined roles and responsibilities, on processes that have been developed and practiced together. These are not developed overnight or in the heat of crisis.

Companies need to be very clear about why they want to be involved and what they propose to offer. They must listen to what the humanitarian organizations articulate as their needs, priorities and realities. It is essential for companies and organizations to enter into an ongoing dialogue that will shape what their partnership will look like, the roles each will play and how they will share planning, decision-making and resource allocation when they are working together. That discussion may well determine how the partners will assess and learn from their shared experiences.

Like all strong, enduring relationships, these partnerships take time to develop. They will inevitably encounter rough spots that require trust and open communication to manage. But there will also be opportunities to grow stronger through shared experiences in difficult times and circumstances.

Both companies and humanitarian organizations must be willing to invest time and energy, outside the maelstrom of an active crisis, to build a trust-based partnership that defines the work they will do together and the process through which they will accomplish that.

Humanitarian organizations need to understand that companies can bring much more than funds to the partnership. Skills-based employee volunteering can be a way for companies to increase their impact on specific problems. The utilization of skilled employees can also build capacity within those organizations and in communities. At the same time, these opportunities allow participating employees to practice their existing skills and learn new ones – contributing to their own professional development.

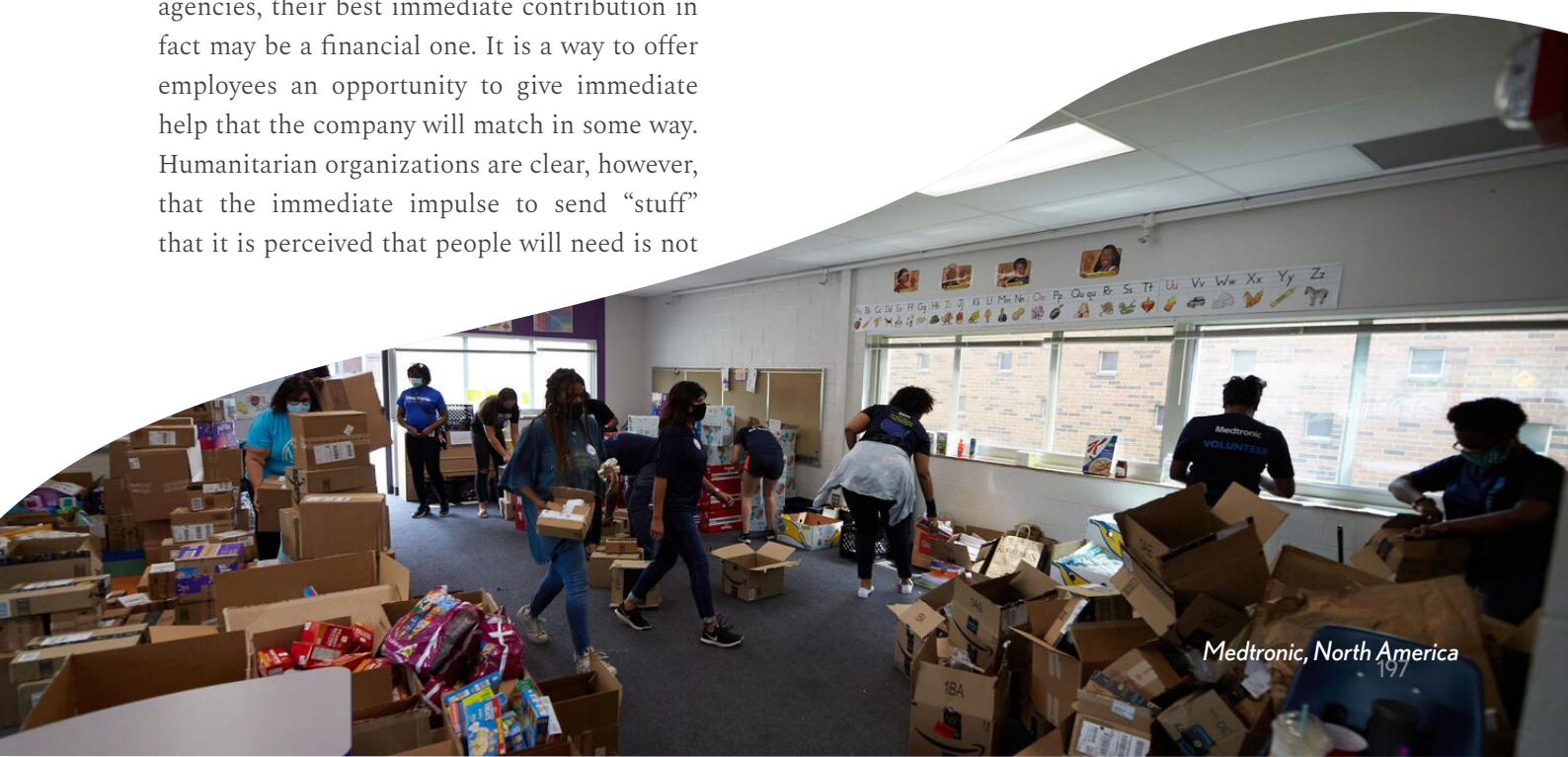
Skilled volunteers are valuable to organizations if their specific expertise is directly relevant to the work to be done in the field – logistics, communications, technology, healthcare, water and sanitation, for example, as well as anything else that can contribute in the recovery phase. Equally valuable is expertise that can improve preparedness: information technology, data collection and analysis, mapping, accounting and an understanding of financial markets.

While companies may feel both internal and external pressures to engage in the immediate response to disasters, unless they already have employee volunteers trained to fill specific roles in established partnerships with response-focused NGOs or government agencies, their best immediate contribution in fact may be a financial one. It is a way to offer employees an opportunity to give immediate help that the company will match in some way. Humanitarian organizations are clear, however, that the immediate impulse to send “stuff” that it is perceived that people will need is not

helpful. It can lead to wasted time and money that can be better invested elsewhere and can negatively affect local commercial goods manufacturers and suppliers.

Humanitarian organizations are in agreement about not sending inexperienced volunteers without specific technical expertise into the field in a disaster as it can interfere with the organizations’ primary work and can put the volunteers in danger. But there are many other ways to engage “at home.” In addition to fund raising, corporate volunteers can help build public awareness of the scope and impact of the disaster and can become advocates on behalf of communities and people affected. Save the Children offers a full range of “at home” volunteer activities including preparation of emergency kits and providing backfill for headquarters staff as well as assistance with its Humanitarian Leadership Academy.

Employee residents in areas hit by disaster potentially can be very useful during the response phase, by offering their language skills and local knowledge to humanitarian organizations. Identifying employees willing to play such roles can be an important addition to company data bases of skills-based volunteers.



The Airbus Partnership Experience

The **Airbus Foundation** program, which began in 2008, offers a good example how a program can evolve over time through co-creation and constant dialogue between the company and its NGO partners. The leaders of the Airbus Foundation determined that the organization could make the most significant impact by working with the humanitarian community in emergency response. At the outset, humanitarian partners looked to Airbus for funding, but they soon realized Airbus products and services could be even more useful. Airbus began optimizing flights, both commercial and cargo, to include humanitarian staff or goods for the World Food Program and the IFRC. Next, Airbus trained humanitarian community members to utilize their satellites to collect images so they could access the technology themselves to survey disaster scenes. The service has now evolved to the point where environmental organizations are also using the satellites to monitor developments on the ground related to climate change.

Initially Airbus offered “off the shelf” products and services but as they developed relationships with the humanitarian organizations, they started to co-create solutions. It started with 20 employees from the IFRC annually joining Airbus employees at the Airbus University, the company’s internal leadership development program. This resulted in lots of engagement between Airbus employees and IFRC employees. One outcome was that many Airbus employees were inspired to be trained as emergency responders and then began regularly volunteering in disasters.

Airbus employee volunteers started to work on challenges as identified by their humanitarian partners. They did this through the Airbus employee volunteer led Humanity Labs – a renowned center for innovation created by an employee. Volunteers work on their personal time to prototype inventions that then become open source. For example, the IFRC needed to redesign hand-washing stations to be portable for refugee centers. It became an internal contest with 13 teams of Airbus engineers competing to design the best portable hand washing station. The IFRC also needed mobile tents for decontamination. They brainstormed with Airbus volunteers to adapt an Airbus product for this purpose.

The company has a strong on-going partnership with the Kenyan Red Cross. In addition to helicopter and satellite use, they also work together on innovation. Recently they worked with Airbus volunteers on a water sanitation system that has been installed in seven sites in Kenya.



Helping Communities Prepare for Disaster

The Chinese insurance company, **Ping An**, has facilitated training for employees and the general public on how to respond to disasters. In 2019, the company developed the *Ping An Guardians Program* through a partnership between the company, Shenzhen Urban Public Safety and Technology Institute and the Shenzhen Public Safety Volunteers Association. By the end of 2019, 1,565 volunteers located in 19 cities were trained on emergency response and rescue techniques.

ManuLife partners with the Canadian Red Cross and supports their work to improve the resilience of Canadian communities. The company's financial support enables the pre-positioning of supplies in high-risk areas as well as the training of community-based disaster volunteers. Additionally, ManuLife employee volunteers are trained through the Ready When the Time Comes program with basic first aid, logistics and organizing skills specific to supporting the Red Cross in emergency response and recovery activities.



Tata, North America

When Disaster Hits Where Employees Live and Work

Frequently employees live in the vicinity of a disaster. Many times they are motivated to respond because it impacts their community, and also because they are familiar with the community's needs. The Beirut, Lebanon port blast, on the 4th of August 2020, devastated the city and challenged a population already facing civil unrest as a result of food and fuel shortages, an ongoing socioeconomic crisis and the COVID-19 pandemic. The blast killed more than 178 people, left more than 6,500 injured, and left 300,000 people homeless. Much of the port – a critical lifeline for the import of food and medical supplies to the country – and the surrounding areas were leveled. Thousands of homes in the surrounding neighborhoods were damaged or destroyed, with windows and doors blown out.¹

Fattal employees immediately responded. Employees set out each day bringing juice, water, food, mops and brooms to those in need throughout the city. They also reached out to clients who were affected by the explosion. They continued to volunteer for three months after the explosion, helping to fill the gap in services until NGOs were able to take over.

Japan is highly vulnerable to earthquakes and tsunamis. Since 2011, **Daigas Group** (formerly Osaka Gas) employees have been supporting disaster-stricken areas with hands-on, on-site volunteer activities. They went

to the areas affected by the Great East Japan Earthquake and Typhoon No. 12 in 2011, (the most powerful earthquake every recorded in Japan), the Kumamoto Earthquake in 2016, the Osaka North Earthquake and torrential rains in 2018, and Typhoon No. 19 in 2019. Employees worked to remove mud and debris and conduct general cleanup. A popular volunteer activity at Japanese disaster sites is greeting evacuees at the footbath. Evacuees wash and warm their feet in a small bathtub or washbasin with hot water while volunteers talk with them and sometimes give them a hand massage. This act of compassion and humanity is done to help evacuees relax and hopefully ease some of their anxiety.

In May 2020, Storm Amphan, a powerful and catastrophic tropical cyclone, caused massive destruction across Eastern India and in Bangladesh. Within five days and with the support of the Center Head of Kolkata (capital of West Bengal) and local NGOs, **Cognizant** employees set up collection boxes for employees to drop grocery items based on the predetermined list of the top 10 items needed by those impacted by the disaster. Some employees shared their residences as drop-off or collection points. According to the Cognizant volunteer leader: “It is interesting to see how at the time of any humanitarian crisis, the employees come together like magic.”

¹ World Health Organization, <https://www.who.int/emergencies/funding/appeals/lebanon-explosion-2020>

EDP's approach to disaster response with employee volunteers is a good example of a program that combines on-site hands-on and skills-based volunteering as well as behind the scenes collection and packing of goods.

In response to the horrific fires in Portugal in June 2017, EDP partnered with Doctors of the World Portugal to assist the population. Doctors of the World provides health care and psychosocial support in emergencies and also coordinates volunteer actions. This tragic fire burned 29,819 acres, killed 67 people, injured 250 and destroyed 500 homes. Three thousand EDP volunteers distributed hygiene kits, removed debris from homes, cleaned agricultural fields and pastures and replanted burned areas. Later, EDP employees used their architectural and electrical skills to rebuild homes that had burned.



When Cyclone Idai struck Mozambique in 2019, EDP partnered with the Support Mozambique Initiative to promote the collection of essential goods to send “Hope Backpacks” to help families that were most affected by the disaster. Thousands of EDP volunteers plus friends and family, prepared the backpacks and collected cooking utensils, non-perishable food, medicines and clothing for adults and children benefiting some 12,600 people.

The **Tata Group** has a long history of being at the forefront of disaster response in India and the region. The company’s philosophy, summed up by the head of the program is: “In India, you don’t write an impersonal check at the time of disasters, you get to the ground and act directly to benefit the community.” In 2014, the Group took steps to institutionalize its disaster response efforts and set up a dedicated Disaster Management team as a part of the *Tata Sustainability Group* (TSG).





Telefónica Foundation, Europe

The Tata response to disasters is led by two specialized cadres of volunteers – Project Managers and Procurement Officers. Project Managers lead on the ground relief operations and ensure timely implementation of the same. The Procurement Officers ensure high quality relief material is purchased locally at cost-effective prices and is packed on time to reach the victims of the disasters.

Additionally, through *Tata Engage* – the Group's corporate volunteering platform – employees from Tata Group companies are called in during disasters to volunteer for response work. The Tata Group's disaster response interventions start after the rescue phase of a disaster (usually after seven days after the disaster striking) and can continue until the rehabilitation phase for up to five years, depending on the scale of the disaster.

Based on availability and ability to commit a week to 10 days' time, volunteers sign up to join the Disaster Response (DR) team deployed in the field by the Tata Sustainability Group. Volunteers are given a brief orientation, following which they begin work in roles that are most suitable to them.

The Group seeks to work with local entities in order to best serve the interests of the affected communities. They have partnered with the government, the armed forces, other companies and several NGOs to ensure that support reaches the worst affected and most vulnerable. The activities carried out range from setting up community kitchens immediately after a disaster, to distributing relief kits and setting up health camps – even vaccinating cattle as a means to help sustain livelihoods.

Specialized Disaster Response Skills

While in most instances, it isn't wise for corporate volunteers to travel to a disaster site, those well trained and with specialized skills are in a unique position to provide critical assistance. That is the case with some technology and telecommunications companies.

The **Google.org** *Crisis Connectivity* network currently has about 400 employees on the network roster with about 100 trained and ready to be deployed at a moment's notice. Volunteers work closely with NGO partners, the Information Technology Disaster Resource Center (ITDRC) and NetHope, a consortium of over 60 leading global nonprofits that works with technology companies and funding partners "to design, fund, implement, adapt and scale innovative approaches to solve development, humanitarian, and conservation challenges."

The Google.org network has a broad range of background experience, including former military and systems engineers. Both share a common motivation: to use the valuable skills that make them good at their job and help the best way they know how. Google employees use their tech skills to restore connectivity in disasters in critical locations around the world including shelters, clinics and schools.

In 2015, the Crisis Connectivity network started volunteering alongside NetHope on

Project Reconnect to install Wi-Fi networks and device charging stations along the refugee route in various locations throughout Europe. In 2015, they deployed to Jordan, and to Greece; in 2017 to support the Syrian refugee crisis. It allowed refugees to reconnect and check-in with their families. It also facilitated access to education and information resources on the web and brought hope to refugees amid difficult circumstances and some comfort that they were not alone. The initiative helped an estimated 500,000 people.

After Hurricane Dorian struck the Bahamas in 2019, Google.org deployed volunteers on the Crisis Connectivity team. The team spent 80 person-days in the field, helping to bring back Internet connectivity in dozens of locations. Residents were able to access critical information, connect with family members and simply de-stress by going online.

The company is mindful that research continues to show that long-term support, particularly to local NGOs, is vital to a community's recovery. Communities require ongoing, flexible funding to rebuild and to heal.

For 20 years, **Ericsson Response** has played a leading role in the UN Emergency Telecommunications Cluster (ETC), a global network of organizations that work together to provide shared communications services in humanitarian emergencies. The key role of

Ericsson Response is to install and maintain temporary Internet connectivity until local services have sufficiently recovered or until increased capacity is no longer needed.

Carefully selected employees are short-listed and trained in Sweden for one week. When Ericsson Response volunteers arrive in a disaster zone, their role is to enable temporary voice and data connectivity so that humanitarian relief agencies can quickly coordinate their relief efforts. Ericsson Response works together with relief agencies, governments and local authorities to prioritize deployments in affected areas, using its telecoms skills and technology to bring together the appropriate aid organizations affected populations need. The program currently has around 150 volunteers globally. When the need arises, there is a clear mandate from the CEO to drop everything, get on a plane, carry the technical equipment and work on disaster response.

In partnership with the UN World Food Programme and Emergency Telecommunications Cluster, UNICEF, and

"As challenging as the conditions in the field often are, it is extremely rewarding to be able to work with fellow Ericsson volunteers to set up a communications infrastructure that enables the humanitarian workers to do their jobs more efficiently and effectively – thereby saving more lives."

Ericsson employee volunteer

Save the Children, Ericsson Response has provided connectivity support and technical expertise during more than 60 humanitarian missions in 40 countries around the world. These include such natural disasters as Hurricane Maria on the islands of Dominica and Puerto Rico and Cyclone Idai in Mozambique; medical emergencies like the Ebola crisis in West Africa; and protracted crises in places like South Sudan, Central African Republic and the Democratic Republic of the Congo.



UPS



Responding to Humanitarian Crises

In 2016 **Telefónica** volunteers rallied to meet the needs of refugees (from Africa, the Middle East, and Latin America). They worked to address the urgent needs of food and clothing as well as long-term needs such as integration into Spanish society. The company collaborated with recognized aid organizations with deep expertise on refugees such as UNHCR, the Spanish Red Cross and local organizations. In eight months, 150 employees volunteered specifically to help the refugees through 20 different projects. Employees collected bikes for refugees, organized a joint bike ride and planned a bike repair clinic. Volunteers helped the newcomers learn the Spanish language and culture. Volunteers and refugees worked together to build urban gardens within a refugee residence. Employees located outside of Spain also helped through on-line volunteering in areas of communications, web design and translation.

Iberdrola volunteers have also been meeting the needs of refugees. Beginning in 2014, Iberdrola joined forces with the Dutch lighting company, **Signify**, to work with Alianza Shire and the European Union, on the *Energy for All* program to develop energy supply solutions that improve the services and quality of life for the refugee population in Ethiopia. The volunteers, for example, provided indoor lighting in community kitchens, primary schools and the women's and girls' health center. In December 2020, owing to military clashes between federal and regional forces in Tigray (Ethiopia), the Alianza Shire was forced to suspend the project.

Volunteers Assisting in Recovery

At the **Philam Foundation (AIA)**, disaster volunteering is a significant component of the company's employee volunteer program and has led many employees to take interest in other forms of volunteering as well. They report that it is not at all difficult to motivate employees to respond to disasters. Perhaps this is unsurprising in a country such as the Philippines, which experiences frequent natural disasters. The company supports "community service leave" specifically for disaster response volunteering. According to the president of the Philam Foundation: "Filipinos as people are kind and have the spirit of service. Disaster volunteering is our way to expand volunteering in the country."

Philam Paaralan, the Foundation's flagship disaster program, includes partnerships with government departments and NGOs. The program supports the education of Filipino youth through the building of disaster resilient, well lit, well-ventilated, fully furnished classrooms complete with restrooms in calamity-stricken, unserved and underserved areas around the country. To date, in the past

eight years, the Philam Foundation has built 217 classrooms for 40,000 students in disaster-hit areas.

Medtronic and its NGO partner, All Hands and Hearts, have worked together for years to address the immediate and long-term needs of communities hit by natural disasters. Medtronic supports relief efforts with products and supplies to support relief efforts in affected areas. They also enable employee volunteers, providing each employee five days of paid time off per year to volunteer with a nonprofit or non-governmental organization (NGO). They pride themselves on getting involved when the media attention for a particular disaster is gone. Over 200 Medtronic Foundation employee volunteers have joined All Hands and Hearts on eight different rebuilding programs, from Louisiana to Oaxaca, since 2017. According to one Medtronic volunteer: "I can give money to this and not know what's going to happen with it; versus, I'm actually there making a difference. You get the experience to go out and meet the people you're working for".

Salesforce employees also help communities rebuild after a disaster. On September 7, 2017, an 8.5 magnitude earthquake struck Oaxaca, Mexico leaving thousands of families homeless and much of the area in ruins. Volunteers from Salesforce joined All Hands and Hearts for a week to rebuild a pre-school and a primary school. Afterwards, under the auspices of the Mi Casa Tu Casa program, volunteers joined local families in their homes for food and conversation.



Volunteers in Mitigation Programs

Marriott International, North America

Volunteers are also active in mitigating disasters, particularly those brought on by climate change.

NCBA Bank regularly funds nonprofits, but in 2017, amid a significant drought, they donated to the Kenya Red Cross which led to the development of a tree planting campaign. Through its *Change the Story* initiative, the company has launched a one million indigenous-tree nursery at Karura Forest. NCBA and its partners have planted over 7 million trees across Kenya including over 50,300 trees directly planted by NCBA staff. The Green Belt Movement (GBM) provides the seedlings and NCBA's employees volunteer to plant them during the rainy seasons, early April to June and then October to December. The many tree planting activities assist with reforestation initiatives around the country and help reduce drought conditions, alleviate rising flood waters and reverse the effects of climate change in arid and semi-arid areas in Kenya.

Marriott International employees also support reforestation efforts. In 2019, Marriott associates and community members planted 1,500 mangrove trees in Thailand. Mangroves

are important to the ecosystem. Their dense roots help bind and build soils and their aboveground roots slow down water flows and encourage sediment deposits that reduce coastal erosion and protect against flooding. Since 2013, more than 81,508 mangrove trees have been planted throughout Thailand.

Furthermore, Marriott continues to build on their 10+ year partnership with the Foundation of Amazon Sustainability (FAS) and the Government of Amazonas through the Juma REDD+ Project, which has worked to curb deforestation and associated greenhouse gas emissions in a 2,770-square-mile (7,174-square-kilometer) area with significant land-use pressure in Brazil's northwestern Amazon rainforest.

In 2019, Marriott became a founding member of the Evergreen Alliance, a select group of Arbor Day Foundation partners and collaborators committed to advancing trees and forests as natural contributions to corporate sustainability and citizenship goals. Through this group, they have committed to support the planting of 100 million trees by 2022.

UPS: A Global Leader in Humanitarian Relief

UPS is well known for having one of the most inspiring and innovative corporate humanitarian relief programs in the world. They engage across the full cycle of response, relief and recovery in both natural and humanitarian crises, relying heavily on highly skilled employees who volunteer to participate and then receive released time from regular duties to do so. With management by and financial support from the UPS Foundation and in partnership with other logistics companies, UPS is a model of innovative global leadership.

A critical element in the UPS response to crises has been to work in partnership with other companies, international organizations and both global and national nonprofits. Most recently that has been through partnership with Zipline and Gavi, the Vaccine Alliance, a world leader in drone delivery to respond to critical medical needs. In Rwanda, 23% of maternal deaths are attributed to postpartum hemorrhage. Due to the region's geographical landscape, a one-hour blood delivery by car could take four to six hours during the rainy season. In 2016, with the support of the Rwandan government,

UPS partnered with Gavi and Zipline in developing a medical drone partnership to accelerate Rwandans' access to lifesaving medical supplies.

In 2017, UPS logisticsicians volunteered to assist the UN Refugee Agency (UNHCR) to implement best-in-class fleet management processes and, in 2019, they expanded the Gavi-Zipline drone program in Ghana, facilitating the first drone delivery of COVID-19 vaccines anywhere in the world. More than 50,000 doses of COVID-19 vaccine have been delivered to rural clinics in Ghana via the UPS-Gavi-Zipline medical drone partnership.

The UPS Foundation has been supporting UNICEF's work since 2000 through freight capacity for emergency response, technical expertise and cash contributions



to supply chain improvement projects. Most recently, the two partners teamed up in a rapid logistics effort to send 3,000 oxygen concentrators to India in response to the 2021 spike in COVID-19 cases. This delivery was just the beginning of a response that saw UPS support the delivery of over 20,000 oxygen concentrators, ventilators and medical supplies to India.

UPS has been a leader in the Logistics Emergency Teams (LET) led by the United Nations World Food Program (WFP). The LET consists of logistics experts from UPS, Maersk, Agility and DP World. This cross-company partnership relies on employee volunteers with warehousing, transportation, and logistics expertise. Based all around the world, these teams are deployed within 48 hours of a humanitarian crisis. They identify logistical gaps and bottlenecks and together find a way to overcome them to re-establish broken supply chains in the aftermath of large-scale disasters. WFP has recognized the value of this unique collaboration: “One of the great things about the Logistics Emergency Teams is, you have companies that would normally compete coming together in one unit to assist the humanitarian community.”

UPS currently has trained responders located throughout the Americas, Indian Subcontinent, Middle East and Africa, and Asia Pacific regions who are ready at a moment's notice to respond where needed to provide logistics expertise during times of disaster. UPS deployed LET volunteers to Indonesia (2007), Myanmar (2008), Haiti (2008), Philippines (2009), Padang (2009), Haiti (2010), Pakistan (2010), Japan, Horn of Africa, Nigeria (2011), Sahel Region of Africa (2012), Philippines (2013

and 2014), Nepal (2015), Peru (2017), Haiti (2017), Mozambique (2018), The Bahamas (2019) around the world during the global COVID-19 pandemic (2020-2022).

In Europe, UPS has lent its assets, employee volunteers and expertise to provide over \$3 million in the past three years to organizations providing aid to refugees. One hundred UPS employee volunteers have been supporting refugee relief in 15 countries, partnering with large global organizations as well as smaller local partners. Activities include delivering Christmas presents to children in camps in the Netherlands, building furniture out of wooden pallets in Belgium, setting up camps, providing transportation and local hospitality in Germany, distributing winter clothing in Austria and delivering warehouse items on a three-times-per-week schedule in Greece.





Volunteers Are Key to Managing Corporate Volunteer Programs

Creating and sustaining global volunteer programs takes strong leadership and management skills, energy, imagination, attention to detail and time. Few companies provide full-time, year-round staff in all of the places where they operate to create and manage their volunteer programs. Those in global leadership roles, often but not always based at the global headquarters, must rely on colleagues assigned on a part-time basis, frequently as part of broader community relations responsibilities or increasingly on volunteers spread throughout the company. Acting individually or in teams, those volunteers take responsibility for implementing global programs or creating their own localized projects at the country or local level. In some companies, the result is their own hierarchy of leadership for volunteering, driven by energized individuals and teams. Extended to the local level, that means hands-on project management – assessing needs, identifying opportunities, building appropriate community partnerships, planning activities and recruiting and managing volunteers. Companies rely on this distributed leadership and management, tied together virtually for mutual support, to drive both global and local high-priority initiatives.

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PIMCO, Asia-Pacific

Many companies engage retirees as volunteers. But **CaixaBank** especially stands out, as they actively engage retirees to organize and run volunteer programs in every community where the bank is present. From big cities to small villages, they are there, helping maintain relationships with more than 16,000 different social entities with which the bank does business and serves through their philanthropy and volunteering. Their management philosophy is all-inclusive, consciously designed to make “room for everyone.” Prior to retirement, many worked in leadership positions at the bank. Now, as volunteers, they use their expert management skills and free time to share their experiences with new employees, serve as examples of volunteering and play an invaluable role in the success of the program. Retirees account for about 19% of Caixa volunteers.



Sage, Europe

Established in 2015, the **InterCement Institute** is one of the strongest employee managed programs identified in the study. It has three components:

- ▶ *CIVICO*s are local committees made up of InterCement employees in each unit of the company. They work with the InterCement Institute for the management of social investment in their geographic area. Each committee is made up of at least five employees and functions as an extension of the Institute within their production unit. Participants receive regular training to develop and improve the skills and competencies necessary for social mobilization.
- ▶ *The Community Development Committee (CDC) Group* operates within defined geographic areas where the company operates. It is made up of government representatives, civil society organizations, community leaders, companies and CIVICO members. CDCs define strategies and promote actions that contribute to community development.
- ▶ *Ideal Voluntary Action Groups (GAIV* for its initials in Brazil) are formed by employees, friends, family and community actors motivated to organize and carry out volunteer work locally. The leadership of these groups is exercised by InterCement employees.

Itau's *Mobiliza Itau Committees* represent an innovative example of employee-driven volunteering. They provide guidelines, training and support so that the volunteers are able to establish partnerships with NGOs. Volunteers commit to report their actions through online storytelling on a dedicated company website.

Employee Resource Groups (ERG), or Employee Networks, a popular corporate employee affinity group structure, is another resource that corporate volunteer leaders sometimes rely upon. They are groups formed by and for employees and led by employee volunteers. ERGs provide a forum for employees with a common interest where they often bring their collective voices together to inspire and mobilize employee engagement, define projects, find partners and run programs. Volunteer projects provide a way for Employee Resource Groups to stay visible in the company, and to promote the priorities of their constituencies (i.e., Black/African American ERG, Parents ERG, LGBTQ+ ERG, etc.).

VISA has a centrally organized, signature global program where employees mentor small businesses. In addition, the company provides programs, tools and resources that enable local leaders to organize in-person and virtual volunteer events. Individual offices have their own *Community & Volunteering Councils* to facilitate employee participation at the local level with

leaders in individual offices identified through self-nomination and nomination by executives in the office or region. Employee Resource Groups also organize volunteering events and activities.

State Street Corporation's global volunteer program, *State Street Volunteers*, is managed with one full time staff member located at the company's headquarters in Boston, Massachusetts. Community Support Program Committees are in place in 38 offices, leveraging the commitment and skills of employee volunteers to manage the program. They help select and implement volunteer projects and provide valuable insights to adapt the projects to best meet local needs.

State Street has 24 Employee Networks, each of which has a Community Engagement chairperson and committee, supported by a Global Inclusion, Diversity and Equity team. They recommend and help to design volunteer opportunities that fit and reinforce the purpose of each network. For example, the Professional Women's Network volunteers with the Girl Scouts; the Working Parents Network volunteers for a nonprofit daycare center.

Schneider Electric *Delegates* – local employee volunteer ambassadors – are nominated for a period of at least two years. In addition to their responsibilities at work, they have very specific roles in support of the company's Foundation. Delegates identify local NGO partners, follow-up on volunteer assignments and recruit employees to volunteer. Currently the Foundation works with 130 Delegates worldwide.

Sage defines its approach as “action philanthropy” as it focuses on empowering employees to contribute through volunteering and fundraising. The company’s employee volunteering model is entirely free choice. All employees are allowed five paid days off each to volunteer for a cause they are passionate about. Sage Foundation managers organize volunteer events around their priorities of digital inequality, economic inequality and protecting the planet. Employees can join those initiatives or organize their own volunteering with any charitable organization of their choice.

Volunteer Ambassadors help the Sage Foundation managers coordinate volunteer projects. Being part of the Ambassador community is considered as employee development and includes dedicated learning opportunities. Annual awards recognize participation and outstanding performance, and a global conference brings Ambassadors together for joint learning once a year.

Cargill Cares Councils has a more formalized structure than most. CSR and volunteer activities are organized through 350 Cargill Care Councils, which exist in all countries where Cargill has a presence. The Councils meet regularly, have budget authority, and evaluate the impact of Cargill’s efforts in the community.

TELUS Community Boards extend across the globe and include elected members who serve a term of three years. They support local registered charitable programming, help in building stronger communities and foster wellness to help vulnerable youth thrive through health and technology initiatives.

PIMCO Acts Councils, a type of volunteer steering committee, are run at the local office level. The councils comprise champions who work together to source, organize, and execute initiatives with guidance and support from headquarters. They are integral to the success of PIMCO’s volunteer programs as an important source of information

on cultural differences and specific community needs.

Some companies acknowledge the time commitment required to execute programs worldwide and make allowances for employees to step away from their full-time roles in order to lend their skills to manage volunteer programs. At **Microsoft**, employees from around the company are seconded for four months to manage its annual *October Giving* campaign and support around 5,000 volunteers to help scale the campaign.

Initially, in 2004, **S&P Global** had a Global Volunteer Day, which later became Community Impact Month. In 2019, the company decided to become more strategic and shifted to a year-round model, *Essential Impact*, designed to be more conducive to thoughtful and longer-term volunteer engagements and more responsive to community needs. S&P Global felt its three priority areas – creating an inclusive economy encompassing underserved populations, bridging the global skills gap and promoting a sustainable environment – would benefit from a longer-term approach. Recently the company added a new paid time-off policy, *Give Back Days*, totaling 40 hours per year per employee. For this reason they needed additional support to implement volunteer programs.

S&P Global *Team Leaders or Ambassadors* are situated in each of the 35 countries where S&P does business. They are responsible for completing post volunteer event reports that include the number of volunteers and other basic facts. They also upload photos, videos and a blog post onto the company internet and on social media. They thank all volunteers, provide them with certificates and survey them to determine their reactions to the volunteer activity. Did it boost their morale; help team building, assist in the development of new skills? The survey also asks how the volunteer project could be improved in the future.







Expanding the Universe of Volunteers: Family, Friends, Customers, Community Members

A more inclusive approach to volunteering offers companies an opportunity to build new, expanding communities that reflect a shared commitment to mutual respect, problem-solving and sustainable growth.

Major Takeaways

- ▶ Companies increasingly are inviting others to join their volunteering – families of employees, retirees, business customers, retail consumers, and the public at large. They are demonstrating that it is possible to do so successfully.
- ▶ Engaging others outside the active-employee base broadens the volunteer workforce, builds community, increases the scope and impact of the work and benefits the company by actively demonstrating its values and social responsibility commitments.
- ▶ This expansion beyond employees creates new opportunities and new challenges for those managing company programs as they build new partnerships, learn to engage with new audiences and think about their work in new ways.



Sage, Spain

Introduction

While the notion of leverage is a popular business concept, most companies do not apply it significantly to their volunteer programs, missing the opportunity to extend them beyond their own employees. That means less impact in the community, fewer people exposed to the value of volunteering, fewer potential future volunteers and thus less overall value to the company.

This chapter explores the approaches of companies who have moved “beyond employees” to invite participation by families of employees, retirees, customers, business partners and, even, the community as a whole.

Forty years ago, the cutting edge of corporate volunteering focused on programs designed to engage retirees. Thirty years ago, the concept of family volunteering was just emerging. Twenty years ago, the notion of a company purposefully inviting volunteer participation by retail consumers, business customers, suppliers and vendors, let alone the entire community, was barely considered.

But the nature of the workforce has continually changed. Today, the cohort of career employees who remain tied to their companies after retiring with 30 or 40 years of service is shrinking. Workers with families are seeking more from their employers than just a job. Consumers have demonstrated their growing preference for companies with a demonstrated commitment to sustainability and social responsibility. Companies themselves are recognizing the value of building a shared social commitment into their business-to-business relationships.

All these changes are playing out in the practice of corporate volunteering. It is an exciting and challenging new frontier for those responsible for their company’s volunteering. They are called upon to build new, mutually beneficial partnerships with their business customers and suppliers, to develop the systems required to effectively engage those from outside the company in their activities, to create new messaging for new audiences and to document the results and benefits to their company. They

are front-line actors in a significant cultural shift in the ways companies relate to external audiences.

The most obvious challenge for these managers is a potentially significant increase in workload. This may be addressed through increased allocation of human resources as programs expand to include new participant groups. It also may mean increasing the engagement of internal volunteers to take on project management tasks, potentially providing released time from normal work responsibilities to allow for that. All involved will need to learn new approaches to recruiting, motivating and managing people who are not paid by the company and who are engaging as volunteers because they see the value of the opportunity to do so.

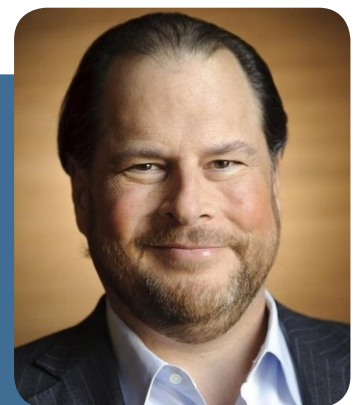
For companies, the critical challenge is to develop an appropriate level of comfort with the involvement of non-employees in company-sponsored and managed activities. For some companies that will mean the need to examine issues related to liability, insurance coverage and risk assessment. This offers a clear opportunity for companies to learn from one another by sharing experiences and resources that address these issues.

The experience of companies who have led the way, in major and minor ways, leads to the conclusion that including non-employees – families, retirees, business customers, consumers, and other companies – broadens the volunteer workforce, builds community, increases value and benefits the host company. Rita Monteiro at **EDP** in Portugal summarized it quite nicely: “Being open to receive friends, families, partners and clients in some activities enriches our program and multiplies the impact of each activity. We have entire families volunteering through the company. For example, one mother volunteered in schools with the Junior Achievement program, which challenged her children and, in the end, all the family was participating. It challenges younger generations and it reinforces our sense of community.”

This chapter systematically reviews examples identified during the current research that illuminate how companies are responding to these new opportunities to expand the universe of volunteers participating in their programs. It starts with examples of those who have launched broad opportunities for public participation and then examines involvement of families of employees, retirees and business customers, retail consumers, clients and partners.

"As business leaders, we can collaborate with our customers, employees, partners, communities, governments and institutions to create cultures of trust that put the wellbeing of our people and planet first."

Marc Benioff, Founder, Chairman and CEO of Salesforce



Inviting the Community to Participate



Grupo Modelo, the Mexico-based subsidiary of Anheuser-Busch InBev (**AB InBev**) since 2013, has taken a unique approach to making volunteering inclusive. In 2014, building on its existing employee volunteer program, the company created a digital platform to directly connect NGOs with potential volunteers, opening the opportunity to volunteer to the general public as well as to their own employees.

The first event on the platform celebrated International Volunteer Day in December 2014. An invitation through national media for volunteers resulted in 55,000 registrations and 27,000 volunteers participating in more than 70 activities on the same day at the same time throughout the country – “a resounding success!”

The platform allows employees and the community in general to connect directly with organizations to do their volunteer work. Through the platform, NGOs can promote and manage their own volunteer activities and don't need the company to act as an intermediary.

Grupo Modelo has offices or agencies throughout Mexico, for both beer production and distribution, giving the company a unique

local presence nationwide. As a result, they have been able to organize activities relevant to localities throughout Mexico.

Now, Grupo Modelo's sister companies in Colombia, Ecuador and Peru have co-developed a platform similar to the one used in Mexico to allow the members of the community and also employees of other companies to register and participate in volunteer projects. In each country, the company has a database of NGOs. In Mexico, Grupo Modelo has more than 600 registered NGOs, all to facilitate greater volunteer engagement.

All participating NGOs must be legally registered in the appropriate government offices. As needed, the company helps with training and professionalization to manage activities with volunteers.

By opening its corporate program to everyone, Grupo Modelo stopped seeing the limits of the company and understood that its contribution to volunteering reaches into the community. Unifying actions across the region reinforces the culture they are promoting, making it easier to understand and to share internally and externally.

A member of the Modelo team spoke directly to the importance of an open program:

What is "muy padre" (very cool) about these programs is that each employee of the company can choose what he or she want to do. For example, on Environment Day, since we all work for a cause, everyone can choose with their family if they want to clean a beach or go to paint a school. Each person is really different.

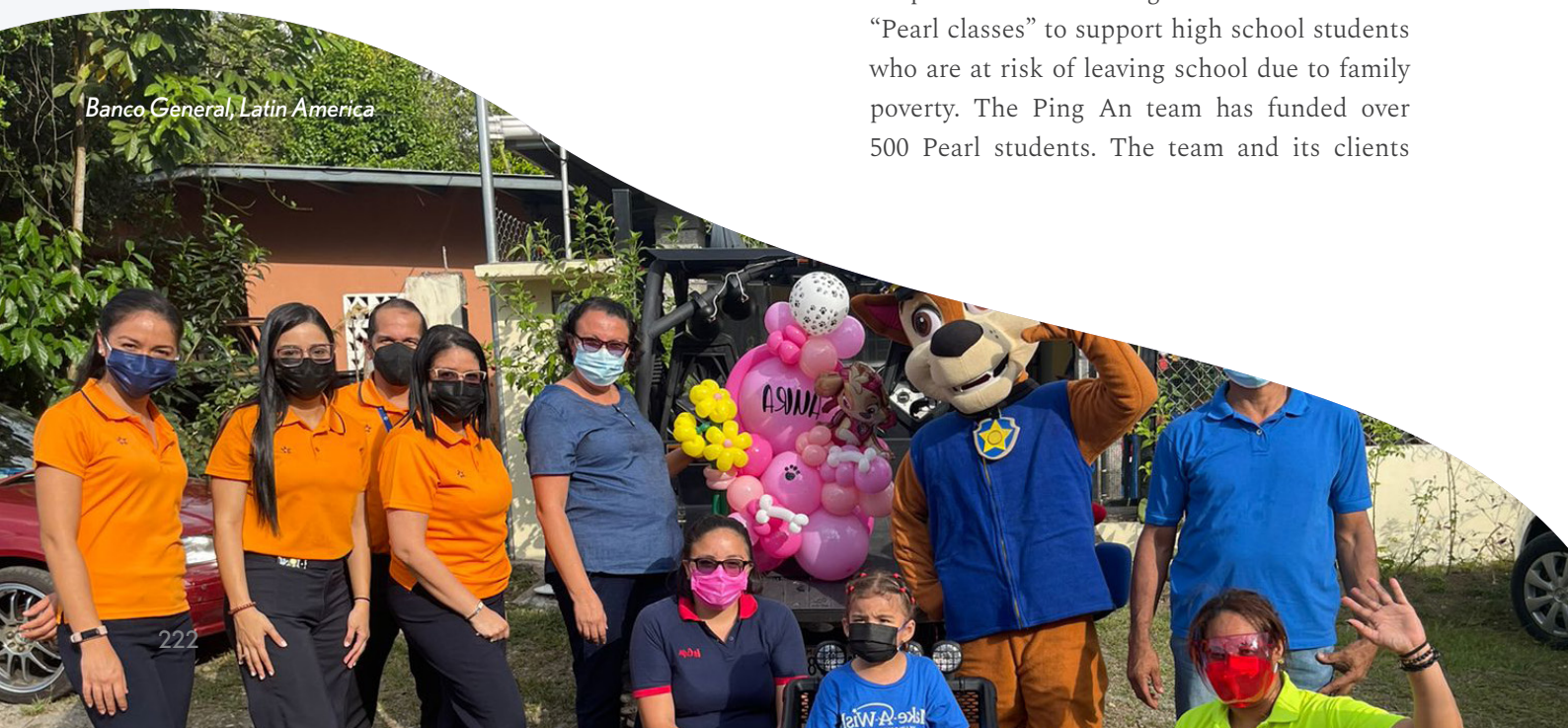
The moment when you can share these types of activities with your family... everything changes. The pride that we were talking about, belonging to a company that supports this type of thing, is exponentially enhanced. It is an impressive feeling of pride of a lifetime, because I am a volunteer at heart.

Ping An Insurance, based in Shenzhen, China, is one of the largest financial services companies in the world. As it has grown both domestically and internationally, it has maintained a strong corporate commitment to the concept of "remain true to our original aspiration and give back to the society." Ping An has embraced the principles of ESG (Environmental, Social, and Corporate Governance). After years of practice and development, encompassing poverty alleviation in rural and urban areas as well as other actions taken in the public interest, both online and offline, the company has normalized its volunteer service and extended its programs to employees' families, suppliers, customers and the public.

For example, Ping An agents often take customers to participate in volunteer activities, strengthening their connection and interaction by jointly practicing a dedication to service. The most representative teams are the *Shenzhen Tianzhong Benevolence* and *Beijing Julong* teams which are made up of agents who then engage colleagues, family members and customers to volunteer together. The core team of more than 100 agents radiates to a volunteer team of people throughout the company and beyond.

For example, the Julong team has been committed to public service for 12 years and has worked in partnership with the Xinhua Education Foundation in Zhejiang Province on the *Pearl Retrieval Program*. The foundation cooperates with local high schools to establish "Pearl classes" to support high school students who are at risk of leaving school due to family poverty. The Ping An team has funded over 500 Pearl students. The team and its clients

Banco General, Latin America



...o de um,
para a ser
a questão a todos.

Expanding the Universe of Volunteers: Family, Friends, Customers, Community Members.



Itaú Unibanco, Latin America

have supported eight Pearl classes in Gansu, Qinghai, Yunnan and other places. In 2014, the team raised some 580,000 donations for young girls with leukemia.

The Tianzhong Benevolence Family team has been committed to public service for 23 years. Over 1,200 team members, family members and customers have joined together to support the *Ping An Benevolence Hope Primary School* in Guangxi.

Since April 2018, Ping An's volunteering has been supported by the San Cun Hai charitable platform. It provided Hope School with a sustainable and reliable education resource platform to realize its distance-learning assistance tools. The volunteer branch can publish activities and needs on the platform, and employee volunteers can see various online and offline opportunities. Through this platform, all kinds of volunteer service projects can be implemented directly to help people in need.

Ping An also encourages employees and associated agents of the company to participate in public service, providing a one-stop support

platform for volunteers. The firm aims to create an intelligent mutual aid platform of "I am for everyone, everyone is for me," encouraging Ping An internal employees, customers and the public to participate in volunteer activities, and helping extend the company's public service work.

Ping An people can apply online for registration as a volunteer through the San Cun Hui app. Entering the volunteer area, they can receive and complete various online and offline public welfare tasks. At present, the platform has more than 2.5 million users, and has launched more than 470 public welfare volunteer service activities.

In 2019, the Ping An upgraded its San Cun Hui app to be the "public welfare intelligent mutual aid open platform" San Cun Hui Time Bank. Volunteers now receive and complete public welfare tasks on the platform. Online and offline public welfare activities can earn corresponding public welfare "time currency." In the future, when volunteers need help, they will be able to exchange "time currency" with other volunteers.

Involving Families

Family volunteering emerged as an identifiable, discreet form of involvement in the United States in the 1990s through research, development and promotion by the Points of Light Foundation. It was unique because it is, by definition, multi-generational and it engaged children in ways that at that time were not common. Today, it is generally recognized as a way to strengthen families and to transmit values of helping and social responsibility across generations. It is one of the most popular ways companies can expand participation in their volunteer programs. It also is recognized as a powerful way to build employee pride in, and loyalty to, the company.

Telefónica Foundation, headquartered in Madrid, Spain, involves children of employees on International Volunteer Day for large group actions such as those related to environmental protection. They do this because, according to Carlos Palacios, Global Volunteer Program Manager at Telefónica Foundation, they understand that “volunteering, in a broad sense, is a way of educating the next generation in values. We believe that our volunteers have a moral responsibility, and we have an ethical responsibility, as a company and as a foundation, to transfer good practices, good human customs and good human practices to the generations that will follow us.”

Vecinos en Acción (Neighbors in Action) is the volunteer program of **Banco General** in Panama, which annually involves more than 3,000 employees and members of their families. *Vecinos en Acción Juvenil*, begun in 2012, is

specifically designed for adolescents, children of employees who are between 12 and 21 years old.

In 2019, some 230 adolescent children of employees were registered in six of the 10 provinces of the Republic of Panama. Among the most popular activities: birthday celebrations for children living in the homes of *Nutre Hogar*, a non-profit organization that fights against child malnutrition in communities living in extreme poverty. Other popular activities included home visits for older adults, many of whom have been abandoned by their families; beach cleaning days; accompanying athletes from the Panama Special Olympics Foundation; and school tutoring for younger children who are beneficiaries of various non-profit organizations linked to the *Fundación Sus Buenos Vecinos* (Your Good Neighbors Foundation).

The bank is very proud of its youth program. Adolescence is often considered to be a difficult stage for young people and their families. Volunteering provides an important life experience and contributes to forming a culture of solidarity from an early age for the benefit of the society.

The volunteer program of **Grupo Terra**, a Honduran-based energy and construction company operating throughout Central America, is guided by its mission statement: “Promote solidarity through volunteering, generating spaces of participation for employees and their families, in actions for



the benefit of the most vulnerable sectors of society.”

The company believes that the participation of employees’ children offers an important way to teach values. It also increases employee participation and impact, strengthens the involved families and links them with the company. Providing opportunities for families to participate encourages older employees to volunteer with their children.

The realities and needs are different across the countries where the company operates. Education, culture and poverty influence the design of each program. For example, one of their companies in Guatemala is located in an indigenous community, so the projects and activities are designed to consider and respect the local culture and customs.

At **SEDCO Holding**, the Saudi Economic and Development Company, family involvement in volunteering grew from the interest of employees. As Omar Al-Arabi, Section Head-CSR expressed it, “We have a lot of employees that say, ‘Hey, I want my kids to grow up to be like me; how can I engage my kids and build this mindset with them.’ So we’ve had many requests. We’ve frequently conducted events where we invite family members of employees, whether it’s their spouses or their children to come and participate and collaborate with us. That extends the gratification of it.”

SEDCO Holding makes a significant investment in documenting on video all its events, enabling employees to share the experiences with their families. “This instills a sense of employee pride in what they have done and creates a beautiful narrative” that also serves to demonstrate to other employees the opportunities for involvement.

Korea’s **POSCO Group**, one of the world’s largest steelmaking companies, welcomes employees and their families to volunteer. The company registers their participation through its in-house system and provides volunteers both insurance and cumulative service certification plaques.

One of the significant COVID-related changes in the volunteer program at **Sage**, the global market leader for technology for small and medium businesses, has been the expansion of family involvement. In the past, its programs have been event-specific, usually during summer holidays, and open to anyone an employee considers to be family. During the pandemic, Sage has encouraged colleagues to do volunteering with their families, friends or anyone in their “bubble,” because they’re at home together. This new approach has been very successful, something the company wants to grow over the next few years.

Involving Retirees

Companies with the strongest retiree volunteer efforts tend to be those that might be termed “heritage companies,” that is, companies with long histories, generally deep roots in their communities and significant numbers of retirees who have a well-formed allegiance to the company and wish to remain associated with it.

TELUS, the Canadian national telecommunications company, for example, has its origins in the local telephone companies in the early years of the 20th century. The firm traces its community service activities back to the Telephone Pioneers of America which, in the 1920s, created community chapters and in the 1950s made community service part of its mission. In many of those first activities, members used their skills to meet the needs of people with disabilities, with a focus on the hearing-impaired.

Today, the *TELUS Community Ambassadors* program brings almost 5,000 active employees and retirees together in 23 clubs throughout Canada to provide volunteer-based services to their communities.

The month of May is a major focus of their volunteering. In 2019, they had over 27,000 volunteers in over 2,000 activities benefiting more than 500 charitable organizations. These activities were designed to be all inclusive and to “encourage and inspire everybody to bring to the table what they uniquely have to help in their communities.”

The roots of TELUS are in western Canada; however, with expansion TELUS now spans coast to coast. As a result, there is a greater number of retirees who have longer histories with TELUS in the west given long-established social programs to keep them connected with and supported by one another. In the east, retirees play active roles in fundraising and volunteering in their communities. As a result, the company has a “very diverse approach to contributing to the community nationwide.”

“Our retirees built the legacy. We recognize by working directly with them that they're proud and happy to represent TELUS. They've got so much knowledge and so much passion for the community.”

At **Cargill**, employees and retirees volunteer individually, with coworkers in team activities, or through *Cargill Care Councils*. They seek to reduce hunger in nearby communities, improve nutrition, strengthen educational opportunities and protect global natural resources. There are over 350 Care Councils spread across all of the 70 countries where Cargill does business. The Councils are made up of both employees and retirees. The company makes the point that the Councils share the common goal of “ensuring that Cargill is investing its financial and human resources to help meet our business objectives while serving local communities.” The Councils identify needs, build partnerships in the community, put together volunteer opportunities for individual and group engagement and evaluate the company's impact in the community.

At **CaixaBank** in Spain, roughly 19% of their 12,000+ volunteers annually are retirees. The bank sees their retirees as people who have been important to the company over many years, perhaps decades, as people they don't want to lose, even after their working relationship is finished. "It is a way to keep alive the people who worked in the company, and are now volunteers."

Intel retirees in the U.S. are eligible to apply for matching grants to benefit the organizations they serve as volunteers. The company will contribute \$10 U.S. per hour volunteered with a school or a government-recognized tax-exempt nonprofit organization – the same benefit available to active employees. In 2019, over 600 retiree volunteers reported over 145,000 hours, generating Intel support of nearly \$1.5 million for 700+ organizations. The Intel Retiree Organization tells the stories of what these volunteers are doing.

A similar contribution opportunity, based on hours served, is available at **Medtronic**. Retirees in the company's home state of Minnesota in the U.S. have established the *Medtronic VSP Retiree Group Minnesota* which is affiliated with the company but led by its

own board of directors. The group regularly organizes volunteer events for its members. Retirees are also eligible to join company-sponsored volunteer activities when invited by a current employee.

In South Africa, **FirstRand Ltd.** matches volunteer hours by retirees with financial contributions to the organizations they serve just as it does for active employees.

Volunteering at **Itaú Unibanco** in Brazil is managed by *Mobiliza Itaú Committees* made up of active employees and retirees.

CEMEX retirees in the United States are often invited to participate in the company's volunteer activities, a practice that now is emerging in its home country of Mexico.

EDP in Portugal invites retirees to join active employees, family members, clients and partners in company-organized volunteer activities, including in skills-based opportunities.



CaixaBank, Spain

Activating Business Customers, Retail Consumers, Clients and Partners

For **Fujitsu Global Business Group (GSBG)**, involving business customers in volunteering is such an important part of what the company wants to achieve that a key performance indicator (KPI) has been developed to track that. There are dual goals: developing sensitivity to the cause volunteering is addressing and establishing relationships that go beyond the service itself. Local teams are encouraged to keep an eye on the visitor list to identify who they might be able to get involved.

Tim White, Corporate Executive Officer, Executive Vice President, Fujitsu Global, believes that Fujitsu and the Japanese culture are very good at developing and sustaining “true partnerships” and that this approach exemplifies that. He says: “This relates perfectly to why it is important to be involved in responsible business activities. You form these partnerships that become more than just a financial transaction, or a contractual transaction. You're in it together. It makes your relationship with those customers that much stickier... It's great for business. If you're doing things with customers in the community, there's more to it than ‘I will turn over my contract tomorrow with you’ because you've got that genuine partnership.”

Owing to the characteristics of its businesses, **Empresas Polar** in Venezuela maintains a commercial relationship with more than 1,100 franchisees who carry Polar's products

throughout the country. Many of the franchisees carry out solidarity activities to support the communities they serve, investing large sums of money in school supplies, sports or musical instruments for schools or communities.

Polar shares experience and its portfolio of volunteer activities with the franchisees, to guide and model the culture of donating time and talent and at the same time generating a more impactful investment of resources. The Polar team helps franchisees take advantage of the company's activities, building their understanding of the strategy behind the program and encouraging them to do it the right way: "doing good, doing it well."

This type of sharing becomes a win-win process because the franchisees have an extraordinary reach into the country. They go everywhere, they reach the most remote corners of the country and people perceive them as the “Polar People.” At the same time, Empresas Polar is leading a cultural change about the concept of volunteering among the franchisees.

FNC Entertainment is a comprehensive entertainment company leading the “Korean Wave,” that is, the increase in the global popularity of South Korean culture. Established in 2006, FNC is among the top five Korean entertainment companies doing business in the areas of management and production of concerts, albums, dramas and movies. The

company has a deep commitment to supporting children and adolescents from vulnerable groups both in Korea and around the world, working toward the vision reflected in the motto “For a world where all children are loved.”

The representative overseas project is “School 5025,” which is a school building project that supports educational infrastructure such as teachers, parents and programs by building schools in remote villages in developing countries. Their first five schools and two children's centers are in Burkina Faso, Philippines, Myanmar, Cambodia, Mongolia, and Ecuador.

FNC's artists are at the forefront of the corporate efforts through their personal volunteer engagement and its impact on their fans. One goal is to help fans participate through social networking (SNS) where FNC artists have over 30 million followers. For example, when Korean Wave stars and volunteers went privately to the company-sponsored elementary school in remote Myanmar, fans from neighboring countries came to the school themselves and participated in volunteer work and then formed a support group to continue assisting the school.

InterCement in Brazil proactively reaches out through its purchasing department to invite its suppliers to join them in their *Day of Doing Good* either as volunteers or contributing and supporting with their products and services: materials, transportation, food, a graphic designer to help with the design of the campaign, banners, etc. “We make many alliances for the success of this program. We teach other companies and their partners so that they understand the value of voluntary action and we support them in their programs.”



Cognizant, India



EDP, Portugal



Cemex, Latin America

The cornerstones for **Sage Foundation** focus on the 22 markets where they operate, and the goal of unifying Sage colleagues, their business partners and their customers in shared effort. Their operational goals emphasize the growth of volunteering, including that done by business partners and customers. They also focus on completing their current fundraising campaign and launching their next one as well as supporting the nonprofit sector more broadly with their technology and expertise through product discounts, skills and trainings. They see that the opportunity to volunteer is increasingly important not only for their colleagues but for family members, partners and customers.

The program has dedicated staff and an online portal where partners can sign up to volunteer and track their fundraising efforts. Even with COVID-19, it has been successful in engaging partners in online volunteering. The foundation has become a valued support for team-building activities with colleagues, partners and customers.

There is a strategic focus on collaborative volunteering at **Dell Technologies**, a commitment to “bringing customers along on this journey” by sharing Dell’s social impact goals and plans and opening the door to conversations and, ultimately, to partnerships. Dell equips its own “salesmakers” to have conversations on collaboration with their business customers. In some cases, that draws them into Dell’s own volunteer activities. At other times, Dell employees may join customers’ activities. Dell tracks how these joint social pro bono ventures affect its bottom line and sales growth.

One example: Dell employees joined employees at their customer MetLife, in Charlotte, North Carolina, in a community clean-up project following a major storm. That led to conversations about what else the companies could do together. The result was a partnership to conduct pro bono consulting workshops for NGOs that are supported by each company.

The *Dell Volunteer Project Management Group* was created by team members to use their skills in support of NGOs. It has become a global initiative operating, for example, in Russia, Malaysia and Ireland as well as in the U.S. Using the curriculum of the Project Management Institute, they help build the skills of nonprofit managers, helping them move toward their own certification. The volunteers receive continuing education credits toward maintaining their own certification.

The project began by working with organizations known personally to the volunteers. Now, some are tapping into nonprofit customers of Dell, working through the company's account executives to identify and recruit them. So the customers of the company become beneficiaries of the company's employee volunteers.

Cognizant seeks opportunities to actively engage with clients and strategic technology partners in its volunteer programs to achieve social, reputational and business impact. Social impact comes through tactical partnerships with clients in specific initiatives to support each other's social priorities. The company achieves positive reputational impact through partnering with strategic technology partners, using their technology products for social good. For example, Cognizant associates trained college students on Salesforce Modules and helped them earn achievement badges. **Salesforce** gave licenses for the *Salesforce Trailhead* platform free of cost, and Cognizant associates administered the training.

During the pandemic, Cognizant and **Microsoft** partnered with a Singapore government agency to set up *Virtual Digital Clinics* for senior citizens to get help from volunteers on their smartphone usage and thrive in the digital-driven new normal. Cognizant was awarded



Microsoft,
North America

"Microsoft Partner of the year for societal impact" for this program. Similarly, Cognizant has been a part of Microsoft's Enabler program to enable employability for Persons with Disabilities in the Asia-Pacific region. These strategic partnerships with clients to work on long-term social change goals have had a positive business impact.

CaixaBank believes that everyone needs to have the opportunity to be involved in creating a more equal and fair society. They actively invite employees, retirees, friends, family, business customers and retail consumers into their volunteer activities. The Bank's Social Week receives particular emphasis. In 2020, the program had some 11,000 participants carry out almost 180 virtual activities in partnership with 111 NGOs. Ongoing programs with committed continuing participation also are open to these audiences.

Sponsor Profiles

UPS

At UPS, service is in our DNA. As one of the world's largest and most diverse companies—with more than half a million UPSers serving in 220 countries and territories worldwide—we recognize both the opportunity and responsibility we possess to create a more equitable and just world. Since 1951, The UPS Foundation (TUPSF) has defined our corporate purpose to drive our global strategy and lead the logistics industry. Our founder, Jim Casey, knew that the success of the business and the communities it serves are inextricably linked. This enduring truth underpins The UPS Foundation's commitment to “delivering what matters” by leveraging human capital to inspire and mobilize volunteers and organizations to deliver systemic impact to their local communities.



UPSers are champions in their communities, and TUPSF magnifies their impact through the Local Grants Program. Each UPS region, district, and business unit receive grant funding, and local Community Involvement Committees coordinate with HR Community Relations staff to direct funds where they are needed most. All non-profit organizations become eligible once 50 hours of volunteer time have been logged by UPSers and their friends and family. In 2021 alone, TUPSF provided nearly \$70M in support worldwide.

UPS knows our greatest strength is the diversity of our people, and we are committed to promoting fairness, dignity, and respect—both within workplace and in our communities. But awareness is not enough, and UPS has set ambitious goals to steer our action in underserved communities. In 2020, we committed to volunteering 1 million hours Black communities. This contributes to our pledge to volunteer more than 30 million hours by 2030 and to positively impact the lives of one billion people by 2040. Despite the limitations imposed by the ongoing public health crisis, in 2021, UPSers served more than 1.1 million volunteer hours with 100,000 hours in underserved communities.

This legacy of volunteerism spans decades, and in 1995 UPS established The Jim Casey Community Service Award to recognize UPSers' spirit of service. Each year, UPSers worldwide nominate their teammates, and TUPSF presents the global and regional winners with \$70,000 total toward qualified nonprofits of their choice. TUPSF also supports UPSers' participation in Global Volunteer Month, and in celebration this past April, UPS launched the UPS Community Connections platform. This will create expanded opportunities for charitable giving for employees worldwide, additional volunteer incentives, and gift matching from UPS.

UPS takes pride in partnering with our communities. Together, we are on a mission to create a more equitable and just world by delivering what matters.

Telefónica Foundation

A social context marked by the technological revolution



The exceptional circumstances in which we live mark a clear path where digitalisation is present and will be present in the future in our lives, our employability, our education, our relationships and our health. However, the most vulnerable groups in our society find themselves excluded from many of the opportunities that technology offers to improve their levels of well-being for various reasons.

The COVID-19 pandemic has accelerated this need for change, demonstrating the indisputable value of applying new technologies to improve the processes and conditions of all those involved in social action, from beneficiaries to workers, volunteers, partners and donors.

In this context of digital transformation, it is essential that we reach the most vulnerable sectors of society by digitally strengthening the Third Sector and empowering the people who will experience this process, enabling them to have a greater impact and to bridge the digital divide of the groups they work with in each area.

Telefónica Volunteers, employees of the Telefónica Group, share their time and skills to benefit communities with a particular emphasis on disadvantaged persons. The Telefónica Volunteers program leverages technology to increase the impact of volunteers' actions and also to narrow the digital divide among those in vulnerable groups. The program is managed by Fundación Telefónica, and is one of the largest corporate volunteer initiatives in the world, with more than 59,000 active participants and more than **1,474,873** beneficiaries in the 30 countries in which Telefónica has a presence.

Fundación Telefónica encourage all Telefónica employees to get involved in social action and volunteer projects, leading projects and becoming changemakers.

We focus on three main objectives are:

1. To develop digital skills in order to:
 - ▶ Reduce digital vulnerability
 - ▶ Boost employment
 - ▶ Strengthen social entities
2. Accompaniment for social inclusion
3. Social awareness and coverage of basic needs

BD

For more than 16 years, the BD Volunteer Service Trip (VST) program has provided BD employees from nearly 90 global locations the opportunity to participate in meaningful, in-person service activities in disadvantaged communities around the world. Starting in the Spring of 2020, in-person VSTs needed to be postponed due to social distancing and travel restrictions caused by COVID-19. To ensure that BD employees still have the opportunity to engage in impactful volunteer service activities sponsored by the Company, we're now collaborating with non-profit partners to provide virtual service opportunities that enable associates to "give back" to their communities and the world around them without leaving the comfort and safety of their homes. In 2020 and 2021, BD volunteers have:



- ▶ Delivered COVID-19 infection prevention training to healthcare workers in the United States and in Papua New Guinea, in partnership with Heart to Heart International and Australian Doctors International.
- ▶ Helped community health centers expand access to healthcare via telehealth technology, together with the National Association of Community Health Centers and PYXERA Global.
- ▶ Partnered with PYXERA Global and the National Association of Free Clinics to provide pro bono marketing, communications and branding expertise to help community health centers reach more patients, raise awareness of their services, and recruit more donors.

BD is also currently planning virtual service opportunities to empower BD volunteers to:

- ▶ Work in partnership with Heart to Heart International to train nurses in Eswatini, Africa on effective strategies for combatting the high rates of non-communicable disease in the region.
- ▶ Help Operation Smile transform the way it trains the thousands of volunteers that help the organization deliver life-saving, free surgeries to thousands of people in need each year.
- ▶ Partnering with AmeriCares in Puerto Rico focused on enhancing community health center preparedness in disasters.
- ▶ Support Medical Teams International with their supply chain, logistics and warehouse expertise to improve efficiencies with their global humanitarian product donations.

Additionally, many BD associates with clinical expertise have been volunteering their time and expertise to help hospitals that are short-staffed due to COVID-19; and to administer COVID-19 vaccinations. BD also continued its annual "employee volunteer of the year" award recognitions in 2020, awarding nearly \$100,000 in grants to 20 non-profit organizations in 11 countries, in recognition of the outstanding volunteer efforts of BD employees.

The Walt Disney Company

Volunteerism is a central and enduring part of the culture of The Walt Disney Company and the cornerstone of our community engagement efforts. By donating their time and talents, our Disney VoluntEARS provide comfort, happiness, and inspiration to kids and families around the world.



For more than 38 years, Disney employees and cast members around the world have contributed hundreds of thousands of hours of service each year and positively impacted the communities where they live and work. Disney VoluntEARS are actively engaged in projects year-round as a force for good. Disney VoluntEARS also provide their unique professional skills to community organizations to help them build capacity. Through the Disney VoluntEARS Grants program, employees and cast members can turn their hours of volunteer service into a financial contribution to a charity of their choice.

The Disney VoluntEARS program makes it simple and fun for family and friends of employees to join in their service.

Laudes Foundation

Launched in 2020, Laudes Foundation aims to challenge and inspire industry to harness its power for good. As part of the Brenninkmeijer family enterprise, we build on six generations of entrepreneurship and philanthropy and stand alongside the COFRA businesses and the family's other private philanthropic activities.

Laudes ———
—— Foundation

Although independent from these organisations, we are in a unique position to learn from each of them. In particular, Laudes Foundation is advancing the industry-changing work of C&A Foundation, and is building on the experience of its flagship initiative Fashion for Good by continuing its fashion work and expanding its scope to include other industries.

Human ingenuity and industry have lifted millions out of poverty and brought unparalleled wealth and growth. But today, the world stands at a juncture. If we carry on our current path of production and consumption, we not only endanger nature but we imperil the safety and dignity of countless communities around the world.

Laudes Foundation is responding to the dual crises of inequality and climate change by supporting brave, innovative efforts that inspire and challenge industry to harness its power for good.

Providing our partners with philanthropic capital, expertise and connections, we work collectively with and through specific industries to help catalyze systems change. At the same time, we work across sectors, influencing finance and capital markets to move towards a new economy that values all people and nature.

CEMEX

As part of our commitment to support the sustainable development of the countries in which we operate, we encourage our employees, as global citizens, to actively engage and participate in activities that help improve their communities' quality of life and well-being.



- ▶ We encourage our employees to get involved as local facilitators of both skilled and hands-on volunteering projects, intending to contribute to the community and their well-being. Through these volunteering strategies, we aim to make a positive impact on three social spheres: the communities, the organization, and the business.
- ▶ Volunteering activities are powerful and fulfilling experiences. Through our Social Impact Strategy, we encourage our employees to share their values, interests, technical expertise, and leadership skills with their communities generating a positive and meaningful impact for all participants.
- ▶ Our volunteering actions are crafted in our four Community Investment Pillars:
 1. Education and Capability Development for Employability
 2. Sustainable and Resilient Infrastructure and Mobility
 3. Social and Environmental Innovation and Entrepreneurship
 4. Culture of Environmental Protection, Health, and Safety
- ▶ The CEMEX UNITE Volunteers Program provides the means for CEMEX employees to participate in bettering our communities. Bringing our value of working as One CEMEX and following our CEMEX Global Volunteering Guidelines, our volunteers can participate in their local communities during their working hours to address global challenges. They can also participate in extended volunteering programs over the weekend, which allows them to share the experience of volunteering with their families.
- ▶ Through CEMEX UNITE, we are creating a workforce for the future, activating the expectations and needs of new generations, attracting talent that is empathic and socially innovative, and that has the skills that are critical for the success of our business sustainability.
- ▶ We motivate CEMEX employees to engage in community activities consistent with our Social Impact Strategy, as citizens of the world, to strengthen their sense of responsibility, engagement, wellbeing, and personal development as core elements for the successful implementation of our business strategy throughout our operations.
- ▶ We collaborate with a wide variety of partnerships and alliances to develop volunteering activities according to each community's needs, as well as the company's strategy.

We will continue to promote a volunteering culture through our CEMEX UNITE program, which represents a great contribution to social impact and our commitments to the UN SDGs. Our goal is to increase participation rate among CEMEX employees globally to 35% by 2030.

Iberdrola

Iberdrola's International Corporate Volunteering Program was founded in 2006 and today it is a global project that is aligned with the group's values and General Sustainable Development Policy. Our volunteering program is also aligned with the Sustainable Development Goals. The program contributes to the attainment of the seventeen SDGs through its focus on supplying affordable and clean energy (Goal 7), climate action (Goal 13), providing quality education (Goal 4), gender equality (Goal 5), reducing inequalities (Goal 10) and improving health and well-being (Goal 3).



We mobilize employees of the Iberdrola Group to promote, with their solidarity action, the social and community development of the territories where we are present, the integration of vulnerable groups, the care of the environment, as well as access to energy for those who still do not have access to it. In fact, we are the link between the social needs brought forward by the Social Sector and the employees of Iberdrola, whose ultimate objective is to improve the quality of life for individuals. We also channel our employees social concern and harness their spirit of solidarity through projects that optimize the talent and knowledge of the employee. Our volunteers act as ambassadors for Iberdrola's values throughout the world and constitute an example of sacrifice, generosity, solidarity and ethical behavior.

We develop activities and projects both nationally and internationally. We offer a wide range of activities, from solidarity actions that require less volunteer time, to long-term and high-impact projects based on professional skills or international cooperation projects in which greater commitment and participation is required. It is a diverse and inclusive plan where each volunteer can find an opportunity to collaborate, since we offer more than 6,000 per year. The corporate volunteer programme responds to emergency situations quickly and to the different social needs that arise in the framework of a society in constant evolution.

With the outbreak of the pandemic in March 2020, the Volunteering Program was adapted in record time to respond to the new social needs that arose out of the context of the COVID-19 crisis. The Volunteers Against COVID-19 program was created to address the most urgent needs and the most affected groups. Volunteering activities were mainly oriented towards: health emergency, reducing the emotional and psychological effects of isolation among the most vulnerable groups, reducing the digital divide and vulnerable groups, and employment.

In 2018, the program received an award from IMPACT2030 for being "an enterprise that innovates to educate, inspire and unite employees around the SDGs in their community, and offers them opportunities to become agents of change and make an impact", as well as for "its exceptional commitment to mobilizing the volunteers to work towards the SDGs".

Marriott International

For 94 years, Marriott International has lived the core value “Serve Our World” by supporting the communities where we do business. Our sustainability and social impact platform, Serve 360: Doing Good in Every Direction, puts that core value into action. And while 2020 has been an unbelievably challenging year for travel and hospitality, we remain committed to serve our communities.



We believe supporting the long-term vitality of our communities is good for business and for the world – creating thriving environments where people want to live, work and visit. We do this through volunteering, empowering communities through workforce development programs for careers in hospitality, reducing our carbon footprint by implementing sustainable operating practices and advancing human rights, including efforts to rid our world of human trafficking.

And while we're focused on many critical issues, the act of volunteering has and still carries a special significance in the hearts of our associates across the globe. In fact, we have a goal to achieve 15 million hours of volunteer service by the year 2025. Volunteerism is an essential way our associates bring our global Serve 360 strategy to life in their communities. This takes the form of traditional and episodic volunteerism to address issues such as poverty and food insecurity, while championing ecosystem restoration. We also have a renewed focus on skills-based volunteering, which we aim to have make up 50% of our volunteer activities by 2025.

It's through our skills-based volunteering where we find the nexus between volunteering and developing the employability of the many diverse communities we also seek to hire, including youth, women, people with disabilities, veterans and refugees. Through both monetary grants and employee volunteerism, we're able to help build a vibrant and diverse talent pipeline while also uplifting these same communities into a job with opportunities to excel into positions of leadership. Most notably, it's through our partnerships with organizations like the International Rescue Committee (IRC), Bridges from School to Work, The Global Travel & Tourism Partnership (GTTP) and many others where we demonstrate our commitment to historically marginalized communities through career mentoring, career exploration, job shadowing and other work-study programs whereby our associates volunteer their skills.

We've come a long way since our humble beginning as a root beer stand in 1927. But what hasn't changed is our commitment to take care of our communities around the world through volunteerism.

Merck

For 130 years, Merck (known as MSD outside of the U.S. and Canada) has been inventing for life, bringing forward medicines and vaccines for many of the world's most challenging diseases in pursuit of our mission to save and improve lives. We demonstrate our commitment to patients and population health by increasing access to health care through far-reaching policies, programs and partnerships.



Supporting society, people and communities around the world is fundamental to our long-term success. One of the ways we do this is through volunteering. Our employees are passionate about giving back to their communities. In fact, they donate thousands of hours annually to help improve the health and well-being of communities globally through a range of volunteer programs and activities.

Employees can take up to 40 hours of paid time off each year to volunteer with eligible nonprofit organizations. In the U.S., in addition to traditional forms of volunteering, employees can donate their professional skills through virtual, short-term projects as part of a skills-based volunteer program called SkillShare. Similarly, we have a Pro Bono Legal program that enables employees to offer expertise to members of the community that would otherwise be unable to access legal advice. In addition, our Neighbor of Choice program supports the work of local nonprofits dedicated to the well-being of community residents in areas where we have a presence. Through charitable grants and employee volunteerism, we support community efforts to improve the health and quality of life for underserved populations. Notably, our Fellowship for Global Health is a three-month, corporate pro bono program that leverages the skills and talents of our employees and helps build the capacity of non-governmental organizations (NGOs) working to improve global health.

We are proud of our employees' passion and dedication to support communities through volunteerism.

S&P Global

At S&P Global, we work to accelerate progress in the world by harnessing our essential intelligence to power thriving global communities. We give back to our communities and create value for society by focusing our philanthropic efforts in areas where we can have the most impact: Creating an Inclusive Economy, Bridging the Global Skills Gap and Promoting a Sustainable Environment.

S&P Global

S&P Global's impact in the community is powered by our people. Through our internal engagement programs, colleagues champion, engage and advance our corporate responsibility and sustainability strategies throughout our local communities.

We offer our people five paid 'Give Back Days' to volunteer through the S&P Global Essential Impact program. Through our Common Impact Pro-Bono Quick Connect program, we personalize and match our volunteers' professional experience and skills with the pressing needs of nonprofit organizations.

In 2021, the pandemic continued to force suspension of hands-on volunteer programs in our priority areas, such as environmental cleanups. However, S&P Global volunteers continued to find opportunities to give back virtually, focusing on skills-based volunteer projects. For instance, volunteers served as mentors and judges for the online Global STEM Alliance Innovation Challenge using IT solutions to address a major global issue.

We also continued our Nonprofit Board Service Program offered through Cause Strategy Partners, which provides placement, training and support to colleagues serving on nonprofit boards. Last year, there were 33 elections to nonprofit boards and three pending board placements.

State Street Corporation

The State Street Volunteers engages employees in meaningful volunteer opportunities, contributing to their professional development and personal fulfillment and supporting and expanding the capacity of nonprofits to realize their missions in the communities where we live and work.



This past year, we've evolved State Street Volunteers with the vision to incorporate volunteering as a core part of State Street's culture that drives employee engagement and advances the missions of State Street Foundation grantees with the goal of more equitable and sustainable communities.

Volunteering at State Street is open-platform, which means you can support the organizations you care most about. Corporate Citizenship-sponsored volunteer opportunities or local employee volunteer groups support State Street Foundation (SSF) grantees, whose work focuses on education, workforce development and racial equity and social justice.

Employees have several resources available to them through Corporate Citizenship to support volunteering:

- ▶ DoMore Grant: monetize volunteer time! For every 16 hours an employee volunteers with one organization, the organization is eligible to receive a US\$500 DoMore Grant from State Street Foundation, up to US\$10K annually.
- ▶ Paid volunteer release time: Each State Street employee is eligible for 32 hours of paid volunteer release time annually to focus on enriching the communities where we live and work.

Last year presented great challenges to our global community and the need was greater than ever for support and volunteers. One of the lessons we learned last year is that there are so many ways to give back virtually. Employees can safely and easily give their time and expertise to a wide variety of deserving organizations. Whatever your passion or skillset, there is a volunteer opportunity that aligns to your interest. Our time is a very valuable resource as we continue to embody our culture trait of 'Care for our Colleagues, Clients, and Communities'.

The Philadelphia Foundation

For more than 100 years, the Philadelphia Foundation has played a key role in fostering economic, civic and social vitality throughout the Greater Philadelphia Region. Born of a desire for more powerful, permanent funding to address community needs, they have collaborated with thousands of individuals, families, and businesses to support countless nonprofits, advance community causes and provide scholarships to tomorrow's changemakers.



From Ben Franklin's civic gift of 1,000 pounds sterling to Gerry Lenfest's endowment for independent journalism, Philadelphia Foundation stewards legacies that strengthen Greater Philadelphia, improving lives today and for future generations.

That is why, as Philadelphia Foundation enters its second century of service and leadership, they do so with a vision anchored in the needs of today and the optimism for a better tomorrow. Actualizing this vision, Philadelphia Foundation has taken bold steps forward to collaborate with the community to help active transformative change.

In 2019, Philadelphia Foundation welcomed the Greater Philadelphia Corporate Volunteer Council (GPCVC). Built on the collective dedication of members focused on employee volunteer engagement, the GPCVC harnesses a community committed to making a difference. As the host organization for the GPCVC, Philadelphia Foundation is proud to support and amplify the work of its members by fostering greater collaboration between the business and nonprofit sectors.

Deeply invested in the success and resilience of the organizations it serves, the Philadelphia Foundation invested in an ecosystem that matches community nonprofits that need specific services with volunteer experts willing to provide the service pro bono. We call this ecosystem the Key Skills Hub. Powered by Catchafire, the Key Skills Hub's online marketplace for volunteerism, matches passionate, skills-based volunteers with opportunities to donate their time to nonprofits seeking assistance in the areas of business strategy, marketing, accounting, graphic design, human resources, website development and more.

In 2019, Philadelphia Foundation's Key Skill Hub provided \$2.2 million in services to nonprofits (in addition to over \$30 million in grants). In 2020, when the demand for virtual connections became essential, the Philadelphia Foundation was ready. Since March, the organization has provided \$1.7 million in services in almost 500 projects. These include adjusting programming to a virtual environment and helping the staff of organizations make the transition to a virtual working environment.

The Key Skills Hub is available to any individual that has a desire to give back to their community. Philadelphia Foundation has also collaborated with the GPCVC to make the Key Skills Hub platform available to its members as well as to the Arts & Business Council and its roughly 150 volunteers. Future partnerships to further engage individual, retiree and young-professional volunteers are also being developed.

Co-Author and Researcher Bios

Co-Authors



Lorrie Foster spent the early stage of her career helping companies globalize their operations. She was part of a small team that developed AT&T's first international strategic plan and then worked with each country manager in Europe and Asia to design a community engagement program. She was also the founding Executive Director of the New Jersey Governor's Commission on International Trade where she led the implementation of initiatives to promote exports from and foreign investment in the state. Lorrie was Executive Director of the World Trade Institute, an economic development initiative of the Port Authority of New York and New Jersey, that provided corporate seminars, courses for small businesses and customized training on all aspects of international business.

As Vice President at The Conference Board, a New York-based global think tank, Lorrie led the Councils program of 100+ corporate peer networks including ones on leadership, ethics, sustainability, corporate social responsibility and philanthropy.

Since 2015, Lorrie has directed all corporate programs for the International Association for Volunteer Effort (IAVE), including the Global Corporate Volunteer Council (GCVC), and the Research Working Group on Disaster-Related Corporate Volunteering. Additionally, she designs and chairs forums on special topics such as the Corporate Response to the Refugee Challenge (Berlin 2016), and Transformative Impact: Sustained Change through Corporate Volunteering (London 2019). Lorrie is the project director and co-author of *Corporate Volunteering for a Post-Pandemic World*.

Lorrie Foster earned an A.B. in Diplomacy and World Affairs from Occidental College, and an M.P.A. from the Harvard Kennedy School.



Kenn Allen Ed.D. pioneered the study of corporate volunteering in the United States as lead researcher and co-author of *Volunteers from the Workplace* in 1979 for the National Center for Voluntary Action (NCVA) in the United States. In 1986, he conceptualized and participated in the research that led to *A New Competitive Edge* that defined the core rationale for corporate volunteering: good for the community, good for the employees, good for the company.

He was the lead researcher and primary author for IAVE's landmark global study *Global Companies Volunteering Globally* in 2011. Based on that work and extensive additional research, he authored *The Big Tent: Corporate Volunteering in the Global Age*, sponsored and published by Fundación Telefónica in 2012.

During his career, Dr. Allen has served as executive director of NCVA, as a member of the original staff team and subsequently as Senior Vice President of the Points of Light Foundation and owner of the Civil Society Consulting Group LLC. He has been affiliated with IAVE for over 40 years – as member of the board of directors, World President, Interim Executive Director and Senior Consultant.

He earned his Ed.D in Human Resource Development at George Washington University. His dissertation was “The Role and Meaning of Community Service in the Lives of CEOs of Major Corporations.” He has contributed to the growth of volunteering through his work in some 35 countries.



Monika Krol is a Cultural Anthropologist and internationally published Researcher and Writer. She served as research consultant and co-author of the International Association for Volunteer Effort's *Corporate Volunteering for a Post-Pandemic World* report. Currently she works as a Freelance Writer on a series of articles capturing and telling the stories of nonprofit efforts in Poland and Ukraine in response to the Ukrainian refugee crisis.

Born in Poland, Monika holds a Bachelor's degree in Social Science from Ramapo College of New Jersey in the United States and a Master's degree in Cultural Anthropology from Utrecht University in the Netherlands. She has over 20 years of experience as an administrative professional and project manager.

Recent publications include:

The Welcomers: The Evolution of Volunteer Efforts in Response to the Ukrainian Refugee Crisis

A brief insight article exploring how the global community of volunteers can mobilize to help those running away from war and those fighting the war.

The Power of Cross-Cultural Partnerships and Meaningful Long-term Solidarity Across Stakeholders

Highlights Jawun, a non-profit organization that supports on the ground innovative programs of change in Indigenous communities in Australia for IAVE's Volunteering Together Magazine.

Research interests include; disaster anthropology, refugee and migration studies, study of Indigenous communities, food and nutrition, volunteerism, and philanthropy

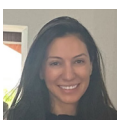
Researchers



Sachal Aneja is a development communication strategist with a cross sector experience spanning in Communications and Partnerships for over 17 years. He has led on designing and delivering impactful volunteering programs and stakeholder engagement strategies in international development organisations, UN agencies, private sector companies and Ministries of the Indian government. He is a strategic thinker, an engagement specialist and a thought leader. Sachal is well-known globally in the field of volunteering particularly in the corporate sector. In his career, he has worked on diverse volunteering programs engaging youth volunteers, corporate volunteers, community volunteers, parliamentarian volunteers and long-term professional volunteers. Sachal is the Regional Corporate Partnerships Manager, Asia-Pacific at Plan International.



Benedetta Falletti is an Italian, economist with an international master's degree in Cooperation and Development. In support of her degree she worked on microfinance projects in Bolivia and Ethiopia. Later she supported the CSR initiatives of Grupo Vips in Spain. Currently she is Project Director at Voluntariado y Estrategia and focuses on corporate volunteering and employee engagement programmes. Benedetta also coordinates the 100 member Voluntare Network of companies and NGOs that together promote corporate volunteering by developing and sharing knowledge and best practices. She additionally leads research, strategy design, and international projects for major multinationals. Benedetta co-created and led the #COMPANIES4SDGs project, a multi company internal communication campaign that promotes action in support of the SDGs through corporate volunteering. She is part of the new Impact 2030 Global Assembly.



Tania Haddad, Ph.D. is an Assistant Professor for Public Administration and Nonprofit Management at the American University of Beirut and a leading scholar on civil society and volunteering and disaster management in the Arab World. Her research focuses on the fields of civil society and gender issues, social justice, nonprofit management, volunteering, disaster management and e-government. Her research has appeared in many academic journals including International Journal of Voluntary and Nonprofit Organizations, Nonprofit policy forum and The Journal of Nonprofit Education and Leadership. She was part of the research consortium that wrote the “2022 State of the World’s Volunteerism Report. Building equal and inclusive societies” published by UNV. Her forthcoming book will be published by Routledge in June 2022 and titled: International and Local Actors in Disaster Response: Responding to the Beirut Explosion.

 **HOZON** HOZON, founded in 2010, is a leading CSR, volunteering and philanthropy support and consulting company, devoted to establishing the most influential civil think tank in China. It provides full-range consultancy and on-site support services for government, a number of enterprises in the list of Fortune Global 500 and China’s top 500 enterprises and NGOs. Hozon specializes in promoting corporate volunteering development and publish significant corporate volunteering research outcomes in China. The research team for the Chinese company interviews

and the authors of the State of Health of Corporate Volunteering in China include: Zhongping Wong, Yongli Liu, Jinxiu Zhong and Haiping Lin.



Do-young Kim has more than 18 years of experience in the Corporate Social Responsibility area as a CSR general manager of SK group in Korea. He is a founder and a leader of the Korea CSR Forum which has more than 600 CSR experts of more than 170 Korean Corporations. He also serves as a board member of the Korean Academy of Volunteerism, the Korea Forum of Volunteerism, the Korea Volunteer Culture, the Korean Association of Nonprofit Organization Research, and the Academy of Social Enterprise. Do-young Kim is a visiting professor of Yonsei University and a Director of the Mongolian International University CSR Center.



Irina Krasnopolskaya, Ph.D. is a docent and a researcher at The Centre for Civic Initiatives Assessment at the Higher School of Economics, Moscow, Russia. Irina has studied the non-profit sector, government-nonprofit relationships and volunteering in Russia and globally for over 10 years. She also works on methodology and metrics with the aim to identify and examine non-profits in an international context.



Iraida Manzanilla Guerra is a Sociologist, having graduated from Andrés Bello Catholic University and from the Advanced Management Program of the Institute of Higher Studies in Administration (IESA). She is the Founder of *Iniciativa Latinoamericana*, where she works as a senior consultant and researcher in CSR and Corporate Volunteering in Venezuela and Latin America. She was Vice President of the Board of IAVE and Regional Representative for Latin America. Iraida is a member of the Advisory Councils of umbrella organizations in Venezuela: *FIPAN* and *Sinergia*, a network for the defense of the rights of participation and free association.



Jacob Mwathi Mati, Ph.D. teaches sociology at Sol Plaatje University, Kimberley South Africa. He is also an Associate Research Fellow at both Society, Work and Politics (SWOP) Institute, and the Centre on African Philanthropy and Social Investment (CAPSI) at The University of the Witwatersrand, South Africa. His professional experience spans over 20 years of work experience in civil society, academia and consulting in various parts of the world including: Africa, Asia, the Pacific and Europe. His research interests are centred on power, civic agency, volunteerism and philanthropy.



Sarah Middleton is President and CEO of Mission Up, a social change consulting firm based in Orange County, California that works alongside companies, nonprofits, and movements. Before founding Mission Up, Sarah was the Senior Vice President responsible for global corporate citizenship at PIMCO and Executive Director of the PIMCO Foundation. As a CSR professional and practitioner, Sarah has extensive experience with volunteering. Prior affiliations include IAVE's Global Corporate Volunteer Council, Points of Light Corporate Institute, IMPACT2030, and AmeriCorps. Sarah has written for *The Huffington Post*, is a regular speaker on CSR, and was named one of Orange County's 100 Most Influential people of 2015.

Company Descriptions

AB InBev

Established in 2008, Anheuser-Busch InBev, aka AB InBev, is a multinational drink and brewing company based in Leuven, Belgium. AB InBev has a global functional management office in New York City, and regional headquarters in São Paulo, London, St. Louis, Mexico City, Bremen, Johannesburg and other locations. The company has 170,000 employees.

Accenture

Founded in 1989, Accenture plc is an Irish-based multinational company organized into four business units: Strategy & Consulting, Song, Technology and Operations. The company has 699,000 employees worldwide.

AIA Philam

Founded in 1947, the Philippine American Life and General Insurance Company (also known as Philam Life) is an insurance company based in the Philippines. It is part of the AIA Life Insurance Group.

Airbus

Founded in 1970, Airbus is a European aerospace company that designs, manufactures and delivers commercial aircraft, helicopters, military transports, satellites and launch vehicles, and provides data services, navigation, secure communications and urban mobility solutions. The company has 130,000 employees worldwide.

Alturki

Established in 1975, Alturki Holding is an investor and partner in infrastructure development in the MENA region. The company, based in the Kingdom of Saudi Arabia, has 30,000 employees.

Apple

Apple Inc., founded in 1976, is an American multinational technology company headquartered in California that designs, develops and sells consumer electronics, computer software, and online services. The company has 154,000 employees worldwide.

AT&T

AT&T (originally the American Telephone and Telegraph Company) is an American multinational telecommunications company and the largest provider of mobile telephone services in the U.S. The company is headquartered in Dallas, Texas, and has 203,000 employees.

AXA

Founded in 1816, AXA is a French multinational insurance, investment management and financial services firm with headquarters in Paris. The AXA Group operates in 50 countries and has 149,000 employees.

Banco General

Founded in 1955, Banco General is the first private equity bank in Panama. It has 75 branches in the country, a bank in Costa Rica and representative offices in Colombia, El Salvador, Guatemala, Mexico and Peru. The company has 4,000 employees.

Bank of America

Bank of America is an American multinational investment bank and financial services holding company headquartered in Charlotte, North Carolina. It is the second largest banking institution in the United States. The company has 210,000 employees.

BD

BD is an American multinational medical technology company that manufactures and sells medical devices, instrument systems, and reagents. BD also provides consulting and analytics services. Founded in 1897 as Becton, Dickinson & Company, and headquartered in Franklin Lakes, New Jersey, BD has 75,000 employees and operates in more than 50 countries.

Belcorp

Founded in 1968 and headquartered in Peru, Belcorp is a global leader in beauty and personal care. It employs 7,500 staff and has a network of more than 800,000 independent beauty consultants. Belcorp has business operations in 14 countries in the Americas: Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Mexico, Panama, Peru, Puerto Rico and the United States.

BNP Paribas

BNP Paribas S.A., headquartered in Paris, France, is a French international banking group formed through the 2000 merger of Banque Nationale de Paris (BNP) and Paribas, although its corporate identity descends from its foundation in 1848 as a French national bank. BNP Paribas operates in 72 countries across five continents. The company has 190,000 employees.

CaixaBank

CaixaBank is the leading financial group in retail banking in Spain with 20 million customers. The company has 46,480 employees.

Cargill

Cargill is a privately held, family owned, global food corporation, based in Minnesota. Founded in 1865, it is the largest US corporation that is not publicly traded. It has 155,000 employees and operates in 70 countries.

CCC

Founded in 1996, and headquartered in Polkowice, Poland, CCC is the largest retail footwear company in Central Europe and one of the largest footwear manufacturers in Europe. Since spring

2019, franchise stores in the GCC region have also been operating on a franchise basis in Qatar, United Arab Emirates, Saudi Arabia, Bahrain and Oman. The company has 15,000 employees.

CEMEX

CEMEX is a heavy building materials company focused on cement, ready-mix concrete, aggregates, and urbanization solutions. The company began with a cement plant in Monterrey, Mexico in 1906. It is present in more than 50 countries and has 46,000 employees worldwide.

CJ Cheiljedang

CJ started as a sugar manufacturer in 1953. The South Korean company manufactures food ingredients, food products, pharmaceuticals and biotechnology and exports its products to 100 countries. CJ has 6,000 employees.

Cognizant

Cognizant is an American multinational corporation that provides IT services, including digital, technology, consulting, and operations services. It is headquartered in New Jersey. The company has business operations in 50 countries with 290,000 employees worldwide.

Credit Suisse

Founded in 1856, Credit Suisse Group AG is a global investment bank and financial services firm with headquarters in Zürich, Switzerland. It maintains offices in all major financial centers around the world and provides services in investment banking, private banking, asset management, and shared services. The company has 50,110 employees.

Dell Technologies

Founded in 1984, Dell is an American multinational computer technology company that develops, sells, repairs, and supports computers and related products and services. In 2015, Dell and EMC merged to create Dell Technologies. Headquartered in Round Rock, Texas, it has 160,000 employees in the U.S. and around the world.

DIRECTV LA

DIRECTV LA is a direct broadcast satellite service provider. The company was formerly owned by AT&T, and sold to Grupo Wertheim at the end of 2021. The company operates in 11 countries in Latin America and the Caribbean with 11,000 employees.

Discovery Limited

Established in 1992, Discovery Limited is a South African financial company offering insurance, asset management, savings, investment and employee benefits services. The company has subsidiaries in the UK, USA, China, Singapore and Australia. It has 13,000 employees.

Disney

Founded in 1923, The Walt Disney Company is an American diversified multinational mass media and entertainment company headquartered at the Walt Disney Studios complex in Burbank, California. The company has 190,000 employees worldwide.

EDP Group

Founded in 1976, EDP is a global energy company headquartered in Lisbon, Portugal. It has operations throughout Europe, North and South America and Asia. It is the fourth largest wind energy production company in the world. The company has 12,000 employees.

Edwards Lifesciences

Edwards Lifesciences is an American medical technology company headquartered in Irvine, California, specializing in artificial heart valves and hemodynamic monitoring. The company has manufacturing facilities at the Irvine headquarters, as well as in Utah; Costa Rica, the Dominican Republic, Puerto Rico, and Singapore. The company has 14,000 employees.

Empresas Polar

Founded in 1941 in Caracas, Venezuela, Empresas Polar is a family-owned business offering food, alcoholic beverages, soft drinks and other products. Empresas Polar has 28 plants and 191 agencies, branches and distribution centers in Venezuela, and production facilities in Colombia and the USA. The company has 30,000 employees.

Ericsson

Telefonaktiebolaget LM Ericsson, commonly known as Ericsson, is a Swedish multinational networking and telecommunications company founded in 1876. The company sells infrastructure, software, and services in information and communications technology for telecommunications service providers and enterprises. The company has a workforce of 101,000 and operates in 180 countries.

Fattal

Fattal Group has been in business for 125 years. The Beirut headquartered family-owned company is a distributor of premium brand products including food and beverages, home and personal care, pharmaceuticals, medical and office equipment, perfumes and cosmetics, jewelry, tobacco, electronics and home appliances. It operates in the Middle East and North Africa and has 1,500 employees.

FirstRand Ltd.

FirstRand Ltd. is one of the largest financial institutions in South Africa and provides banking, insurance and investment products and services to retail, commercial, corporate and public sector customers. The company operates in eight African countries in addition to South Africa. The FirstRand Bank has branches in London, Guernsey and India. The company has 44,900 employees.

FNC Entertainment

FNC Entertainment is a South Korean entertainment company established in 2006 by South Korean singer and record producer Han Seong-ho. The company operates as a record label, talent agency, music production company, event management and concert production company and music publishing house.

Fosun

Fosun was founded in 1992 and is one of the largest privately owned conglomerates in China. It is headquartered in Shanghai and operates in 16 countries with 71,000 employees.

Fujitsu

Fujitsu Limited is a Japanese multinational information and communications technology equipment and services corporation, established in 1935, and headquartered in Tokyo. The company has 124,200 employees and its products and services are available in 180 countries.

Google

Founded in 1998, Google is an American multinational technology company that focuses on artificial intelligence, search engine, online advertising, cloud computing, computer software, quantum computing, e-commerce and consumer electronics. The company is headquartered in Mountain View, California and has 140,000 employees.

Grupo Terra

Founded in 1978, with headquarters in Honduras, The Grupo Terra Corporation is a diversified investment conglomerate with an emphasis on the energy sector. The company operates in Guatemala, Belize, El Salvador, Honduras, Nicaragua, Costa Rica, Panamá, Colombia and Perú and has 4,000 employees.

GSK

GlaxoSmithKline plc (GSK) is a British multinational pharmaceutical company with 94,000 employees. It was established in 2000, by a merger of Glaxo Wellcome and SmithKline Beecham.

House Foods Corporation

House Foods Corporation, (Hausu Shokuhin Kabushiki-gaisha), founded in 1913, is one of Japan's largest food manufacturers and the largest manufacturer of spices in Japan. Its subsidiary House Foods America Corporation is the largest provider of tofu products in the United States. The company has 6,000 employees.

HPE

Hewlett Packard Enterprise is an American multinational enterprise information technology company based in Texas. The company was founded in 2015, as part of the splitting of the Hewlett-Packard company which retained the personal computer and printing business. HPE has 60,000 employees.

Iberdrola

Iberdrola is a Spanish multinational electric utility company based in Bilbao, Spain. It is the second largest producer of wind power and has subsidiaries in many countries including Spain, United Kingdom, USA, Brazil, Mexico, Germany, Portugal, Italy and France. The company has 45,000 employees.

IBM

International Business Machines Corporation (IBM) founded in 1911, is an American multinational technology corporation headquartered in Armonk, New York, with operations in over 171 countries. The company produces and sells computer hardware and software plus cloud computing and data analytics. It has 282,000 employees.

Intel

Founded in 1968, Intel Corporation is an American multinational technology company headquartered in Santa Clara, California. It is the world's largest semiconductor chip manufacturer by revenue. The company has 121,000 employees.

InterCement

InterCement, a Brazilian company created in 1967, is one of the largest international cement companies. It operates in six countries: Argentina, Brazil, Egypt, Mozambique, Paraguay and South Africa with 35 cement and grinding plants. The company has 6,200 employees.

Itaú Unibanco

Itaú Unibanco S.A. is a Brazilian financial services company. It is the largest banking institution in Latin America and also has operations in the USA, Europe, China, Japan, Hong Kong and the UAE. The company has 96,000 employees.

Keppel

Founded in 1968, Keppel Corporation (also known as Keppel Corp) is a Singaporean conglomerate. The company consists of several affiliated businesses that specialize in offshore and marine, property, infrastructure and asset management businesses. It has 30,000 employees.

Kompania Piwowarska

Established in 1999, Kompania Piwowarska is a Polish brewing company based in Poznań. Since 2017 it has been owned by the Asahi Group. It currently has three breweries: Lech Browary Wielkopolski in Poznań, Tyskie Browary Książęce in Tychy and Browar Dojlidy in Białystok. The company has 2,700 employees.

Linklaters

Linklaters LLP is an international law firm headquartered in London. Founded in 1838, it employs over 2,385 lawyers, 510 partners, and 5,265 staff across 31 offices in 21 countries.

Manulife

Founded 1887, Manulife Financial Corporation is a Canadian multinational insurance company and financial services provider headquartered in Toronto, Ontario. The company operates in Canada and Asia as "Manulife" and in the United States primarily through its John Hancock financial division. It employs 34,000 full time staff and has 63,000 agents under contract.

Marriott International

Founded in 1927, Marriott International is an American multinational diversified hospitality company that manages and franchises a broad portfolio of hotels and related lodging facilities. It has 30 brands with 8,000+ properties in 139 countries and territories around the world. Marriott has 120,000 employees.

Medtronic

Founded in 1949, Medtronic plc is an American company headquartered in Dublin, Ireland. It is a global producer of medical devices and therapies. Medtronic operates in 150 countries and has 90,000 employees.

Merck

Established in 1891, Merck, d.b.a. Merck Sharp & Dohme (MSD) outside the United States and Canada, is an American multinational pharmaceutical company headquartered in Kenilworth, New Jersey. Merck develops and produces medicines, vaccines, biologic therapies, and animal health products. It has 68,000 employees.

Microsoft

Founded in 1975, Microsoft Corporation, based in Redmond, Washington, is an American multinational technology corporation which produces computer software, consumer electronics, personal computers, and related services. It has 181,000 employees.

MTN Ghana

MTN Ghana is part of the MTN Group Limited, a South African multinational mobile telecommunications company, with operations in 21 countries across Africa and Asia. MTN Ghana has over 17 million subscribers.

National Australia Bank

Founded in 1981, National Australia Bank (NAB) is one of the four largest financial institutions in Australia in terms of market capitalization, earnings and customers. Headquartered in Melbourne, the company employs a staff of 30,000 with over 900 locations in Australia, New Zealand and around the world.

NCBA Group

NCBA Group Plc, founded in 1959, is a financial services conglomerate in East and West Africa. The Group's headquarters are located in Nairobi, Kenya, with subsidiaries in Kenya, Tanzania, Rwanda, Uganda and Ivory Coast. It has 2,000 employees.

Nikko AM

Founded in 1959, and headquartered in Japan, Nikko Asset Management is one of Asia's largest asset managers. The firm has operations in 11 countries with 876 employees worldwide.

Novo Nordisk

Founded in 1923, Novo Nordisk A/S is a Danish multinational pharmaceutical company. Products focus on serious chronic diseases, particularly diabetes. The company has production facilities in nine countries, research and development centers in five countries and 47,000 employees worldwide.

OMK

Founded in 1993, United Metallurgical Company (OMK) is one of Russia's largest producers of pipes, railway wheels and other steel products for energy, transport and industrial companies. OMK's products are exported to 30 countries. OMK has 27,000 employees.

Osaka Gas (Daigas Group)

Founded in 1897, Osaka Gas (and as of 2021, renamed Daigas Group) is a Japanese gas company based in Osaka, Japan. It supplies gas to the Kansai region, especially the Keihanshin area. The company is also engaged in upstream, midstream and downstream energy projects throughout the world,

including LNG terminals, pipelines and independent power projects, particularly in Southeast Asia, Australia and North America. The company has 20,000 employees.

PIMCO

PIMCO (Pacific Investment Management Company, LLC) is a global investment management firm offering active fixed income management. PIMCO is headquartered in Newport Beach, California, and has 3,100 employees working in 22 offices throughout the Americas, Europe, and Asia

Ping An

Ping An known also as Ping An of China, is a Chinese holding conglomerate whose subsidiaries manage insurance, banking, asset management, financial services, healthcare, auto services and smart city services. The company was founded in 1988, and is headquartered in Shenzhen. It has 362,000 employees.

POSCO

Founded in 1968, POSCO is a South Korean steel-making company headquartered in Pohang, South Korea. POSCO operations include steel, construction, trading, energy, ICT, and chemicals. The company has 29,000 employees.

Randstad

Randstad NV is a Dutch multinational human resource consulting firm headquartered in Diemen, Netherlands. It was founded in 1960, and operates in 39 countries with more than 4,800 offices and 39,000 employees.

RBC

Royal Bank of Canada, RBC, is a Canadian multinational financial services company and the largest bank in Canada by market capitalization. Founded in 1864 in Halifax, Nova Scotia, it maintains a corporate headquarters in Toronto. The bank employs approximately 85,000 staff worldwide.

S&P Global

Founded in 1917, S&P Global Inc. is an American publicly traded corporation headquartered in New York City. Its primary areas of business are financial information and analytics. The company has 35,000 employees.

Safaricom

Headquartered in Nairobi, Safaricom is the largest telecommunications provider in Kenya. The company offers mobile telephone services, mobile money transfer, consumer electronics, ecommerce, cloud computing, data, music streaming, and fiber optic services. The company has 6,200 employees.

Sage

The Sage Group plc, commonly known as Sage, is a British multinational enterprise software company based in Newcastle upon Tyne, England. It has offices in 24 countries and 11,700 employees worldwide.

Salesforce

Founded in 1999, Salesforce is an American cloud-based software company headquartered in San Francisco, California. It provides customer relationship management (CRM) service and provides a suite of enterprise applications focused on customer service, marketing automation, analytics, and application development. The company has 73,541 employees and 110 offices in 84 cities throughout the world.

SAP

Founded in 1972, SAP SE is a German multinational software corporation based in Walldorf, Baden-Württemberg. It provides enterprise software to manage business operations and customer relations. SAP has offices in 130 countries and 105,000 employees worldwide.

Schneider Electric

Founded in 1836, Schneider Electric is a French multinational company specializing in energy and automation digital solutions for efficiency and sustainability. It provides services for homes, buildings, data centers, infrastructure and industries. The company has operations in over 100 countries with 128,000 employees.

SEDCO Holding

SEDCO, the Saudi Economic and Development Company, is a private wealth management firm established in 1976. It manages a diversified spectrum of real estate investments, investments in equities, and other businesses in Saudi Arabia and around the world. It has 3,500 employees worldwide.

Standard Chartered

Founded in 1969, Standard Chartered plc is a British multinational banking and financial services company headquartered in London, England. It operates a network of more than 1,200 branches and outlets across more than 70 countries and has 85,000 employees.

State Street

State Street Corporation is an American financial services and bank holding company headquartered in Boston with operations worldwide. It is the second oldest continually operating U.S. Bank; its predecessor, Union Bank, was founded in 1792, The company has 39,000 employees.

Tata Group

Tata Group is an Indian multinational conglomerate established in 1868, headquartered in Mumbai. It is India's largest conglomerate with operations in over 100 countries across six continents. Each Tata company operates independently under the guidance and supervision of its own board of directors and shareholders. The company has 800,000 employees worldwide.

Telefónica

Telefónica, S.A. is a Spanish multinational telecommunications company headquartered in Madrid, Spain. It is one of the largest telephone operators and mobile network providers in the world. It provides fixed and mobile telephony, broadband and subscription television. It operates in Europe and the Americas with 114,000 employees.

TELUS

Founded in 1990, TELUS Communications Inc. (TCI) is the wholly owned principal subsidiary of TELUS Corporation, a Canadian national telecommunications company that provides a wide range of telecommunications products and services. The company is based in Vancouver, British Columbia. TELUS International provides IT services to clients in Europe, Asia, and Latin America. The number of employees worldwide is 90,800.

Tencent Holdings

Tencent Holdings, also known as Tencent, is a Chinese multinational technology and entertainment conglomerate that was founded in 1998 and is headquartered in Shenzhen, China. It publishes some of the world's most popular video games. The company has 112,771 employees.

UPS

Founded in 1907, United Parcel Service (UPS) is an American multinational shipping and receiving, and supply chain management company. UPS is primarily known for its ground shipping services as well as the UPS Store, a retail chain which both assists UPS shipments as well as provides tools for small businesses. UPS is the largest courier company in the world by revenue. The company, headquartered in the state of Georgia, has 534,000 employees.

Visa

Founded in 1958, Visa is an American multinational financial services corporation headquartered in San Francisco, California. It facilitates electronic funds transfers throughout the world, most commonly through Visa-branded credit cards, debit cards and prepaid cards. The company has 21,500 employees.

Vodafone

Founded in 1991, Vodafone Group Plc is a British multinational telecommunications company with headquarters in Newbury, Berkshire, England. Vodafone owns and operates networks in 21 countries with partner networks in 48 countries - primarily Asia, Africa, Europe and Oceania. The company has 105,000 employees.

Woodside

Founded in 1954, Woodside Energy, headquartered in Perth Australia, is the largest operator of oil and gas production in Australia and Australia's largest independent dedicated oil and gas company. The company has 3,684 employees.

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And IAVE’s Board Members who also shared their expertise and perspective:

Mohamed Al Hosani, Director, Leadership & Empowerment, Emirates Foundation

Karen Bergin, Senior Director, Employee Engagement, Microsoft Philanthropies

Carmen Chavarria, Co-founder, Guatemala Volunteer Center

Matthew Clausen, Public Private Partnership Specialist, Inter-American Foundation

Wolfgang Krell, Executive Director, Augsburg Volunteer Center

Ruth Lewin, Head of Corporate Sustainability, Discovery Limited

Nuntinee Malanon, Founder, Volunteer Spirit Network

Diane Melley, Executive Director & Senior Advisor, Philadelphia Foundation

Elizabeth Okezie, Counselor & Lecturer, Nigeria Federal College of Education

Carlos Palacios, Lead, Global Volunteer Program, Telefónica Foundation

Cathy Scott, Vice President, Social Impact, The UPS Foundation

Diane Solinger, Senior Change Management Practitioner, Google

Yvette Tackie, Management Support, DHL Global Forwarding

The following individuals shared their perspectives on corporate volunteering. They are listed with the company or organization they represented at the time of the interview.

Interviewees	Company/Organization
Louise Adam	Vendredi
Omar Al-Arabi	SEDCO Holding
Muhannad Al-Jarrah	Injazz
Erin Alcaraz	Intel
Carol Alexander-Reid	Airbus

Interviewees	Company/Organization
Camilo Andres Enciso Zurita	ANDI
Sekamana Archimede	Rwanda Volunteer Network
Emiliya Asadova	UNV- APAC
Justina Babusyte	Socialinis veiksmas
Brij Bali	Emirates Foundation
Lucila Ballarino	Womenalia
Mi-Joung Bang	POSCO
Liliana Barahona	Cargill
Begoña Barbera Garcia	Iberdrola
Jonathas Barreto	Points of Light
Carla Barros	EDP Group
Bárbara Barros	ULTRAMAR
Carolyn Bassett	Junior Achievement Worldwide
Marta Bastos Santos	EDP Group
Kylee Bates	Country Fire Authority
Tanya Bell	RBC
Patricia Benchenna	Schneider Electric
Karen Bergin	Microsoft
Malcolm Berkley	UPS
Raoul Bermúdez González	Empresas Polar
Katrine Bernt Winther	Novo Nordisk
Arantza de Bilbao	Empresas Polar
Gina Birrer	Copalana
Denisse Blanca Amores	CEMEX
Olivier Blum	Schneider Electric
Alfonso Borga	Grace
Christopher Borthwick	VSO
Jacques van den Broek	Randstad
Kamilla Budnik	CCC
Steve Bullock	Trucost- S&P Global
Estela Cáceres	Grupo Terra
Jen Carter	Google
Lacy Caruthers	Google

Interviewees	Company/Organization
Jess Castelyn	NYU Abu Dhabi
Jeanie Cheah	Nikko AM
Cheryl Chen	S&P Global
Carmen Choy	Standard Chartered
Flora Chung	Agency for Volunteer Services (AVS), Hong Kong
Gabriella Civico	CEV
Nikki Clifton	UPS
Veronica Conti	VSO
Jamila Cowan	Dell Technologies
Catherine Cregan	Woodside
Marcela Cristo Vaca	AB InBev
Padma Dayananda	Cognizant
Andrea Debbane	Airbus
Helen Devanny	Sage
Laura Diacich	DVC
Alex Diaz	Google
Carlos Dini	Dividendo Voluntario para la Comunidad
Enzo Dotto	DIRECTV LA
Elizabeth Dove	Volunteer Canada
Lucy Doyle	National Australia Bank
Ramona Dragomir	Collins Aerospace
Johanna Ebbing	Berlin Social Academy
Elizabeth Eckman	PIMCO
Katy Elder	Points of Light
Michael Evason	IBM
Walter Faaij	Green Culture Lab
Daragh Fallon	Abbott
Liz Fanning	Corps For Africa
Warren Farrer	Do More
Jennifer Farrington	BD
Allison Fary	TELUS
Camila Feldberg Macedo Pinto	Itaú Unibanco
Luis Felipe Perdomo	UNIANDINOS

Interviewees	Company/Organization
Maria Fernanda Guiterrez	IBM
Lauren Fitzgerald	Manulife
Stanford Florence	Apple
Amanda Fowler	Edwards Lifesciences
Stephanie Franco	TELUS
Hiroki Fukushima	Osaka Gas
Christine Funk	Merck
Joanna Gajda-Wroblewska	BNP Paribas
Traci Gamblin	Volunteering Western Australia
Catalina Garcia	AB InBev
Oscar García	Universidad Nacional de San Martín
Vicente Gerlach	Fundacion Trascender
Mrs. Ghoraibeh	Societe General-Jordan
Marta Gil Ibáñez	CaixaBank
Patrizia Giorgio	Fondazione Sodalitas
Undral Gombodorj	Network of Mongolian Volunteer Organizations.
Elsa Grandez	Belcorp
Teresa Gruber	Feeding America
Kathy Gu	HPE
Claudia Guerra	Cargill
Laudy Al Hakim	arcenciel
Eva Halper	Credit Suisse
Justin Hargesheimer	Habitat for Humanity
Carol Hatchett	VSO
Olga Hernandez	Accenture
Jill Hillaby	Volunteering Matters
Jeff Hoffman	Jeff Hoffman & Associates
Soo-min Hong	FNC Entertainment
Ahmed Houcine	Dell Technologies
Sue Ann Huang	Keppel Corp
Debbie Huang	Volunteering Taiwan
Ghida Ibrahim	Fattal Group
Carlos Ignacio Palacios García	Fundación Telefónica

Interviewees	Company/Organization
Marina Illerhues	Randstad
Alexandra Infante	Ikigai Laboratorio Social
Kinjal Jain	Tata Group
Chang-Hoon Jeon	CJ Cheiljedang
Heesun Jeong	Korean Volunteer Culture
Paula Kapotes	BD
Trymore Karikoga	Volunteers Federation, Zimbabwe
Sona Khosla	Benevity
Eunice Kibathi	Safaricom
Do-Kyun Kim	CJ Cheiljedang
Whitney Kimmel	State Street
Tomoko Kitagawa	Cross Fields
Michelle Kitney	Volunteering New Zealand
Eva Klingbeil	SAP
Jeroen Koks	NL Cares
Daichi Konuma	Cross Fields
Karol Krzyczkowski	Responsible Business Forum -Poland
Pratibha Kurnool	Cognizant
Robert Kuzoe	MTN Ghana
Erin LaBarge	SAP
Jenny Lawson	Points of Light
Mi-Sun Lee	CJ Cheiljedang
Farron Levy	True Impact
Carl Li	Disney
Oscar Licandro	Universidad Católica del Uruguay
Teri Liew	Keppel Corp
Sara Ling Garcia	CEMEX
Sarah-Jane Littleford	Fujitsu
Nate Low	Visa
Andronica Mabuya	Discovery Ltd.
Rachel MacLeod	RBC
Mary Maina	Cricket Builds Hope
Kristina Mangelsdorf	Visa

Interviewees	Company/Organization
Rose Manzini	Jawun
Eduardo Martinez	UPS
Deedar Massingue	National Volunteering Council of Mozambique
Ann Matz-Tirado	BD
Desmond McCaffery	GSK
Sofía Mejía	Habitat for Humanity
Lorenzo Mendoza	Empresas Polar
Angelo Menezes	Fujitsu
Hee-kyung Min (Jo)	CJ Cheiljedang
Ausencio Miranda	CEMEFI
Rita Monteiro	EDP Group
Ji-Young Moon	CJ Cheiljedang
Rodrigo Morales	ANDE
Tina Morefield	AT&T
Francisco Moro Gutiérrez	Fundación Telefónica
Hamad Mubarak Alkaltham	Alturki
Carolina Muller	CBVE
Daniela Muñoz	ULTRAMAR
Emiko Nagasawa	KEIDANREN (Japanese Business Federation)
Iris Naidoo	Do More
Solmaz Nazari Orakani	Volunteering New Zealand
Sayumi Nishikawa	Cross Fields
Naoto Nishiyama	House Foods Corporation
Arthur Nkosi	Corps For Africa
Bongiwe Nomandi Njobe	FirstRand Ltd.
Agnetta Nyalita	Government of Makueni County, Kenya
Terri O'Brien	Volunteer Ireland
Edna Ogwangi	Rise Against Hunger
Colleen Olphert	BCCC
Jamie Olsen	Salesforce
Larry Pastor	The Philadelphia Foundation
Shannon Paz	IRC
Clarisa Piccione	RACI

Interviewees	Company/Organization
Arzu Pinar Demirel	Headline Diversity
Florencia Pittaro	TECHO
Adam Pogorzelski	CCC
Florencio Portocarrero	University of California Irvine UCI
Susan Portugal	Bank of America
Juan Ángel Poyatos	Voluntare
Deepak Prabhu Matti	Cognizant
Mark Pulley	Disney
Maali Qasem Khader	Schema
Stacey Queroli Oesterheld	S&P Global
Sebastián Quiroga	America Solidaria
Elena Quiroz	FUNDAHRSE
Nilay Ranjan	Vodafone
Gemma Rapson	Woodside
Esther Ray Le	Apple
Meritxell Ripoll	CaixaBank
Agata Robińska	Kompania Piwowarska
Inmaculada Rodriguez	SCR Consultant
Cristina Rodriguez	Save the Children
Lonneke Roza	Rotterdam School of Management
Joe Ruiz	UPS
Fred Sadia	Volunteer Involving Organizations Society, Kenya
Sumana Sarkar	Ericsson
Veronica Scheubel	Scheubel Development
Andrew Schroeder	Direct Relief
Andrina Schwartz	Credit Suisse
Cathy Scott	UPS
Noura Shaheen	Makhzoumi Foundation
Neha Shrivastava	iVolunteer
Kleber da Silva	InterCement
Rajinie Singh	Tata Coffee
Amber Skalsky	PIMCO
Celine Soubranne	AXA

Interviewees	Company/Organization
Jacqueline Souter	Banco General
Matt Sparkes	Linklaters
Joshua Springer	Save the Children
Desiree Storey	FirstRand Ltd.
Katarzyna Strzebońska	Szlachetna Paczka (Noble Box)
Osama Suliman	Sudanese Red Crescent Society
Violeta Taneska	Woodside
Lina Tangarife	Uniandinos
Susana Tassara	Disney
Jerome Tennille	Marriott International
Chacko Thomas	Tata Coffee
Susana Torrubiano Angulo	Fundación Telefónica
Kate Twyford	National Australia Bank
María Alicia Urbaneja	ECORED
Max Ventura	AIA Philam
Bree Vopelak	Abbott
Małgorzata Wałędzińska-Półtorak	Kompania Piwowarska
Debbie Wall	Sage
Lori Walton	Medtronic
Caroline Wangari	NCBA Group
Tim White	Fujitsu
Emily Wright	RBC
Da-som Yeoem	POSCO
Jun-kyu Yoo	FNC Entertainment
Piera Zuccherin	UNV

Corporate Volunteering for a Post-Pandemic World



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